

# What Business are we in?

**John Wileman**  
**Head of Sport and Leisure**  
**Nottingham City Council**

# Being a Duty Officer

- What was it?
- What are the key challenges?
- What is Sport and Physical Activity today? – is our job to increase physical activity?
- What is our new role?

- One thing we are experiencing is a lack of understanding which currently exists between what Duty Officer's do on a day to day basis and how it relates to the organisations corporate priorities ie the health agenda or safer and stronger.
- I often think if only we could get our staff to see the bigger picture it would help them in understanding that clean, efficient, high quality, customer care services have an impact on the sport and physical activity agenda and as a consequence make a real difference in profiling our services at a more strategic level in the organisation.
- Our Duty Officer tier is the key to our business survival if we could get a better understanding of our customers and ensure they keep coming back we would be in a lot better financial position.

# When I was a D.O.

- Basket rooms
- Vending stock checks
- Bar and catering
- Open the doors and let people in
- Organise leagues
- See the customer
- Holiday schemes were such fun
- Joint use just introduced
- Water test results were copied
- Schools were call education not children's services.

# So what business are we in?

- People do not have to use our service – they have a **choice**.
- There is now more competition and more **choice**.
- If we don't deliver people will make a **choice** to go elsewhere.
- We are in the business of **choice**.

# Did I know the big picture?

- Not a Chance !!!!!!!!!!!!!

# The Big Picture

- **Demographics**
  - Increasingly affluent society
  - Less disposable income
  - Ageing population
  - “Agelessness”
  - Growing Ethnic mix
  - Investment in family life
  - Paedophile Hysteria
  - Parents want to know where their children are
  - Death of traditional communities
- **Trends in work**
  - Decline in manufacturing
  - Long hours
  - Work-life balance
  - Weekend working
  - Retiring later in the day
  - Less home-working more commuting
- **Time and Energy Use**
  - Time Squeeze
  - The Last Minute Society
  - All played out: too tired
- **Media Issues**
  - A connected society
  - Stories on demand
  - Sport exposure ease of viewing rather than playing

- **Health and Fitness**
  - The fitness desire
  - Obese people expanding
  - Diet concerns – Jamie Oliver
  - Physical Health: persistent allergies and conditions
  - Mental Health: increasingly strained
  - Search for wellbeing
- **Consumer Trends**
  - The Litigious Society
  - “Professionalisation” of voluntary work
- **Local Spending and Facilities**
  - Public expenditure on sport declines
  - Public spending on health increases
  - Public spending on schools increases
  - Hitting the Targets
  - Local Authorities trim their budgets and outsource facilities
  - Drowning in paperwork
- **Children's services**
  - Sport; less time in schools
  - Disappearing playing fields
  - Expansion of higher education
  - No Competition
- **Other leisure offers get better**
  - Nintendo Wii
  - What do you do on a Friday night
  - Eating out and drinking in.
  - Sky vs Virgin media
- **Transport**
  - More cars to get there but more congestion on the way
  - Greener transport?

- A new Local Government White Paper “*Strong and Prosperous Communities*” was published on Thursday 26th October 2006. The paper outlines the future of local government and includes commitment to wider devolution of central government functions and powers. The aim of this White Paper is to give local people and local communities more influence and power to improve their lives. It is about creating strong, prosperous communities and delivering better public services through a rebalancing of the relationship between central government, local government and local people.

# Delivery of Sport and Physical Activity

Through 4 major sectors:

- Local government
  - Education
  - Voluntary
  - Private sector
- (health sector important)

BUT:

- Structures and interaction is unclear and complex
- Some sports compete as UK/GB, some as Home Countries, some as both
- Sports data is poor
- (300 National Governing Bodies for 112 sports!)

# Benefits of Sport and Physical Activity

Possible benefits include:

- Personal satisfaction
- Improved health
- Improved educational outcomes
- Crime reduction
- Social inclusion
- Enhancing the environment

BUT!!!!!!- difficulties in measuring net benefits of sport:

- Inputs
- Definitions
- Timing
- Monitoring and evaluation
- Outcomes harder than outputs

# Health benefits

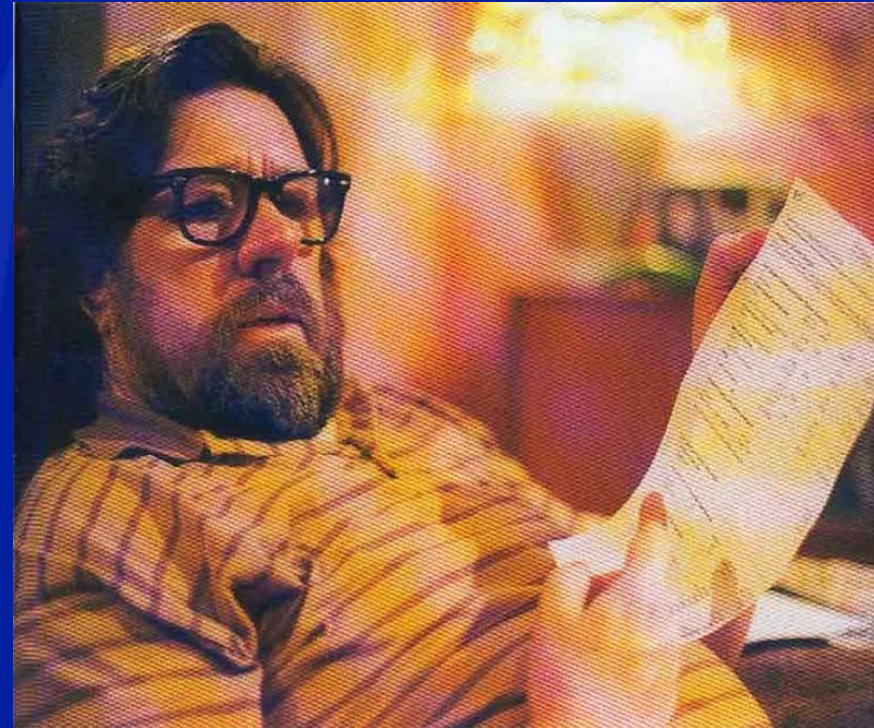
- Obesity
- Cardiovascular diseases
- Some forms of cancers
- Non insulin –dependent diabetes mellitus
- Strokes
- Osteoarthritis
- Osteoporosis
- Clear, well evidenced and widely accepted
- Cost of inactivity £2bn a year (54,000 lives lost)
- 10% increase in activity - £500mill a year
- (not including sports injuries!)
- We have not yet seen the government cross subsidise

# Other Benefits

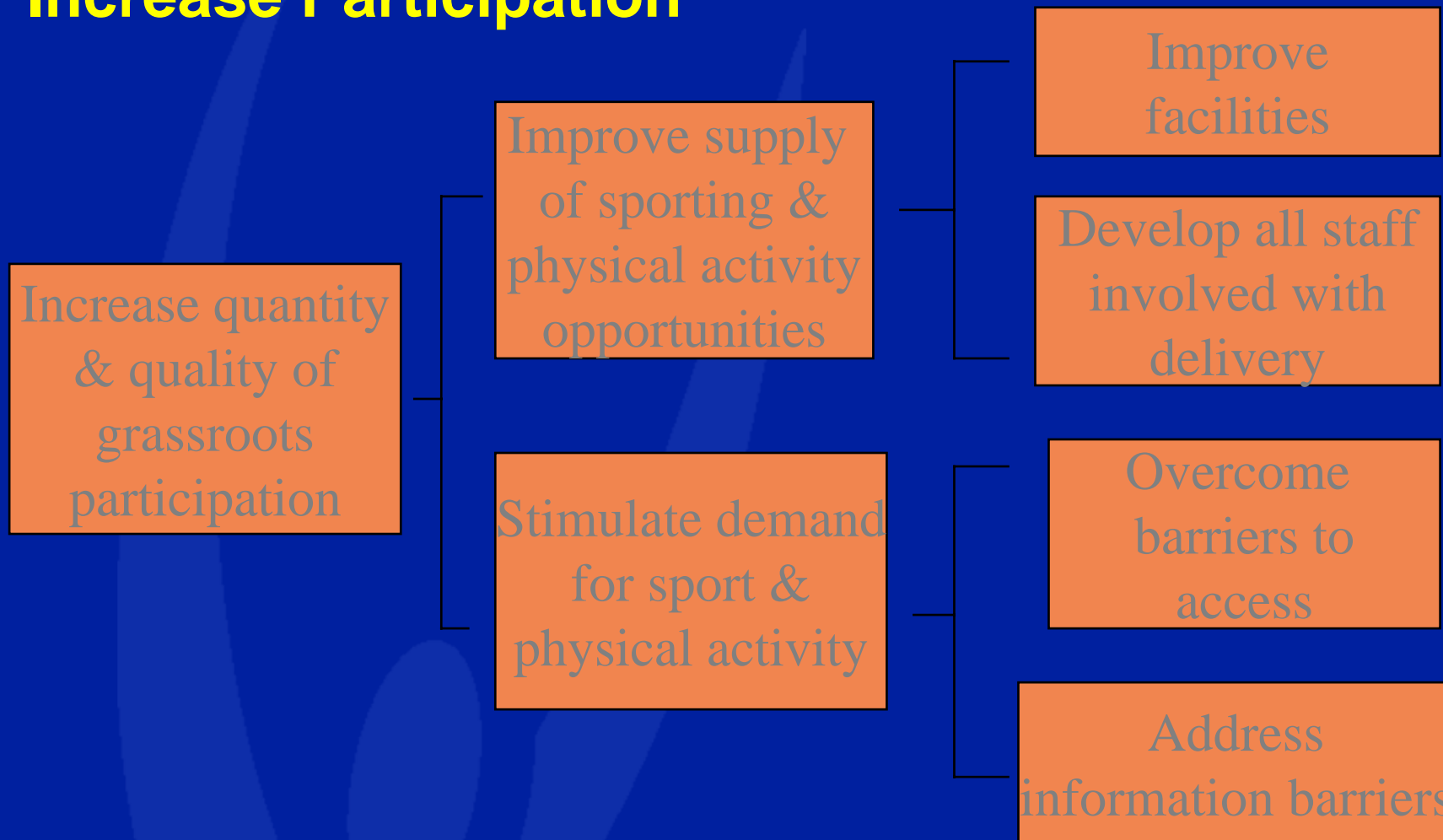
- Some evidence that can benefit education
- Education plays key role in participation
- Crime reduction and social inclusion benefits less clear
- Need to improve understanding of linkages
- **International success – “feelgood factor” ... and a “feelbad factor” Beating France losing to Wales!!!**
- **Doesn't stimulate sustained economic benefits**
- **Benefits of hosting mega sporting events unclear – will the Olympics be good value for money**
- **Govt intervention justified when it corrects ‘inefficiencies’ but Pilots don't work**

# Health

- This is the new kid on the block
- Local Area Agreements
- PCT funding
- 2<sup>nd</sup> Health service
- More use by the less fit
  - GP referrals
- Tackle obesity



# Framework for Analysis of Policy Options to Increase Participation



# Our Job as a Duty Officer

16 %

MILD  
ENTHUSIASTS

Keen, but could do more

*Strategy: increase access, reduce drop-out and foster enthusiasm*

SPORTY  
TYPES

20 %

Keen to Stay

*Strategy: safeguard provision of sporting opportunities; pathway to elite sport*

20 %

COUCH  
POTATOES

Hard to reach: Negative attitude to sport

*Strategy: raise awareness, promote health benefits, change attitude to physical activity at young age*

ON THE  
SUBS'  
BENCH

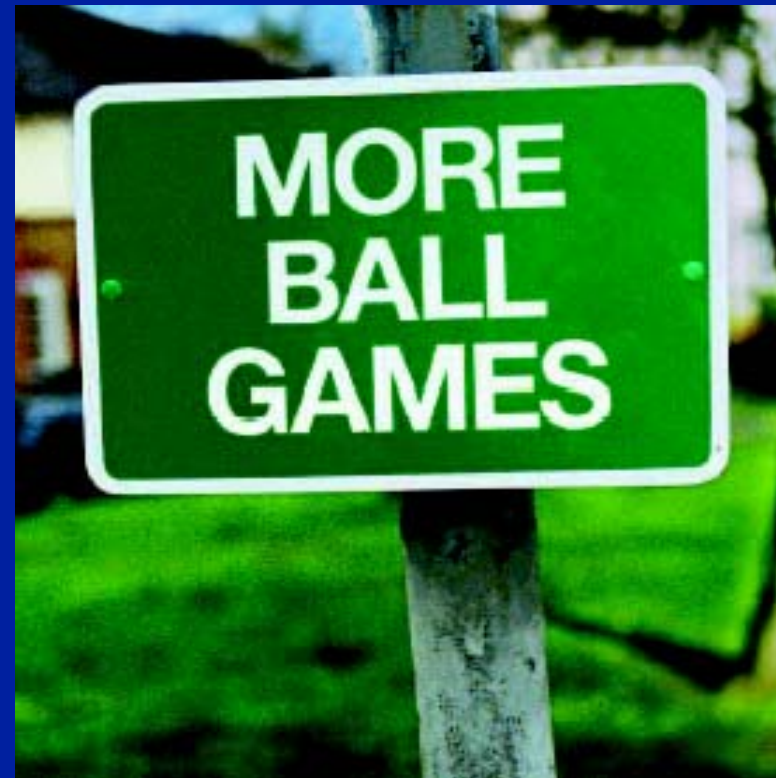
44 %

Could be persuaded if sport was accessible and attractive

*Strategy: remove barriers, offer incentives, take sport to them*

# Strategic context

- Do you have a plan?
- What is it?
- Is it written down?
- Do you know what it means?
- Do you know how to deliver it?
- Did you help write it?
- More people, more active, more often



# Organisations in sport

- Sports Development vs Leisure Centre Operation
- County Sport Partnership
- Community Sport Network



# Olympics

- What will this mean to our facilities?
- Is it going to improve attendance?
- What will be the legacy?

# Quality

- QUEST
- TAES
- Green Flag
- Chartermark
- Investors in people
- Culture Block Inspection
- CPA

# Future funding

- PAYP
- Positive futures
- Building Schools for the Future
- Health and Children's services
- More short term

# Legal implications

- Legionella
- No win no Fee
- Risk assessments
- Fire safety
- Cleaning records

# New build and refurbishments

- Clerk of works
- Building surveyor
- Consultant

We are becoming all these things

# Energy Manager

- Save it – cause costs are rising
- Green conscious/champion

# Performance management

- Sickness reviews
- Grievance – discipline
- We are beginning to be HR professionals
- Facts and figures what are you measured on – the number of users and how satisfied they are?
- PDR's - appraisals
- Inductions
- Child protection

# Customer feedback

- Do you do it
- Do you use it
- Market research
- APSE vs NBS

# So what business are we in?

- Match Customer Expectation and exceed their expectations!
  - Cleanliness
  - Safety
  - Customer care
  - Programme of activities
  - Choice and imagination
  - Know what people want and give it to them

# So what business are we in?

- We must know the big picture to understand what our customer needs.
- Consider and reflect on these slides and try and use the context in understanding where our service now fits, we can no longer open our doors and be a caretaker of facilities.
- We are here for a reason and that reason changes peoples lives.