

## Summary of 'Challenge' Information

Challenge Question	Issues Arising	Key Issues
1) Evidence to support the need for 6 centres, including 4 swimming pools, athletics track and golf centre?	A series of options exist related to each of the present facilities.	<b>1, 2 ,3 ,4 ,5, 6 ,9 ,10</b>
2) Evidence to support the need for fitness facilities?	High levels of satisfaction with Profiles Fitness facility  Demand for increased Council operated fitness facilities across the Town.  Major contribution to Corporate and Divisional Objectives.	<b>1, 5, 6, 10</b>
3) Evidence to show that the management arrangements of facilities are working?	A return to 'on site' managers is the favoured option	<b>1, 3</b>
4) Evidence to show that dual use centres provide value for money?	Dual use agreements require renegotiation	<b>1, 3</b>
5) Evidence to show that current provision is inclusive? Are all sections of the community catered for?	Current provision caters for all sections of the community and is inclusive.  Issues of access by those with disabilities must remain a high priority.  Transport difficulties must be considered.	<b>1, 5, 6, 7, 10</b>

<b>Challenge Question</b>	<b>Issues Arising</b>	<b>Key Issues</b>
6) Are facilities easily accessible?	DDA requirements must be addressed.  Some minor improvements are required.	<b>1, 5, 6, 7, 10</b>
7) Are activities affordable?	Cost does not appear to be major barrier in the use of Borough Council facilities.	<b>1, 5, 6, 7, 10</b>
8) What ongoing consultation takes place/needs to take place?	A rolling programme of consultation is required from 1/1/2004	<b>5, 6, 7, 10</b>
9) Who is the service for? Has need been established?	The service provided is being directed at the priority areas identified within Corporate Objectives and through partner consultation.	<b>5, 6, 7, 10</b>
10) Is demand likely to increase or decrease during the next 5 years?	Demand is likely to significantly increase if issues such as programming, costs and marketing can be addressed.	<b>1, 4, 5, 7, 10</b>
11) What do we consider to be most important – access, finance or utilisation?	Access appears to be our priority if the Divisional and Corporate Objectives are to be met.	<b>1, 6</b>

12) Are we more interested in total operating cash or total income/visit for facilities?	<p>Achieving top quartile performance for finance indicators is difficult for old facilities with high operating costs.</p> <p>Subsidy per visit and total income per visit are the priority indicators.</p>	<b>1, 6</b>
13) Are we in competition with or complimentary to the service provided by the private sector?	The majority of our facilities and services are complimentary to those of the private operators with different target user groups.	<b>5, 6</b>
14) How effectively do elements of the service work together to pursue the overall objectives?	Co-ordination and communication are improving but the key to increase effectiveness is more regular planning time.	<b>5</b>
15) Is there a clear pathway for participants?	<p>Pathways are not fully developed in all areas.</p> <p>Sports Development work should be focussed on participation/retention rather than development of excellence.</p>	<b>5, 7</b>
16) How effectively does the service work with other LBC departments?	The remit of the Sports Partnership Team needs extending to develop the involvement of more partners.	<b>5, 10</b>
17) Who are our key partners? Are they the correct partners?	Partners believe that the work of this Division adds value to their work.	<b>7, 10</b>

Challenge Question	Issues Arising	Key Issues
18) What value if any is added by being involved with these partners?	Partnership working with the voluntary sports clubs is a concern – work is required to develop wider communication and increased value for money.	<b>7, 10</b>
19) What would be the consequences if a particular service was not provided?	Each area of the service contributes to both Divisional and Corporate Objectives. Any reduction in service would have a detrimental impact on a number of partners.	<b>1, 5, 6, 7, 10</b>
20) How could costs be reduced without having an impact on quality of service?	Areas have been highlighted for cost reduction – further investigation is required.	<b>1, 3, 5, 6, 7, 9</b>
21) How would additional resources (revenue and capital) be used to improve the service?	Business Plans need to be developed for suggested Capital Projects.  Revenue Projects will be dependant upon increased income generation attributed to an improved structure, greater accountability and the development of SMART targets.	<b>1, 2, 5, 6, 7, 9</b>
22) Could new technology improve the delivery/organisation of the service?	There are many ways in which new technology could improve both the delivery and organisation of the service. Each of these needs careful analysis in terms of cost benefit.	<b>1, 23</b>
23) Is the staffing structure (numbers, deployment, grading) right to provide the service required?	Consultation has identified proposed changes to structures, analysis of the financial implications needs further investigation.	<b>1</b>

24) Are there any changes that could improve efficiency and service delivery?	A number of changes have been identified which may have an impact on efficiency. Each of these suggestions requires further analysis.	<b>1</b>
25) Is there a clearly understood role of Sports Development?	There is still some work to do in ensuring that the role of Sports Development is fully understood.	<b>5, 7, 10</b>
26) Is there justification for the current way of operating within Sports Development i.e. facilitating/enabling compared with direct provision?	The overall impression is that the Sports Development Team have insufficient staff to meet the needs of the local community – there is a need to increase the number of staff able to undertake the role of mentor/supporter.	<b>1, 5, 10</b>
27) Which should have the higher priority, planning physical activity or developing sport?	Sports Development work should be focussed on participation/retention in a split of approx. 60/40. A similar ratio has been suggested in the balance between planning physical activity and developing sport.	<b>7, 10</b>