



# **Leisure Services Delivery Guidance Appendix 12: impact monitoring guidance**

## **Leisure Services Delivery Guidance**

### **Appendix 12: impact monitoring guidance**

1. It's crucial to understand the specific impact of any leisure services contract given the scale and size of the investment made and the potential to deliver value towards strategic objectives and wider outcomes.
2. Recording the right, high-quality data, consistently and coherently, is critical and a key enabler to;
  - a. supporting delivery of strategic objectives
  - b. supporting service improvement
  - c. demonstrating a contribution towards local strategic outcomes and
  - d. evidencing the impact of leisure, sport and physical activity across a place.
3. This insight and learning will give a shared understanding of the opportunities and the challenges that a local authority face which is the key to being able to take collaborative action as part of their leisure services delivery.
4. Providers, regardless of the management model in place, be it in house, a local trust or multisite operator should have the capability and where relevant, agreement, to collect data and show a commitment to proactive analysis and reporting.
5. The data set and list of key performance indicators provided in this appendix will give assurance stakeholders that progress is being made, that the things we expect to change are changing and, crucially, we're learning, adapting and refining as we go.
6. Learning from previous leisure services operations over many years confirm that to enable an informed picture of the impact of the service, the contract should request:
  - a. a **core** level of data collection and analysis that sit alongside the operational / facilities management measurements to provide anchor points for a leisure service.
  - b. a detailed view of performance in the **context** of your place to support delivery of strategic objectives and contribution towards local strategic outcomes
  - c. an understanding of the delivery of **specific** programmes and services.

7. It is important to recognise that there may be bespoke data requirements depending on the strategic outcomes and objectives identified during the Strategic Outcomes Planning process (e.g. number of volunteers) but the following appendix sets out the fundamental principles in line with the Strategic Outcomes Planning Guidance.
8. Sport England's Moving Communities service supports the methodology listed in this appendix at a core level and should form a key part of the Leisure Services Delivery Contract with a condition that the provider will report through this tool. It provides the local authority and the provider with an interactive data platform that provides clear representation of detail data sets and easy to use filters and benchmarks to aid understanding of performance and impact.
9. The Moving Communities team would be able to provide additional support in addition to this core foundation to complete the context and specific analysis. Specific requests to provide that local level of analysis or support around specific interventions should be developed at a local level.

### 6 PILLARS OF DATA

3 LEVELS OF ANALYSIS	Participation		Financial	Social Value	Customer Experience	Service Delivery
	Participants	Throughput				
<b>CORE</b> Collect core data at a site level to enable <b>national</b> benchmark comparisons and longitudinal analysis	Members Casuals Baseline activity level Frequency of use <sup>1</sup>	Visits Activity	Income Expenditure Additional Items Staffing hours	Total social value    <b>Split by</b> Facility Individual Social Value Indicator	Satisfaction Confidence NPS Travel Activity	Operations (Cleaning/Hygiene) (Operational Management) (Health and Safety Compliance) People (Management of Staff) (Customer Experience) (Programming) (Community Engagement)
	<b>Split by demographic data</b> Gender Age Ethnicity Disability Socio-Economic Status <sup>2</sup>					
<b>CONTEXT</b>	Compare core data against your <b>local</b> data sets to select KPI's that measure delivery of strategic objectives and contribution towards local strategic outcomes					
<b>SPECIFIC</b>	Collect core data at a specific <b>intervention level</b> to support delivery of specific programmes and services					

<sup>1</sup> This may also be recorded as duration of activity per week

<sup>2</sup> Social status can be evidenced in different ways. A simple proxy is postcode which can be enhanced using additional questions through a customer survey relating to profession of main income source in a household.

## PILLAR 1: PARTICIPANTS

DATA BLOCK	FIELDS	SOURCE	TIME PERIOD	KPI
Members	Number	LMS Feed	Monthly Weekly Daily	Numbers % Change
Casuals	Number	Proxy calculation	Monthly Weekly Daily	Numbers % Change
Baseline activity level <sup>3</sup>	0 days / 1 day / 2 days / 3 days / 4 days / 5 days / 6 days / 7 days	LMS Feed		Numbers
Frequency of use or duration of use <sup>4</sup>	0 days / 1 day / 2 days / 3 days / 4 days / 5 days / 6 days / 7 days	LMS Feed	Weekly	Numbers % Change

<sup>3</sup> Question often needs to be requested as an update to leisure management system for the joiner process using the following wording: *In the past week on how many days have you done a total of 30 minutes or more of physical activity, which was enough to raise your breathing rate? (This may include sport, exercise and brisk walking or cycling for recreation or to get to and from places but should not include housework or physical activity that is part of your job.)*

<sup>4</sup> This may be captured as either days or minutes of use depending on target of Local Authority. The NHS guidelines state a target of at least 150 mins of moderate intensity activity a week or 75 mins of vigorous intensity activity a week

**PILLAR 2: THROUGHPUT**

<b>DATA BLOCK</b>	<b>FIELDS</b>	<b>SOURCE</b>	<b>TIME PERIOD</b>	<b>KPI</b>
Visits (members and casuals)	Number	LMS Feed	Monthly Weekly Daily	Numbers % Change
Activity	Number  Fitness (Gym) Group workout Swimming – lessons Swimming or other pool-based activity Badminton Martial Arts Indoor football Gymnastics Basketball Volleyball Tennis Other indoor activity Other outdoor activity Spectator Another type of activity (non-sporting)	LMS Feed	Monthly Weekly Daily	Numbers % Change

## DEMOGRAPHIC SPLIT FOR PILLAR 1 and 2

DATA BLOCK	FIELDS	SOURCE	TIME PERIOD	KPI
Gender	Male Female Other	LMS Feed	Monthly Weekly Daily	Numbers % Change
Age	Date of birth in the following groups: 0-15 16-24 25-34 35-44 45-54 55-64 65-74 75-84 85+	LMS Feed	Monthly Weekly Daily	Numbers % Change
Ethnicity	<ul style="list-style-type: none"> <li>• White British</li> <li>• White Irish</li> <li>• White Other (Gypsy or Irish Traveller)</li> <li>• Any other white background</li> <li>• Mixed/multiple ethnic groups (White and Black Caribbean)</li> <li>• Mixed/multiple ethnic groups (White and Black African)</li> </ul>	LMS Feed  Customer Survey	Monthly Weekly Daily	Numbers % Change



	<ul style="list-style-type: none"> <li>• Mixed/multiple ethnic groups (White and Asian)</li> <li>• Any other Mixed/multiple ethnic groups</li> <li>• Asian or Asian British (Indian)</li> <li>• Asian or Asian British (Pakistani)</li> <li>• Asian or Asian British (Bangladeshi)</li> <li>• Asian or Asian British (Chinese)</li> <li>• Any other Asian or Asian British background</li> <li>• Black/African/Caribbean/ Black British (African)</li> <li>• Black/African/Caribbean/ Black British – Caribbean</li> <li>• Any other Black/ Black British background</li> <li>• Other ethnic group (Arab)</li> <li>• Any other ethnic group</li> <li>• Prefer not to say</li> </ul>			
<p>Long term (12 months or more) health conditions, impairment or illnesses</p>	<ul style="list-style-type: none"> <li>• Yes</li> <li>• No</li> <li>• Don't know</li> <li>• Prefer not to say</li> </ul> <p>Options for yes</p> <ul style="list-style-type: none"> <li>• Breathing or stamina</li> <li>• Chronic health condition</li> <li>• Dexterity</li> <li>• Hearing</li> <li>• Learning or understand or concentrating</li> </ul>	<p>LMS Feed</p> <p>Customer Survey</p>	<p>Monthly</p> <p>Weekly</p> <p>Daily</p>	<p>Numbers</p> <p>% Change</p>

	<ul style="list-style-type: none"> <li>• Long term pain</li> <li>• Memory</li> <li>• Mental Health</li> <li>• Mobility</li> <li>• Social or behavioural</li> <li>• Speech or making yourself understood</li> <li>• Vision</li> <li>• Other</li> <li>• Don't know</li> <li>• Prefer not to say</li> </ul>			
Socio-Economic Status <sup>5</sup>	Postcode analysis to IMD 1 / 2 / 3 / 4 / 5 / 6 / 7 / 8 / 9 / 10	LMS Feed	Monthly Weekly Daily	Numbers % Change

<sup>5</sup>Social status can be evidenced in different ways. A simple proxy is postcode which can be enhanced using additional questions through a customer survey relating to profession of main income source in a household. The question to be included is: **The Chief Income Earner is the person with the largest income, whether from employment, pensions, state benefits, investments or any other source. If two or more related people in the household have equal income, please think of this question with the oldest in mind. The Chief Income Earner can be of either sex, with no preference to either. Please indicate which one of the following best describes the profession of the chief income earner in your household? Please select one answer only.**

- a) High managerial, administrative or professional e.g. doctor, lawyer, medium / large company director (50+ people)
- b) Intermediate managerial, administrative or professional e.g. teacher, manager, accountant
- c) Supervisor, administrative or professional e.g. policeman, nurse, secretary, self-employed
- d) Skilled manual worker e.g. mechanic, plumber, electrician, lorry driver, train driver
- e) Semi-skilled or unskilled manual worker e.g. waiter, factory worker, receptionist, labourer
- f) House-wife / house-husband
- g) Unemployed
- h) Student
- i) Retired

There are an additional range of NS-SEC questions available to support further analysis and understanding in this area.

**PILLAR 3: FINANCIAL**

<b>DATA BLOCK</b>	<b>FIELDS</b>	<b>SOURCE</b>	<b>TIME PERIOD</b>	<b>KPI</b>
Income	<ul style="list-style-type: none"> <li>- Health and Fitness</li> <li>- Swimming – Lessons</li> <li>- Swimming – Other</li> <li>- Other indoor activities</li> <li>- Outdoor activities</li> <li>- Other Income</li> </ul>	Provider input	Monthly	Total Income per visit  Income per visit  Income Recovery per sub facility  % change
Expenditure	<ul style="list-style-type: none"> <li>- Staffing</li> <li>- Utilities</li> <li>- Repairs and Maintenance</li> <li>- Equipment</li> <li>- Management Costs</li> <li>- Costs of Sales</li> <li>- Other expenditure</li> </ul>	Provider input	Monthly	Total Expenditure  % change  Subsidy per visit  % cost recovery

Additional Items	<ul style="list-style-type: none"> <li>- Central Services Recharges</li> <li>- Management Fee payment from LA to provider</li> <li>- (Surplus) payment to local authority from provider</li> <li>- PPP/PFI contract payments</li> <li>- Additional local authority funding to leisure provider</li> </ul>	Provider input	Monthly	Numbers % change
Staffing	<ul style="list-style-type: none"> <li>- Monthly average of staff hours</li> </ul>			

## PILLAR 4: SOCIAL VALUE

There is an increasing interest in understanding the wider social benefits and value of sport and physical activity interventions. Local Authorities often have a wide range of choices in interpreting and measuring social value.

By collecting the data in pillars 1, 2 and 3 above, the following social value KPI's can be generated at a facility, contract, LA or national level.

KPI	SUB KPI	SOURCE	TIME PERIOD
Total social value generated	£	DCMS/Sheffield Hallam Research	Annually
Total social value participants	£	DCMS/Sheffield Hallam Research	Annually
Average social value per person	£	DCMS/Sheffield Hallam Research	Annually
Social value by the following indicators: <ul style="list-style-type: none"> <li>- Physical and mental wellbeing <ul style="list-style-type: none"> <li>o Breast cancer</li> <li>o Colon Cancer</li> <li>o Type 2 Diabetes</li> <li>o Dementia</li> <li>o Depression</li> <li>o Hip Fracture</li> <li>o Back pain</li> <li>o Reduced GP visits</li> <li>o Reduced psycho</li> </ul> </li> </ul>	£	DCMS/Sheffield Hallam Research	Annually

<ul style="list-style-type: none"><li>○ Injuries</li><li>- Subjective wellbeing</li><li>- Individual development</li><li>- Social and community development</li></ul> <p><b>% change</b></p>			
--	--	--	--

## PILLAR 5: CUSTOMER EXPERIENCE

There is an expectation that local authorities and leisure services providers will want to understand the customer experience at facilities during a contract period. This can be determined on a local basis but is usually managed through a customer survey and may include the key questions below:

QUESTION	FIELDS	SOURCE	TIME PERIOD	KPI
<p>How satisfied or dissatisfied were you with both of the following aspects of your last visit to this facility?</p> <p>a) Cleanliness and hygiene of changing areas</p> <p>b) Cleanliness and hygiene of activity areas</p>	<p>Very satisfied/Fairly satisfied/Neither satisfied nor dissatisfied/Fairly dissatisfied/Very dissatisfied/Not used/not applicable</p>	<p>Moving Communities</p>	<p>Annually Quarterly</p>	<p>Satisfaction with cleanliness of changing areas</p> <p>Satisfaction with cleanliness of changing areas</p>
<p>During your last visit to the centre, how confident or not did you feel in leisure centre?</p>	<p><i>Please answer on a scale of 0-10 where 0 is not at all confident and 10 is extremely confident.</i></p>	<p>Moving Communities</p>	<p>Annually Quarterly</p>	<p>Confidence level</p>
<p>Overall, during your last visit to the centre, how satisfied or dissatisfied were you with the overall experience?</p>	<p>Very satisfied/Quite satisfied/Neither satisfied nor dissatisfied/Quite dissatisfied/Very</p>	<p>Moving Communities</p>	<p>Annually Quarterly</p>	<p>Satisfaction with experience</p>

	dissatisfied/Don't know			
How likely are you to recommend this centre to a colleague or friend?	Please answer on a scale of 0-10 where 0 is would not recommend and 10 is would highly recommend	Moving Communities	Annually Quarterly	NPS
Which method(s) of transport did you use on your last visit to the leisure centre?	Car Bus Walk Motor Bike Bicycle Other	Moving Communities	Annually Quarterly	FPM
Which location did you travel from to get to the leisure centre?	Home Work Other	Moving Communities	Annually Quarterly	FPM
What was the duration of your journey to the facility?	0-5mins 5-15 mins 15-30 mins 30-45 mins	Moving Communities	Annually Quarterly	FPM



	45- 60 mins 60mins+			
In the past week, on how many days have you done a total of 30 minutes or more of physical activity, which was enough to raise your breathing rate?	0 1 2 3 4 5 6 7	Moving Communities	Annually Quarterly	Activity
What time did you arrive and leave the leisure centre?		Moving Communities	Annually Quarterly	FPM

## **PILLAR 6: SERVICE DELIVERY**

The service delivery pillar is under development at the time of writing. The focus of the core data to be collected will broadly focus on the following areas:

### **Operations**

- Cleaning/Hygiene
- Operational Management
- Health and Safety Compliance

### **People**

- Management of Staff
- Customer Experience
- Programming
- Community Engagement

## WIDER ANALYSIS

It is important that providers show a commitment to proactive analysis and reporting using the data captured at a core level and the leisure services delivery contract should be set up to evidence the delivery of identified strategic objectives and provide a detailed understanding of the reach and impact the leisure service is having on a place.

### ANALYSIS LEVEL: CONTEXT

At this level, the achievement of these strategic objectives will require the provider to compare core data with local targets and local catchment population data. The contract may require a longitudinal comparison to show trends and wider performance.

To do this, it is important to recognise the distinction between local measures relating to a client's longer-term strategic objectives compared to their shorter-term specific interventions that follow in the next level of specific measures.

An example of a strategic objective for a local authority may be to increase female participation.

The context analysis would select the following KPI's to measure the delivery of that strategic objective:

KPI		Local Data Set for Comparison
Female visits	Total % Changes monthly	Versus other data sets for example: Targets Local Catchment Population Active Lives Lifestyles segments data sets Concessionary rates

		Wards within LA Specific facilities Similar local authorities National benchmarks
Age breakdown for female participants	Total % Changes monthly	Versus other data sets for example: Targets Local Catchment Population Active Lives Lifestyles segments data sets Concessionary rates Wards within LA Specific facilities Similar local authorities National benchmarks
Frequency of female participation	Total % Changes monthly	Versus other data sets for example: As above

It is important to recognise that the operator may have some delivery KPI's that would sit below these to drive impact which may include participation time analysis around most/least popular day of the week, concessionary rates or activity trend analysis around trending programmes, but these are for the operator to manage.

## **ANALYSIS LEVEL: SPECIFIC**

At this level, the provider will be required to collect the core data fields at specific programme and service levels to show how their delivery is contributing to certain strategic objectives. The contract may require a longitudinal comparison to show trends which will help monitor and evaluate the performance of these programmes.

Regular review of data and KPI's at the specific level will enable the Local Authority Client and their provider to jointly explore what interventions are working and where adjustments are required if a programme is not achieving its objectives.

Often there could be wider considerations impacting on the under-performance of a programme such as the location of the session, privacy, a female instructor, timing of the session, costs, attire related issues etc which must also be explored and addressed alongside the data analysis.

Following the example above, the contextual analysis has shown an under-representation of Muslim girls age 11-18 in the centre and an exercise class intervention has been developed.

The core data that could be captured at this specific invention could include:

- Visitor
- Baseline activity level
- Frequency
- Age/Postcode/Disability

This data may be captured monthly and compared to targets and may be supplemented with a survey to understand qualitative measures such as

- Reasons for joining the programme
- Intentions for activity after the programme finishes