Making the case for investing in culture, tourism and sport

- An outcomes based approach?

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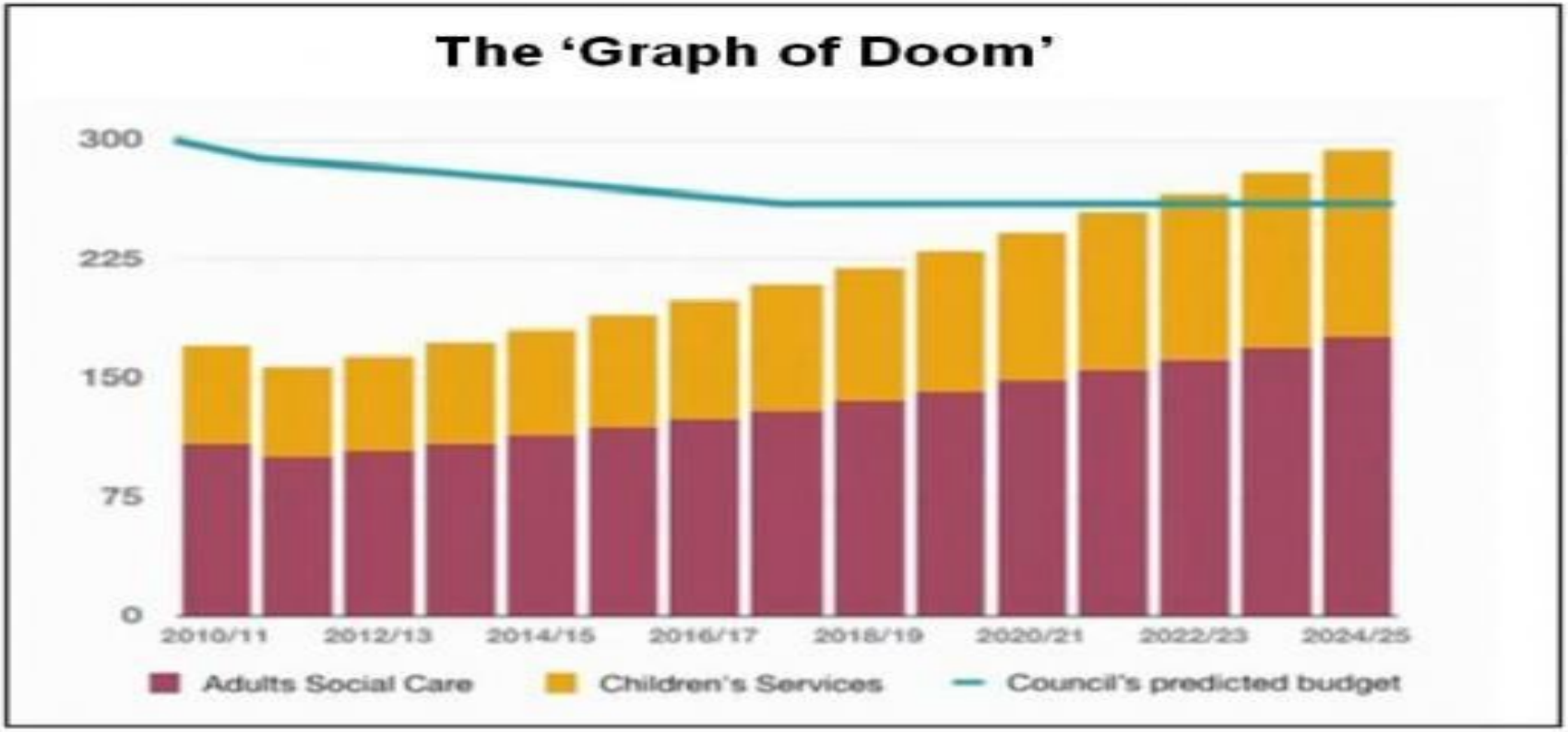
Why Bother?



By 2020, only social care funded!

www.themj.co.uk

Health and wellbeing

Will leisure make the cut by 2020?

With the LGA predicting the potential loss of leisure services by 2020, **Duncan Wood-Allum** explains the potential of this popular, but embattled sector to reinvent itself

Decisions which should have been made years ago are now being rushed through, resulting in some top-quality 'boxes'

Why bother?

Current context:

- **CSR/Funding cuts**
- **Economic recession/ stagnant growth**
- **Political pressure to continue to do what we've always done**

Why bother?

- Because Culture, Tourism and Sport can:
  - Improve physical and mental health & wellbeing
  - Promote/enhance education and lifelong learning
  - Promote active citizenship
  - Help combat crime & anti social behaviour
  - Stimulate growth
    - Sport's economic annual contribution £16.6b
      - Up 140% in real terms between 1985-2008
      - 2012 Olympic and Paralympic Games will deliver an £804m consumer spending injection for the UK this summer and an economic legacy worth £5.33bn by 2015. equates to £1.42bn p.a for the UK economy.
    - Wakefield's festival programme brings in £5m

Why bother?

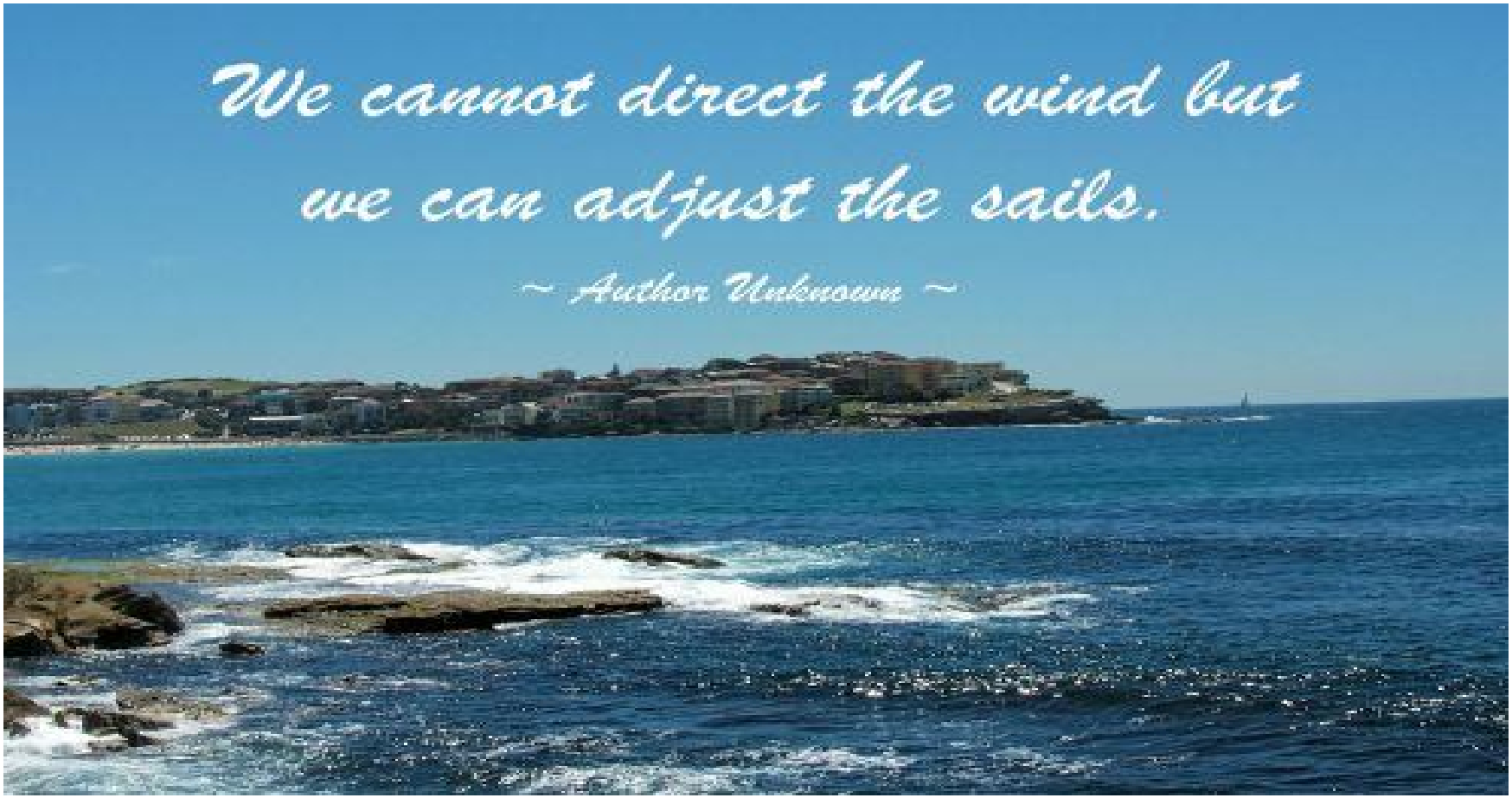
PREVENTION IS KEY!

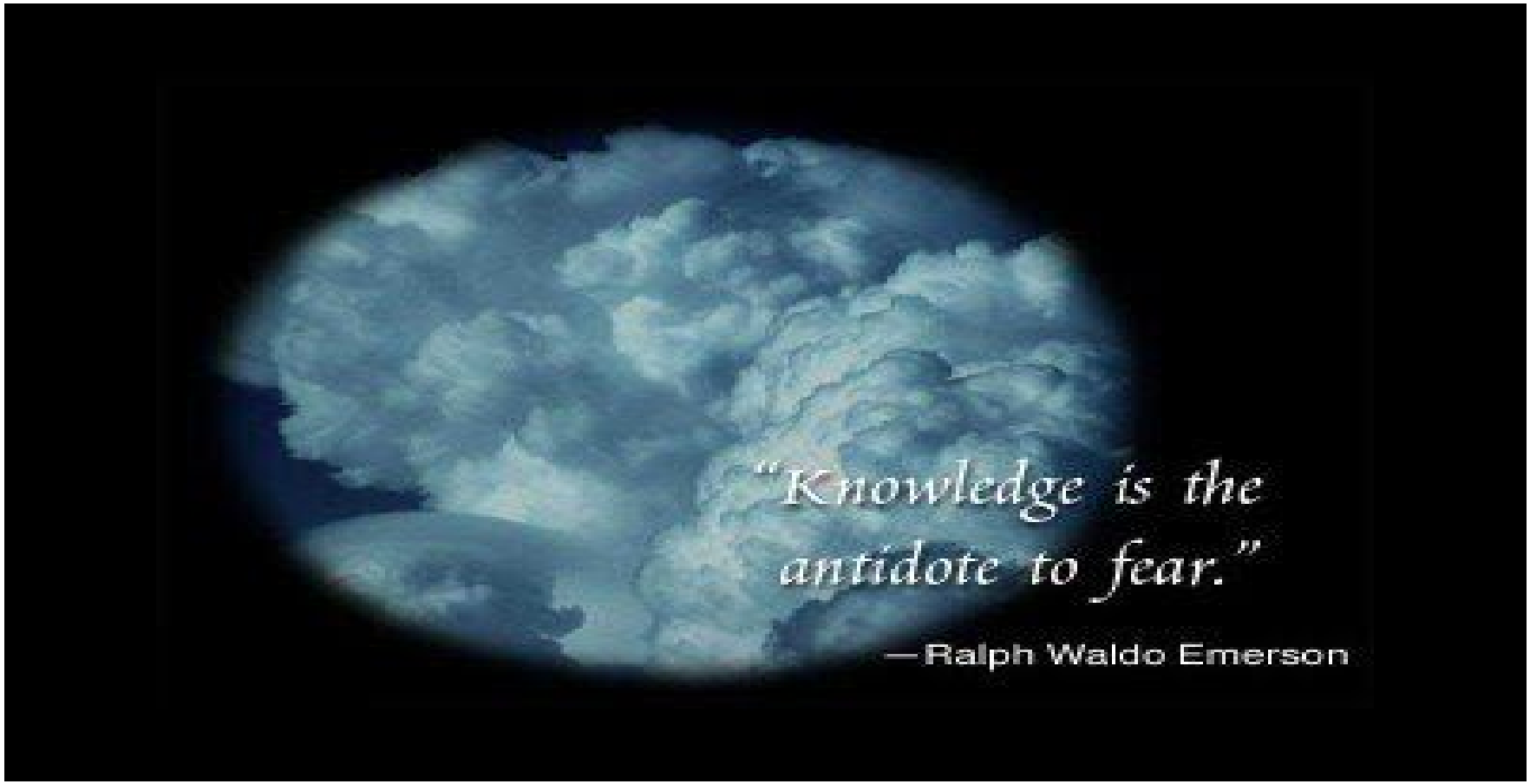
CULTURE, TOURISM AND SPORT –

THE 'IN' SOCIAL SERVICE ?

- “If you always do what you’ve always done, you’ll always get what you’ve always got” – until someone else does it better/different!

- “It is not because things are difficult that we do not dare; it is because we do not dare that they are difficult.” – Seneca 5BC – AD65


We cannot direct the wind but
we can adjust the sails.
~ Author Unknown ~


"Knowledge is the antidote to fear."
—Ralph Waldo Emerson

IDeA Outcomes Framework

- Developed by IDeA on behalf of ACE, English Heritage, Sport England and DCMS
- To help measure and evidence the contribution Culture, Tourism and Sport makes towards local priorities
- Wakefield piloted the framework in Autumn of 2010

Culture, Tourism & Sport in Wakefield

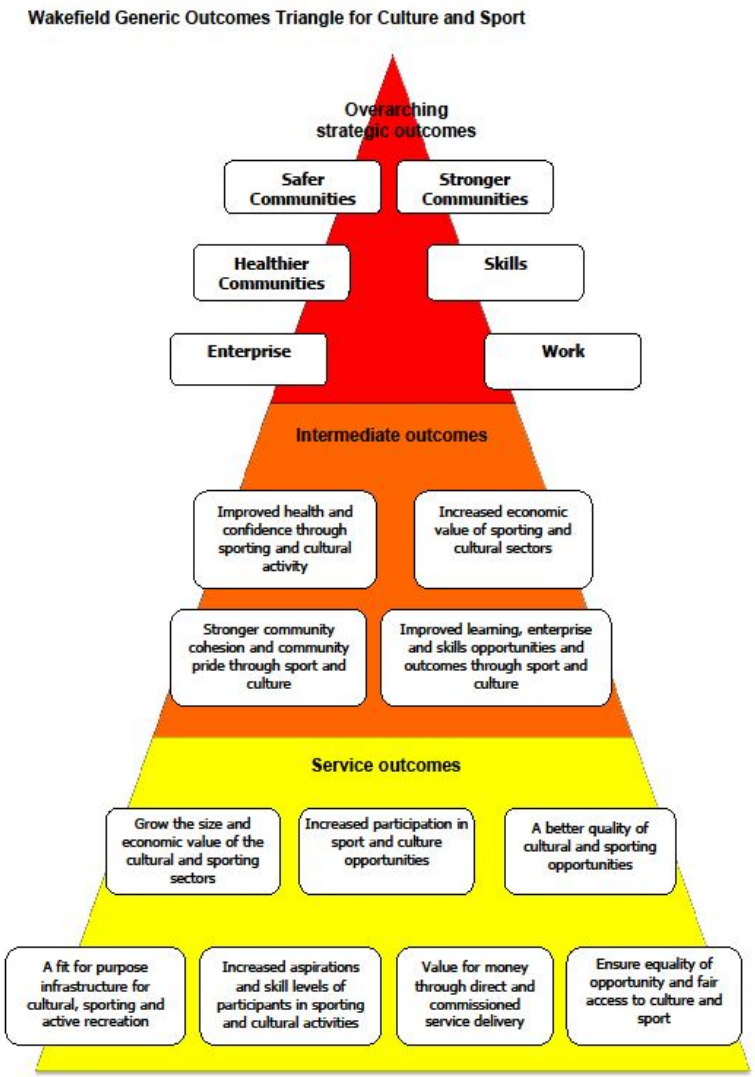
- Only become a priority in the last decade!
  - 1st ever Director of Sport 2007
  - 1st ever Cultural Strategy 2007
- Historically in Wakefield = Rugby League!
- Also low spend authority
- 2010/12: over £40m in efficiencies
- 2010 IDeA developed new Outcomes Framework – looked like ideal opportunity

Development Stages

- **Stage 1 : decide overall approach**
- **Stage 2 : create an outcomes triangle and logic model**
- **Stage 3 : review the evidence**
- **Stage 4 : select your performance indicators**
- **Stage 5 : finalise and use your framework**

Benefits

- **Clear line of sight between corporate priorities, service priorities and service outcomes (Outcomes triangle)**



Benefits

- Agreed set of Performance indicators also linked to corporate priorities, service priorities and outcomes, which:
  - Measured and evidenced impacts in terms of Healthier communities/Skills, work and enterprise/Stronger and safer communities
  - Communicated the value of culture tourism and sport to individuals, communities and places
  - Provided evidence for making the case for investment
  - Supported planning of activity, from business planning to front line activity
  - Drove improvements by helping identify what has biggest positive impact

Performance Indicators for Culture & Sport

- Number of people visiting libraries
- Number of people visiting museums, galleries and heritage sites
- Number of participants in learning and skills sessions (adults)
- Number of participants in learning and skills sessions (children)
- Number of people accessing sport and physical activity within sports facilities and community sports development programmes.
- Increase the number of pupils achieving Stage 2 swimming
- Number of Aspire members.

Outcomes Framework gave us

- Outcomes Triangle
- Opportunity to think!
  - Why we were here
  - What we wanted to achieve
  - What we could achieve
  - maximise effectiveness

of spend & people

Outcomes Framework gave us

- Performance Indicators
  - Relationships: inputs to processes to outcomes
  - Identified blockages
  - Supported service review and change
  - Demonstrated our wider community value – inside & beyond service

Outcome based Accountability

- Simple
- Common Sense
- Plain Language
- Minimum Paper
- Useful

- Outcomes

- Indicators

The Outcome?

Everyone in Wakefield to be more active more often

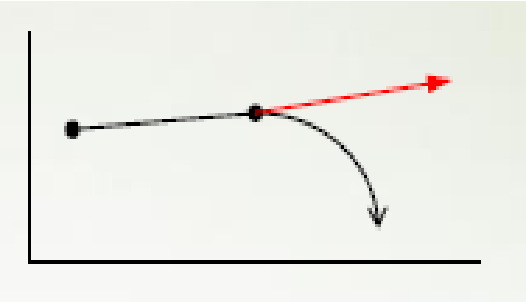
Physical Activity

OUTCOME

INDICATORS

Measures of the outcome

BASELINES



- **Where we've been**
- **Where we're going**
- **Where we want to be**

STORY
Behind the baselines

- The causes, the forces at work
- What's driving the baselines?

PARTNERS
With a role to play

- Public, Private and Voluntary Sector
- Community groups
- Residents

WHAT WORKS

- What would it take to turn the curve?
- Best practice - What we propose to do, how and by when

ACTION PLAN

Wakefield

- Culture, Tourism and Sport – important and valued!
- £55 million investment
  - The Hepworth Wakefield
  - City centre library and museum
  - Sun Lane Leisure
- Sports Development Team – alive and kicking!
- £20 million new investment

In conclusion..

The Columbus Principle

Thank you for your time

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