

**Gestió de dades per millorar la prestació de serveis
als complexos esportius municipals anglesos.**

**_Data management to improve Leisure Centres
delivery in England.**

Dr Susana Monserrat
S.Monserrat@lboro.ac.uk

[Home](#) > [Research and data](#) > [Data](#) > [Moving Communities](#)

Moving Communities

Our Moving Communities service measures physical activity levels and other key performance metrics across delivery programmes and facilities in local places and the wider social value that creates.



- **Paper vital** dels complexos esportius en la millora de **salut i benestar**: sector **fràgil** amb instal·lacions antigues.
- Aportar **evidències** sobre el rendiment operatiu, la sostenibilitat i el valor social dels programes.
- Fons de recuperació de **100 milions £** després de COVID
- Liderat per **Sport England**
- **Informes** nacionals **trimestrals** amb idees per impulsar l'activitat



Objectius:

- Entendre el **rendiment** dels centres de lleure
- **Benchmarking**: Comparar-lo amb estàndards nacionals estandaritzats
- Informar per la **presa de decisions** de millora (t, esforç & £)

Col·laboració entre:

- Autoritats locals
- Societat civil
- Proveïdors de serveis de lleure
- Responsables de polítiques públiques
- Universitats
- Unitat innovació del govern

Gestió externalitzada amb un fort lideratge d'Sport England



Loughborough University

Junta directiva

- Sport England
- Sport and Recreation Alliance
- Activity Alliance
- UKActive
- Association for Public Service Excellence
- Local Government Association
- Community Leisure UK
- Active Partnership Network
- CLOA (Chief Cultural & Leisure Officers Association)
- Chartered institute for the Management of Sport and Physical Activity

Com? /How?

Data collection and quality checks

Leisure centre data

Facility
information



Participation



Or

Manual upload

Income and
Expenditure

Customer
Experience

**Online
survey**

Service Delivery



Quest

S
T
A
N
D
A
R
D
I
S
A
T
I
O
N

Data analysis & aggregation



Dashboards and filters
allowing analysis &
comparison by:

-  Time periods
-  Statistical Neighbour
-  Geographical area
-  Operator &
Individual site
-  Activities
-  Social value

S
E
C
U
R
E

A
C
C
E
S
S

Sport England &
sector bodies

Service
providers

Local & national
government

Active
Partnerships

NGBs

Note: Different user levels ensuring data is kept
confidential where needed

+ Consums energètics

+ Tendència de la força laboral (creació de llocs de treball).

Eixos de dades recollides

3 LEVELS OF ANALYSIS	Participation		Financial	Social Value	Customer Experience	Service Delivery
	Participants	Throughput				
CORE Collect core data at a site level to enable national benchmark comparisons and longitudinal analysis	Members Casuals Baseline activity level Frequency of use ¹	Visits Activity	Income Expenditure Additional Items Staffing hours	Total social value	Satisfaction Confidence NPS Travel Activity	Operations (Cleaning/Hygiene) (Operational Management) (Health and Safety Compliance) People (Management of Staff) (Customer Experience) (Programming) (Community Engagement)
	Split by demographic data Gender Age Ethnicity Disability Socio-Economic Status ²			Split by Facility Individual Social Value Indicator		
CONTEXT	Compare core data against your local data sets to select KPI's that measure delivery of strategic objectives and contribution towards local strategic outcomes					
SPECIFIC	Collect core data at a specific intervention level to support delivery of specific programmes and services					

+ Dades energètiques (consum i cost dels subministraments)

Mostra / Sample (N- 1.419 instal·lacions/ 294 Ajuntaments dels 303)

Què?	Definició	Mostra	Freqüència?
Participació	Usuaris de les instal·lacions amb dades demogràfiques (edat, gènere i codi postal)	529 instal·lacions/ 183 Ajuntaments	Mensual, automatitzat
Valor Social	Tots els costos i beneficis significatius de l'esport comunitari i l'activitat física que afecten el benestar de la població	529 instal·lacions/ 183 Ajuntaments	Mensual, automatitzat
Fluxe	Visites a la instal·lació i activitat principal: a) associats o participants coneguts, b) usuaris ocasionals	647 instal·lacions/ 221 Ajuntaments	Mensual, automatitzat
Finances	Recull els resultats financers desglossats per ingressos i despeses	467 instal·lacions/ 185 Ajuntaments	Trimestral, manual
Quest (+ 20 anys)	Procés de millora contínua (visites misterioses + avaluacions) per identificar i prioritzar oportunitats per millorar la qualitat dels serveis i instal·lacions	324 evaluacions/ 115- 195 Ajuntaments	Anual,presencial/web /telèfon
Experiència del client	Enquesta en línia als usuaris que han visitat el centre en l'últim mes sobre la seva experiència	688 instal·lacions/ 180 Ajuntaments/ 76.904 respostes	Anual, online
Data lens	Tendències laborals: dades en temps real de publicacions de feina, perfils professionals i mercat laboral per entendre la contractació i el panorama de competències	Anuncis llocs de treball últims 12 mesos	Continu

PARTICIPATION



Moving Communities recorded an average of **14,166** unique participants per site in **2024/25**.

Participation has **stabilised** after a period of recovery following the pandemic period of 2020/21.

SOCIAL VALUE



The average social value per participant has **increased** by almost **2%** between 2023/24 and 2024/25 from £237 to £242.

AGEING FACILITY STOCK



There is **improvement** in performance across average income, social value and throughput per site for **facilities less than 10 years old** compared to those over 10 years old.

QUEST



68% of sites achieved a **'Very Good'** rating in their overall assessment, while 14% were awarded **'Excellent.'**

FINANCE



On average, **staff costs rose by 10%** across all sites. Only a quarter of that increase has been offset by the reduction in utility costs.

+  Preus en gestió indirecta

USER PERCEPTION



85% agree that the leisure centre is **inclusive and welcoming.**

92% of respondents **feel safe** using their leisure centre at their preferred times.

QUEST Performance indicators

Module Code	Module Name
Core Modules - Quest and Quest Plus	
Quest 1	Tackling Inequalities
Quest 2	Customer Journey
Quest 3	Operational Management
Quest 4	Managing the Team
Quest 5	Environmental Management
Operations 4	Compliance Declaration

Module	Excellent		Very Good		Good		Satisfactory		Unsatisfactory	
	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024
Tackling Inequalities	8%	11%	50%	54%	30%	28%	12%	6%	0%	1%
Customer Journey	12%	8%	53%	58%	31%	31%	4%	3%	0%	0%
Operational Management	13%	13%	51%	53%	32%	31%	4%	3%	0%	0%
Environmental Management	10%	9%	43%	46%	34%	35%	13%	10%	0%	0%
Managing the Team	16%	34%	55%	54%	27%	10%	2%	2%	0%	0%
Planning to Improve	37%	43%	34%	41%	19%	11%	8%	4%	2%	0%
Mystery Visit	19%	23%	42%	42%	30%	29%	8%	6%	1%	0%

Example Indicators

Access

<i>Access indicators</i>	<i>Bottom quartile</i>	<i>25%</i>	<i>2nd quartile</i>	<i>50%</i>	<i>3rd quartile</i>	<i>75%</i>	<i>Top quartile</i>
Females							
11–19 years							
20–59 years							
60+ years							
NS-Sec 6 and 7							
Ethnic minorities							
Disabled <60 years							
Disabled 60+							
Unemployed							
Discount card holders							
Disadvantaged card holders							
First visits							

NS-SEC Analytic classes

- | | |
|---|--|
| 1 | Higher managerial, administrative and professional occupations |
| 2 | Lower managerial, administrative and professional occupations |
| 3 | Intermediate occupations |
| 4 | Small employers and own account workers |
| 5 | Lower supervisory and technical occupations |
| 6 | Semi-routine occupations |
| 7 | Routine occupations |
| 8 | Never worked and long-term unemployed |

What can be done to improve access in this sport facility? Share ideas

Financial

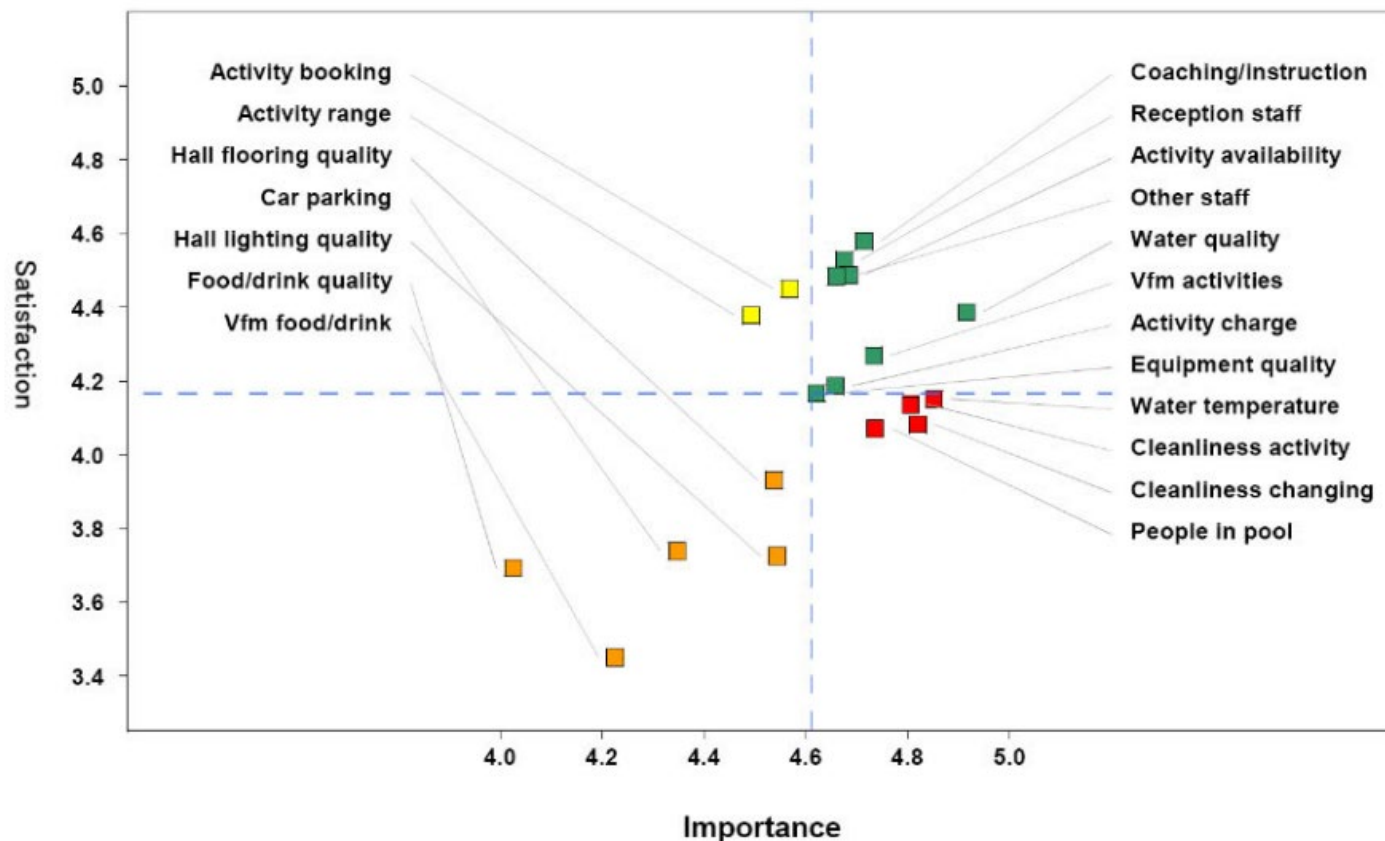
<i>Financial indicators</i>	<i>Bottom quartile</i>	<i>25%</i>	<i>2nd quartile</i>	<i>50%</i>	<i>3rd quartile</i>	<i>75%</i>	<i>Top quartile</i>
Subsidy per visit							
Cost recovery							
Subsidy per m ²							
Subsidy per resident							
Operating cost per visit							
Operating cost per m ²							
Maintenance and repair cost per m ²							
Energy cost per m ²							
Income per visit							
Income per m ²							
Direct income per visit							
Secondary income per visit							

Subsidy per visit	(Annual operating costs – annual income) ÷ annual visits.	A positive score indicates a subsidy, a negative score a surplus
Cost recovery	Annual income as % of annual operating expenditure	<100% indicates an operating loss. >100% indicates an operating profit

Utilisation

<i>Utilisation indicators</i>	<i>Bottom quartile</i>	<i>25%</i>	<i>2nd quartile</i>	<i>50%</i>	<i>3rd quartile</i>	<i>75%</i>	<i>Top quartile</i>
Visits per m ²							
% of visits casual							
Weekly number of people visiting							

Grid analysis



THE STRONGEST ATTRIBUTES

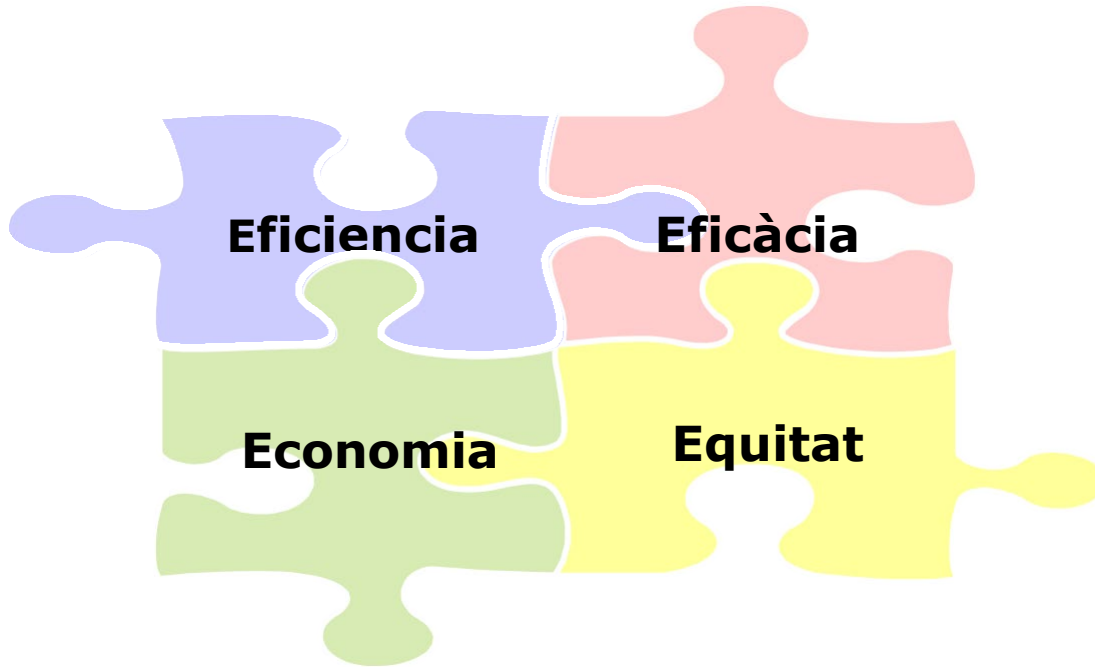
	<i>Relatively strong attributes</i>	<i>Evidence</i>
<i>Primary strengths</i>	Standard of coaching/instruction Activity available at convenient times Helpfulness of reception staff	In top five satisfaction scores; relatively high in importance
<i>Secondary strengths</i>	Ease of booking The range of activities available	In top five satisfaction scores but not high in importance

THE WEAKEST ATTRIBUTES

	<i>Relatively weak attributes</i>	<i>Evidence</i>
<i>Primary weaknesses</i>	Cleanliness of changing areas Cleanliness of activity spaces Water temperature in the pool	Relatively large gaps and relatively high in importance
<i>Secondary weaknesses</i>	Quality of food & drink Value for money of food & drink Quality of car parking	Relatively low satisfaction but relatively low in importance

Gestió indirecta de complexos esportius

Com reflexen els **plecs de condicions** dels complexos esportius anglesos (regió Midlands) els **valors de la gestió Pública** de serveis?



Implicació

Ètica

Empatia

Resultats

Leisure Centre (LC)	Population	Age	Physical Inactivity Level	Total Number of Accountability References	Total Number of Effectiveness References	Total Number of Efficiency References	Total Number of Equity References
LC 01	112,000-150,000	2000-2015	> 25.4%	15	18	12	6
LC 02	112,000-150,000	2000-2015	< 21.4%	9	18	22	8
LC 03	112,000-150,000	> Year 2015	< 21.4%	5	7	5	1
LC 04	<112,000	2000-2015	21.4-25.4%	29	41	25	22
LC 05	<112,000	< Year 2000	< 21.4%	4	28	25	5
LC 06	<112,000	2000-2015	< 21.4%	3	10	18	1
LC 07	<112,000	> Year 2015	21.4-25.4%	10	34	26	22
LC 08	112,000-150,000	2000-2015	< 21.4%	9	19	15	1
LC 09	112,000-150,000	> Year 2015	> 25.4%	4	7	4	11
LC 10	112,000-150,000	> Year 2015	< 21.4%	10	33	11	8
LC 11	112,000-150,000	< Year 2000	21.4-25.4%	11	16	38	4
LC 12	>150,000	> Year 2015	> 25.4%	11	14	16	3
LC 13	<112,000	< Year 2000	> 25.4%	1	6	10	1
LC 14	>150,000	< Year 2000	> 25.4%	1	8	6	2
LC 15	>150,000	> Year 2015	< 21.4%	16	34	25	2
Total				138	293	258	97

- Millora contínua basada en l'anàlisi de dades
- Els indicadors de rendiment es comparen amb referents nacionals (benchmarking)
- Els projectes s'avaluen i es financen segons els resultats

Quines idees penseu es poden treslladar al context català?

Gràcies per la vostra atenció

Thank you for your attention

Dr. Susana Monserrat | S.Monserrat@lboro.ac.uk