

# Transforming Leisure

## Is there anything left to 'innovate'?

Peter Appleton

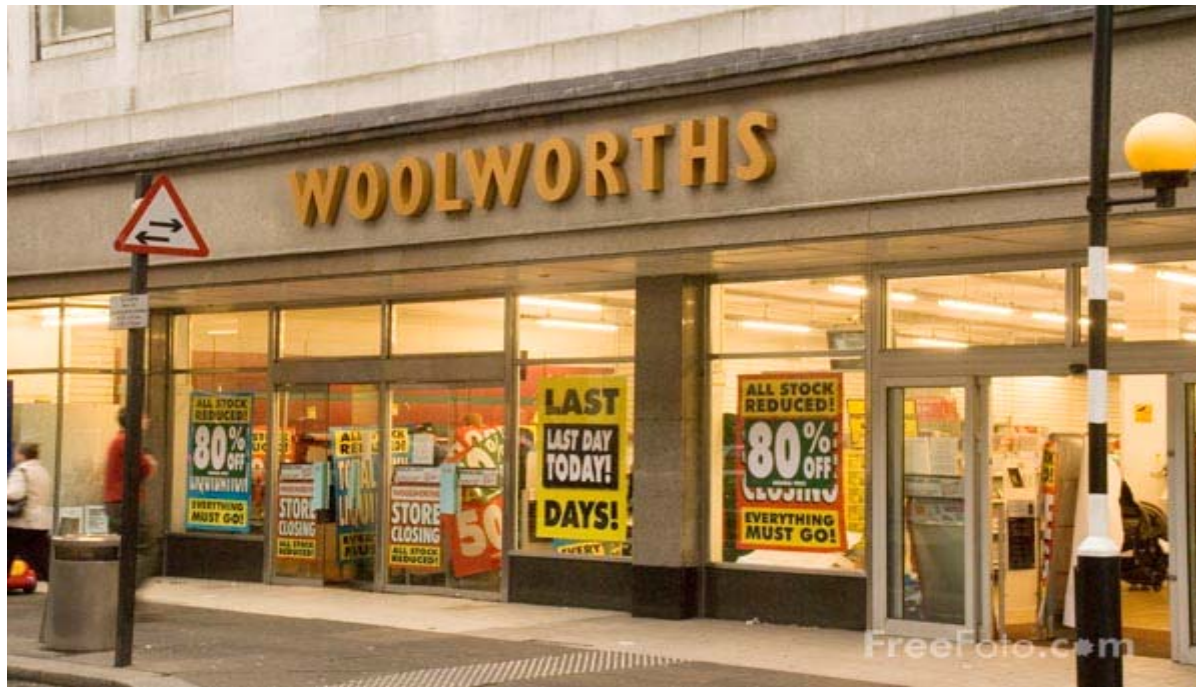
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# The last 12 years...

- Dramatic change in the delivery models
- 'Enabling' Authorities
- Strategic impacts more widely accepted
- More scientific approach to provision
- Greater understanding of asset management
- Significant capital investment
- Fitness boom – local monopolies challenged
- Customer expectations and response
- Revenue budgets squeezed like never before

# The case for innovation (1)

*“We’ve got years of tradition, unmarred by progress”*



# Strategic Impacts

- Local Employment
- Improving Health and Wellbeing
- Reducing Crime and ASB
- Community Hubs
- Community Engagement
- Community Cohesion

# The Trust era

- Trust option growth – direct deliver decline
- Financially attractive
- Fear of ‘losing control’ waning
- Increased freedom to operate and compete
- Support service savings or residual burden?
- Local Authority remain as backstop

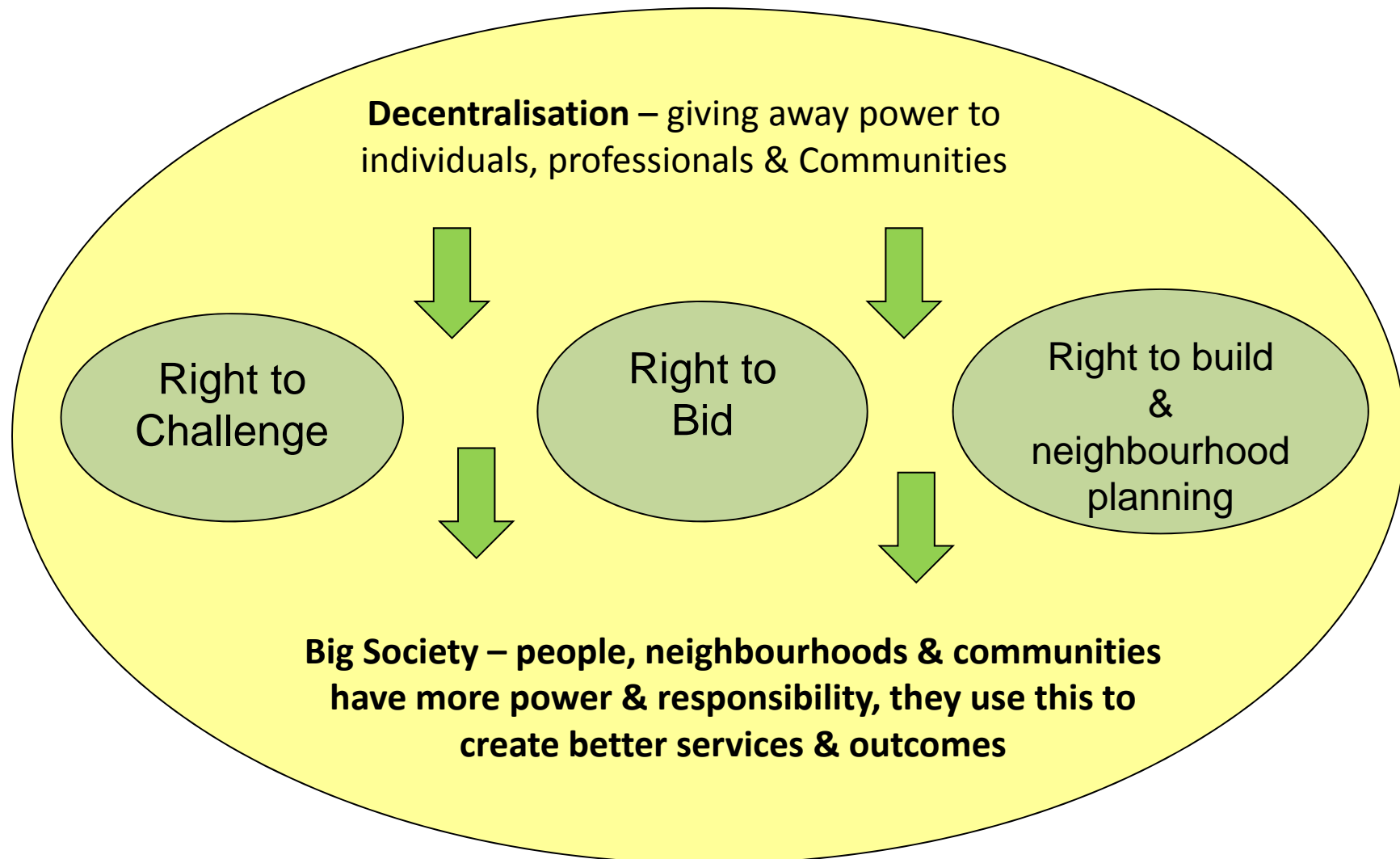
# NNDR Rate Relief Abolished ?



- Place Your Bets



# Principles of Big Society through Localism Act



# Big Society Impact on Leisure?





# Supply and Demand

- Historically a response to a problem – latterly poorly conceived
  - Public Health
  - Deprivation
  - Social Unrest
- The Joneses Model



# The case for innovation (2)

- Budget pressures means that leisure provision is coming under closer scrutiny.
- Strong independent private sector Fitness provision
- Well developed Trust and Private sector operators
- Global economic situation impacts on disposable income and service concessions
- Need to deliver broader impacts – Health; reducing Crime & ASB, Community Cohesion etc

# Strategic Planning

- Needs and Demand Analysis
- Right Sizing
- Regional Considerations
- Community Hubs
- Health Focus

# Reversing the Decline

- Investment beyond the gym
- Whole facilities
- Customer Service
- Marketing
- Strategic Planning

# Go forth and innovate

*Ideas are like rabbits. You get a couple and learn how to handle them and pretty soon you have a dozen.*

John Steinbeck - author

*Anyone who lives within their means suffers from a lack of imagination.*

Oscar Wilde – dramatist, novelist and poet



# The Customer is No Longer King

- The customer is now a demi god/goddess
- Genuine customer first approach
- Customer Relationship Management
- Marketing and retention
- Personalisation

# Third Sector Engagement

- Community Café – healthy fizz
- Local Employment - community networks
- Health alliances – Age Concern, rehab groups etc.
- Youth Engagement
- Accessing Hard to Reach Groups
- Community Hubs – tool swaps; book exchange; sewing clubs
- Volunteers and time banking

# What's Hot

- The return of the Family
- The rising Spa
- Investment
- Strong Marketing and Sales
- Annual Service Planning
- Asset Sweating
- Cross Border Tendering
- Budget Gyms
- Trust Expansion – beyond leisure



# Rising Spa's



# Brockwell Lido – Herne Hill



Test 'good' ideas against strategic objectives !



EXERCISE

Welcome to America.

## **Contact Details**

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