

**KNIGHT, KAVANAGH & PAGE**

# Out of sight, out of mind! Getting genuine social value from discretionary pricing/leisure card schemes



Bradford  
Leisure  
Card



Up to 40% off

**Be smart  
Be healthy  
B.Active**

**GREENWICH ONE CARD**

Access to:

- Libraries
- Leisure Facilities
- Offers and much, much more...

**BETTER**  
the feel good place

ROYAL BOROUGH OF  
GREENWICH



**GO CARD**

Affordable sport and leisure  
in the Lancaster District

**LANCASTER CITY COUNCIL**  
Promoting City, Coast & Countryside

[www.lancaster.gov.uk/gocard](http://www.lancaster.gov.uk/gocard)

The **Oldham Active CARD**

GET UP TO 40% DISCOUNT ON SPORT AND LEISURE ACTIVITIES ACROSS ALL OLDHAM ACTIVE CENTRES WITH THE OLDHAM ACTIVE CARD!

ONLY **£3.75** PER YEAR!

# Questions....

- ◀ Are we asking for enough from leisure card schemes, and operators?
- ◀ What do we measure...if anything?
- ◀ What outcomes should we aim for & expect?
- ◀ The social model of leisure provision?

# Are we asking enough....?

**NO...**

National templates for:

- ◀ Procuring new leisure centres
- ◀ Procuring a new leisure management contractor
- ◀ Community use of schools..
- ◀ PPS/open spaces/indoor & built facilities planning
- ◀ Quest....offers some 'surround sound'

If they are not 'earners' & paying £30+ on a monthly DD – we don't know what is going on...

.....and there is no template or strong guidance

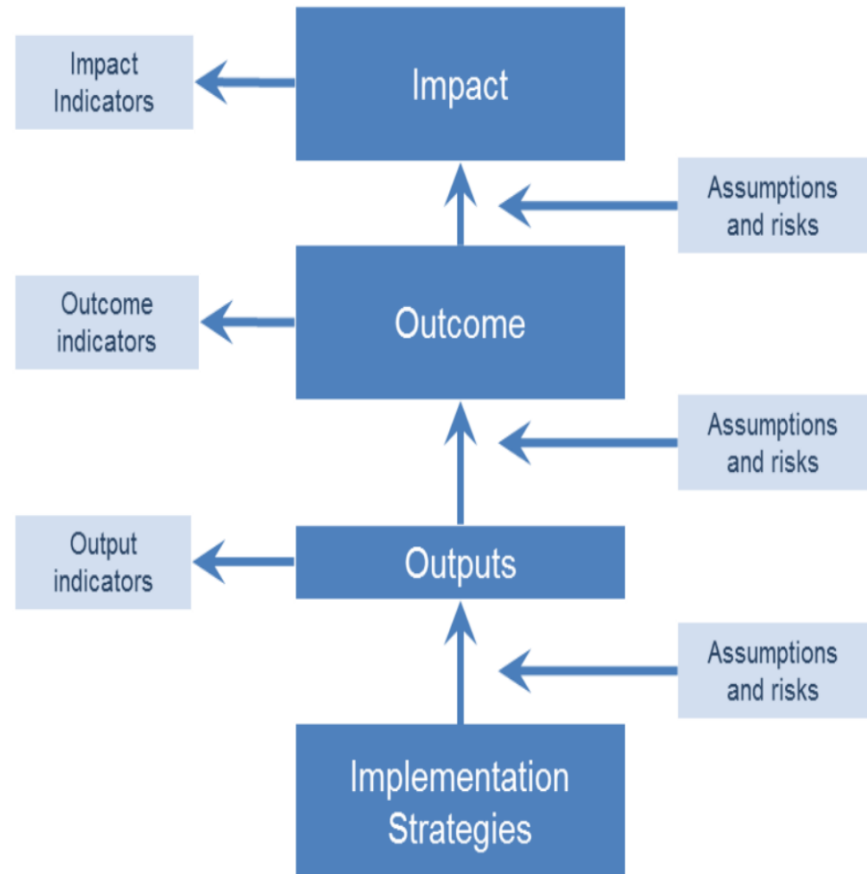
# Do we (with any consistency) measure?

## People

- ◀ Numbers
- ◀ Demographic
- ◀ Transition
- ◀ 'Source'
- ◀ Retention/attrition

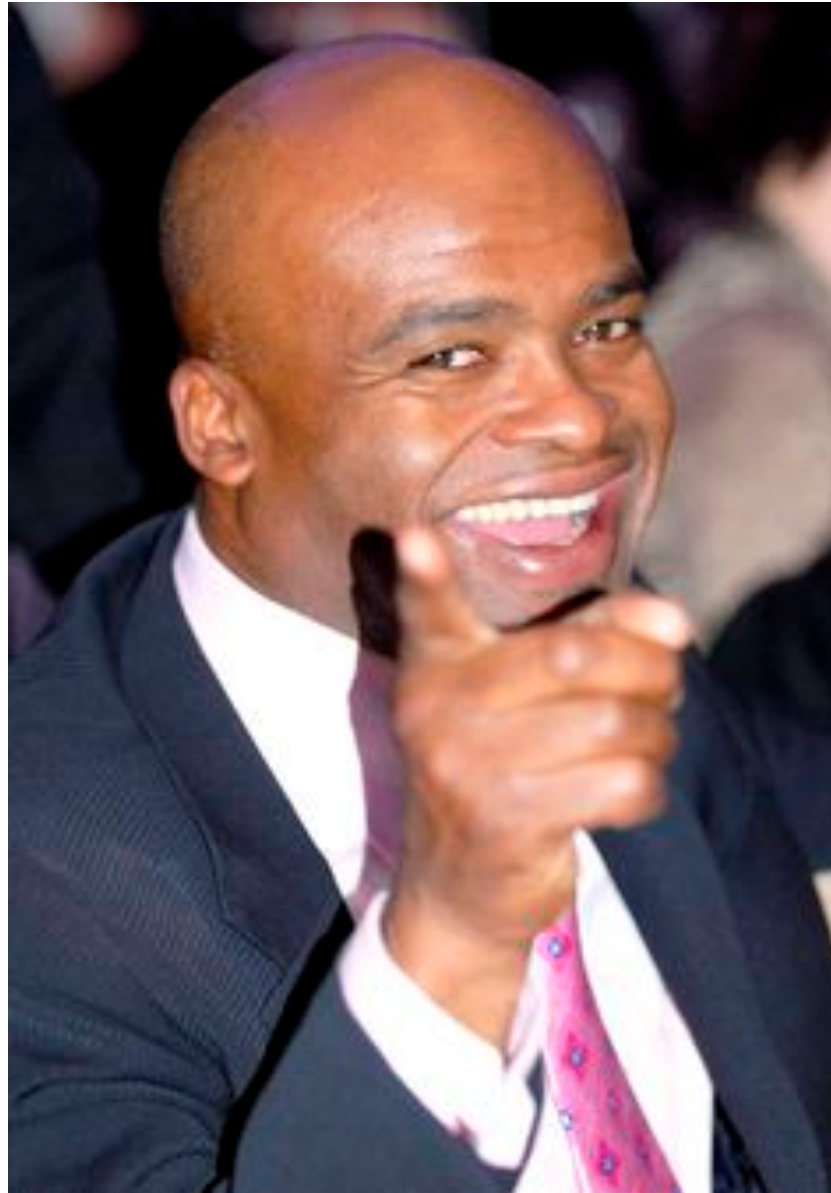
## Value

- ◀ Physical health
- ◀ Mental health
- ◀ Weight management
- ◀ Pre-op / post-op etc.



# Realistically...

“What gets  
measured gets  
done”



# Current models

## VARIABLE 'SOCIAL' CATEGORIES

- Low income/unemployment
- Housing benefit
- Children/young people
- Student
- Carer (in-family) & young carers
- Disability (as relevant)
- Age (Over 60 / Over 70 etc.)
- Armed forces
- Jobseekers Allowance
- On Government training schemes
- Asylum seeker
- Looked after young people
- Talented athlete

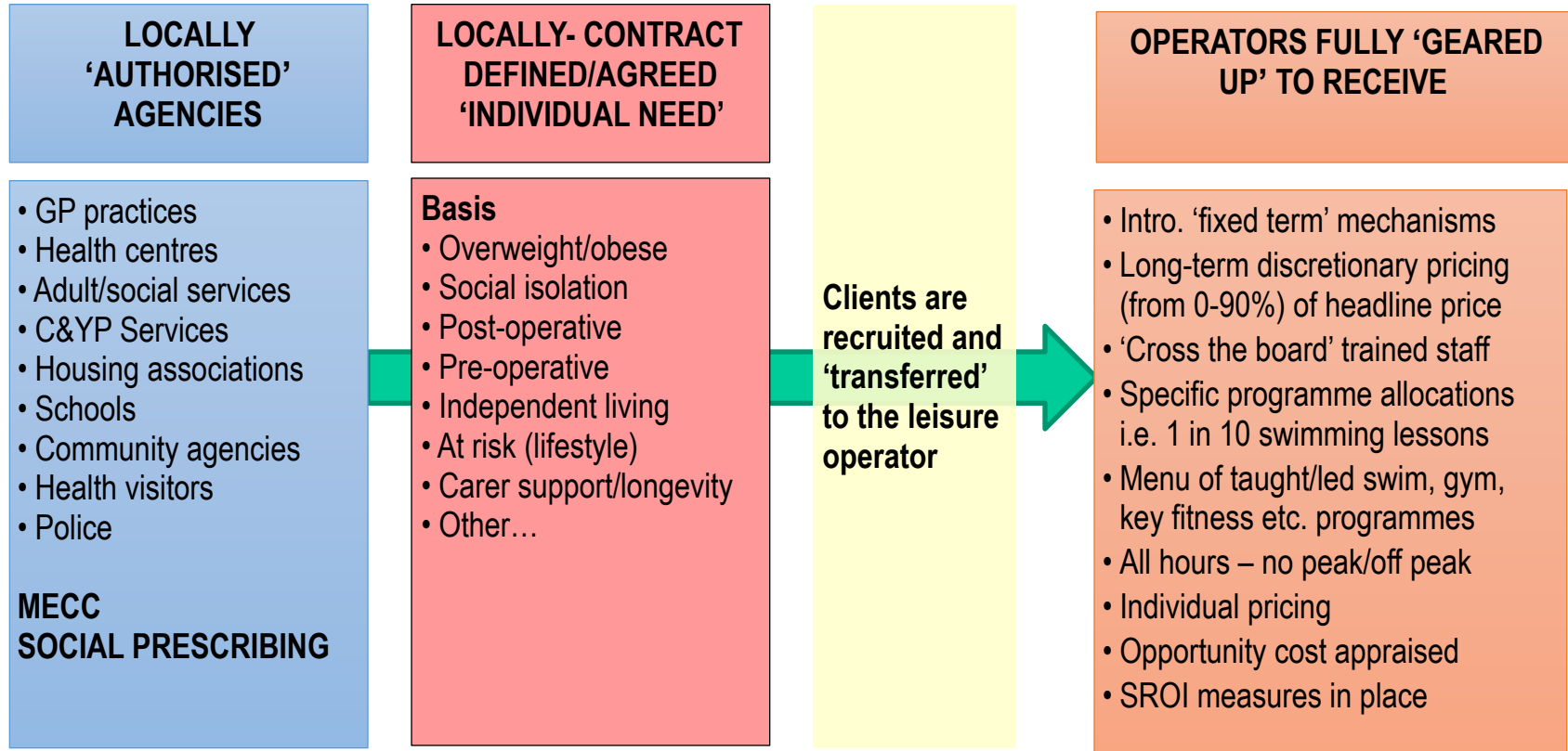
**Plus GP referral**



## 'PASSIVE' OPERATOR

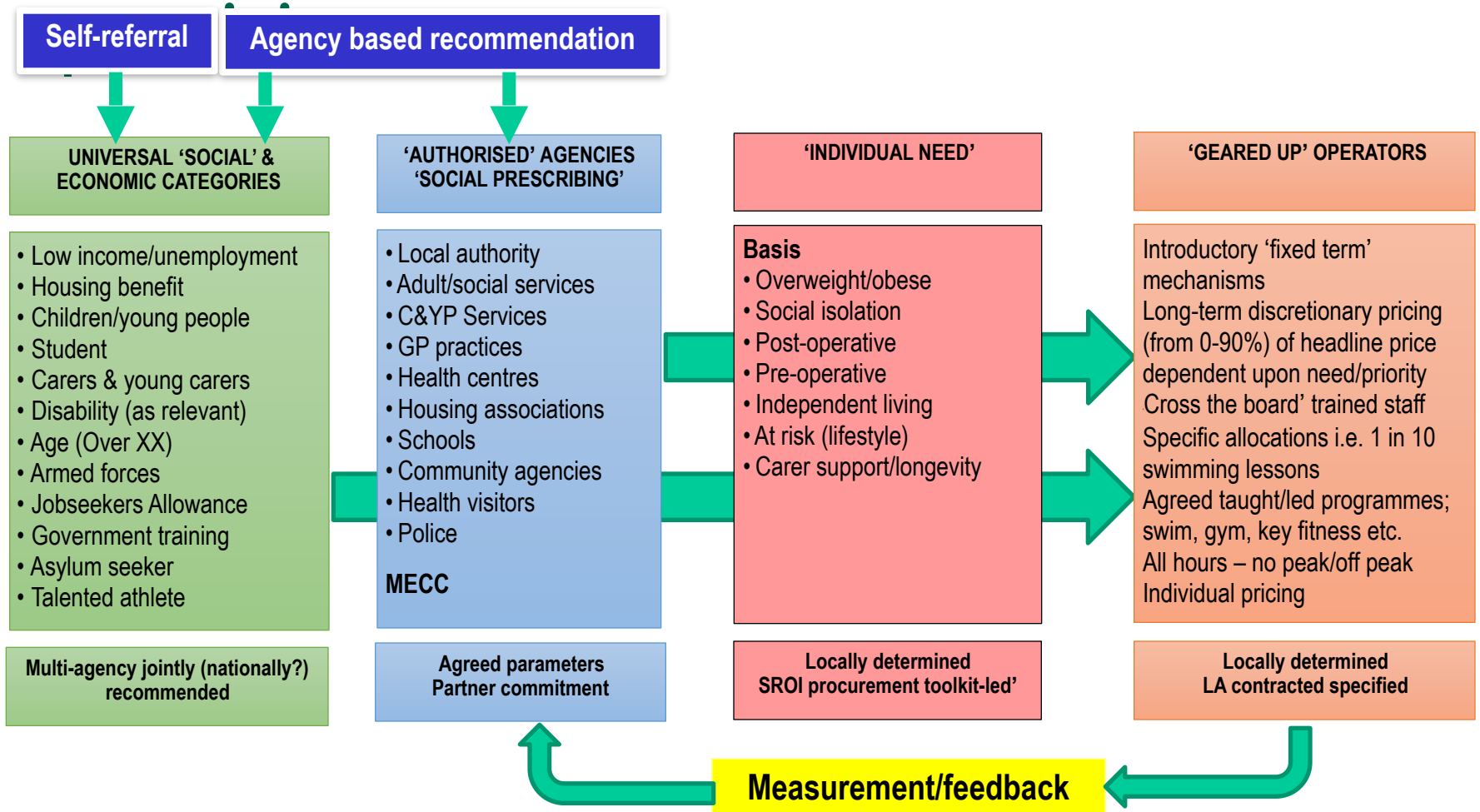
Not normally well-published options  
Thorough (sometimes off-putting) eligibility vetting  
Limited discounting (10-30% would be typical)  
Time-limited access; peak/off-peak  
Various exclusions; 'group-booked activity (i.e 5-a-side), swimming lessons etc.  
Unaware/ and not fully trained and 'receipt-ready' staff  
Few, if any specific programme allocations for taught/led options  
Individual pricing doesn't cover group activity – thus normally excluded

# Ideal leisure card model





# Overall model of leisure



# Arguably....

It is **not** the job of the operator to 'find' hard to reach clients/customers. It **should be** its job to:

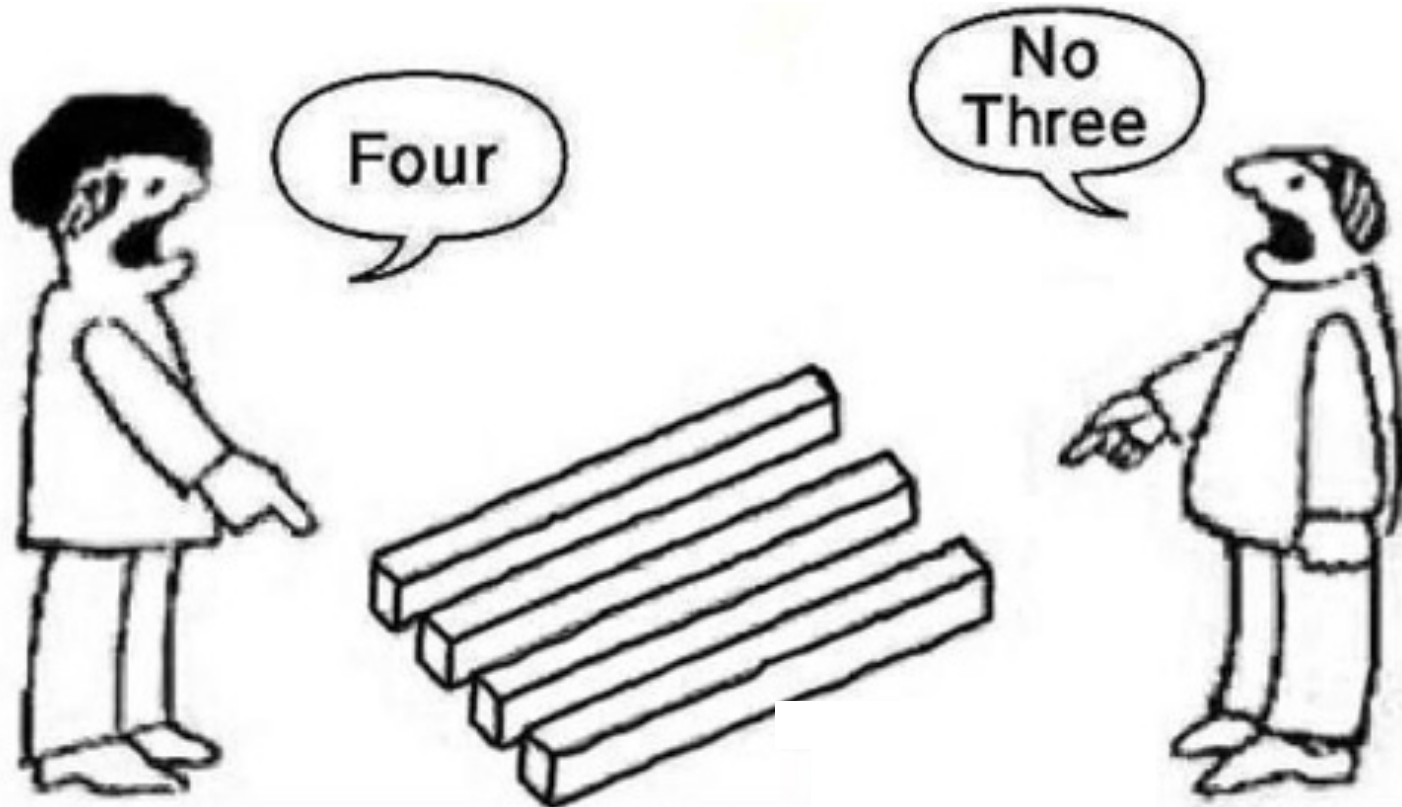
- ◀ Be completely **ready to receive** and cater for a wider range of non-standard customers
- ◀ Have pre-agreed **pricing mechanisms** in place which make this process **realistic** for clients
- ◀ Assign these (all) clients the **same 'value'** as our £30+ per month DD customers
- ◀ Measure attrition/retention - be **judged on performance** with these clients
- ◀ Measure/record **'value'** of provision made & 'opportunity cost'

# At the same time....

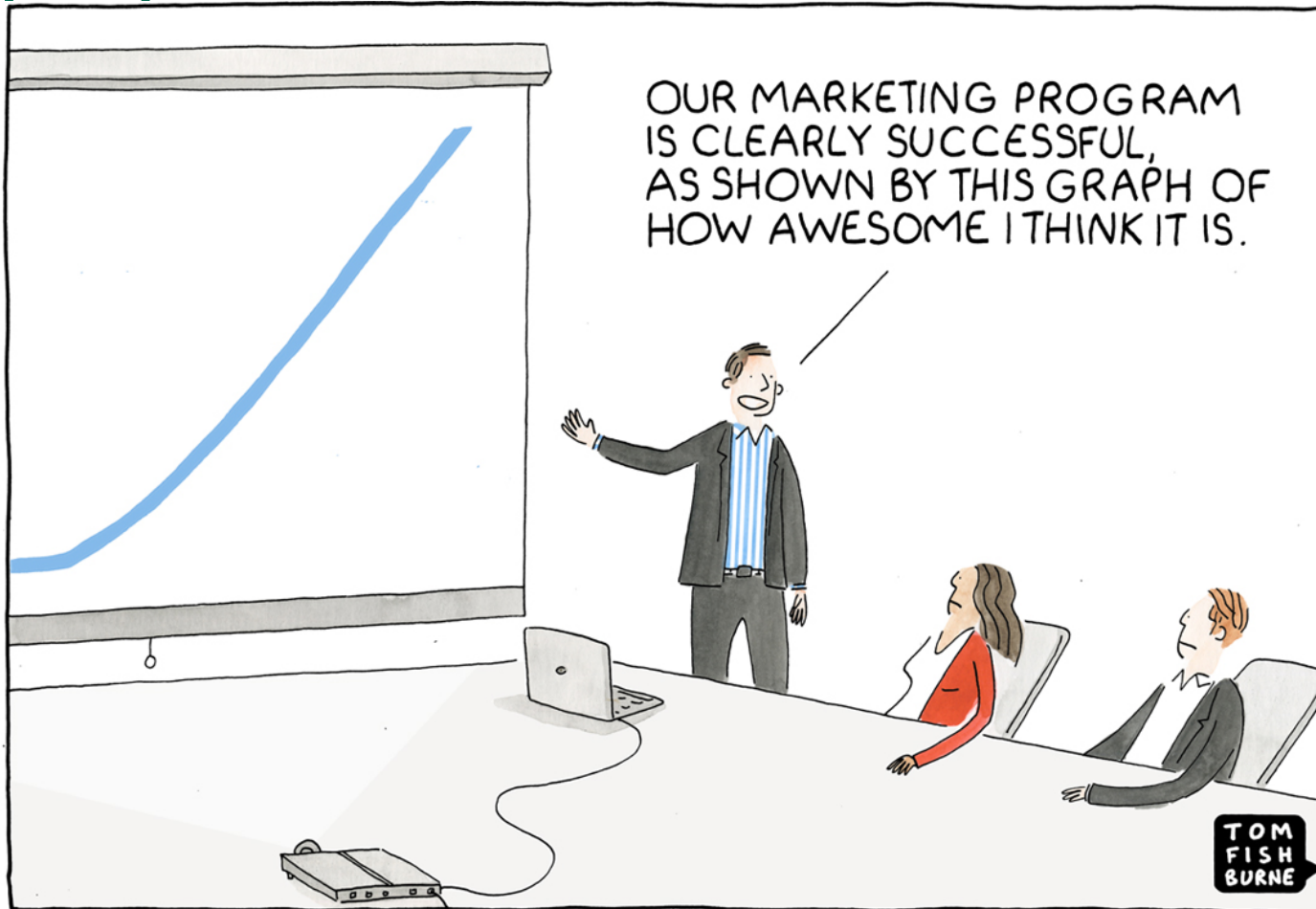
It **is** the job of involved external agencies to ‘find’ and ‘deliver’ hard to reach clients/customers:

- ◀ Based on pre-agreed (preferably contractually underpinned) social and cost-based **criteria**
- ◀ With all-agency **clarity about outcomes** being sought from physical activity based interventions
- ◀ In numbers/proportions that is **reasonable** for the contractor to work with...and in an organised, systematic way
- ◀ Having collaborated (with each other and the contractor) to create **reliable off-site client identification and ‘sign-up’** processes
- ◀ **Measure** (and work jointly) to enhance retention/tackle attrition
- ◀ Acknowledge (and **value**) the contractor’s **SROI** return

# LA, partners & contractor must all be clear...



# Outcomes not obscured by inputs/ ou



# Agreed key measures





# Needs to be consistent & comparable



***Yes...we're all individuals!***



# Who should be driving this?

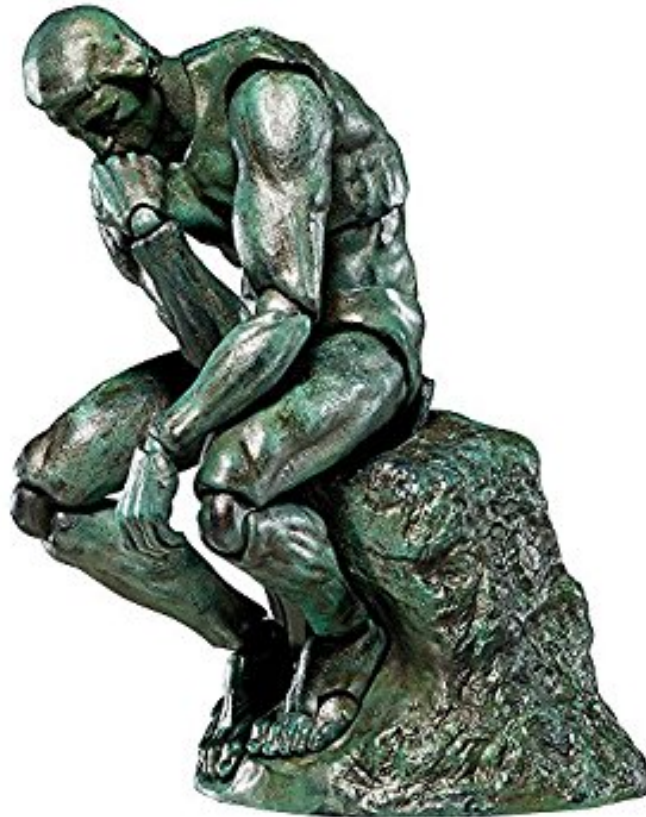
- ◀ Sport England (Inactive → Active!)
- ◀ Public Health
- ◀ LGA
- ◀ UK Active

In collaboration with..

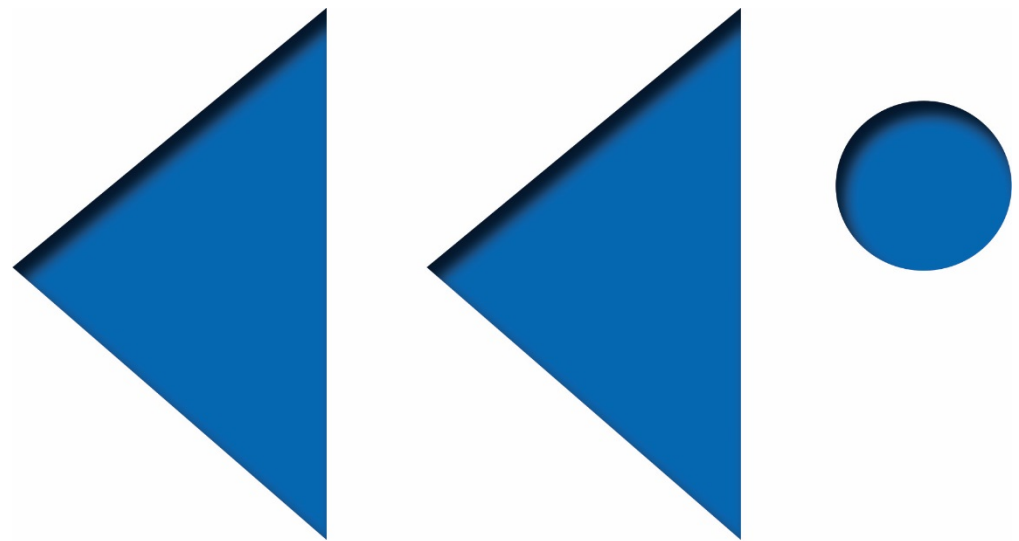
- ◀ Responsible trusts, contractors & in-house operators



# If not now, when?



Why Sports 2018: Delivering Positive Outcomes  
[john.eady@kcp.co.uk](mailto:john.eady@kcp.co.uk)



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