Measuring the social value of leisure services in Carmarthenshire

Carl Daniels – CCC

Chris Phillips, Ed Hubbard – 4global (Datahub)
3 years ago. Where were we...?

- Over 1 million visits to our leisure centres per year.
- Knowledge that participation in physical activity has various benefits.
- Inability to convert benefits to a monetary figure.
- Increasing budgetary pressure: the impending ‘graph of doom’:
A sector leading collaboration

An international sports consultancy using our experience, evidence-based advice, new technologies and insight to empower clients.

The largest repository for sport and physical activity data in the UK, integrated and enhanced through a suite of participation and business intelligence modules.

The industry body for the sector, serving 4,000 members from across the public, private and third sectors, facilitating partnerships, campaigning and providing membership services.
Using over 500 million visits to provide the latest insight to the sector

The largest repository for sport and leisure data in the UK, integrated and enhanced through a suite of participation and business intelligence modules, accessed anywhere via a single online portal.

- 500+ million visits tracked
- 9 million participants
- 2000 sites sharing data
Where are we now...? Ability to value participation

Social Value Dashboard

Total Social Value (Rolling 12 Months)

- **GM 5.0m 5.7m**
- **1.5m 1.7m**
- **963.0k 1.2m**
- **1.2m 1.4m**
- **1.3m 1.4m**

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Value</th>
<th>Previous 12 months</th>
<th>Last 12 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>5.0m</td>
<td>5.0m</td>
<td>5.7m</td>
</tr>
<tr>
<td>Core Members</td>
<td>1.5m</td>
<td>1.5m</td>
<td>1.7m</td>
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<tr>
<td>Moderate Members</td>
<td>963.0k</td>
<td>963.0k</td>
<td>1.2m</td>
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<tr>
<td>Infrequent Members</td>
<td>1.2m</td>
<td>1.2m</td>
<td>1.4m</td>
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<td>Non-Members</td>
<td>1.3m</td>
<td>1.3m</td>
<td>1.4m</td>
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</tbody>
</table>

**Social Value KPIs**

- **Social Value (Nov-2017 | Oct-2018)**: £5,705,431
- **Social Value (Nov-2016 | Oct-2017)**: £4,950,443
- **Year-over-Year Comparison**: £754,987 ↑ 15.25%
- **Social Value (Jul-18 | Sep-18)**: £1,947,133
- **Social Value (Jul-17 | Sep-17)**: £1,258,501
- **Quarter-over-Quarter Comparison**: £688,632 ↑ 54.72%
- **Social Value (Oct-2018)**: £640,723
- **Social Value (Oct-2017)**: £395,458
- **Month-over-Month Comparison**: £245,264 ↑ 62.02%

**Avg value per participant (12 months)**: £326 | 17,500
**Avg value per participant (last quarter)**: £160 | 12,107
**Avg value per participant (last month)**: £79 | 8,102

**SV Index Score**: 62%
Ability to analyse value per month/quarter/year

<table>
<thead>
<tr>
<th>Month</th>
<th>Total Value (Rolling 12 Months)</th>
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<tbody>
<tr>
<td>Nov-2017</td>
<td>376.8k</td>
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<tr>
<td>Dec-2017</td>
<td>275.3k</td>
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<tr>
<td>Jan-2018</td>
<td>346.5k</td>
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<tr>
<td>Feb-2018</td>
<td>359.9k</td>
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<td>Mar-2018</td>
<td>435.6k</td>
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<td>Apr-2018</td>
<td>420.4k</td>
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<td>May-2018</td>
<td>486.8k</td>
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<td>Jun-2018</td>
<td>416.3k</td>
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<tr>
<td>Jul-2018</td>
<td>577.6k</td>
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<tr>
<td>Aug-2018</td>
<td>732.3k</td>
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<tr>
<td>Sep-2018</td>
<td>637.2k</td>
</tr>
<tr>
<td>Oct-2018</td>
<td>640.7k</td>
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</tbody>
</table>

**Social Value KPIs**

**Year-over-Year Comparison**
- £754,987, ↑15.25%

**Quarter-over-Quarter Comparison**
- £688,632, ↑54.72%

**Month-over-Month Comparison**
- £245,264, ↑62.02%

**Average Value per Participant**
- (12 months): £326 | 🔄17,500
- (last quarter): £160 | 🔄12,107
- (last month): £79 | 🔄8,102

**SV Index Score**: 62%
Ability to analyse the population
Ability to analyse our social value impact per LSOA
Ability to select LSOA’s...
...and to break our social value impact down further

e.g. by social value make-up per LSOA

<table>
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<tr>
<th>Polygon</th>
<th>Health</th>
<th>Social Wellbeing</th>
<th>Crime</th>
<th>Education</th>
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<td>£3,233.4</td>
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</table>
...and to break our social value impact down further
e.g. by leisure centre
Where are we now...

• Our true ‘cost’ can be calculated in a different way: £2m cost for the service...generating a social value of £5.7m. Net value (not cost!) of £3.7m.

• Sector benchmarking Carmarthenshire and individual facilities.

• Project planning using SV baselines and analysis: e.g. Parkhall & Llanelli.

• Facility planning using SV baselines and analysis: e.g. LLC additional £500k.
Don’t just do things right…do the right things

**Data**
*Capturing the right information*
- Collecting accurate, standardised data across your estate

**Intelligence**
*Understanding your data*
- ‘How do you identify members who are about to leave’
- ‘What would be the impact on your membership if a budget gym opened next door?’
- ‘What’s the optimal point for a standard membership’

**Actionable Insight**
*Addressing the issues*
- Targeting the right people
- Investing in the right programmes and facilities
Questions...?
Operator journey

Evidence
› Demonstrate value to the community
› Support funded interventions with clear data
› Show how your service delivery changes lives

Target
› Identify local areas of opportunity
› Focus on key demographics and hard to reach groups
› Deliver targeted messages for maximum

Predict
› Demand modelling for new facilities
› Identifying the best possible facility mix

Feasibility and DBOM

Benchmark
› Align to sector standards
› What does good look like?
› Compare site and programme performance to the rest of the sector

Refurb/relocate

Analyse
› Monitor performance against strategic goals
› Embed use of data as standard operating practice
› Identify trends in performance data

Focused monitoring

Building the sample