Performance measurement for the development of sport –

A good practice guide for local authorities

Main report

A

© Sport England
2001

SE/2081A/P/10/01

£5

ISBN 1 86078 163 2

Sport England
16 Upper Woburn Place
London
WC1H 0QP
Tel: 020 7273 1500
Fax: 020 7273 1868
Email:
info@sportengland.org
www.sportengland.org

While every effort is made to ensure the accuracy of the information in this publication, it is provided without any liability on the part of Sport England and readers should satisfy themselves as to its accuracy before placing any reliance thereon. All liability for loss, disappointment, negligence or other damage caused by reliance on the information contained in this publication is hereby excluded.

This document is available on Sport England's website at www.sportengland.org

Some views on the guidance

- *'The effective and successful completion of a Best Value review requires honest self-appraisal and a willingness to compare one's own services with others, to look critically at the service's strengths and weaknesses, and to apply relevant and meaningful performance measurement.*

'The Inspection Service welcomes this guidance as a valuable contribution to good practice and the increased potential for benchmarking as a result.

'The guidance provides opportunities to compare service performance in a robust way and offers a framework for managers to make appropriate changes in order to bring about improvements in services to the public.'

Paul Kirby, Acting Head of Inspection, Best Value Inspection Service, **Audit Commission**

- *'The Chief Cultural and Leisure Officers Association supports the concept of the development of effective performance indicators for sport. CLOA believes they will lead to additional evidence that sport plays an important role in British society and helps to achieve a wide range of social objectives. CLOA will seek to support their continued development and refinement.'*

Steve Evans, **Chief Cultural and Leisure Officers Association**

- *'It is both Government and Departmental policy to ensure the delivery of high standards and continuous improvement in public services. Robust performance management systems are essential tools, and the Department hopes that local authorities will use the Sport England framework to identify indicators that fit their local circumstances, and that will be most useful to them in improving the quality and standards of sports development.'*

Department for Culture, Media and Sport

- *'It is simply not possible for central government to be able to monitor all aspects of performance without the involvement of local communities. I welcome the guidance and look forward to seeing how it will influence service improvements in the coming years.'*

David Evans, President, **Institute of Leisure and Amenity Management**

- *'Measuring the performance of sport and cultural services in achieving real outcomes for people is becoming an increasingly important aspect of our lobbying work at local and national levels. I am sure that this guidance will prove to be an invaluable tool in assisting local councils to make the case for further investment in sports and leisure services.'*

Councillor Lyn Brown, Chair, Cultural Services Executive, **Local Government Association**

- *'Any method of attempting to assess the effectiveness of sports development work is to be welcomed. NASD is therefore pleased to support this resource and looks forward to contributing to the ensuing debate.'*

Val Charlton, Chair, **National Association of Sports Development**

The guidance is supported by:

Foreword

With the implementation of Best Value and its associated service reviews, local authorities are being challenged to justify the services they provide and to examine in a more critical way who pays for them and who benefits from them.

An individual participates in sport as an activity of choice. The provision of a sport or leisure service and its constituent elements is also a matter of choice on the part of local authorities that recognise the value of sport, despite its non-statutory status. To merit being chosen, sport must be able to demonstrate the contribution it makes to society and the added value it often provides in return for the resources invested in its provision.

An important part of the Best Value process is to establish how well the service is performing, in terms of achievement of objectives, effectiveness and efficiency. The process also includes comparison of performance – over time and, where appropriate, with other service providers – to identify areas where improvements can be made. However, the first year of Best Value service reviews incorporating sport, and the inspections by the Audit Commission, have highlighted the lack of robust performance measurement and the limited use of performance indicators. There is a need to use indicators that really demonstrate the contribution of sport in its widest sense and the good practice that exists among sports providers.

Sport England's new guidance challenges everyone involved with the provision of local authority sports services to measure the impact of their service on the communities they serve, to demonstrate that the service is valued and to show that it is being delivered efficiently and cost-effectively. It also encourages service providers to think beyond the traditional boundaries of local authority measurement, taking in more than just the inputs and outputs from sport and leisure facilities, and to recognise the value of measuring wider issues such as participation levels, to which other providers may also contribute.

The guidance is a practical working resource that presents good practice in measuring performance and gives a selection of performance indicators that can help build up an overall picture of an authority's performance. It has been developed with input from many different organisations and local authority representatives. We are indebted to the individuals who have contributed their time and expertise to this work and to those organisations that have given it their support.

As the use of performance indicators becomes more widespread, not just for sport and leisure facilities but for all aspects of sports provision, the indicators that are of most value will doubtless emerge. Our challenge to everyone reading the guidance is: 'Do you think you can do better?' We shall be using the guidance to encourage the debate about what should be measured, how it should be measured, which performance indicators best demonstrate the impact of sport and, most importantly, how performance measurement can be used to inform service planning and improve the services provided.

Further work will be undertaken on the performance indicators, such as measuring the impact of sport on wider social and economic objectives, and the guidance will be updated regularly. We welcome your feedback on the guidance and on the performance indicators proposed, plus any others that you think will be of value.

We hope that this resource will make an important contribution towards better performance measurement and better sports provision that meets local policy and management objectives.

Trevor Brooking CBE
Chair, Sport England

CONTENTS **Page**

1. INTRODUCTION AND BACKGROUND

- Purpose of this guidance 3
- Who is it for? 3
- The benefits and value of measuring performance 3
- The development of sport 5
- Preparation of the guidance and contributing organisations 6

2. AN EVALUATION FRAMEWORK FOR SPORT

- The Best Value framework 7
- Principles of performance measurement 7
- Performance indicators 8
- Government and Audit Commission Best Value Performance Indicators 8
- Local indicators for sport 9
- The role of local authorities – Sport England's view 9
- Selecting appropriate performance indicators 10
- The evaluation framework 11
- Measuring inequalities in sport 13
- Target setting 13
- How to use and interpret performance indicators 14

3. THE PERFORMANCE INDICATORS

- Types of performance indicator 15
- Sport England's core indicators 15
- Local performance indicators and Best Value reviews 17
- Area-specific performance indicators: 17
  - Young people and schools 18
  - General participation 19
  - Facility provision, operation and management 19
  - Sports clubs 20
  - The development of sporting talent 20
  - Leadership and volunteering 20
  - Working with partners and other agencies 21
  - Contribution to wider outcomes 21

4. DATA COLLECTION

- Approaches to data collection 22
- Example programme for data collection and research 22
- Examples of different approaches to performance measurement and data collection by local authorities 23
- Mapping 26

5. BENCHMARKING

- The main principles of benchmarking 27
- Performance (metric) and process benchmarking 27
- The benchmarking process 28
- Examples of benchmarking for sport 29
- Continuous improvement 30

APPENDICES **Page**

Appendix 1:	**Contributors to the guidance**	32
Appendix 2:	**Best Value performance management framework**	34
Appendix 3:	**Sport England's core indicators – definitions and recommended methods of measurement**	37
Appendix 4:	**Additional guidance on the indicators**	56
Appendix 5:	**Other sources of advice and guidance on Best Value and performance measurement**	76

1. INTRODUCTION AND BACKGROUND

Purpose of this guidance

1.1 This guidance is provided as a good practice guide to performance measurement for sport. It will assist local authority providers of sport and recreation services to demonstrate how key sporting outcomes are being delivered, as well as how efficient and effective those services are.

1.2 The introduction of the Best Value regime has emphasised the importance of having a robust performance management framework for services, with appropriate local performance indicators. This guidance will help you to select, use and interpret local performance indicators and will be of value to any authority undertaking a Best Value Service Review of its sport and recreation service, or of another service to which sport and recreation contributes.

1.3 The guidance provides a **recommended evaluation framework for sport** for you to use to measure and monitor your performance in relation to achieving key outcomes, outputs and inputs for the development of sport. It gives a shortlist of core indicators that Sport England is encouraging all authorities to adopt as well as a 'basket' of other indicators from which appropriate local indicators can be selected, depending on your local priorities. Information and guidance is also provided on the function, selection, measurement and interpretation of performance indicators and on the use of benchmarking.

Who is it for?

1.4 It is designed for use by local authority:

- members, chief executives, senior managers and policy planners with corporate responsibilities
- members, chief cultural or leisure officers, senior managers and policy planners in sport, recreation and related service areas
- members and lead officers responsible for Best Value
- management and operational staff in sports development, sports facility management and other related services.

1.5 It will also be of value to individuals and organisations in the voluntary, public and commercial sectors working in partnership with local authorities to develop and provide sporting opportunities.

The benefits and value of measuring performance

1.6 Measuring the performance of a service enables areas of good practice to be highlighted and areas of poor performance to be identified and questioned.

Why measure performance?

1. *What gets measured gets done.*
2. *If you don't measure results, you can't tell success from failure.*
3. *If you can't see success, you can't reward it.*

4. *If you can't reward success, you're probably rewarding failure.*

5. *If you can't see success, you can't learn from it.*

6. *If you can't recognise failure, you can't correct it.*

7. *If you can demonstrate results, you can win public support.*

Extract from *Reinventing Government* (Osborne and Gaebler, 1992) reproduced in *Aiming to Improve* (Audit Commission, 2000).

1.7 It can assist you to really focus on or re-evaluate key priorities and to take actions that will result in:

- improved public services
- improved accountability
- improved service impact.

1.8 Performance measurement over time can demonstrate to internal and external partners or stakeholders that you are achieving continuous improvement and that targets are being met.

1.9 Performance measurement is of particular importance to a non-statutory service such as sport or leisure, in order that the impact of the service and its value to local people can be highlighted. With significant pressures on statutory services such as education and social services, it is increasingly important that robust evidence is collected to demonstrate how sport and recreation contributes to the achievement of sporting, social and economic outcomes.

1.10 *The Value of Sport* (Sport England, 1999) stated:

'The benefits sport brings to individuals and communities may be obvious to many. In the competition for scarce resources, however, sport must face up to the challenge of justifying, in more tangible ways, why public money should be invested in it.'

1.11 Fundamentally, sport must be able to demonstrate the contribution it can make to national and local policies and priorities.

1.12 Major themes in the Government's public policy include:

- improving quality of life through incorporating environmental, social and economic concerns within a broader philosophy of sustainable development
- a commitment to tackle social exclusion
- the promotion of community-based regeneration – seeking to involve and empower local people and organisations
- greater recognition of and support for the voluntary sector
- a focus on widening access, the pursuit of excellence and innovation and the nurturing of educational opportunity

- the modernisation of local government to ensure that it is ‘in touch’ with the people and provides ‘Best Value’ in the services delivered

- breaking down departmental and organisational barriers –- taking a more holistic, ‘joined-up’ approach to tackling complex social problems.

1.13 Sport has an important contribution to make to the achievement of government policy in these areas, for example:

- sport for all is underpinned by the principle of equity and social inclusion.

- Sport has multi-dimensional benefits in the context of social inclusion and individual health and well-being.

- Sport and recreation is a key ‘public face’ of local authority services and is thus often at the forefront of initiatives to empower and consult local people.

- Sport and its practitioners are in touch with youth culture and offer an effective link between school and community life.

- Volunteering is central to sport.

- Sport offers lifelong learning and involvement. Having benefited from participation and involvement, people have the chance to stay within and manage sport and to gain qualifications in coaching, leadership and administration.

- Sport and the effective management of the interface between sport and the environment does, in many instances, contribute to environmental sustainability.

- Involvement in sport contributes to the development of the physical and mental well-being of individuals.

1.14 Over the past few years sport has had to face up to the challenge of demonstrating that it can deliver the local and national government agenda, with varying degrees of success. The performance indicators identified in this guidance are intended to help authorities demonstrate the benefits of sport, and show the public how good the service is and how efficiently and effectively it is being delivered.

The development of sport

1.15 The performance indicators within this resource are provided to enable you to measure the whole of service delivery related to the development of sport. This guidance considers performance indicators for:

- strategic planning, service delivery, cost and efficiency

- people, activities, programmes and facilities

- different users and levels of reporting.

1.16 The performance indicators proposed recognise the importance of relationships between the local authority and other non-local authority providers.

1.17 The definition of sport used in this guidance follows the Council of Europe definition adopted by Sport England:

'Sport means all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels.'

1.18 This inclusive definition extends from casual and informal participation in recreational activities such as walking or fitness-related activities like aerobics, to more serious, organised club sport and, for the minority, pursuit of the highest levels of excellence.

1.19 This broad definition reflects the fact that the services delivered by many authorities embrace a wide range of sport, recreation and leisure opportunities.

1.20 However, it is also recognised that not all authorities adopt this definition for their provision of sporting opportunities. Therefore, at a local level it is important that **the definition of sport being used by an authority is confirmed** before measurement is undertaken, particularly if comparisons with other authorities are intended.

Preparation of the guidance and contributing organisations

1.21 This guidance has been developed with input from:

- local authorities and other agencies responding to the consultation draft document published on the Sport England website early in 2001

- a sample survey of local authorities that have been through a Best Value Service Review involving sport

- a steering group, listed in Appendix 1, consisting of the key national agencies and umbrella organisations that have an interest in or have worked on performance indicators for the sport and recreation sector over the past few years, plus a small number of specialist advisers. This included representatives of the following national organisations:

  - Association of Public Service Excellence
  - Audit Commission
  - Chief Cultural and Leisure Officers Association
  - Department for Culture, Media and Sport
  - Institute of Leisure and Amenity Management
  - Institute of Sport and Recreation Management
  - National Association for Sports Development
  - Sport England.

1.22 This guidance, wherever possible, represents the consensus view formed from the many different contributions. Where it was not possible to reach a consensus view, the guidance specifically refers to Sport England views and recommendations and should not be taken as representing the views of all the contributing agencies.

1.23 A full list of contributor organisations and individuals is provided in Appendix 1. We are grateful to everyone who has given their time and shared ideas in the development of this guidance.

2. AN EVALUATION FRAMEWORK FOR SPORT

The Best Value framework

2.1 The duty of Best Value, which commenced in April 2000, requires all local authorities to secure continuous improvement in the performance of all their functions and services, with due regard to economy, efficiency and effectiveness and involving consultation with the community. Performance management and the use of performance indicators are key elements within Best Value.

2.2 It has been assumed in this guidance that readers are familiar with the Best Value performance management framework and the requirement to undertake Best Value service reviews. Further advice is provided in Appendix 2 for those who may find additional background information helpful.

Principles of performance measurement

2.3 The Audit Commission has identified six underlying principles of performance measurement:

- **Clarity of purpose:** It is important to understand who will use the information and how and why it will be used, eg is it for the general public, a partner organisation, a local sports partnership, customers at a leisure centre or the service manager? Is it to justify a service or resource, to demonstrate the positive impact of the service or to establish if the service is cost-effective?

- **Focus:** Performance information should be focused on the priorities of the organisation, for example as identified in the sports or cultural strategy and the corporate strategy.

- **Alignment:** The performance measurement system should be aligned with the objective setting and performance review processes of the organisation. Performance indicators used for operational purposes should link to those used to monitor corporate performance. For example, data collected on levels of participation among different social groups should inform the service objectives and work programme of sports facility and development staff and could be one of the indicators used within the corporate strategy and objectives for the health and well-being of residents.

- **Balance:** The overall set of performance indicators should give a balanced picture of the organisation's performance. For example, measures for a whole sport and recreation service could include measures concerning participation levels, sports leaders, partnerships with others and facilities. Measures relating to achieving sporting outcomes, such as sporting success, as well as efficiency and effectiveness should be included.

- **Regular refinement:** The performance indicators should be kept up to date to meet changing circumstances, whilst balancing the need for consistency over time.

- **Robust performance indicators:** The performance indicators used should be sufficiently robust and intelligible for their intended use.

2.4 Further information on the principles of performance measurement can be found in Audit Commission publications. Details can be found in Appendix 5.

Performance indicators

2.5 A performance indicator can be defined as:

'the measure that is used by an authority to determine its performance'.

2.6 In order to demonstrate the performance of your service, you need to identify an appropriate and robust set of performance indicators. Performance indicators provide information on how you are currently performing and enable targets to be set against which future improvement can be measured.

2.7 It should be noted that the term used is an 'indicator' rather than an absolute measure. Performance indicators should be used as part of a picture of performance that is built up using a range of tools and information.

2.8 Currently there are two broad categories of performance indicators – the national statutory performance indicators, which include the Government's Best Value Performance Indicators (BVPIs), and local indicators developed as part of the everyday management of services and resulting from Best Value service reviews.

Government and Audit Commission Best Value Performance Indicators (BVPIs)

2.9 There are a number of Government BVPIs against which all local authorities are required to report performance on an annual basis. Performance indicators for sport are included in the section for cultural and related services. For the performance year 2001/2, the indicators relevant to sport are:

BVPI114 The adoption by the authority of a local cultural strategy

BVPI116 Spend per head of population on cultural and recreational facilities and activities.

One other indicator was collected in 2000/1 but is not required to be collected again until 2003/4:

BVPI119 Percentage of residents, by targeted group, satisfied with the local authority's cultural and recreational service.

2.10 The Department for Transport, Local Government and the Regions (DTLR) reviews the BVPIs annually. In the feedback from the consultation undertaken for the year 2001/2 it was identified that there are likely to be future amendments to the performance indicators for cultural and related services and for environmental services related to parks. The proposals have not yet been confirmed but it is likely that an indicator related to participation in a local sporting activity or event will become a BVPI for 2003/4, and that further consultation will take place on performance indicators relevant to the standard and provision of parks.

2.11 There are a number of other BVPIs to which a local authority sport and recreation service may also contribute. These include some of the 'corporate health' BVPIs that will reflect the authority's overall performance across all services. A few examples of corporate health BVPIs that sport will contribute to include:

BVPI156 The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people

BVPI157 The percentage of interactions with the public, by type, which are capable of electronic service delivery and which are being delivered using internet protocols or other paperless methods

BVPI11 The percentage of senior management posts filled by women

BVPI12 The number of working days/shifts lost due to sickness absence

BVPI17 The percentage of local authority employees from minority ethnic communities compared with the percentage of economically active minority ethnic community population in the authority area.

Local indicators for sport

2.12 The performance indicators proposed within this guidance are non-statutory local indicators. Their use is voluntary but encouraged. As outlined earlier, the introduction of Best Value has emphasised the importance of having appropriate local performance indicators for all service areas and has also placed a requirement on authorities to compare their performance with that of others.

2.13 The indicators provided in this guidance are a suggested set based on the collective views of those working within local government and the sport and recreation sector. It is hoped that they will encourage the use of meaningful performance indicators as well as consistency in the way that data are collected, thus enabling you to compare your service with that of other providers should you so wish. We shall also be seeking to integrate these indicators into the library of local performance indicators and cross-cutting indicators that are being developed by the Improvement and Development Agency and Audit Commission.

2.14 However, it is recognised that some of the indicators listed may have little relevance to the priorities of an individual authority. It is therefore important that you are selective and only adopt performance indicators that reflect your objectives and progress in achieving them.

2.15 **When selecting local performance indicators you should choose measures that are consistent with your authority's strategic objectives and that focus on the aspects of the authority's service and responsibilities that are important to your organisation and the community that you serve.**

The role of local authorities – Sport England's view

2.16 This guidance is provided to help local authorities measure their performance and to assist with Best Value service reviews. However, for an authority to be able to select a set of measures that together give an indication of performance, it must first be clear about its own objectives and role. These will be set within the context of local circumstances and corporate priorities.

2.17 An underpinning assumption within this guidance is that in every local authority area the full range of sport and recreation opportunities will be delivered by a mixed economy of providers across the public, not-for-profit and commercial sectors and that the authority supports this approach. Sport England continues to endorse the view that the involvement of the local authority is critical as one of the players within this mixed economy, if a comprehensive sports development system is to be delivered. However, the role of the authority may be as an enabler, direct provider or a combination of both, and measures of performance will need to reflect such differences in corporate objectives and roles.

2.18 Sport England also recommends that, in defining objectives and in the selection of measures of success, authorities acknowledge their key strategic and coordinating role as well as the wider influence they can have over sport and recreation provision.

2.19 Whilst this influence may be limited with respect to the commercial sector, there are a number of areas where the approach of the authority can have either a positive or detrimental impact on the willingness and ability of other organisations to contribute to the provision of sporting opportunities. For example, the authority's pricing policy, planning policies, grant criteria, rate relief policy and approach to training volunteers can all have a significant impact.

2.20 It is therefore recommended that, within the suite of local performance indicators used, some are selected that measure success in areas beyond the authority's own direct service provision and that will be influenced by others outside the authority. The most obvious example of this would be a measure related to participation levels in sport and recreation in the community. The core indicators proposed by Sport England later in this guidance actively encourage authorities to adopt this approach.

Selecting appropriate performance indicators

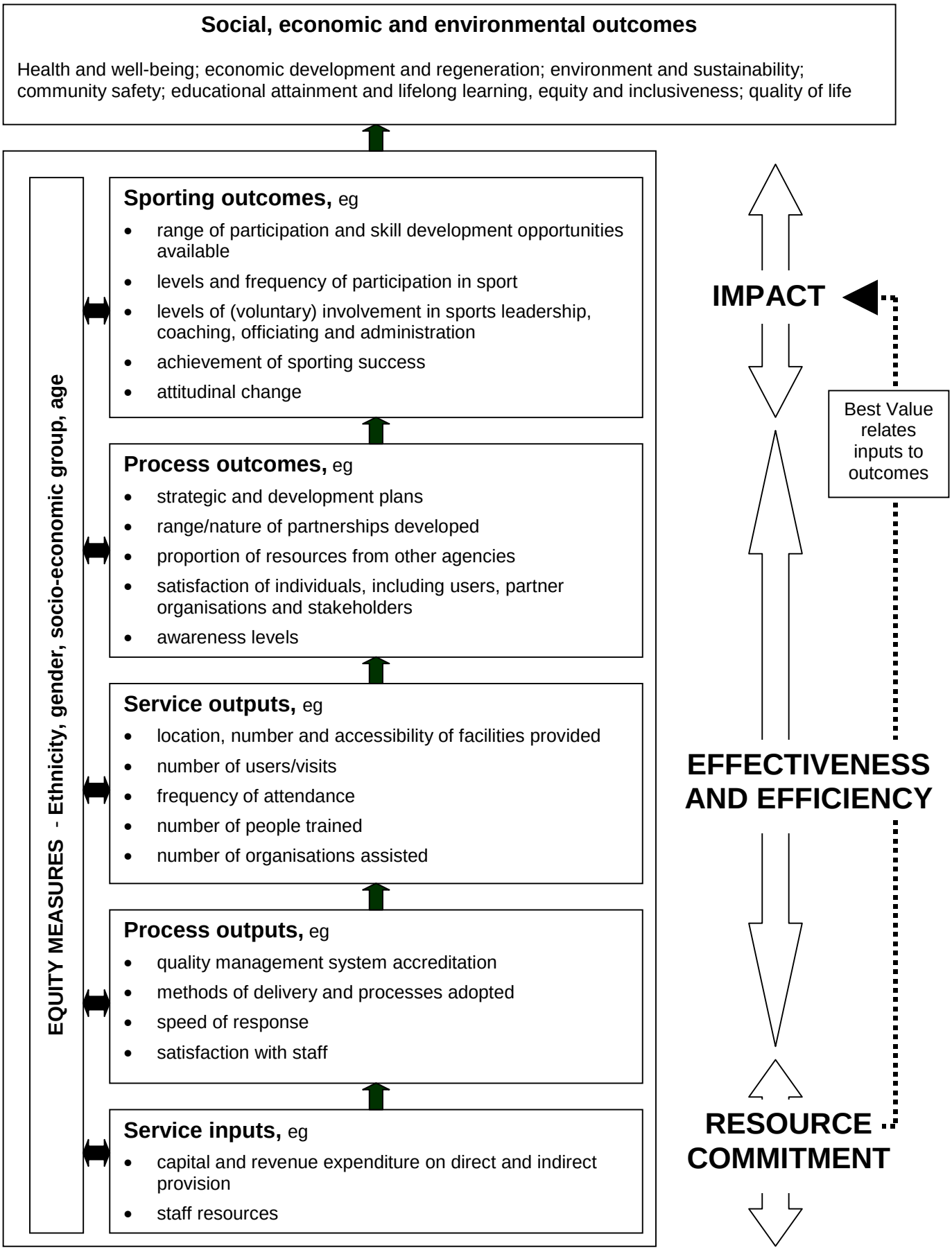
2.21 The evaluation framework for sport, Figure 1 on the next page, is provided to help you select the right 'basket' or portfolio of indicators to measure your service.

2.22 **No one indicator can demonstrate performance** and the selection of indicators requires you to think first of all about:

- why you want to measure performance
- whether you need to use the indicators to demonstrate the performance of the whole service or particular aspects of the service (eg the performance of the sports development unit or that of the whole sport and leisure service; all aspects of service performance or just cost-effectiveness)
- whether you need to demonstrate the contribution of sport to wider objectives, such as community safety or health, and links between sport and other service areas, such as tourism
- how and where the performance indicator will be used
- to whom the performance indicator will be reported
- whether comparison internally or externally with other authorities or service providers will be of value.

2.23 Why you want to measure performance has been discussed in earlier sections. However, an authority undertaking a Best Value Service Review of its sport and recreation service will have particular requirements. For example, it will want to measure how the service is perceived by customers and stakeholders; whether it meets its stated aims and objectives; how efficient and effective service delivery is, and how the service provided compares with that of other providers. Selecting the right performance indicators to contribute to this process is therefore a critical stage.

Figure 1: An evaluation framework for sport



The evaluation framework

2.24 The evaluation framework for sport encourages you to adopt an approach that involves the selection of performance indicators for sport that relate to the service **IMPACT, EFFECTIVENESS AND EFFICIENCY and RESOURCES.** These have been further broken down to encourage consideration of measures for all the elements contributing to the service. In doing so we have used the terms 'impact', 'efficiency/effectiveness' and 'resources' as well as 'outcome', 'output' and 'input' measures and provided illustrative examples of each. It is acknowledged that some of the example performance indicators used could be listed under more than one heading and you will therefore need to consider what is appropriate for your authority.

2.25 At the top level are indicators that demonstrate the **IMPACT** of the service on local people and users of the service. These are the indicators that demonstrate whether you are achieving your stated objectives and help to justify why you as an authority should provide the service. They include measures relating to the ***social, economic and environmental outcomes*** achieved, as defined by the corporate objectives, and measures that demonstrate the ***sporting outcomes.***

2.26 Although not covered within this guidance, measures relating to the ***social, economic and environmental outcomes*** may include some that specifically demonstrate sports contribution, such as a measure relating to the actual improvement in fitness levels and health of participants as a result of involvement in an exercise referral scheme. Alternatively they may be much wider corporate performance indicators to which sport contributes, but where a specific indicator demonstrating sports contribution may not be possible or cost-effective to collect, such as levels of recorded crime. Sport England has commissioned a review to identify appropriate measures at this level and will be making recommendations with respect to appropriate performance indicators early in 2002.

2.27 Measures of ***sporting outcome*** will be determined by the objectives and priorities for sport, which are usually detailed in your sports or cultural strategy. There are a small number that are likely to be consistent across the majority of authorities, for example, levels of participation in sport and physical activity by defined social groups. Others will be locally driven, for example, the variety of opportunities available for all the community or for particular social groups, or the number of local individuals or teams achieving higher-level sporting success.

2.28 The next area for measurement relates to the **EFFECTIVENESS AND EFFICIENCY** of the service. These have been broken down into the ***service and process outputs and outcomes.***

2.29 Measures of ***process outcomes*** demonstrate how effective you have been in creating the environment and partnerships that will enable the sporting outcomes and wider social and economic outcomes to be achieved. These should address the key 'building blocks' that you have had to put in place to enable you to deliver service objectives, but that are not a measure of the ultimate outcome. Building blocks include strategic plans, partnerships, securing external resources, awareness levels, satisfaction levels, adoption of sports programmes or standards by partners, eg Sportsmark.

2.30 Measures of ***service outputs*** demonstrate what the service delivers and who is involved. In their simplest form they are about numbers or frequencies, but they can also include ratios. You should include measures that provide an insight into the service and the people it provides for. For example, the number of coaching courses held and people trained, the frequency of use of facilities, or the percentage of visits made to a facility by people with disabilities in relation to the percentage of the catchment population who are people with

disabilities. This also includes efficiency measures that relate cost to service outputs such as spend per head or cost per visit.

2.31 Measures of ***process outputs*** demonstrate how and to what standard the service is provided. They relate to the way you operate and manage your service, eg the achievement of accreditation to a quality management scheme (or of a specific level of external accreditation), the number of complaints, or the percentage of a facility's programmed time that is available and used for different activities or by social groups. With respect to performance measurement more generally, such measures also include comparisons of how your service is delivered, eg the way support is provided to sports clubs, pricing policy or equity policies. Further information on process measurement is included in Section 5.

2.32 The final area to be measured is the **RESOURCE COMMITMENT** to the service. Measures of ***service inputs*** demonstrate the level of financial and human resources committed to the service, eg your capital and revenue expenditure on direct or indirect provision, and the number and qualifications of your staff. In some instances this might also include the contribution of facilities, open space or other amenities that enable activities or events to take place.

Measuring inequalities in sport

2.33 The evaluation framework emphasises the importance of considering how the service impacts on particular social groups, and of including equity measures within the local performance indicators selected. Most local authorities have explicitly stated objectives relating to ensuring that all the community has access to sporting opportunities. In some instances the authority may be specifically targeting the available resource to encourage participation by under-represented social groups.

2.34 Sport England's recently published *Sports Equity Index* and *Survey of Sports Halls and Swimming Pools in England* continue to highlight the under-representation of certain social groups in sport generally and in the user profiles of local authority sports facilities. The DCMS PAT 10 report on the role of sport and the arts in contributing to neighbourhood regeneration and combating social exclusion also emphasises the importance of taking positive action to address inequalities and of measuring the outcomes.

2.35 Within the report clear guidance is therefore given on the importance of not only using and reporting on performance indicators for the population (residents or users) as a whole, but also by gender, age group, disability, socio-economic group and ethnicity. This should include measures that demonstrate how equitably resources are allocated within and across services.

Target setting

2.36 It is important that realistic but challenging targets are set for the performance indicators selected. The setting of targets is a key stage in the process as they provide information about your vision and what you are seeking to achieve, as well as a means by which you can measure progress.

2.37 Targets for sport and recreation performance indicators will be based on:

- your corporate priorities and key objectives for the service
- specific community and customer concerns that have been identified
- previous performance

- internal comparison with other service areas within your authority
- external comparison with other service providers that have highlighted better performing services or different methods of working
- the resources available to implement change or improvements
- the scale of change required.

2.38 The appropriate target to set will also reflect the nature of the performance indicator. Guidance is given in Appendices 3 and 4 against each indicator on the type of targets that could be set. This includes reference to national benchmarks and top quartile scores, where available, and to previous year's performance. However, it is essential that, in setting targets and measuring performance against them, the value of reviewing process and methodology is not lost. This specific point is further developed in Section 5.

2.39 Further information on target setting can be found in Audit Commission publications. Details can be found in Appendix 5.

How to use and interpret performance indicators

2.40 The use of performance indicators and the way they are interpreted is the critical stage in the process. There is little point in selecting performance indicators and going through the process of data collection and measurement if the results are not interpreted and reported back to the appropriate internal and/or external audience(s).

2.41 It is particularly important not to interpret individual performance indicators in isolation from others. The evaluation framework earlier in this section highlights that it is important to relate inputs to outputs and to recognise the interrelationship between different aspects of the service. For example, performance indicators related to the cost of a service are of limited value unless they are related to other measures concerned with the take-up of the service, the achievement of key objectives and levels of customer or resident satisfaction.

2.42 Using performance indicators to compare with other service providers can highlight important differences in the efficiency and effectiveness of a service, but these need to be interpreted with care. Due to the nature of sport and recreation it is very difficult to find two identical services provided by different authorities. However, this does not mean that performance indicators should not be used to compare and to challenge differences in both the way services are provided and the inputs, outputs and outcomes achieved. **Performance indicators act as signposts that suggest to you areas that are performing well and areas that require further investigation.** They will not detail the underpinning reasons why a particular level of performance has been achieved or what action to take in the future.

3. THE PERFORMANCE INDICATORS

3.1 As outlined earlier, it is for you to decide upon the local performance indicators that can demonstrate your success in delivering against your service objectives.

3.2 In this section we provide you with guidance on key performance indicators and a list of recommended performance indicators from which a **limited number** should be selected to reflect your objectives and priorities.

3.3 Detailed definitions and supporting information for all the performance indicators are included in the appendices.

Types of performance indicator

3.4 Where possible, indicators have been expressed as ratios to give a reference point for comparison purposes. For example, comparing subsidy per visit is more useful than comparing absolute levels of subsidy because the former standardises the comparison. Some of the key access indicators are recommended as 'representativeness' ratios, looking at the percentage response from a particular social group divided by the percentage of residents from that same group. However, representativeness ratios are not suitable measures for every type of performance indicator.

3.5 Share ratios and numbers are used when better alternatives are not available. Care must be taken with their interpretation, however, as their values can change due to changes in other contributions to the total. For example, the percentage of young people attending sports courses who were from ethnic minorities could fall even if the actual number attending remained the same, if the number of young people who were not from ethnic minorities increased.

Sport England's core indicators

3.6 Sport England has identified six core indicators that it recommends all authorities include in their suite of local performance indicators. These core indicators reflect Sport England's view that local authorities can justify the provision of services, the allocation of resources to the service overall and demonstrate the impact of the services they provide if they know:

- what is happening in their area and what local people consider to be the future priorities
- what the level of participation in sport is overall and by target groups
- if the public, including target groups, consider that they are able to access sporting opportunities
- what the level of volunteering in sport is overall and among target groups.

3.7 Four of the six indicators are particularly intended to encourage authorities to acknowledge their wider role, as outlined earlier in Section 2. This is a view that is also increasingly being promoted by the Government as part of its *Sports Strategy* and by the Audit Commission. The wider performance measures should sit alongside the other indicators selected to measure the authority's priority objectives and specific services, to provide an overall picture.

3.8 Sport England also wants to encourage comparison of the core indicators between authorities. Appendix 3 gives the recommended definitions and methodology for data collection to enable consistency across authorities wishing to make such a comparison. For

the participation indicators it will also be possible to make comparisons with equivalent national statistics.

3.9 The majority of core indicators will require data to be collected through a survey of residents. It is therefore recommended that the data are collected at least every three to five years, unless you specifically wish to measure improvement on a year-by-year basis.

The core indicators

3.10 The six core indicators that Sport England recommends all authorities adopt are:

S1 **Does the authority have an adopted strategy for sport that meets Sport England guidelines?** (*Yes* or *no* answer, determined by scoring against a checklist)

S2 **The percentage of adult residents from different social groups taking part in sport and physical activity (including walking) on at least four occasions in the previous four weeks**

S3 **The percentage of young people who have participated in three sports (including walking) at least 10 times each in the past year in their leisure time out of school lessons**

S4 **The percentage of adult residents from different social groups who think that sports provision in their local neighbourhood is good/very good**

S5 **The percentage of adult residents and the percentage of young people from different social groups who have participated in a sporting activity or event at a local authority sports facility:**
- **in the past four weeks**
- **in the past 12 months**

NB This is Sport England's preferred question. However, if the proposed new BVPI167 is adopted, which is: 'The percentage of residents who have participated in a local sporting activity or event, or used a local sports facility in the last year', then it is recommended that this indicator is replaced with the BVPI.

S6 **The percentage of adult residents from different social groups contributing to sport as a volunteer**

3.11 Unless otherwise indicated, the performance measure should include a breakdown by the following 'social groups', defined as:

1. *Age groups*: 6-16 years; 16-35 years; 36-49 years; 50+ years

2. *Gender*: Male/female

3. *Ethnic groups*: White (British/Irish/Other White); Mixed Race (White and Black Caribbean/White and Black African/White and Asian/Other Mixed); Asian or Asian British (Indian/Pakistani/Bangladeshi/Other Asian); Black or Black British (Caribbean/African/Other Black); Chinese or Other Ethnic Group (Chinese/Any Other)

4. *Disability*: Anyone with a long-term illness, health problem or disability which limits their daily activities or work they can do

5. *Socio-economic groups*: A (Professional), B (Employers and Managers), C1 (Intermediate and Junior Non-Manual), C2 (Skilled Manual), DE (Semi-Skilled and Unskilled Manual)

3.12 Further detail on the definitions, reasons for selecting these indicators as core indicators and methods of measurement are provided in Appendix 3.

Local performance indicators and Best Value reviews

3.13 In addition to the core indicators we would recommend that you particularly consider selecting indicators that will assist you to demonstrate that you are providing a 'Best Value' service. Best Value reviews and Audit Commission inspection reports, from a number of authorities that have completed year one reviews involving sport, have highlighted that performance indicators demonstrating the following can be useful:

- that residents value services/think they are important, including customers from different social groups
- that residents benefit from the facility or service provision, including customers from different social groups
- that residents use services, including customers from different social groups
- that residents are satisfied with services, including customers from different social groups
- the cost of services, cost-effectiveness and use of resources.

Area-specific performance indicators

3.14 The suggested local performance indicators cover those areas most commonly delivered by local authorities as part of a sport and recreation service. Performance indicators have been identified that relate to:

- young people and schools
- general participation
- facility provision, operation and management
- sports clubs
- the development of sporting talent
- leadership and volunteering
- working with partners and other agencies
- sport's contribution to wider outcomes.

3.15 Throughout the suggested performance indicators, references are made to the reporting of the performance indicator overall and for different social groups. Unless otherwise stated, the recommended breakdown into social groups is by age, gender, ethnicity, disability and socio-economic group, as detailed above in the core indicators section paragraph 3.11.

3.16 **REMEMBER:**

- **Select only a limited number of performance indicators that reflect your core objectives and that can demonstrate your progress in achieving them.**
- **Use the evaluation framework outlined earlier in Section 2 to guide your selection.**
- **Think about how you will collect the data and the resources that you have available to do so.**

For indicators S1 to S6 see Sport England's recommended core indicators in paragraph 3.10.

Young people and schools

Where young people are referred to, the age range is 6 to 16 years.

S7 The percentage of young people spending at least five hours taking part in sport and physical activities (excluding walking) during their school summer holidays

S8 The percentage of young people who strongly enjoy doing sport in their leisure time

S9 The percentage of young people who progress to the first level of Active Sports partnership provision

S10 The percentage of young people who can swim

S11 The percentage of young people who spend two hours or more per week in PE lessons by year group (measure to be differentiated between young people with and without disabilities)

S12 The percentage of young people walking/cycling to school

S13 The percentage of schools that have a current Activemark, Activemark Gold, Sportsmark or Sportsmark Gold award

S14 The percentage of schools referring young people to sporting opportunities outside school

S15 The percentage of teachers who have a current coaching qualification in at least one sport

S16 The percentage of schools that have used coaches from linked clubs to take school sessions during the past 12 months

S17 The percentage of schools that are satisfied with the sport and recreation service provided by the authority

S18 The percentage of all primary/secondary schools providing at least X hours of community access to sports facilities

General participation

The majority of performance indicators for general participation will provide further information that will be of value to an authority if they are broken down by different social groups, provided the sample size is sufficient to enable valid conclusions to be drawn.

S19 The percentage of residents who consider that providing opportunities to participate in sport and physical activity is important/very important

S20 The percentage of residents who are aware of ** (*where ** are specific projects, facilities or activities)*

S21 The percentage of eligible residents who hold a current *(named)* leisure/discount card

S22 For specific sports development activities, courses or events:

- % utilisation
- total numbers attending
- % attending from different social groups as a percentage of the catchment population from that social group
- net investment (revenue expenditure) per user
- customer satisfaction

These could group a range of activities, courses or events together or undertake comparison at a detailed level of each individual activity, course or event.

S23 The number of sports within the authority area with a sport-specific development plan involving all key providers

S24 The percentage of residents taking part in sport and physical activity (including walking) on at least five occasions lasting 20 minutes in the previous seven days

S25 Personally perceived (self-reported) levels of fitness/health/well-being of residents *(from a range indicated)*

S26 £ net expenditure on sport and recreation per 1,000 population

Facility provision, operation and management

The performance indicators in this section have been particularly selected as indicators that might be of value in building up a picture as part of a whole service set and covering all facilities (indoor and outdoor).

However, a full set of management level performance indicators for sports halls and swimming pools is outlined in a separate Sport England publication, *Performance measurement for local authority sports halls and swimming pools*. For authorities that may be interested in benchmarking performance for swimming pools and sports halls, those indicators marked '*(SEBS)'* form part of Sport England's Benchmarking Service.

S27 The level of unmet demand* for:

- four-court sports hall
- 25m four-lane swimming pool.

*This measure is about the level of unmet demand relative to the theoretical maximum capacity for facilities determined by the methodology within Sport England's *Facilities Planning Model* (see Appendices).

S28 The percentage utilisation of natural turf sports pitches

S29 The percentage of visits from ***(*social group)* to all facilities as a percentage of the catchment population from *** (*social group) (SEBS)*

S30 The total number of visits to sports/leisure facilities *(SEBS)*

S31 The percentage of residents who state that they or a member of their family use or benefit from the local authority sports/leisure facilities

S32 Annual visits per square metre – built facilities *(SEBS)*

S33 The percentage utilisation of programmed activities *(SEBS)*

S34 The percentage utilisation of available programme time *(SEBS*)

S35 The percentage of satisfied customers at facilities *(SEBS*)

S36 Percentage cost recovery *(SEBS)*

S37 Net expenditure per 1,000 population on sports facilities *(SEBS*)

S38 Net expenditure per user of sports facilities (subsidy per visit) *(SEBS)*

S39 Net expenditure per hectare of maintained a) sports pitches b) open space

Sports clubs

S40 The percentage of residents that are members of a sports club (by different social group)

S41 The number of sports clubs per 1,000 population

S42 The number/percentage of kitemarked sports clubs. *NB 'Kitemarking' is related to setting minimum standards that clubs must meet. Such standards are being developed nationally at the present time, or could be developed locally, and include such things as whether or not there is a junior section and qualified coaches.*

The development of sporting talent

S43 The number of local sportswomen or men who are county, regional or national representatives in their sport, per 1,000 population

Leadership and volunteering

S44 The number of adult residents who are qualified and active sports leaders, coaches and officials per 1,000 population

S45 The number of adult residents obtaining a sport/leisure-related qualification in the past 12 months

Working with partners and other agencies

S46 The number of residents introduced to sport through (funded) partner agencies

S47 The total number of internal/external organisations working in partnership with the sports/leisure service to provide sport and recreation opportunities. *Could be identified by sector type, eg youth, education, health, regeneration or as not-for-profit, public, commercial.*

S48 The number of organisations grant aided and average grant award

S49 Partnership/levered in funds (capital/revenue) per 1,000 population for sport

S50 The number of key community group representatives/partners who feel that they have been able to influence the authority's strategic objectives as a result of being consulted

Contribution to wider outcomes

S51 The percentage of adult residents who strongly agree that investment in sport in their community will *(select according to local priorities from):*

- reduce crime
- make their community a safer place
- reduce drug-related problems
- improve people's health
- increase jobs for local people
- improve the environment
- make the area a better place to live.

4. DATA COLLECTION

Approaches to data collection

4.1 The different performance indicators selected are likely to require different methods of measurement. These include:

- data collection from your own management information sources, eg numbers of people attending a leisure centre, actual service expenditure, total amount of grant aid awarded
- research, often involving a survey of your customers or residents, either through face-to-face interviews or a postal survey. It is important that it is statistically valid
- qualitative research through the use of focus groups, often with particular social groups, and case studies.

4.2 For each of Sport England's recommended core indicators, Appendix 3 provides guidance on the appropriate methods of measurement, with further detail and sample survey questions provided.

4.3 For all other performance indicators, Appendix 4 provides guidance on the appropriate definitions and methods of measurement.

4.4 Further guidance on carrying out market research relating to sports participation can be found in Sport England's forthcoming *Measuring Sports Participation: Model Survey Packages* publication (currently undergoing revision). This includes guidance on:

- carrying out customer surveys at indoor and outdoor sports facilities
- carrying out household surveys using both face-to-face interviewing techniques and telephone surveys
- undertaking qualitative research using focus groups and in-depth discussions
- commissioning survey work.

4.5 The emphasis throughout is on providing a practical and easy-to-use resource pack for local authorities, charitable trusts and other agencies involved in the development of sport whether as an enabler, provider or manager. The survey approaches promote greater consistency in measurement in combination with a flexibility that allows questionnaire content to be modified according to local priorities.

Example programme for data collection and research

4.6 Performance indicators are most effective when they are used over a period of time, thus enabling trends and improvements in performance to be identified. They are also of most value when used with other sources of information, such as from service comparisons or from qualitative research. This requires a planned approach to data collection and to the use of the resources that are available.

4.7 We recommend that information collected as part of the operation of a service should be collated annually and performance against the relevant performance indicators reported on each year. Where survey research is required, this may take place on a more infrequent basis but following a planned programme. It may be appropriate and affordable to complete a user survey, for example, on an annual basis whereas a wider residents survey involving users and non-users could be undertaken every three years.

4.8 An example programme for an authority sport and recreation service over a five-year cycle, including the collection of information from a variety of sources, might include:

Year 1	Residents survey (postal or face-to-face) Partner organisations survey User survey of facilities Management information collected
Year 2	Young people survey User (public/organisations) surveys – all non-facility services Management information collected
Year 3	Focus groups – defined user/non-user groups Service comparisons made with other providers User survey of facilities Management information collected
Year 4	Consolidation of information, possibly limited additional research or focus groups of social groups identified in earlier survey work as requiring further information to be collected, eg older people, people from ethnic minorities Management information collected User (public/organisations) surveys – all non-facility services
Year 5	Repeat year 1, wherever possible adopting same methodology.

4.9 It is possible that you may have more resources available to carry out customer consultation in the year that your service, or elements of your service, are undertaking a Best Value review. This may particularly be the case if you need to establish the baseline position with respect to your performance in areas where data have not previously been collected. Whilst this may present an opportunity to do a variety of consultation work in one year, including more qualitative work, we would still recommend that a staged programme is adopted following the review year. This will ensure that performance measurement is an integrated part of your service and budget planning, and provides you with critical information on performance against targets on an ongoing basis.

4.10 Where survey work is involved, the costs of performance measurement need to be taken into account. Wherever possible, we would recommend that the costs are shared with other service areas, eg by combining questions with other corporate consultation exercises or with other authorities, such as through a sports partnership. Customer surveys can usually be self-administered following guidance available, examples of which are provided in Appendix 3 and 4.

Examples of different approaches to performance measurement and data collection by local authorities

4.11 Each authority will need to decide the key areas that it wants to collect data on, based on its objectives and the performance indicators and other performance measures selected. These examples give an indication of how some authorities have collected and used performance information to inform service planning and delivery.

Lancashire Sport

4.12 Lancashire Sport is a partnership comprising all 15 local authorities in the county, 10 governing bodies of sport, **sports coach UK**, the English Federation of Disability Sport, Sport England, Myerscough College (host agency) and Edge Hill College. At the outset, the partners established Lancashire Sport as a coordinating body that will operate at a strategic

level. Initiated by the Lancashire local authorities in conjunction with Sport England and governing bodies of sport, the partnership has an approach based on 'interpreting the needs of the key stakeholders and formulating a "consensus" strategy that will deliver partner objectives'.

4.13 The partnership has established a number of critical success factors, a partnership vision and an overarching goal to 'increase participation and retention in sport'. This goal is underpinned by key policy objectives relating to equity, coach development, club development, the value of sport and collective working and sport's impact on health, regeneration and social inclusion, among others.

4.14 The partnership has committed to reporting on its performance on an annual basis and has identified a number of key performance indicators along with annual targets. Three headline performance indicators have been selected that relate to awareness, participation levels and retention levels as well as performance indicators for the key policy objectives. Examples include:

- Club development: The number of clubs achieving the relevant kitemark
  The number of volunteers trained/supported
- Social inclusion: The percentage of participants who have a disability/ are female/are from an ethnic minority group
- Coach development: The number of coaches who are licensed or achieving minimum operating standards
  The satisfaction of coaches with service level and support
- Partnership: Inward investment
  Stakeholder satisfaction

4.15 To enable the measures to be used, baseline data are collected through a combination of survey research and analysis of statistics.

Suffolk Coastal Leisure Services

4.16 In May 2001 Suffolk Coastal District Council received the top three-star 'Excellent/Will Improve' rating following the Best Value inspection of its Leisure Services.

4.17 Performance measurement was seen as an integrated part of the whole review approach. The council used the opportunity presented by the review to fundamentally challenge long-held beliefs/assumptions; looked at how leisure added value to the corporate strategy and changed the culture of the client/contractor mindset. In terms of performance measurement, a limited selection of quantitative and qualitative performance indicators were used. Some of the key qualitative measurement indicators used included:

- MORI satisfaction survey
- benchmarked mystery customer survey.

4.18 Some of the key quantitative measurement indicators used included:

- total net spend per head on sport and recreation plus parks and open spaces
- net £ cost per swim/visit

- number of swims per 1,000 population.

4.19 With respect to future improvements in performance measurement, the council is focusing on switching from input/output indicators to outcome measurement, eg setting district-wide participation targets that will be based on a partnership of private, public and voluntary sector providers rather than just measuring local authority facility usage.

Derbyshire and Peak Park Sport and Recreation Forum

4.20 Derbyshire and Peak Park Sport and Recreation Forum, officially constituted in 1995, is a partnership comprising the nine Derbyshire districts/city authorities, the county council and the Peak Park Authority. The forum has developed a strategic plan for sport in the area and over the past few years has adopted and implemented a number of sports development initiatives from Sport England and the Youth Sport Trust, including Active Sports, the Youth Games and the TOPs programme. The forum directly employs five development officers and works closely with three county governing body of sport officers and the sport, youth and physical education development officers employed by the individual authorities.

4.21 In 2000 the forum identified that it needed to have better baseline information and an improved process for performance measurement in order to measure the impact and effectiveness of its work. It identified a need for a participation survey among young people, a facilities survey and a playing field survey. As a result, all of the authorities within the forum combined resources to commission the participation survey and the two strategic plans. Sport England also contributed to the participation survey among young people.

4.22 This survey of young people adopted an amended version of Sport England's national participation survey for young people. It maintained key questions around participation by young people in sport within a school environment and within the community that would enable comparison with the national averages and also added some questions that were of specific local relevance. The survey was administered to a statistically valid sample across the county of all school years (2-11), as well as to all year 9 pupils.

4.23 The data that have been collected will be used to identify differences in participation levels against national averages and across the respective authority areas, which will then require examination of the underlying causes. The year 9 data are also being used to map participation levels by ward and gender, which may highlight specific locations where further investigation may be required to identify why both higher and lower than average participation levels are found. From the survey a small number of key performance indicators will be selected against which the impact of the service on increasing participation levels will be measured over the next few years.

Bexley Council

4.24 Bexley Council has used Sport England's National Benchmarking Service (NBS) as a way of measuring performance and informing its future strategic planning within a Best Value review of the service. Bexley needed to know how the performance of its sports and swimming centres compared with national performance standards to help inform the service development strategy for the redevelopment of the borough's indoor leisure facilities. As part of the service review, extensive consultation with the local community had been carried out, together with a needs analysis to determine whether existing facilities were `fit for purpose'.

4.25 The outcome of this work determined the need to rationalise the borough's existing five centres (three swimming and two dry sports centres) to three integrated leisure centres. The delivery vehicle selected for this project was a Public Private Partnership (PPP) with a contract structure that would enable the council to specify its service requirements as

outputs. The PPP project was also the main vehicle for achieving service improvement as part of the Best Value review of indoor leisure.

4.26 One of the council's key priorities for service delivery is equitable access. The council will be requiring the private sector partner to achieve this. This meant that its performance needed to be quantified. The borough has a range of very diverse communities so it was important to measure the performance of each centre against its discrete catchment area. The council needed to know the current performance to set realistic targets for the future.

4.27 The council issued the PPP documentation to private sector consortia and sought their views on the proposed use of the NBS within the contract. The private sector bidders have accepted the principles of using the participation indicators but have some reservations. They are seeking a softening to the approach by adding context to the benchmarks through a review of programmes.

4.28 The council's approach will be to set targets for a five-year period in line with the Best Value review programme, with challenging but realistic centre-specific targets. The general aim will be to move to achieving targets of the top 25% quartile. This is not viewed as an end in itself but will be used to guide service delivery planning between the council and the private sector partner. The council intends to measure performance annually to inform the annual contract payment and to determine the level of change year on year between indicators.

4.29 The Best Value review has been inspected by the Audit Commission, which supported the use of the NBS to inform the specification for the PPP contract.

Mapping

4.30 Within a defined authority or geographical area the mapping of the results of surveys and performance indicators can be a useful tool. For example, the mapping of core indicator S3 – 'the percentage of young people who have participated in three sports at least 10 times in the past year in their leisure time outside school lessons' – by gender and ward will allow a local authority or wider partnership to compare and cross-reference factors affecting participation levels within the authority area.

4.31 It is important, if mapping is to be used, to ensure that the sample size, once broken down, will give confidence that any conclusions that are drawn are valid. For example, a survey is undertaken in an authority consisting of 10 wards, with 1,000 completed questionnaires received. If, however, the results from a specific question, for example attendance at a specific facility, are then mapped according to the ward in which people live, the sample size of respondents in each of the 10 wards (assuming a similar response rate from each ward) will only be around 100. If responses are to be broken down by different social groups or mapped, the initial selection of the sample size will therefore need to take this into account. Further guidance on the selection of appropriate sample sizes is available in Appendix 3, with further detail to be contained in Sport England's revised *Model Survey Packages* and the DLTR *Guidance on methods of data collection*.

5. BENCHMARKING

The main principles of benchmarking

5.1 Benchmarking can be an effective way of helping you to deliver better services by comparing performance and learning from other organisations and is an integral part of the Best Value process. Local authorities increasingly need to be able to demonstrate that benchmarking has been undertaken and that the information collected has been used to inform service improvements.

5.2 The Audit Commission is keen to see effective benchmarking taking place and has a number of publications on benchmarking available (see Appendix 5). Information contained in this section includes some of the advice on benchmarking provided by the Audit Commission.

5.3 The main elements of the benchmarking process are shown in Table 1.

5.4 An important point about benchmarking is finding the right balance between seeking like-for-like comparisons and taking a broad enough approach to be able to determine performance against a cross-section of providers. Trying to find exact matches can be time-consuming and may limit the range of comparisons that can take place. As already outlined, performance indicators are 'signposts' highlighting areas that are performing well and areas that may require further exploration. Therefore, whilst definitions and approaches to data collection are important and the use of 'family' groups can be of value, it is not essential that you compare with other providers or authorities that perfectly match your circumstances or service.

Performance (metric) and process benchmarking

5.5 The Audit Commission has described the two main approaches to benchmarking as performance (or metric) benchmarking and process benchmarking.

5.6 Performance benchmarking involves the comparison of quantitative data. It can help you to identify how your performance differs from that of another organisation or how your performance has changed over time, and can act as a spur to improve performance. It can also identify organisations that may provide an example of how to achieve good performance, or provide an objective basis for identifying areas and activities that would benefit from the more detailed and resource-intensive application of process benchmarking. The majority of the indicators recommended in this guidance could be used for performance benchmarking.

5.7 Process benchmarking involves the systematic analysis and comparison of the processes used to deliver your services. This analysis may be applied at varying levels, from an overview of the main functions involved to a detailed analysis of processes. It is best used after metric benchmarking has identified performance differences.

5.8 Process benchmarking is of particular value to explain a difference when the interpretation of a performance indicator has flagged up a variation between two service areas within an authority or between authorities.

Table 1: The benchmarking process

Stages	*Questions to consider*
1. Select the service	Is it part of a Best Value review and, if so, is sport being reviewed as a service area or as part of a cross-cutting review? Do you want to benchmark the whole service or elements within the service, eg cultural services, sport and recreation services or more specifically sports facilities or sports development?
2. Identify resources	Who will manage the benchmarking process? What time is allocated to them to do it? Who else can provide/will need to provide support and information? What budget is available to cover any costs, eg survey costs? Is there an existing service that will provide the evidence that you need?
3. Identify partners	Do you want to benchmark just with other authorities or do you also want to include commercial sector providers (if you can find any willing to participate) and not-for-profit providers? Do you want to benchmark with neighbouring authorities, those of a particular type (eg districts, unitaries) or with a cross-section of authorities? How many organisations do you want to compare with?
4. Define and collect performance measures	What are the most important and useful performance measures for comparison? How do they align with your strategic priorities? What will they tell you? What are the shared definitions? Does it matter if there are slight differences? How are the data to be collected and presented? Do you have the required competencies in house or do you need to contract out? What issues arise about confidentiality? What timescales must the data be collected in?
5. Compare performance	What does this tell you? Are there any extremes of performance that might need the data to be checked? Are you performing well compared to others? What areas are of concern? How do inputs relate to outcomes? What areas could be worth process benchmarking? What are the contextual factors you need to take into account when comparing performance?
6. Find best practice	Who is performing in the top quartile? How and what can you learn from them? What are you doing well that can be shared with others? Who else would benefit from being involved?
7. Plan change	How can you use the information to improve the service? What changes to your service are justified? Who can make decisions on those changes? What are the resource benefits or implications? How quickly can change be implemented?
8. Implement and monitor	Implement the change! How will you know if performance has improved? When will you review it again? What other comparisons would also have been useful that could be included in the future? Who is accountable for ensuring change is delivered? How will the information collected inform your strategic objectives and targets in the future?

5.9 There are many areas that could be considered for process benchmarking within sport. For example, Authority A has compared the outcomes being achieved with respect to community level sport with other authorities. This highlighted that in Authority B, in particular, a much wider range of sporting opportunities were available across the borough, although the authority itself provided broadly the same level of staff and financial resources for sport. Initial process benchmarking highlighted the importance of the voluntary sector and the support provided to it, after which detailed comparisons were made of:

- grant policies
- approach to rate relief
- pricing and discount policies
- levels of self-management
- levels of paid and volunteer staffing
- coaching and officials development programmes
- support provided by development staff.

5.10 Another example would be where two broadly similar facilities are achieving significantly different levels of utilisation and annual visits. Comparisons could be made of:

- levels of user/customer involvement in decision making
- programme mix of activities and events
- concessionary pricing policy
- approach to marketing and promotion
- approach to attracting new customers and retaining existing customers
- maintenance response times and frequency of replacement of equipment
- levels of staffing
- opening hours.

5.11 Process benchmarking therefore provides some of the detail behind the questions that have been flagged up through performance benchmarking, and can also provide the ideas for service improvements to be actioned.

Examples of benchmarking for sport

5.12 Sport and leisure services have used and compared, with varying degrees of success, a number of performance indicators in recent years. At the forefront and most widely collected and benchmarked are performance indicators relating to the resources allocated to, and the efficiency and effectiveness of, leisure or sports centres. Performance indicators for other aspects of sport and their benchmarking, such as for development-led activities or for sporting success, have proved to be much harder to identify and deliver.

5.13 Some of the approaches to benchmarking currently adopted include:

- **Benchmarking clubs:** A number of authorities have already joined forces to form a benchmarking club either with other authorities in their area, eg ILAM South East region or with authorities that are broadly comparable, eg core cities group, to share information and undertake comparisons for sport and leisure.

- **Sport England's National Benchmarking Service (NBS):** A national benchmarking service for community sports facilities is available from Sport England, covering a range of access, financial, utilisation and satisfaction indicators. The NBS has links with the Public Sector Benchmarking Service which aims to promote learning by sharing information and experience.

- **Best Value Performance Indicators (BVPIs) and Audit Commission indicators:** The data collected for the Government's BVPIs on culture and related services, and prior to that Audit Commission performance indicators, provide a source of comparative information for benchmarking purposes. The Audit Commission and Improvement and Development Agency are also considering how data may be collected on local indicators on a voluntary basis in the future.

- **Quality systems:** Implementing a quality system that is externally verified using a scored approach, such as Sport England's Quest for facilities and for sports development, enables a form of benchmarking to take place. It enables you to know how you compare with other providers and against the criteria and standards set for the quality system.

- **Association of Public Service Excellence (APSE):** As part of its performance network, APSE provides a benchmarking service for leisure facilities. This covers principally financial and utilisation indicators.

- **National survey data:** For a small number of indicators national data may also be available, providing a national average against which performance can be benchmarked. This includes data on participation in sport by young people, people with disabilities and people from ethnic minorities within Sport England's publications (listed in full in Appendix 5), as well as adult participation in the *General Household Survey* (GHS).

5.14 We would recommend that, where the information is available, benchmarking should be undertaken against a broad cross-section of providers.

5.15 It is important to reiterate the point that the benchmarking process itself is only of value if the information it provides is scrutinised and the lessons learnt are acted upon.

Continuous improvement

5.16 Performance measurement is now an integral part of providing a public service and of ensuring that the service is of an appropriate standard, efficient and effective and meeting customer expectations.

5.17 It is recognised that, as authorities become more familiar with measuring performance within sport and with the use of benchmarking, the selection of performance indicators, the methods of measurement and the use of the information they provide will become more refined.

5.18 It is also appropriate that other agencies providing sporting opportunities, whether for the local authority or not, also measure their performance.

5.19 This guidance will therefore be tested and reviewed on a regular basis and updates will be provided as appropriate. Sport England will be piloting the approach to performance measurement and the recommended performance indicators with a sample of local authorities and will also be considering how the guidance can be extended to include performance indicators suitable for other sports organisations, such as governing bodies of sport.

Appendix 1:
Contributors to the guidance

We are grateful to the following organisations and individuals for their assistance with the preparation of this guidance.

The steering group

Association of London Government	Jim Johnson
Association of Public Service Excellence	Trevor Hawkins
Audit Commission	Philippa Lynch
	Brian King
Chief Cultural and Leisure Officers Association	Steve Evans
Department for Culture, Media and Sport	Trish Kilsby
Institute of Leisure and Amenity Management	Mike Fulford
Institute of Sport and Recreation Management	Ralph Riley
Knight, Kavannagh and Page	John Eady
National Association for Sports Development	Val Charlton
Local Government Association	Chris Butcher
	Richard Hunt
Sport England	Nick Rowe
	Sarah Moore
	Ruth Alleyne
	Ashley Godfrey
University of Edinburgh	Fred Coalter
University of Sheffield	Peter Taylor
Yew Consulting	Yvonne Barker

Organisations responding to the consultation draft

Association of London Government
Association of Public Service Excellence
Audit Commission
Birmingham City Council
Bridgnorth District Council
Cambridge City Council
Carlisle City Council
Chief Cultural and Leisure Officers Association
City and County of Swansea
DCMS
Essex County Council
Gateshead Council
Institute of Leisure and Amenity Management
Islington BOAT Club
Leicester City Council
Leicestershire County Council
London Borough of Camden
London Borough of Ealing
London Borough of Newham
Loughborough University
Maldon District Council
Manchester Leisure
Royal Borough of Kensington and Chelsea
Salford
Salisbury District Council

Slough Borough Council
Sport England East, East Midlands, North East, North West and South East regions
Sport England More People and More Places teams
Stratford District Council
Surrey sports development officers
Tynedale Council
Wealdon District Council
Wigan Council
Wycombe District Council

Local authorities responding to the survey of year one review authorities

Hartlepool Borough Council
Leeds City Council
Lincoln City Council
London Borough of Haringey
Peterborough City Council
Redditch Borough Council
Rotherham Borough Council
South Hams District Council
South Shropshire District Council
South Staffordshire Borough Council
Stockton-on-Tees Borough Council
Wolverhampton Council

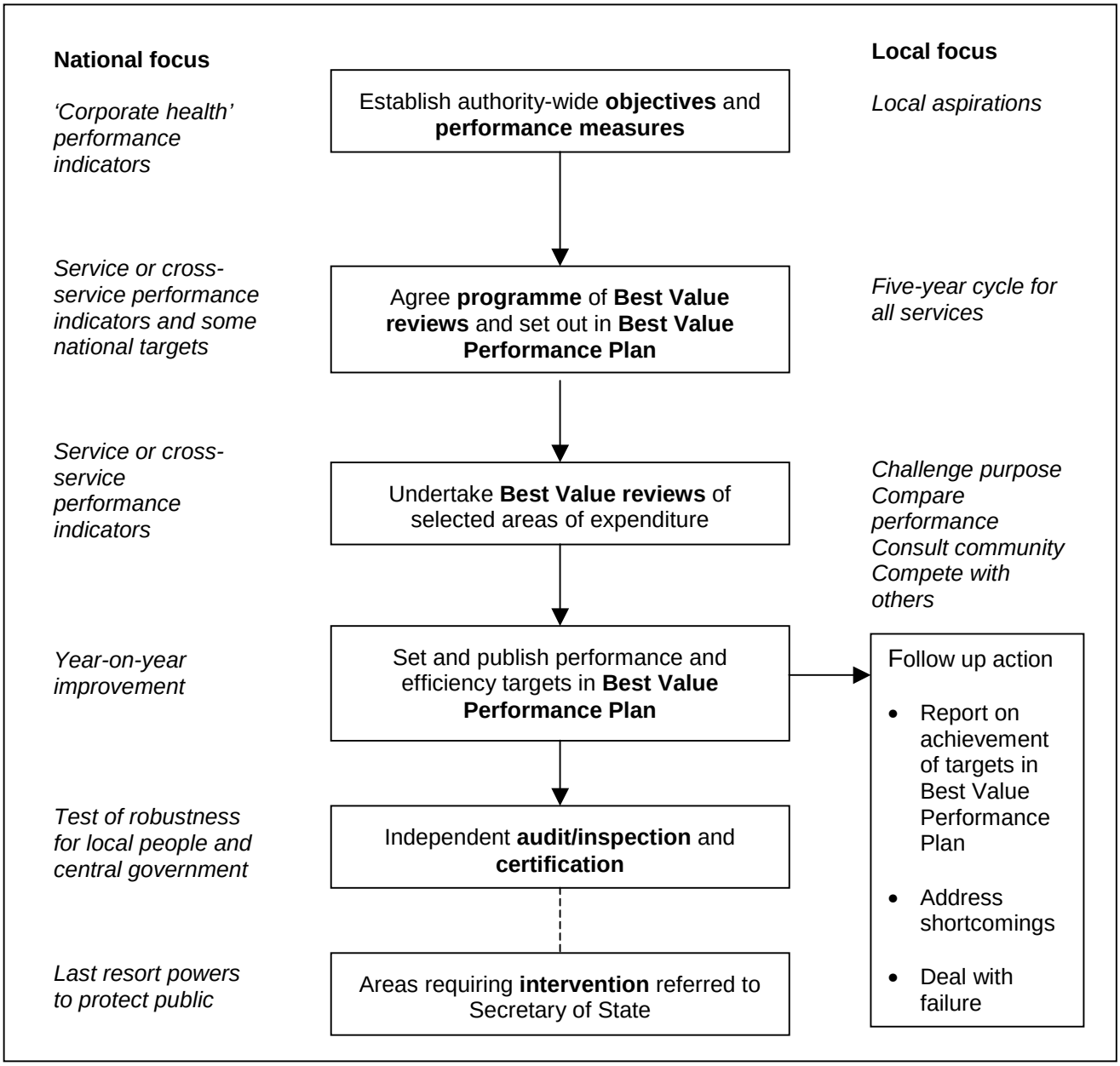
Plus local authorities and other organisations within the North West region involved with the development work and piloting, and representatives on Sport England's Active Communities Sounding Board and Local Authorities Advisory Group.

Appendix 2:
Best Value performance management framework

The duty of Best Value commenced in April 2000, requiring all local authorities to secure continuous improvement in the performance of all their functions and services, with due regard to economy, efficiency and effectiveness and involving consultation with the community.

The Best Value performance management framework, Figure 2, taken from the 1998 White Paper *Modern Local Government – In Touch with the People* presents the key elements of the Best Value process.

Figure 2: The Best Value performance management framework



Two principal elements within Best Value are the service reviews and the annual Best Value Performance Plan.

Service reviews

Service reviews must be completed for all the functions and services provided by the authority over a five-year period. Guidance issued by the Department for Transport, Local Government and the Regions (formerly DETR) outlines that reviews should:

- **challenge** why and how the service is being provided
- **compare** performance with that of others across a range of relevant indicators, taking into account the views of both service users and potential suppliers
- **consult** local tax payers, service users, partners and the wider business community in the setting of new performance targets
- consider fair **competition** as a means of securing efficient and effective services.

Best Value reviews involve a thorough examination of each service and essentially ask: *Are we doing the right things?* and *Are we doing things right?*

The reviews are intended to be an inclusive process and should:

- take a sufficiently long-term perspective
- involve elected Members
- seek advice from outside an authority
- involve those currently delivering the service
- question existing commitments
- engage with users and potential users of services
- address equity considerations
- give effect to the principles of sustainable development.

The outcome of the review should be an action plan for performance improvement, which will feed into and help to shape the corporate performance plan.

Best Value reviews may be service-specific or cross-cutting and sport is likely to feature in many different reviews within an authority. These might include reviews for:

- sport and recreation, leisure or cultural services
- leisure facilities
- community development
- play or youth services
- education

- community provision on school sites
- parks and open spaces
- community safety
- health development
- young/older people's services, and others.

Best Value Performance Plan

The annual ***Best Value Performance Plan*** is intended as the mechanism by which the local authority informs the public and stakeholders of:

- what services will be delivered to local people
- how it will deliver them
- to what levels services are currently delivered
- what levels of service the public should expect in the future
- what action it will take to deliver those standards and over what timescales.

An integral element of Best Value reviews and performance plans is the principle of performance measurement.

Appendix 3:
Sport England's core indicators – definitions and recommended methods of measurement

Introduction

This appendix is split into three sections:

- **Part 1** takes each core indicator and outlines the reason for its selection, provides a definition and a brief explanation of how it should be measured, suggests targets and gives guidance on interpretation.

  Five of the core indicators (S2 to S6) require survey research to help measure them.

- **Part 2** provides a list of the questions and relevant survey methodology that can be used to collect the necessary information for measuring the indicators. Questions have been identified for inclusion in three types of survey in this guidance:

  - a household survey that will provide details of adult residents (aged 16 years and over), used to measure core indicators S2, S4, S5 and S6

  - a school-based survey that will provide details of young people of secondary school age (11-16 years), used to measure S3 and S5

  - a postal survey that will provide details of young people of primary school age (6-11 years), used to measure S3 and S5.

  It is recommended that the surveys to collect data are carried out at least every three to five years, but may be carried out annually or biannually if significant short-term change is anticipated or if you wish to measure improvement on a year-by-year basis. Data should be collected to provide a measure of overall levels of participation by what have been defined as 'social groups' in the guidance (see definitions below).

- **Part 3** provides guidance on selecting an appropriate sample for the surveys.

Shared definitions

The following key definitions are common across all the core indicators/survey questions:

Categories for 'social groups':
- *Gender:* Male/female
- *Age groups:* 6-11, 11-16, 16-35, 36-49, 50+
- *Ethnic groups:* White (British/Irish/Other White); Mixed Race (White and Black Caribbean/White and Black African/White and Asian/Other Mixed); Asian or Asian British (Indian/Pakistani/ Bangladeshi/Other Asian); Black or Black British (Caribbean/African/Other Black); Chinese or Other Ethnic Group (Chinese/Any Other)
- *Disability:* Anyone with a long-term illness, health problem or disability that limits their daily activities or work they can do
- *Socio-economic groups:* A (Professional), B (Employers and Managers), C1 (Intermediate and Junior Non-Manual), C2 (Skilled Manual), DE (Semi-Skilled and Unskilled Manual)

Resident: Adult residing in area of survey (eg within local authority boundary)

Adult: Resident aged 16 years and over

Young people: Young people aged 6 to 16 years

Regular participation in sport:

- *For adults:* taking part in sport at least four times in the previous four weeks
- *For young people:* taking part in three sports at least 10 times each in the past year in their leisure time out of school lessons

Local neighbourhood: Local neighbourhood as perceived by respondents

Part 1: Core indicators – definitions and measurement

S1 Does the authority have an adopted strategy for sport that meets Sport England guidelines?

Reason for core status

The strategy will define the priority objectives for sport in the area. Without a strategy, whether a sports strategy or a leisure/cultural strategy that incorporates sport, there is likely to be a lack of strategic direction and coordination for sports provision.

Definitions and measurement

This performance indicator requires self-assessment by the authority against a quality checklist, set out below, that identifies the key requirements of a sports strategy as outlined in Sport England's *Planning Across Boundaries* publication (see Appendix 5). To be able to answer ***yes***, the seven questions must *all* be answered with a *yes.*

1. Was the strategy adopted by the council within the last five years? (This can be a stand-alone strategy or sport included within a wider leisure or cultural strategy.)
2. Does the strategy contain a clearly stated vision and aims/objectives for sport and recreation?
3. Does the strategy provide a strategic direction for sport and recreation within the whole authority area?
4. Does the strategy provide a strategic direction for all sport and recreation providers across the public, not-for-profit and commercial sectors?
5. Was statistically valid consultation with the community completed as part of the strategy development and no more than 24 months prior to its adoption?
6. Does the strategy contain comprehensive performance indicators and targets?
7. Do you produce a formal annual report for council members and the public, identifying your performance against the objectives and targets in the strategy, which forms part of an agreed review process?

Suggested targets

This is a ***Yes*** or ***No*** answer. If any of the seven questions cannot be answered *yes,* then specific targets might be appropriate as part of service planning to enable a ***Yes*** score to be achieved in the future. Such a target may be to produce an annual report.

Guidelines for interpretation

Presenting the ***Yes/No*** score alone will be meaningless to most people and therefore, when presenting and interpreting this performance indicator, a text explanation summarising the strengths and weaknesses of the strategy *against the criteria* will be required. For example, you could include a short explanation about the strategy objectives, when it was produced and the consultation process, along with a few highlighted successes in the delivery of key objectives, eg how the targets have been met with respect to the increase in participation by young people.

The maximum benefit from this performance indicator will be achieved over time if the indicator is interpreted along with other headline and service area performance indicators that measure the priority outcomes sought by the authority in its sports strategy. Considering such factors together should help to indicate whether or not the actions being implemented from the strategy are contributing to the achievement of the overall priority objectives and outcomes.

For example: *Authority Z has a* ***yes*** *score. Within the strategy, increasing participation levels overall and among priority groups is a key outcome. However, other performance indicators demonstrate that participation among priority groups has not increased from year one. Therefore, the authority may have a strategy in place, but it may need to review the strategy objectives and action plan if the priority outcomes are to be achieved.*

There is limited value in comparing the actual indicator with other authorities. However, process benchmarking, ie examining the strategy content, processes and approach of other authorities who are achieving against their objectives, may be of value.

S2 The percentage of adult residents from different social groups taking part in sport and physical activity (including walking) on at least four occasions in the previous four weeks

S3 The percentage of young people who have participated in three sports (including walking) at least 10 times each in the past year in their leisure time out of school lessons

Reason for core status

These measures are about **regular, active participation** in sport or physical activity, as the key outcomes to which sport contributes (such as enjoyment, community and personal development, well-being, quality of life, health and so on) will usually only be achieved through regular, active involvement. They are split into separate measures for participation by adults and young people.

Authorities should be aware of levels of participation in sport by different social groups in order to inform decision making and highlight areas that may require action to be taken. Authorities have a key role to play in influencing participation in an area and therefore these measures relate to all sports participation and not just participation in facilities or activities provided by the authority.

Definitions and measurement (see Part 2 for more details)

Regular participation is defined as the percentage of residents who say that they have participated in sport or physical activity (including all sports, exercise and fitness-related activities and walking where it is a walk of two miles or more) on at least four occasions in the last four weeks. This can be the same sport/activity on four occasions or four different sports/activities once each over the four-week period, or any variation between the two. The overall participation levels for adults can be compared with the national statistics in the *General Household Survey* (Office for National Statistics, 1996).

Regular participation by young people is defined as the percentage of young people (between the ages of 6 and 16 years who are resident in the area) who say that they have participated in at least three sports on at least 10 occasions in the past year. Overall participation levels for young people can be compared with the national statistics in Sport England's *Young People and Sport in England Survey* (1999) and assessed against Sport England's *Sports Equity Index*.

These indicators measure children's and young people's participation in sport during their leisure time. S3 is considered a better indicator of young people's commitment to sport than participation in school curriculum time as it involves freedom of choice (since almost all young people participate in PE in school lessons).

These measures are about active participation in sport, as opposed to spectating or involvement in a sedentary activity. They exclude coaching, refereeing or officiating which, for adults, is covered by performance indicator S6 (voluntary work).

The indicators are measured through the primary survey research methods, with the recommended questions and approach outlined in Part 2.

Suggested targets

- Improving participation levels and narrowing inequities between different social groups.
- Achieving the level obtained by the best-performing authorities.

Guidelines for interpretation

These performance indicators are key indicators both on their own and for use when interpreting other performance indicators. They may be of particular value to demonstrate that sport forms an important part of the lives of many residents and also to justify the investment in specific initiatives to increase participation in sport among the community as a whole or within specific sub-groups. With respect to the contribution that sport makes to achieving wider social or economic outcomes, the cost and difficulty of measuring that contribution means that levels of participation may be the best performance indicator available, with the impact either acknowledged by association or demonstrated through more specifically designed studies to explore causality.

For example: *Within Authority X, health improvement is a key issue and the authority has identified that one of the priority corporate outcomes is to reduce the percentage of residents that suffer from a heart attack. Participation in sport or physical activity is recognised as an important contributory factor to this corporate priority. Measuring the level of participation in sport by residents as a whole, and by specific sub-groups of residents by age, are therefore seen as key corporate performance indicators and are interpreted in association with the achievement of key sport and health outcomes.*

S4 The percentage of adult residents from different social groups who think that sports provision in their local neighbourhood is good/very good.

Reason for core status

Authorities should be aware of how good sports provision is considered to be and how accessible opportunities are to the public, and for different social groups, in order to inform decision making and highlight areas that may require action to be taken. This indicator is particularly intended to 'signpost' the possible need for further examination of the levels and type of sports provision in an area as well as how well provision meets the needs of different social groups. This could be established through follow-up questions or alternatively through more qualitative work with specific social groups.

Definitions and measurement (see Part 2 for more details)

This indicator measures the perception of quality of sports provision among residents within a local area. Sports provision is a term that includes both built facilities, wider sporting opportunities and capacity as provided for example by club opportunities, coaching and tuition. This indicator is measured through the primary survey research methods outlined in Part 2.

Suggested targets

- Improving the percentage of residents who think that sports provision in their neighbourhood is good or very good and narrowing inequities between different social groups
- Achieving the level obtained by the best-performing authorities

Guidelines for interpretation

This performance indicator should be interpreted with the performance indicators related to participation levels, as there may be a correlation between the two indicators with low participation levels reflecting the fact that people do not consider that sports provision is good. Alternatively, a low participation level but good scores for sports provision may require an authority to reconsider its approach to promoting the benefits of an active lifestyle.

This performance indicator may be of particular value to demonstrate over time that particular initiatives to improve sports provision in an area and for different social groups have worked and have contributed to better access to services and higher participation levels. Caution is required in its interpretation over time, however, as expectations can and do change.

For example: *Baseline data collected as part of consultation for a Best Value review identified that, whilst overall perceptions of sports provision were generally good, the breakdown by different social groups demonstrated that older people and people with disabilities were the least satisfied. As a result, focus groups were run with older residents and with residents with disabilities and representatives of disability organisations. Issues arising included the lack of coaches within clubs qualified to work with people with disabilities; the cost for people with carers and the lack of choice of physical activities for older people close to their home. Specific action was identified to address these issues within the Best Value Service Improvement Plan and targets were set for improvement over a five-year period. When the survey was repeated in year 3, perceptions about sports provision and actual levels of participation in sport and physical activity had increased across all social groups and the specific targets for older people and people with disabilities were being met.*

S5 The percentage of adult residents and the percentage of young people from different social groups who have participated in a sporting activity or event at a local authority sports facility:

- ***in the past four weeks****.*
- ***in the past 12 months***

NB This is Sport England's preferred question. However, if the proposed new BVPI167 is adopted, which is: 'The percentage of residents who have participated in a local sporting activity or event, or used a local sports facility in the last year', then it is recommended that this indicator is replaced with the BVPI.

Reason for core status

It is important to know who is using the facilities provided, how frequently they use them and how representative users are of the local population. This can help to establish whether facilities are needed and are meeting their objectives, will inform decision making and can highlight areas that may require action to be taken.

Definitions and measurement (see Part 2 for further details)

This question should include a list of local authority-owned sports facilities. This will include facilities managed on behalf of authorities by other organisations in the not-for-profit and commercial sectors. It should also include facilities transferred to a trust where the authority continues to be the major grant provider.

This indicator is measured through the primary survey research methods outlined in Part 2.

Suggested targets

- Increasing the percentage of residents using facilities
- Narrowing inequities between different social groups
- Achieving the level obtained by the best-performing authorities

Guidelines for interpretation

This indicator is a more general indicator that can be used to confirm that residents use (and, by association, value) the local authority's sports facilities and that the facilities are meeting their objective, whether that is to provide for all the community or particularly for certain social groups. With other indicators it can build up the picture of the role and contribution of local authority services. It may also challenge an authority in an area where only a small percentage of residents, or only residents from certain social groups, are using local authority facilities, to consider how effective current provision is and the justification for their continued provision.

For example: *An authority identified that at least a third of residents used facilities provided by the authority at least once a year. However, by mapping where those responding lived, it identified that use by residents from two areas of deprivation was much lower. The authority undertook more detailed discussions with residents and community groups to establish the particular facilities that they were/were not using, and talked to other authorities with facilities in areas of deprivation who were achieving high levels of use by local people. Over a five-year programme, resources were reallocated to expand the sports facilities and programme at two community centres that were within walking distance for many of the target group, as part of a linked outreach programme with the main sports centre. People from the target communities were also invited to form part of a management group helping to shape the programme and development of all three sites. Further measurement of this indicator in subsequent years demonstrated improved performance.*

S6 The percentage of adult residents from different social groups contributing to sport as a volunteer

Reason for core status

In most areas, volunteers make a significant contribution to the development of sport and communities and are relied upon to make sport's scarce human and financial resources extend much further. The level of voluntary involvement in an area can give a good indication of how healthy the sports infrastructure is. It is also important to know whether all sectors of the community are represented within voluntary structures. Such information will inform decision making and can highlight areas that may require action to be taken.

Definitions and measurement (see Part 2 for further details)

Volunteers are defined as residents who spend on average at least one hour a week contributing to organised sport in a voluntary (unpaid except for expenses) capacity. This includes as a leader, coach, official or administrator.

This indicator is measured through the primary survey research methods outlined in Part 2.

Suggested targets

- Improving the percentage score for overall involvement
- Narrowing inequities between different social groups
- Achieving the level obtained by the best-performing authorities

Guidelines for interpretation

This indicator will help to build up the picture of provision and of the health of the sports infrastructure. It can demonstrate the level of community involvement in sport and, through highlighting the wider benefits of volunteering, can also demonstrate the contribution of sport to wider objectives for community development, lifelong learning and so on. It may highlight specific social groups who are not represented within the voluntary structure and whose needs may therefore need to be addressed. When linked to participation levels, it may also demonstrate the impact that under-representation among sports leaders and officials can have.

Where comparisons may be made with other authorities, further evaluation of the support provided to volunteers and the voluntary sector by authorities that have high levels of volunteering could identify different and more successful approaches.

For example: *An authority identified that levels of volunteering in its area were higher than among comparable authorities, although the ethnic minority communities were not adequately represented. It identified with the current volunteers the areas that had the most impact on their involvement. Using that information it then worked with community groups in a number of key areas where there was a high Asian population, to put together a proposal for regeneration funding of a specific sports leadership programme. By demonstrating the wider impact that the programme would have on the skills of local people, which would also enable more locally driven activities to be provided, the programme was funded and was able to meet and deliver both sporting and social outcomes.*

Part 2: Survey questions and guidance for core indicators S2 to S6

Part 2 provides details of the methodologies that are required to ensure that performance indicators are measured in a way that provides robust results that have statistical reliability. This ensures that changes within an authority with respect to the core indicators can be tracked over time; performance can be benchmarked against that of other local authorities; and, where data are available, comparisons can be made with national and regional averages. The importance of consistency and high levels of quality control in the methodologies employed cannot be overstated. The performance indicators are only as good as the quality of the data underpinning them.

Measurement of the performance indicators requires adherence to sound principles of social survey methods. These include issues of sample design (to ensure a random representative sample); questionnaire content; survey administration; data coding; and weighting and analysis.

Some authorities may have the appropriate expertise to carry out surveys 'in house' but, where this is not the case, it is recommended that professional market research agencies or suitably experienced academic departments are contracted to carry out this work. These agencies can draw on well-trained interviewing staff and are well versed in standard sampling techniques and data analysis. Contracts should be let to a tight specification that sets out the required standard question content and level and type of sub-group analysis as detailed below. Further information on employing consultants will be found in Sport England's forthcoming survey guidance document *Measuring Sports Participation: Model Survey Packages* (see Appendix 5), which is currently being revised.

It is recommended that the surveys to collect data are carried out at least every three to five years, but they may be undertaken annually or biannually if significant short-term change is anticipated or if you wish to measure improvement on a year-by-year basis.

S2 Percentage of adult residents from different social groups taking part in sport and physical activity (including walking) on at least four occasions in the previous four weeks

This indicator measures adult (16 years and over) participation in sport. The data for this measure are collected through primary survey research methods, ideally through face-to-face household interviews or through self-completion questionnaires.

Data for this performance indicator should be collected to provide a measure of overall levels of participation among adult residents and also measures of participation by gender, ethnicity, disability, socio-economic group and possibly by further age groups.

NB Analysis should identify those residents who have taken part in one sport at least four times in the previous four weeks **and** those who have taken part in at least four sports on one occasion each in the previous four weeks. Participation in walking is asked about separately from other activities in the 'short question'. However, this performance indicator is defined as including walking so the data will need to be aggregated. Users may need to seek expert advice on this at the data analysis stage.

Survey questions

Set out below are two alternative approaches to measuring this performance indicator: the 'short question' approach and the 'long question' approach, with their associated strengths and weaknesses. If budgets allow, it is recommended that the 'long question' approach is adopted.

The 'short question' approach

The advantage of the 'short question' is that it provides a relatively inexpensive method of measuring participation in sport. In particular, it enables participation to be measured by using a postal self-completion approach as opposed to the much more expensive interviewer-administered approach required if the 'long question' is employed.

However, the cost savings have to be traded off against the undoubted loss in reliability of the measure. This is due to people's variable interpretation of the definition of sport and the lower levels of response achieved by a postal survey with its associated 'non-response bias' (ie the people who do not respond may be different in some way from those who do).

In addition the 'short question' precludes the more detailed sport-specific analysis that can be carried out using the 'long question' approach.

Short question

1a Over the past 12 months, have you participated in any sport or exercise activity (including keep fit activities, team games and individual sports, but excluding walking, teaching, coaching or refereeing), whether casually or competitively?

Answer options: *Yes/No*
If *Yes*:

1b When you take part in a sport or exercise activity, how often do you usually do so in a typical four-week period?

Answer options: *Once; twice; three times; four times; more than four times* (specify number)

2a Over the past 12 months, have you been for a walk or hike of two miles or more?

Answer options: *Yes/No*
If *Yes*:

2b How often in a typical four-week period do you go for a walk or hike of two miles?

Answer options: *Once; twice; three times; four times; more than four times* (specify number)

The 'long question' approach

As discussed above, the 'long question' approach provides a more costly but more reliable interviewer-administered measure of participation in sport. Its reliability comes from the use of a 'show card' that sets out a long list of 'sports and physical activities' that people can select from, as shown on the next page. This reduces the variability that comes from people's different ideas of what exactly is and isn't a sport and ensures an inclusive definition of sport as recommended by the Council of Europe.

In addition to increasing reliability, the use of the 'long question' has the advantage of enabling local performance to be compared with national averages (and with Sport England's *Sports Equity Index*). This is done by replicating the question used in the *General Household Survey* (GHS), which is carried out every three years in Great Britain. The detailed breakdown of sports also allows for a more sophisticated measure of involvement in sport.

Long question

1. On this card is a list of sports and physical activities. Please tell me if you took part in any of them during the last 12 months, that is, since (*date*). Do not count any teaching, coaching or refereeing that you may have done.

SHOW CARD

Swimming or diving indoors	1
Swimming or diving out of doors	2
Cycling	3
Indoor bowls (*include short mat and carpet)*	4
Outdoor *(lawn)* bowls	5
Tenpin bowling	6
Keep fit, yoga, aerobics, dance exercise *(include exercise bike)*	7
Martial arts *(include self defence)*	8
Weight training *(include body building)*	9
Weightlifting	10
Gymnastics	11
Snooker, pool, billiards *(exclude bar billiards)*	12
Darts	13
Rugby union	14
Rugby league	15
American football	16
Football indoors *(include five-a-side)*	17
Football outdoors *(include five-a-side)*	18
Gaelic sports *(camogie, Gaelic football, hurling, Irish handball, shinty)*	19
Cricket	20
Hockey *(if ice, roller or street hockey exclude and include in 'other')*	21
Netball	22
Tennis	23
Badminton	24
Squash	25
Basketball	26
Table tennis	27
Track and field athletics	28
Jogging, cross country, road running	29
Angling/fishing	30
Yachting or dinghy sailing	31
Canoeing	32
Windsurfing/boardsailing	33
Ice skating *(if ice hockey or roller skating exclude and specify in 'other')*	34
Curling	35
Golf, pitch and putt, putting *(exclude crazy/miniature golf)*	36
Skiing *(on snow/artificial slopes/grass)*	37
Horse riding *(if polo exclude and specify in 'other')*	38
Climbing/mountaineering *(include indoors)*	39
Motor sports	40
Shooting	41
Walk or hike of two miles or more	42
Other	43
None of these	44

For those sports and physical activities taken part in during the last 12 months, the following questions apply separately for each sport or physical activity in turn.

2. **At what time of the year do you usually take part in** (ACTIVITY)**?**

Answer options: *All year round; **only** when on holiday away from home; April to September (spring/summer); October to March (autumn/winter)*

3. **When you take part in** (ACTIVITY)**, how often do you usually do so in a typical four-week period?**

Answer options: *Once; twice; three times; four times; more than four times* (specify number)

S3 The percentage of young people who have participated in three sports (including walking) at least 10 times each in the past year in their leisure time out of school lessons

This indicator measures children's and young people's participation in sport during their leisure time. This is considered a better indicator of young people's commitment to sport than participation in school curriculum time as it involves freedom of choice (since almost all young people participate in PE in school lessons).

Because young people's participation in sport is generally greater than that of adults, and because early experience of a broad range of sports is important in 'preparing' young people for lifelong interest and involvement in sport, this indicator requires that young people have participated 'regularly' (defined as at least 10 times for each sport in the previous year) in at least three sports.

Data for this performance indicator should be collected to provide a measure of overall levels of participation among young people and also measures of participation by primary-aged children (years 2 to 6) and secondary-aged children (years 7 to 11), as well as by gender, ethnicity and disability.

Survey question
The recommended question for measuring this indicator is set out on the next page. The question has been extensively piloted and successfully used in Sport England's 1994 and 1999 national surveys of *Young People and Sport*. The question can either be designed for use with secondary-aged young people or, by slight modification as shown, for primary-aged children. This includes mini-games and some play-type activities and allows for completion by the adult with the child present.

The question provided overleaf will, together with the primary-aged question, enable measurement of the headline performance indicator (see paragraph 4.14) for participation by young people. However, it is recommended that, given the relatively high cost of the fieldwork element of the research compared with, for example, data input and analysis, other related questions from Sport England's national surveys are included in any questionnaires used. These include questions on sports participated in during school lessons, on extra-curricular sport and on club membership. Further advice and supporting material on the more extensive questionnaires are available on request from Sport England's Research Unit.

The questionnaire for secondary-aged children is designed for supervised self-completion by young people in a classroom setting. It can be completed within a half-hour lesson and supervision can be carried out by a school teacher. The questionnaire for primary-aged children (and particularly for those in years 2 to 4) should ideally be posted to the parents, who are asked to complete it with their child and return it either to the school or to a nominated survey agency (using a stamped addressed envelope).

1 On these two pages, please tell us what you did/your child did <u>out of school lesson time</u>. Think about the whole of the last year from (*date*) until now.**

Include things you did/your child did:**

- **in school lunchbreaks/after school/at weekends/in the holidays**
- **whether they were organised or just for fun**
- **if they were organised by the school, or by someone else, but out of school lesson time**

TICK ONE BOX ON EACH LINE

Key

Box 1 – *No, not done out of school lesson time in the last year*

Box 2 – *Yes, done on fewer than 10 days, out of school lessons*

Box 3 – *Yes, done on 10 or more days, out of school lessons*

	No, *not done out of lesson time*	***Yes,*** *on fewer than 10 days*	***Yes,*** *on 10 or more days*
GAMES (Please include mini-sports and mini-games)			
Football (inc five-a-side)	❒	❒	❒
Netball	❒	❒	❒
Hockey (inc unihoc)	❒	❒	❒
Cricket (inc kwik cricket, soft-ball cricket).....	❒	❒	❒
*Rugby union.....	❒	❒	❒
*Rugby league.....	❒	❒	❒
**Rugby (inc touch rugby, new image rugby)	❒	❒	❒
Rounders.....	❒	❒	❒
Basketball (inc mini-basketball)	❒	❒	❒
Volleyball (inc mini volleyball)	❒	❒	❒
Baseball, softball	❒	❒	❒
Tennis (inc racquet ball, short tennis, Swingball).....	❒	❒	❒
Badminton, shuttlecock games.....	❒	❒	❒
Squash (inc mini-squash)	❒	❒	❒
Table tennis.....	❒	❒	❒
Golf, putting, pitch and putt.....	❒	❒	❒
Bowls (carpet, lawn, etc).....	❒	❒	❒
Tenpin bowling, skittles.....	❒	❒	❒
*Snooker, billiards, pool.....	❒	❒	❒
*Darts	❒	❒	❒

Please continue - TICK ONE BOX ON EACH LINE

	No, *not done out of lesson time*	***Yes,*** *on fewer than 10 days*	***Yes,*** *on 10 or more days*
SWIMMING			
Swimming, diving, lifesaving	❒	❒	❒
ATHLETIC AND GYMNASTIC ACTIVITIES			
Cross country, jogging, road running	❒	❒	❒
Athletics - track or field	❒	❒	❒
Gym, gymnastics, trampolining, climbing frame...	❒	❒	❒
*Multigym, weight training.....	❒	❒	❒
**Other game skills (eg hoops, hopscotch, throwing and catching, bean bags, frisbee)	❒	❒	❒
Aerobics, keep fit (inc skipping)	❒	❒	❒
Judo, martial arts (karate/aikido).....	❒	❒	❒
Boxing, wrestling	❒	❒	❒
DANCE AND SKATING			
Dance classes	❒	❒	❒
Ice skating	❒	❒	❒
Roller skating/blading, skate boarding……..	❒	❒	❒
OUTDOOR AND ADVENTUROUS ACTIVITIES			
Orienteering.....	❒	❒	❒
Walking: on walks lasting more than an hour, hiking	❒	❒	❒
Climbing, abseiling, potholing	❒	❒	❒
Skiing	❒	❒	❒
Cycling, riding a bike	❒	❒	❒
Horse riding, pony trekking	❒	❒	❒
Sailing, windsurfing.....	❒	❒	❒
Rowing, water skiing, canoeing	❒	❒	❒
Angling, fishing	❒	❒	❒
*Motor sports, go karting.....	❒	❒	❒
OTHER SPORT OR EXERCISE (WRITE IN HERE AND TICK RELEVANT BOX)			
.....	❒	❒	❒
.....	❒	❒	❒

* Include on secondary school questionnaire only

** Include on primary school questionnaire only

S4 The percentage of adult residents from different social groups who think that sports provision in their local neighbourhood is good/very good

This indicator measures the perception, among adult residents, of the quality of the sports provision within a local area. The question should be included in the same survey as the question referred to in performance indicator S2 and therefore the same methodology and sampling rules apply. Sub-group analysis will identify whether certain groups feel they are being better catered for than others.

Provision refers to both built facilities and wider sporting opportunities including, for example, clubs, coaching and tuition.

Survey question

1 How do you rate the overall level of sports provision in your local area?

	Very good	***Good***	***Neither good nor poor***	***Poor***	***Very poor***	***No opinion/ not used***
PLEASE CIRCLE ONE RESPONSE CODE NUMBER	5	4	3	2	1	9

S5 The percentage of adult residents and the percentage of young people from different social groups who have participated in a sporting activity or event at a local authority sports facility:

- ***in the past four weeks***
- ***in the past 12 months***

This question looks at the use made of local authority-owned sports facilities by adults or young people. The list of facilities should include facilities managed on behalf of authorities by other organisations and those transferred to a trust where the authority continues to be a major grant provider.

This question should be included in the same survey as the question referred to in performance indicator S2 (for adults) or performance indicator S3 (for young people) and therefore the same methodology and sampling rules apply. Sub-group analysis will identify whether certain groups make greater use of local authority facilities than others.

Survey questions

If the resident has taken part in a sporting activity in the last 12 months, as identified in the question under PI S2:

1a Which of these facilities have you used in the last 12 months to take part in a sporting activity or event? *(READ OUT LIST OF LOCAL AUTHORITY FACILITIES AND CIRCLE FACILITY CODE)*

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15

None of facilities used 99

1b Which of these facilities have you used in the last four weeks to take part in a sporting activity or event? *(READ OUT LIST OF LOCAL AUTHORITY FACILITIES AND CIRCLE FACILITY CODE)*

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15

None of facilities used 99

S6 The percentage of adult residents from different social groups contributing as a volunteer

Volunteers are defined as residents who spend on average at least one hour a week contributing to organised sport in a voluntary capacity. Other than expenses, volunteers are not paid for this contribution. Volunteers can include, amongst others, coaches, referees, officials and administrators.

This question should be included in the same survey as the question referred to in performance indicator S2 (adults) and therefore the same methodology and sampling rules apply. Sub-group analysis will identify whether certain groups have greater representation in the voluntary sector than others.

Question 1 below identifies the volunteers whilst question 2 can filter out those who take part for at least one hour a week.

Survey questions

1 Looking back over the past 12 months, have you spent any time helping to organise sport on a voluntary basis (that is, without pay except for expenses)? Please include any teaching, coaching or refereeing that you may have done as a volunteer.

Yes/No

If *Yes*,

2 When you carry out your voluntary sports work, how many hours do you contribute in a typical weekly period?

Less than 1 hour; 1 hour – 1 hour 59 mins; 2 hours – 5 hours; more than 5 hours

Part 3: Guidance on selecting a sample

Selecting an appropriate **random representative sample** is vital if the surveys are to be statistically valid and to provide a baseline against which change can be assessed. Advice on appropriate sample design and sampling methodology can be provided by market research agencies and academics. In addition, published guidance is available from the DTLR (formerly DETR) *Best Value and Audit Commission Performance Indicators 2000/2001,* including Volume 1 *Guidance on Methods of Data Collection,* and Sport England's forthcoming revised *Measuring Sports Participation: Model Survey Packages* publication. Advice is also available directly from Sport England's Research Unit.

Survey of residents (adults)

As regards **sample size** (ie the number of people to be interviewed), there is no required number that is set in stone. The decision is based upon a trade-off between cost and the 'level of precision' required from the statistics collected. All random sample surveys have 'sampling errors' associated with the survey findings. These reduce as the sample size increases, although the reduction is not directly in proportion to increases in sample size (ie there are diminishing returns as sample sizes get bigger).

In order to reduce the cost it is acceptable for all adults in a household to be surveyed, but proxy completion of questionnaires (ie someone completing the questionnaire on behalf of someone who is not available) is not acceptable.

This headline indicator (see paragraph 4.14) can provide important information about the levels of participation by different users and groups within the community if **sub-group analysis** takes place, for example by age group, gender, ethnicity, disability and socio-economic group. Within the sub-groups, providing indicators by ethnicity will usually prove to be the most demanding task in relation to sample size, particularly if separate analysis is required for different ethnic groups.

In identifying the sample size at the outset, it is important to recognise that the effective sample (that is, the number of completed questionnaires) will impact on the level of detailed sub-group analysis that is possible from the survey. As a general rule of thumb, a minimum of 30 cases (and ideally at least 50 cases) are required in a sub-group for statistically reliable results.

In order to collect reliable data for sub-group analysis, an estimate should be made of the number of questionnaires likely to be completed by different sub-groups. This can be obtained by taking the sub-group's population as a percentage of the total population of your authority (provided by the Census) and applying this to the effective sample. In calculating the total sample size required, the likely levels of non-response must also be allowed for. Experience from the GHS and recent Sport England surveys would suggest that, for an interview-based survey, an effective sample size of 1,000 completed questionnaires requires a selected sample of about 1,300 residents in an estimated 650 households (assuming a 70% response rate). For postal questionnaires an effective sample of 1,000 completed questionnaires requires a selected sample of 1,700 residents in 850 households (assuming a 30% response rate).

The example below demonstrates how an appropriate sample size can be calculated where sub-group analysis by ethnicity will take place.

For example: *In an authority that has about the national average for 'all ethnic minority groups' in its population (about 6%), to achieve a minimum sample size for this group (50 cases) would require in total about 850 completed questionnaires. This in turn would require a selected sample of about 1,100 residents for a household interviewer-administered questionnaire and approximately 1,500 for a postal self-completion questionnaire. If analysis is required for ethnic minorities by male and female then the required sample sizes are doubled to about 2,000 and 2,700.*

It is possible to **'over sample'** certain groups but great care has to be taken when this is done to ensure that random procedures are adhered to and that the data are reweighted when the final analysis is carried out. Technical advice should be sought before taking this approach.

In addition to the sample size, where sub-group analysis is to take place it is important, when asking questions and carrying out analysis, that the **demographic indicators are measured in a standardised way**. This can be achieved by adopting the standard classifications used by the Office for National Statistics that are used in the Census. Taking this approach enables comparison to be made with other published social statistics and even more importantly enables survey findings to be related to the demographic profile of the population provided by the Census. The classifications are listed at the beginning of this appendix and the standard questions will be provided in Sport England's *Measuring Sports Participation: Model Survey Packages*.

Analysis by age group is different from the other socio-demographic variables insofar as the groups adopted are more a function of how the data are analysed. It is always recommended that in the questionnaire people are asked their actual age rather than to indicate an age group within which they fall. The standard age groups recommended by Sport England for reporting purposes against this performance indicator are: 16 to 35 years; 36 to 49 years; 50+ years.

Survey of young people

As with the indicator for adult participation in sport, the fundamental requirement is to establish reliable statistics that can be used to measure change over time; to compare with national averages (from Sport England surveys); and to benchmark against other authorities. To obtain a reliable measure requires that a **random representative sample** of young people is selected from the total population of young people in the authority. Advice on appropriate sampling methodology should be sought from someone with expertise in this area but in simple terms the following steps are recommended:

Step 1: **Establish a total target sample size.** It is recommended that a sufficient sample is selected to be able to report reliable statistics separately for boys and girls in the combined year groups 2 to 4; 5 to 6; 7 to 9; and 10 to 11. These can in turn be aggregated to report on primary and secondary combined. This level of accurate sub-group analysis requires, as a minimum, completed questionnaires from 50 boys and 50 girls in each of the combined year groups. A minimum total sample size is therefore 400 completed questionnaires. In order to allow for non-response and to be sure of achieving the minimum sample, it is recommended that a sample of 720 is selected (90 boys and 90 girls in each combined year group).

Step 2: **Select a sample of wards.** List out the wards in the authority and group them into three categories of 'high population density', 'medium population density' and 'low population density'. Identify the number of pupils in each ward and then list the wards in order from high to low within each 'ward population density group'. If a ward does not have at least one secondary school within its boundaries, combine it with a neighbouring ward. Give each ward a number starting from 1 in each of the 'ward population density groups'. Select a number at random from the range of numbers in each group and, starting at this point, select every '*nth*' ward within each group, aiming to select in total six different wards. The sampling interval is calculated by dividing the total number of wards by six.

Step 3: **Select a sample of schools.** Compile a list of primary and secondary schools (including as 'deemed secondary' any middle or independent schools that have mainly secondary-aged pupils of 11 years and over) in the authority with the number of pupils in each. For those secondary schools with fewer than 100 pupils and primary schools with fewer than 50, group with other schools nearby. Single-sex secondary schools should be grouped into pairs with nearby single-sex schools. In

each of the wards selected in Step 2, list the primary schools in order of number of pupils and select at random two primary schools in each ward in order to select a total of 12 primary schools. In the case of secondary schools, if there is only one school that is the school selected. If there is more than one school then the schools should be identified as to whether they are mixed sex, comprehensive, grammar, single sex, independent or middle school, and selected to ensure as far as possible that a reasonable spread of different schools is included. In total, six secondary schools are selected.

Step 4: **Select a sample of children in the school.** The number of young people to be surveyed in each primary and secondary school is 40 to achieve a total sample size of 720 (ie 40 multiplied by 18 schools). In order to identify the children to be surveyed, a sampling interval is established by dividing the total school roll by 40 and then selecting at random from a list of all children every '*nth*' child. As recommended above, the starting point at which the first child is selected should itself be identified randomly.

Appendix 4:
Additional guidance on the indicators

The definitions for these performance indicators were not complete at the time of publication, but they will be added to the guidance on the Sport England website before the end of the year.

Young people and schools (age group defined as 6 to 16 years)

Performance indicator	*Comment*	*Definition*	*Data collection and target setting*
S7 The percentage of young people spending at least five hours taking part in sport and physical activities (excluding walking) during their school summer holidays	Use as a measure of participation and of how much sport is a part of the leisure time of young people. May also give an indication of how effective the authority and other sports providers have been in raising the profile of sport and its benefits among young people, and of whether or not the right sporting opportunities, that appeal to young people, are provided during holidays.		Collect data through a survey of young people Should be interpreted with other performance indicators relating to regular participation in sport. Target might be for all young people to achieve this minimum level of participation during the summer holidays.
S8 The percentage of young people who strongly enjoy doing sport in their leisure time	Use as a measure of how effective the authority and other sports providers have been in raising the profile of sport and its benefits among young people, and also of whether or not the right sporting opportunities are provided that appeal to young people.		Collect data through a survey of young people. Should be interpreted with other performance indicators relating to actual participation in sport. Target might be to increase the percentage who say they strongly enjoy sport in their leisure time, linked to increased levels of actual participation.

Performance indicator	*Comment*	*Definition*	*Data collection and target setting*
S9 The percentage of young people who progress to the first level of Active Sports partnership provision	Use to demonstrate that young people have opportunities to participate in sport, that sporting pathways are in place and that the Active Sports partnership is effective.	*(Every authority is part of a sports partnership that aims to get more young people participating in sport and to give young people the opportunity to develop their skills and achieve their potential. Stage One is about getting young people involved in sport.)*	Collect data through the sports partnership. Target might be to maintain or increase the percentage of young people achieving the first level of provision.
S10 The percentage of young people who can swim	Use as a measure linked to community safety. Of particular value where water is a key feature within the authority, eg coastal authorities		Collect data through a survey of young people. Target might be to maintain or increase the percentage who can swim. It may be appropriate to set specific age group targets.
S11 The percentage of young people who spend two hours or more per week in PE lessons, by year group (Particularly important to differentiate between young people with and without disabilities)	Use to measure the level of sporting activity that young people are involved with and the importance of sport in schools. May be of particular value if the authority has been specifically working with schools to increase the level of physical activity in the school day for young people.		Collect data through a survey of schools. Targets might be for all young people to have at least two hours of PE per week and/or to reduce inequity between sports provision for able-bodied young people and that for disabled young people.

Performance indicator	*Comment*	*Definition*	*Data collection and target setting*
S12 The percentage of young people walking/cycling to school	Use to demonstrate the contribution that an active lifestyle can make to the health of young people. May be of particular value if health or the environment are key corporate priorities and specific action has been taken to encourage walking/cycling to school.		Collect data through a survey of young people Target might be to increase the percentage of young people who walk or cycle to school. It may be appropriate to set specific age group targets.
S13 The percentage of schools that have a current Activemark, Activemark Gold, Sportsmark or Sportsmark Gold award	Use if an objective of the authority is to encourage schools to achieve minimum standards for sport as identified in Sport England's Activemark and Activemark Gold awards for primary schools and Sportsmark and Sportsmark Gold awards for secondary schools.	*(Sportsmark for secondary schools and Activemark for primary schools are awarded to schools that have effective policies and practices for the provision of a well-balanced physical education programme and for a quality learning activity programme for out-of-school lessons)*	Data on all schools that have received awards are available from Sport England. Target might be to maintain or increase the percentage of schools obtaining Activemark, Activemark Gold, Sportsmark and Sportsmark Gold.
S14 The percentage of schools referring young people to sporting opportunities outside school	Use to measure the commitment of schools to sports development and links with community sport and/or to demonstrate improvement following specific work to encourage school and community links.		Collect data through a survey of schools. Target might be to maintain or increase the percentage of schools referring young people to opportunities outside school.

Performance indicator	*Comment*	*Definition*	*Data collection and target setting*
S15 The percentage of teachers who have a current coaching qualification in at least one sport	Use to measure the extent to which schools support having qualified coaches for sport and teachers see the value of being appropriately qualified. It may highlight an area for improvement, provide the evidence to justify the need for work to be undertaken with teachers and, if used year on year, can demonstrate the impact of specific actions having been taken.		Collect data through a survey of school teachers. Target might be to increase the percentage of teachers with a current coaching qualification.
S16 The percentage of schools that have used coaches from linked clubs to take school sessions during the past 12 months	Use to measure the strength of links between school and community sport and/or to demonstrate improvement following specific work to create school/club links.		Collect data through a survey of schools. Targets might be to maintain or increase the percentage of schools using coaches from linked clubs and to increase the number of young people attending those clubs out of school.

Performance indicator	*Comment*	*Definition*	*Data collection and target setting*
S17 The percentage of schools that are satisfied with the sport and recreation service provided by the authority	Use to measure satisfaction with the authority's sport and recreation service among the schools in the authority area. These could be all schools or it could be a much more targeted approach to just those schools that the authority's sport and recreation service is directly working with.		Collect data through a survey of schools. Question could be analysed by primary/secondary to identify if satisfaction varies. Should be interpreted with other performance indicators, such as schools' attitudes to sport and club/school links, or levels of support given. Target might be to maintain or increase the percentage of satisfied schools.
S18 The percentage of all primary/secondary schools providing *(at least XX hours of)* community access to sports facilities	Use to measure the provision of sporting opportunities on school sites and/or to demonstrate improvement over time if specific action has been taken to increase community use of school facilities.		Collect data through a survey of schools. Targets might be to increase the percentage of schools providing community access, or to increase the amount of hours of community access at key sites. *(Either an overall measure irrespective of the amount of community access or a locally determined minimum standard could be used, eg less than 15 hours per week; 16 to 30 hours per week; 31 to 45 hours per week; more than 45 hours per week.)*

General participation

The majority of performance indicators for general participation will provide further information that will be of value to an authority if they are broken down by different social groups, provided the sample size is sufficient to enable valid conclusions to be drawn.

Performance indicator	*Comment*	*Definition*	*Data collection and target setting*
S19 The percentage of residents who consider that providing opportunities to participate in sport and physical activity is important/very important	Use to establish if there is local support for sports provision/expenditure and measure the success of campaigns promoting the benefit/value of sport. To meet specific purposes, the question could just be asked of a specific social group, eg young people, or could just focus on the local authority role.		Collect data through inclusion of a question in a survey of residents or put to a residents/citizens panel. Target might be to maintain or increase the percentage who consider that sporting opportunities are important/very important.
S20 The percentage of residents who are aware of ** (*where ** are specific projects, facilities or activities)*	Use to determine awareness levels among the public as a whole and among different social groups and measure the success of awareness-raising campaigns. The question can be project-specific or could ask about a range of locally provided facilities or activities.		Collect data through inclusion of a question in a survey of residents or put to a residents/citizens panel. Target might be to maintain or increase the percentage awareness of particular facilities, activities or projects.

Performance indicator	*Comment*	*Definition*	*Data collection and target setting*
S21 The percentage of eligible residents who hold a current *(named)* **leisure/discount card**	Use to establish whether or not the objectives of the leisure card scheme are being met, ie whether it is reaching its intended audience, for example people on low incomes, people with disabilities or residents within a certain geographical area.		Requires survey or data collection from leisure card holders and comparison with population data. Target might be to achieve a higher level of take-up by certain social groups.
S22 For specific sports development activities, courses or events: • **% utilisation** • **total numbers attending** • **% attending from different social groups relative to catchment from that social group** • **net investment (revenue expenditure) per user** • **customer satisfaction** (*These could group a range of activities, courses or events together or make comparison at a detailed level of each individual activity, course or event)*	Use to build up an overall picture of service delivery, how efficient and effective it is and customer satisfaction.		Collect data through the authority's management information systems, with satisfaction information from customer surveys. Individual performance indicators should be interpreted with other indicators, eg the net investment (cost) per user should be interpreted with measures of satisfaction. Can be used for comparisons between different sporting activities and events within the authority or with others, highlighting areas that may be performing well or not so well for further consideration. Targets might be: • Utilisation – percentage increase or maintenance of existing levels • Numbers – actual increase • Net investment – reduced cost per user, whilst maintaining customer satisfaction levels or, if customer satisfaction is low and it is a priority service area, to increase net investment per user to increase customer satisfaction • Customer satisfaction – maintain or increase percentage of satisfied customers.

Performance indicator	*Comment*	*Definition*	*Data collection and target setting*
S23 The number of sports within the authority area with a sport-specific development plan involving all key providers	Use to demonstrate that the authority is encouraging participation in specific sports, is bringing partners together and working with others to create development pathways.		The strategy targets will link to other performance indicators and should be interpreted with them. Targets might be to increase the range of sports covered by development plans year on year, or to set a target for new or reviewed plans.
S24 The percentage of residents taking part in sport and physical activity (including walking) on at least five occasions lasting 20 minutes in the previous seven days	Use to demonstrate the percentage of the population who are participating in physical activity regularly enough for there to be a health benefit. May identify particular issues to address within different social groups and to justify the continued allocation of resources by the authority to sport. Of particular use if health is a key corporate priority and specific initiatives have been implemented to improve health and fitness.		Collect data through inclusion of a question in a survey of residents or put to a residents/citizens panel. Target might be to increase the percentage participating regularly enough to achieve health benefits.

Performance indicator	*Comment*	*Definition*	*Data collection and target setting*
S25 The personally perceived (self-reported) levels of fitness/health/well-being of residents *(From a range indicated)*	Use to demonstrate the contribution that sport can make to the health of residents, or specific social groups, and to justify the continued allocation of resources by the authority to initiatives intending to use sport to improve health. Of particular use if health is a key corporate priority.		Collect data through a survey of residents or of a specific social group, eg older people. Self-reporting is subjective unlike actual fitness testing/health checks, but less costly. Target might be to increase the percentage of residents who consider themselves to be healthy, linked to increasing their regular participation in sport. Could be supplemented by actual reporting of health data, eg heart disease, mortality rates.
S26 Net expenditure on sport and recreation per 1,000 population	Use to demonstrate cost-effectiveness or to highlight low or high investment (expenditure) compared to other service areas or other authorities.		Collect data using the authority's management information systems. Should be interpreted with other key performance indicators such as levels of participation and measures of customer satisfaction. Target might be to maintain the level of net expenditure per 1,000 population whilst increasing participation.

Facility provision, operation and management

The performance indicators in this section have been particularly selected as indicators that might be of value in building up a picture as part of a whole service set and covering all facilities (indoor and outdoor).

However, a full set of management level performance indicators for sports halls and swimming pools is outlined in a separate Sport England publication *Performance measurement for local authority sports halls and swimming pools*. For authorities that may be interested in benchmarking performance for swimming pools and sports halls, those indicators marked *(SEBS)* form part of Sport England's Benchmarking Service.

Performance indicator	*Comment*	*Definition*	*Data collection and target setting*
S27 The level of unmet demand for: • **Four-court sports hall** • **25m four-lane swimming pool**	Use to demonstrate that sporting demand is being met within the authority area through facilities of a modern standard that are accessible to residents.		Requires the authority to assess unmet demand using the methodology adopted for Sport England's Facilities Planning Model, which relates demand and supply within a defined area. Targets might be to reduce the level of unmet demand, where it exists, or to maintain it at a particular level.
S28 The percentage utilisation of natural turf sports pitches	Use to demonstrate how well used the facilities are. Probably of greatest value if analysed for individual facilities or by sport to compare and highlight what is working well/not so well and why.	*Number of games played per week, during the season, compared with the carrying capacity (games) of natural turf pitches within the local authority area, expressed as a percentage.*	Collect data through authority management information systems. Should be interpreted with other performance indicators, eg concerning who is using the pitches, satisfaction levels and cost. Target might be to maintain or increase the utilisation of some or all facilities.

Performance indicator	*Comment*	*Definition*	*Data collection and target setting*
S29 The percentage of visits from *xyz* (*social group)* to all facilities as a percentage of the catchment population from *xyz* (*social group)* *Social groups categories should reflect local priorities but could include age, ethnicity, gender, socio-economic status, disability, residential area.* *SEBS*	Use to measure how well the facilities encourage participation and provide a service to meet the needs of local priority social groups and/or to show the impact over time of specific actions that have been implemented to increase usage by certain social groups. Requires catchment population to be known.		Collect data through a customer survey. Target might be to maintain or increase the percentage of visits among specific social groups.
S30 The total number of visits to sports/leisure facilities *SEBS*	Use to demonstrate that the facilities are well used/not well used.		Collect data using the authority's management information systems. Should be interpreted with other performance indicators, eg concerning who is using the facilities and participation levels among residents. Target might be to increase the number of visits to sports facilities.
S31 The percentage of residents who state that they or a member of their family use or benefit from the local authority sports/leisure facilities	Use to demonstrate that residents value the facilities and benefit from their provision.		Collect data through a customer survey. Target might be to maintain or increase the percentage of residents who benefit from the sports/leisure facilities.

Performance indicator	*Comment*	*Definition*	*Data collection and target setting*
S32 Annual visits per square metre *SEBS*	Use to demonstrate that built facilities are well used/not well used. Can be compared to other facilities within an authority or with other authorities.		Collect data using the authority's management information systems. Should be interpreted with other performance indicators, eg concerning who is using the facilities and participation levels among residents. Target might be to maintain or increase the number of visits per square metre.
S33 The percentage utilisation of programmed activities *SEBS*	Use to demonstrate how well used the facilities and the activities that take place within them are. Probably of greatest value if analysed for individual facilities or types of activity within a facility to compare and highlight what is working well/not so well and why.		Collect data through authority's management information systems. Should be interpreted with other performance indicators, eg concerning who is attending the activities, satisfaction levels and cost. Targets might be to maintain or increase the utilisation of some or all facilities and/or individual activities.
S34 The percentage utilisation of available programme time *SEBS*	Use to demonstrate how well used the facilities are. Probably of greatest value if analysed for individual facilities or areas within a facility to compare and highlight what facilities or areas are fully programmed and used and why.		Collect data using authority's management information systems. Should be interpreted with other performance indicators, eg concerning who is attending the activities, satisfaction levels and cost. Target might be to increase the utilisation of some or all facilities and/or individual areas.

Performance indicator	*Comment*	*Definition*	*Data collection and target setting*
S35 The percentage of satisfied customers at facilities *SEBS*	Use to measure how satisfied customers are with the facilities and services provided.		Collect through customer surveys at individual facilities. Target might be to maintain or increase the percentage of customers satisfied with the facilities.
S36 Percentage cost recovery *SEBS*	Use to demonstrate the efficiency of the facility in recovering a proportion of expenditure through income. Of particular value to compare facilities within an authority or with other authorities to explore differences and identify how a comparable facility may achieve a higher percentage cost recovery.		Collect data using the authority's management information systems. Should be interpreted carefully, taking into account facility objectives, pricing policy and local issues. Target might be to maintain or increase the percentage cost recovery.
S37 Net expenditure per 1,000 population on sports facilities *SEBS*	Use to demonstrate cost-effectiveness or to highlight low or high investment (expenditure) compared to other service areas or other authorities.		Collect data using the authority's management information systems. Should be interpreted with other key performance indicators, such as levels of participation and measures of customer satisfaction. Target might be to maintain the level of net expenditure per 1,000 population whilst increasing usage and customer satisfaction levels.

Performance indicator	*Comment*	*Definition*	*Data collection and target setting*
S38 Net expenditure per user of sports facilities (Subsidy per visit) *SEBS*	Use to demonstrate cost-effectiveness or to highlight low or high investment (expenditure) compared to other service areas or other authorities.		Collect data using the authority's management information systems. Should be interpreted with other key performance indicators, such as customer satisfaction. Target might be to reduce the level of net expenditure per user (whilst maintaining customer satisfaction levels) by increasing the number of people using the facilities but maintaining existing net expenditure.
S39 Net expenditure per hectare of **a) maintained sports pitches** **b) open space**	Use to demonstrate cost-effectiveness or to highlight low or high investment (expenditure) compared to other service areas or other authorities.		Collect data using the authority's management information systems. Should be interpreted with other key performance indicators, such as customer satisfaction. Target might be to reduce the level of net expenditure per hectare (whilst maintaining customer satisfaction levels) by increasing efficiency of maintenance regimes.

Sports clubs

Performance indicator	*Comment*	*Definition*	*Data collection and target setting*
S40 The percentage of residents who are members of a sports club (by different social group)	Use to demonstrate the strength of the club infrastructure and that many/not many residents are involved in club sport. May be particularly of value if the authority has club development and growth as a key objective and undertakes proactive club development work.		Collect data through customer surveys at individual facilities. Should be interpreted with other performance indicators relating to overall levels of participation in sport and quality of club provision. Target might be to maintain or increase the percentage of residents who are members. Analysis by social group may identify that membership is low among certain groups, which may require specific action to be taken and targets set to address inequalities.
S41 The number of sports clubs per 1,000 population	Use to demonstrate the strength of the local sports infrastructure. Of particular value if specific club development work is a priority.		Collect data through a survey and/or through the sports partnership. Question could be analysed by different sports and by social groups to identify differences and gaps. Should be interpreted with other performance indicators relating to overall levels of participation in sport and quality of club provision. Targets might be to maintain or increase the number of clubs linked to increasing club membership, or to increase numbers within a specific sector, eg clubs with junior sections, or for specific under-represented sports or groups.

Performance indicator	*Comment*	*Definition*	*Data collection and target setting*
S42 The number/percentage of kitemarked sports clubs.	Use to demonstrate the success of the authority in encouraging clubs to deliver sport in a way that meets minimum standards. Of particular value if club development work is a priority.	*(Kitemarking is related to setting minimum standards that clubs must meet. Such standards are being developed nationally at the present time, or could be developed locally, and include such things as whether or not there is a junior section and qualified coaches.)*	Collect data through a local sports forum/sports partnership, or through a survey of clubs. Question could be analysed by different sports to identify differences and gaps. Target might be to maintain or increase the number of kitemarked clubs across the board or within specific sports.

The development of sporting talent

Performance indicator	*Comment*	*Definition*	*Data collection and target setting*
S43 The number of local sportswomen or men who are county, regional or national representatives in their sport per 1,000 population	Use to demonstrate success in creating development pathways and to justify human/financial support for performance sport. May require long-term measurement to identify real impact of actions over time.		Collect data through local sports partnership/forum/governing bodies of sport. Question could be analysed by different social groups to identify groups with the lowest success rates to target with future development work. Targets might be to maintain or increase number year on year, or to reduce inequities.

Leadership and volunteering

Performance indicator	*Comment*	*Definition*	*Data collection and target setting*
S44 The number of adult residents who are qualified and active sports leaders, coaches and officials per 1,000 population	Use to demonstrate success in creating a strong sporting infrastructure of leaders, coaches and officials. May particularly be of value if the development of voluntary support or developing the skills and qualifications of local people are important and specific work has been undertaken in this area.		Collect data through a survey and/or through the sports partnership. Question could be analysed by different sports and by social groups to identify differences and gaps. Should be interpreted with other performance indicators relating to overall levels of participation in sport and quality of club provision. Target might be to maintain or increase the percentage who are active and qualified.
S45 The number of adult residents obtaining a sport/leisure-related qualification in the past 12 months	Use to demonstrate that sport is contributing to the knowledge base of the community, the creation of a skilled workforce and the regeneration of communities. Of particular use if regeneration or lifelong learning are key corporate priorities, or to demonstrate improvement in specific areas of deprivation following action being implemented.		Collect data through the authority's management information systems. Target might be to maintain or increase the number obtaining qualifications.

Working with partners and other agencies

Performance indicator	*Comment*	*Definition*	*Data collection and target setting*
S46 The number of residents introduced to sport through (funded) partner agencies	Use to demonstrate the value of partnership working and the impact on participation levels achieved through supporting or funding partner agencies.		Collect data through partner agencies. Question could be analysed by different sectors to identify the partners and projects that are most successful. Target might be to increase the number of residents introduced to sport through partner agencies year on year.
S47 The total number of internal/external organisations working in partnership with the sports/leisure service to provide sport and recreation opportunities *(Could be identified by sector type, eg youth, education, health, regeneration or as not-for-profit, public commercial)*	Use to demonstrate that the authority is working with a range of partners and is providing services or achieving outcomes through other organisations.		Question could be analysed by different sectors to identify the range of different partners. Should be interpreted with other performance indicators, such as participation levels or the number of people introduced to sport. Targets might be to increase the number year on year or to increase the number of partners within a specific area, eg the health sector, or the not-for-profit sector.

Performance indicator	*Comment*	*Definition*	*Data collection and target setting*
S48 The number of organisations grant aided and average grant award	Use to measure how many organisations the authority is funding and the level of grant awards as part of a whole picture related to the authority's work with external organisations.		Collect data through authority's management information systems. Question could be analysed by different sectors. Target might be to maintain or increase the number of organisations funded, related to the size of the average grant award.
S49 Partnership/levered in funds (capital/revenue) per 1,000 population for sport	Use to demonstrate how the service provides value for money and/or how proactive the authority has been at bringing in funding from other sources, possibly compared to other services within the authority or with other authorities.		Collect data through the authority's management information systems Should be interpreted with other performance indicators relating to cost of service, overall levels of participation in sport and satisfaction. Depending on priority issues, specific targets could be set to maintain or increase the actual amount of external funding brought in to the service for a fixed term period or the ratio of authority to partnership funds. For example, if capital investment in facilities is a priority, a five-year target might be set to achieve either £** amount of investment or to achieve a ratio of 1:3, ie match every £1 authority money with £3 partnership funding.

Performance indicator	*Comment*	*Definition*	*Data collection and target setting*
S50 The number of key community group representatives/partners who feel that they have been able to influence the authority's strategic objectives as a result of being consulted	Use to demonstrate the effectiveness of consultation with partners and the strength of community-led initiatives. Particularly of value for specific project work where community and partners' involvement is essential.		Collect data through survey of community representatives/partner agencies. Target might be to increase the number.

Contribution to wider outcomes

Performance indicator	*Comment*	*Definition*	*Data collection and target setting*
S51 The percentage of adult residents who strongly agree that investment in sport in their community will: • **reduce crime** • **make their community a safer place** • **reduce drug-related problems** • **improve people's health** • **increase jobs for local people** • **improve the environment** • **make the area a better place to live**	Use to demonstrate the value of sport to residents and to justify the continued allocation of resources by the authority to sport. May also be of value to identify how residents perceive the contribution that sport makes in a specific area where sport has played a key part in neighbourhood renewal, health improvement, etc. *(Select according to local priorities).*		Collect data through a residents survey. Target might be to maintain or increase the percentage of residents who recognise the contribution that sport makes to wider issues.

Appendix 5:
Other sources of advice and guidance on Best Value and performance measurement

This section briefly outlines other sources of guidance and advice on performance measurement.

Association of Public Service Excellence

The Association of Public Service Excellence (formerly ADLO) provides publications, briefing notes, events and a journal for member organisations and also operates a consultancy service for Best Value. It has established performance networks for different services, including one for sport and leisure that includes a benchmarking service for sport and leisure facilities.

Association of Public Service Excellence
Tel: 0161 236 8433
Website: www.apse.org.uk

Audit Commission

The Audit Commission has a number of publications and management papers giving guidance and advice on Best Value and performance measurement. Information, advice and copies of Best Value performance plans and inspection reports are also provided on the inspection service section of the Audit Commission website.

Publications include:

- *Getting better all the time – making benchmarking work* ISBN 1 86240 2531
- *Aiming to improve – the principles of performance measurement* ISBN 1 86240 2272
- *On target – the practice of performance indicators* ISBN 1 86240 2280
- *A measure of success – setting and monitoring local performance targets* ISBN 1 86240 1462
- *Better by far – preparing for Best Value* ISBN 1 86240 1292
- *Listen up – effective community consultation* ISBN 1 86240 1969
- *Planning to succeed – service and financial planning in local government* ISBN 1 86240 1683
- *Seeing is believing – how the Audit Commission will carry out Best Value inspections in England*
- *The price is right – charges for council services* ISBN 1 86240 1519

Available from:

Audit Commission Publications
Tel: 0800 502030
Website: www.audit-commission.gov.uk

Chief Cultural and Leisure Officers Association

The Chief Cultural and Leisure Officers Association (CLOA) provides guidance and advice on Best Value to members.

Chief Cultural and Leisure Officers Association
Tel: 01254 779003
Website: www.cloa.org.uk

Department for Culture, Media and Sport (DCMS)

The DCMS has published the Policy Action Team 10 report on the contribution of art and sport to social inclusion. Website: www.dcms.gov.uk

Department for Transport, Local Government and the Regions

The DTLR (formerly DETR) has produced a range of white papers, guidance and research papers on Best Value. It has a Best Value website and produces a Best Value newsletter.

Publications include:

- *Modernising local government – improving local services through Best Value*
- *Best Value and Audit Commission performance indicators for 2000/2001*, including Volume 1, *Guidance on methods of data collection*
- *Best Value and Audit Commission performance indicators for 2001/2002: consultation paper*

Website: www.dtlr.gov.uk

Improvement and Development Agency (IDeA)

The Improvement and Development Agency provides publications, guidance, advice and a consultancy service on Best Value. It has an online Best Value newsletter and some guidance available on its website. IDeA is developing a library of local performance indicators with the Audit Commission.

Publications include:

- *ABC of Best Value*
- *Feeling the pulse – interpreting and using public opinion to research in local government*

Improvement and Development Agency
Tel: 020 7296 6600
Website: www.idea.gov.uk

Institute of Leisure and Amenity Management (ILAM)

The Institute of Leisure and Amenity Management provides publications, fact sheets and events for members and also operates a consultancy service on Best Value. It has further information available on its website and an information service available to members.

Publications include:

- *Benchmarking and performance indicators for Best Value*
- *Skills for Best Value* series
- *Establishing 'Best Value'*

Institute of Leisure and Amenity Management
Tel: 01491 874841
Publications available from 01491 874842
Website: www.ilam.co.uk

Institute of Sport and Recreation Management (ISRM)

The Institute of Sport and Recreation Management provides fact sheets and events for members and also operates a consultancy service on Best Value. It has further information available on its website.

Publications include a Best Value series of information sheets.

Institute of Sport and Recreation Management
Tel: 01664 565531
Website: www.isrm.co.uk

Local Government Association (LGA)

The Local Government Association provides information and advice on Best Value to local authorities through its website, events and the Best Value Cultural Network.

Local Government Association
Tel: 020 7664 3000
Website: www.lga.gov.uk

Sport England

Sport England provides a range of services and publications as part of its Best Value Tool Kit and has information available on its website. Sport England also offers a range of research publications providing national benchmarks for participation in sport.

The Best Value Tool Kit includes:

- national benchmarking service for community sports facilities
- Quest national quality accreditation scheme for sport and leisure facilities
- Quest national quality accreditation scheme for sports development
- the *Model Survey Packages*

Publications include:

- *Performance measurement for local authority sports halls and swimming pools* ISBN 1 86078 1284
- *The value of sport* series
- *Best Value case studies*
- *Participation in sport in Great Britain 1996*
- *Planning across boundaries – guidance on local strategies for the development of sport* ISBN 1 86078 1268
- *Young people and sport in England survey 1999*
- *Trends in adult participation in sport in Great Britain 1987-1996*
- *Survey of sports halls and swimming pools in England 2000* ISBN 1 86078 1098
- *Black and ethnic minority participation survey 2000*
- *Sports equity index 2000*
- *Young people with a disability and sport 2000*

Sport England
Tel: 020 7273 1500
Publications available from 0990 210255
Website: www.sportengland.org