



# LGA/Sport England: Leadership Essentials for Sport Survey

June 2017



## Acknowledgements

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## Summary

The Local Government Association, in partnership with, and funded by, Sport England, invited portfolio holders with responsibility for sport to attend a two-day free-of-charge leadership programme. The programme aimed to:

- Enhance members' leadership styles by building the skills and confidence needed to lead within the localism agenda.
- Facilitate a better understanding of, and develop ways to engage with, the health and social care sectors.
- Support members in making the case for sport and physical activity within their authorities by highlighting its contribution to the health and social care sectors and the significant challenges these services face.
- Provide members with the opportunity to create a valuable support network among peers in other councils and parties.

Sixteen Leadership Essentials for Sport programmes have been held by the LGA and Sport England since 2011. To assess the medium- to longer-term impacts of these programmes, participants from the last three years were invited to complete a short online survey. The events covered by the survey included eight sessions held in Coventry (February and October 2014, October 2015 and March 2016), Horsham (in October 2014, July 2015 and July 2016) and Leeds (in February 2015).

The survey aimed to evaluate how effective the Leadership Essentials for Sport programmes have been in supporting portfolio holders in their role as leaders of their council's sport-related service – and to help the LGA/Sport England tailor the support they provide to councillors who lead on sport services in the future.

The survey was sent to all portfolio holders who had attended one of the eight events. It was in the field between 11 January and 17 February 2017. A total of 84 portfolio holders were contacted and a 27 per cent response rate was achieved (23 councillors in total).

## Key Messages

- **Achieving objectives:** Almost four out of five respondents (18 respondents) said their objectives in attending the event had either been fully or largely achieved.
- **Most popular objective:** The most popular objective for attending an event was “to network and learn from other councillors” (15 respondents), followed by “to raise my awareness” (14 respondents).
- **Learning points:** Over four fifths of respondents (19 respondents) indicated that a main learning point was “the ways LGA/Sport England can support me and my council”. And, almost two-thirds (15 respondents) reported that key learning point was “how participation in sport/physical activity contributes to other council priorities”.

- **Informing discussions:** Nine respondents said the event had informed discussions about their council's sport/physical activity strategy/plans "to a great extent".
- **Investment:** Over half of respondents (13 respondents) indicated that the event had helped them to make the case for continued support and investment in their councils' sport/physical activity services with fellow councillors "to a great extent".
- **Influenced thinking:** "Working more closely with public health colleagues" and "examining and considering different delivery models" were the most popular responses when asked how the Leadership Essentials for Sport event had informed or influenced their thinking about their council's sport service (mentioned by 14 and 12 respondents, respectively).

## Introduction

Between February 2014 and July 2016, eight LGA/Sport England Leadership Essentials for Sport events were held in Coventry, Horsham and Leeds for portfolio holders with responsibility for sport. The overall aim of these events was to develop and strengthen political leadership skills amongst councillors with a portfolio including sport and physical activity in local government. More specifically, the programme was designed to help participants:

- Understand the role that sport and physical activity can play in helping address health improvement and health inequality within communities.
- Explore the role sport and physical activity can play in public health, health and social care commissioning and personalisation.
- Understand and lead the transformation required in the provision, management and development of sport and physical activity services within councils in order to improve efficiency and value for money and increase participation.
- Understand more about how Sport England and the LGA can help and support councils through change programmes and hear about Sport England's new strategy Towards an Active Nation.
- Become better leaders.

The programmes also offered members the opportunity to create a valuable support network among peers in other councils and parties.

Overall, since 2011, 16 LGA/Sport England Leadership Essentials for Sport programmes have taken place. The LGA and Sport England were keen to evaluate how effective the programmes have been, over time, in supporting portfolio holders and the work they do in leading sport-related services in their councils. In January 2017, all attendees (from February 2014 onwards) were invited to complete a short online survey about the Leadership Essentials for Sport event they attended, to help the LGA/Sport England to better understand the impact of the sessions, and tailor the support provided to those councillors who lead on sport services in the future.

The survey asked about learning and objectives achieved at the programmes, the extent to which the event informed discussions within councils, making the case for continued sport investment with other councillors, changes to the council's sport services as a result of the event and access to future support.

This report contains a full analysis of the findings. Additionally, Annex 1 gives the results of delegates' feedback forms completed immediately after completing their respective Leadership Essentials for Sport events – which were fully or partially completed by 162 councillors, for that time period.

# Methodology

## Survey design

In January 2017, the LGA's Research and Information team conducted a short online survey about the LGA/Sport England Leadership Essentials for Sport events. It was sent to all 84 portfolio holders with responsibility for sport who attended a relevant event between February 2014 and July 2016. The survey asked about:

- the main objectives in attending the programme and whether these were achieved
- any learning points participants took away from their programme
- the extent to which the programme informed discussions about participants own council's sport strategy and delivery
- the extent to which knowledge gained from the programme helped participants to make a case for continued investment within their own sport/physical activity services
- any specific changes made to participants' sport services which were informed by knowledge gained at the programme
- future support for portfolio holders with responsibility for sport.

## Response rate

The survey was sent to all portfolio holders who had attended one of the eight programmes and was in the field between 11 January and 17 February 2017. A total of 84 portfolio holders were contacted, and 23 participants responded (27 per cent response rate).

Responses were received from attendees from the following programmes:

- Coventry, February 2014 – two participants
- Horsham, October 2014 – four participants
- Coventry, October 2014 – four participants
- Leeds, February 2015 – two participants
- Horsham, July 2015 – five participants
- Coventry, October 2015 – three participants
- Coventry, March 2016 – two participants
- Horsham, July 2016 – one participant

Thirteen of the 23 respondents (57 per cent) indicated that they were still the portfolio holder/cabinet member with responsibility for sport in their council, and all 23 were still councillors at the time of the fieldwork.

Please note the following when reading the report:

- The data presented in this report have been aggregated, and no individuals or councils are identified.
- Where tables and figures report the base, the description in brackets refers to the group of people who were asked the question. The number provided refers to the number who answered each question.
- As the response base is less than 50, care should be taken when interpreting percentages, as small differences can seem magnified. Therefore throughout this report, absolute numbers are reported alongside the percentage values.

## Full Results

This section provides the full set of results.

### Objectives

Respondents were asked to select their main objective(s) in attending the Leadership Essentials for Sport event. They could specify up to three responses from a predefined list. Nearly two thirds (15 respondents) identified “to network and learn from other councillors” as a key objective and three fifths (14 respondents) identified “to raise my awareness”. One respondents selected “other” and specified that a main learning objective was to “understand financial models on delivery of [a] new venue” (see Table 1).

**Table 1: What were your main objectives in attending the LGA/Sport England Leadership Essentials for Sport event for Portfolio Holders?**

	Number	Per cent
To network and learn from other councillors	15	65
To raise my awareness (new portfolio holder)	14	61
To develop my capacity to lead on the issue	10	43
To learn about the latest sport and physical activity developments	10	43
To refresh or develop my knowledge	6	26
To share my own experiences with others	4	17
Other (please state)	1	4

Base (all respondents): 23

Note: Numbers total to more than 23, since respondents could select a range of objectives

Respondents were asked if their objectives had been achieved. Almost four out of five respondents (18 respondents) said that their objectives had either been fully or largely achieved (see Table 2).

**Table 2: Were your objectives achieved?**

	Number	Per cent
Fully achieved (met all goals)	10	43
Largely achieved (met most goals)	8	35
Partially achieved (met some goals)	5	22
Not achieved (no goals met)	0	0
Don't know	0	0

Base (all respondents): 23 people

## Learning and knowledge

Survey respondents were asked about the main learning points they had taken away from the sport event and were able to select up to five options from a predefined list. The most popular learning point identified (19 respondents) was “the ways LGA/Sport England can support me and my council”. Two thirds of respondents (15 respondents) identified “how participation in sport/physical activity contributes to other council priorities” as a main learning point. No respondents said that they did not take away any specific learning points (see Table 3).

**Table 3: What were the main learning points you took away from the Leadership Essentials for Sport event?**

	Number	Per cent
The ways LGA/Sport England can support me and my council	19	83
How participation in sport/physical activity contributes to other council priorities	15	65
How sport facilities can be efficiently and effectively provided	13	57
New approaches to delivering a sport/physical activity service	12	52
Ways to increase participation in sport/physical activity	8	35
The role of political leadership in driving transformational change	8	35
Knowledge about commissioning within the sport service	6	26
Effective ways to advocate for sports services	5	22
The purpose of local authority sport services	3	13
The role played by sport facilities in the provision of sport/physical activity	2	9
The leadership styles needed for effective political leadership	1	4
Other (please specify)	0	0
No specific learning points	0	0

Base (all respondents): 23

Note: Numbers total to more than 23, since respondents could select a range of learning points.

Respondents were asked to specify the extent to which the event had informed discussions about their council’s sport/physical activity strategy/plans. Nearly four fifths (9 respondents) said the event done this “to a great extent”, just over two thirds (8 respondents) said “to a moderate extent” and just over a quarter (6 respondents) said “to a small extent”. No respondents said that the event had not informed these discussions at all (see Table 4).

**Table 4: To what extent has the Leadership Essentials for Sport event informed discussions within your council about its sport/physical activity strategy/plans?**

	Number	Per cent
To a great extent	9	39
To a moderate extent	8	35
To a small extent	6	26
Not at all	0	0
Don't know	0	0

Base (all respondents): 23

Respondents were asked about the extent to which the event had informed discussions about within their councils about its sport/physical activity delivery. Seven respondents said the event had informed discussions “to a great extent”, 10 said “to a moderate extent” and five said “to a small extent”. One respondent said it had not contributed to such discussion at all (see Table 5).

**Table 5: To what extent has the Leadership Essentials for Sport event informed discussions within your council about its sport/physical activity delivery?**

	Number	Per cent
To a great extent	7	30
To a moderate extent	10	43
To a small extent	5	22
Not at all	1	4
Don't know	0	0

Base (all respondents): 23

Respondents were asked to indicate the extent to which the sport event had helped them to make the case among fellow councillors for continued support and investment in their council’s sport/physical activity services. Thirteen respondents indicated that the event had helped them “to a great extent” and five said “to a moderate extent”. Two respondents indicated that the event had not helped them make the case for continued support and investment at all (see Table 6).

**Table 6: To what extent has the Leadership Essentials for Sport event helped you to make the case for continued support and investment in your council’s sport/physical activity service with your fellow councillors?**

	Number	Per cent
To a great extent	13	57
To a moderate extent	5	22
To a small extent	3	13
Not at all	2	9

Base (all respondents): 23

Respondents were asked to identify how the Leadership Essentials for Sport event had informed or influenced their thinking about their council’s sport service (see Table 7). They were given a predefined list of responses and asked to tick all that applied. Three fifths of respondents (14 respondents) said that they “work more closely with public health colleagues” as a result of the event, and just over half (12 respondents) said they had now “examined and considered different delivery models”. Two respondents selected “other” and specified:

- “Nothing new....already applying most of the above.”
- “Working more closely with voluntary sector to deliver sports and physical activity outcomes.”

**Table 7: Please tell us how the Leadership Essentials for Sport event has informed or influenced your thinking about your council’s sport service:**

	Number	Per cent
We work more closely with public health colleagues	14	61
We examined and considered different delivery models	12	52
We assessed funding models for income generation and efficiency savings	8	35
We now commission sport/physical activity services to deliver wider council outcomes	7	30
We work more closely with adult social care colleagues	6	26
We considered co-location	3	13
Other (please specify)	2	9

Base (all respondents):23

Note: Numbers total to more than 23, since respondents could select a range of changes.

## Actions and outcomes

Respondents were asked to give any examples of action that they had taken, as a result of attending the Leadership Essentials for Sport programme, and any subsequent outcomes for their council's sport service. Responses are shown in

<b>Table 8: Please give any examples of action that you have taken, as a result of attending the Leadership Essentials Sport event, and outcomes for your council's sport service.</b>		
<b>ID</b>	<b>Action</b>	<b>Outcomes</b>
1	Swimming Provision review.	New contract with existing provider giving a small amount of new council investment but no ongoing revenue costs for the council to bear.
	Sports Facility review.	All sports facilities being run at no cost to council.
	New Boxing club facilities.	No cost to council capital grant from Sports England organised with officer assistance.
5	Health and Wellbeing including sport/activity, is now one of my Council 5 Corporate priorities.	All departments have to take Health and Wellbeing and activity into account when developing plans.
	Introduce Workplace Health Activity Programme at my Council.	Staff actively participate in activities. Reduction of 30% in absenteeism.
6	Input at meetings etc.	
7	Given Information to fellow colleagues about the importance of working in partnership with Health bodies.	We are now working jointly to maximize the impact that sport/leisure and participation can have on our residents.
	We now are working with a number of Health Colleagues on making an impact on Mental Health issues.	Our Board of Active <name of council> have recently had a change of Board members whose knowledge is much wider in regard to some health problems we are experiencing at present.
	To tackle the serious problem of obesity in our residents.	We need to find more innovative ways that will encourage a greater participation by our residents.
10	Working with local sports clubs to develop a consortium.	Community Park Life now running a major park and pavilion.
	Raising awareness of sports and cycling as a benefit to young peoples and future health outcomes.	Two major national cycling events with a third one planned.
	Facilitating interested parties: the Council, <name of local area> Leisure, Parks Management, Volunteers/Park Run	Parkrun now established in <name of local area> average 200+ runners every Saturday morning.
11	Challenged the business model use, the lack of involvement of Sport England in the process	Business case considered and challenged
12	Questioned the sports centres	Making some changes

**Table 9: Please give any examples of action that you have taken, as a result of attending the Leadership Essentials Sport event, and outcomes for your council's sport service....continued**

<b>ID</b>	<b>Action</b>	<b>Outcomes</b>
19	Adult day care services located at leisure centre	Increased activity for service users: improving quality of life.
20	More integrated deliver model and collaborative working between public health, sports, adult social care and planning. Innovation such as social prescription and transfer of assets to community groups	Increased participation, better health outcomes, planning imbedding health in planning.
21	Mapping exercise for sports facilities	Mapping being used to draw up strategy
	Active participant in sport and physical activity network.	Development of council sport and physical activity strategy – bids to Sport England etc.
	Input into proposed refurbished/replacement leisure centre.	Still in the financial modelling and stakeholder consultation stage.
22	Wellbeing Team at sports centre.	Ongoing and funded.
	Parkrun	Successful, well attended.
	Green gym in park.	Very popular.
25	Launched a review of provision and models for providing facilities in the future.	Ongoing, although I am no longer the cabinet member.
	Advocated sport provision be linked with need and other council priorities.	Ongoing as part of review.
26	Advocate for new pool.	Opened early 2017 with £2m Sport England support.
	Advocate for outsourcing.	Contract let which switch a £300k cost to a£400k income.
	Agreed sports fields strategy	Being implemented.
29	The council carried out a user survey of our sports and activity facilities.	The results of the survey enabled the council to relocate and co-locate certain of sports services to encourage greater participation.
	The council reorganised certain aspects of our leisure centres to provide greater opportunities and involvement for the disabled.	The action has increased the number of people with disabilities attending the centres.
32	Discussed information gathered from event at Portfolio Meetings.	Positive discussions to improve the ways we deliver our services.
34	We're looking at a new centre.	New centre still under consideration.
	Working closer with public health.	Relocation of staff for delivery.
	Internal focus on delivery.	
35	Co-location.	Greater efficiency, greater footfall.
	Closer contact with other departments. For example, public health.	Breaking down of silos and share of knowledge and budget.
	Vision for future models such as new destination models instead of lots of inefficient centres.	

## Follow-up

Respondents were asked if a follow-up meeting with Sport England staff had taken place following the Leadership Essentials for Sport event. About half had a follow-up meeting and half had not (11 respondents). See Table 10.

<b>Table 10: Have you had a follow-up meeting with Sport England staff?</b>		
	<b>Number</b>	<b>Per cent</b>
Yes	11	48
No	11	48
Don't know	1	4
Total	23	100

Base (all respondents): 23

Of the 11 respondents who indicated that a follow-up meeting had taken place, all said that this had been useful (see Table 11).

<b>Table 11: Please tell us, was this follow-up meeting useful?</b>		
	<b>Number</b>	<b>Per cent</b>
Yes	11	100
No	0	0
Don't know	0	0

Base (all respondents taking part in a follow-up meeting): 11

## Future support for portfolio holders

Respondents were asked to think about future support for sport portfolio holders and to indicate which activities they would find most helpful. Sixteen respondents selected an "LGA/Sport England two-day Leadership Essentials for Sport event with a refreshed programme covering current issues facing councils and ways to deal with these" would be most helpful. Two thirds (15 respondents) also selected "a broader public health and economic growth event (including how sport/physical activity can contribute to this)" and two thirds (15 respondents) selected "regular meetings with Sport England staff" (see Table 12).

**Table 12: Thinking about future support for sport portfolio holders, which of the following would be most helpful?**

	Number	Per cent
LGA/Sport England two-day Leadership Essentials for Sport event with a refreshed programme covering current issues facing councils and ways to deal with these	16	70
A broader public health and economic growth event (including how sport/physical activity can contribute to this)	15	65
Regular meetings with Sport England staff	15	65
Online case studies of good practice	13	57
More information/advice on accessing Sport England and other funding	12	52
Sport/physical activity peer challenges	6	26
Other (please specify)	0	0
Don't know	0	0

Base (all respondents):23

### Further comments

Finally, respondents were asked to share anything else about the impact of the Leadership Essentials for Sport event on their role as portfolio holders for sport/physical activity, or in another role as a councillor at their council. Fourteen respondents provided comments.

Most comments focused on having more confidence with regards to delivering their sport portfolio. For example, one respondent said: "It assisted with my confidence, both in terms of me as an individual and in terms of how my local authority was, to some extent, taking forward a health-based sports agenda. It also opened up the potential for me for what I could achieve". Another highlighted the impact of the programme on his/her role as a ward councillor outside of the portfolio holder role, saying: "As a Ward Councillor, I have found that I am more pro-active in encouraging and promoting both outdoor and indoor activities in my local area. I have found an increase in the use of village halls by local groups offering a variety of activities across the age range."

Another key theme emerging from the comments was the networking benefits provided by the event and opportunities for sharing best practice. For example one respondent said: "Picked up some ideas via networking. Networking was a big part of the event for me".

## Annex 1: Feedback form results (sessions 1-15)

<b>A1: Satisfaction Ratings</b>		
	<b>Average Score</b>	<b>N</b>
Overall satisfaction of this event?	3.57	161
How well did we meet your expectations?	3.56	160
How did you find the knowledge & expertise of the external tutors?	3.64	160
How well did the event provide you with useful learning tools?	3.49	161
How would you rate the agenda and content of the event?	3.50	161
How satisfactory did you find the venue?	3.71	161
How satisfactory did you find the catering (food & service)?	3.77	161
How well did the event meet your access and other special requirements?	3.63	133

Base (all respondents) 162

Rating scale key: poor=1, fair=2, good=3, excellent=4

<b>A2: This Leadership Academy event has provided me with a basis for further improvement...</b>		
	<b>Per cent</b>	<b>Number</b>
Agree	95	154
Disagree	0	0
Don't know	2	3
No response	3	5

Base (all respondents) 162

<b>A3: Would you recommend Local Government Association services to other councils?</b>		
	<b>Per cent</b>	<b>Number</b>
Yes	96	155
No	1	1
No response	4	6

Base (all respondents) 162

#### A4: 'Other' comments

##### Overall satisfaction of this event?

"The need was for me to be more prepared (as I'm not an Exec member in order to rate as a '4'.)"

"Good place, good interactions."

"Very satisfied, very informative, very engaging, overall learnt lots."

"Excellent event."

"Good overall programme and format."

"Very informative, learnt a lot."

"Good to have the mental space to focus."

"A nice opportunity to think about sport from various perspectives."

"Good venue. Well-structured and thought provoking leadership event – well done."

"Venue, content and organisation – was excellent."

"Very thought provoking and jobs for me to do."

"Well designed, well facilitated, well-presented – it was a pleasure to be part of."

"Warwick is an excellent venue, easy to access."

"Good all round experience."

"Well planned and organised event."

"Found it helpful in my role."

"Good presentation."

"Informative and full of good ideas."

"One of the best of these types of events."

"Enjoyed it."

"High-refreshingly good event."

"Inspiring."

"Very useful, would recommend."

##### How well did we meet your expectations?

"Very stimulating."

"Surpassed all expectations."

"Good opportunity to see what help is available and also to network/learn from other authorities."

"Exceeded expectations."

"Met my expectations. I am confident the knowledge given to me will be well used."

"Better than I expected."

"Helped me answer some of the key questions I had."

"Really informative, new ideas, things to go back and ask about!"

"Clarified a few!"

"Expected a lot and certainly exceeded expectations."

"Exceeded them."

"I had nowt beforehand but can only compliment you all."

"Fully."

"It gave me a detailed way forward with what I want to do."

"Exceeded all my expectations."

"Exceed expectations."

"Far exceeded expectations."

"As Cabinet Member for Public Health, Parks and Leisure, it exceeded my expectations."

"Not really sure what I expected."

"I learned a lot, provided more than expected."

"It was as I expected."

"Gave me pause for thought."

"Very well."

"Much better than I expected."

"Increased my knowledge base and understanding with the 'Question'."

"Covered a good range of operational topics."

"Extremely useful information."

**How did you find the knowledge and expertise of the external tutors?**

<p>“Very good.”</p> <p>“Sport England knowledge and expertise was very impressive.”</p> <p>“Very useful.”</p> <p>“Excellent – we were not treated like school children.”</p> <p>“Very good indeed. Question and answer sessions very informative.”</p> <p>“Very good, experienced, confident tutors who presented at the right level. &lt;Name of facilitator&gt; facilitated very well.”</p> <p>“Broad breadth of presentation and extremely good strong presenters.”</p> <p>“They all had relevant knowledge and experience.”</p> <p>“Real value based examples/most examples based on experience.”</p>	<p>“Not sure about &lt;name of County Sports Partnership&gt;.”</p> <p>“&lt;Name of facilitators&gt; were great and worked very hard to steer the event through from the beginning to the end.”</p> <p>“All well briefed and knowledgeable on their subjects.”</p> <p>“Good for thoughts and different ways other authorities operate.”</p> <p>“Some very good/some excellent.”</p> <p>“Thanks to all.”</p> <p>“Comforting.”</p> <p>“Very well informed and on point. Relevant.”</p> <p>“Good knowledge and good demonstration of practical projects.”</p> <p>“Vast range of experiences.”</p>
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**How well did the event provide you with useful learning tools?**

<p>“Gave me time to reflect.”</p> <p>“Very well.”</p> <p>“Plenty of food for thought.”</p> <p>“Good level of information on leisure. Enjoyed the leadership session with &lt;name of speaker&gt;.”</p> <p>“Took enough away to follow up later.”</p> <p>“More about potential relationships between Sport England and councils.”</p> <p>“Refreshes some good tools, and some good new models, some work to be done.”</p> <p>“Some I have seen before.”</p> <p>“Not sure how to cope with the copious information and make good use of it all.”</p> <p>“‘Be Active’ example.”</p>	<p>“I now have learning tools I can use in the future.”</p> <p>“Received a copy of all slides and plenty of notes to take away.”</p> <p>“The reading in advance was very useful.”</p> <p>“The start of a journey.”</p> <p>“Good take away presentations.”</p> <p>“Good for future uses.”</p> <p>“Very good.”</p> <p>“Basis for subsequent action.”</p> <p>“Handouts on all sessions.”</p> <p>“Sport England website tool kit especially good.”</p> <p>“Practice tools, good contacts.”</p>
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#### A4: 'Other' comments (continued)

##### How would you rate the agenda and content of the event?

"Very good range of subjects."

"Very good."

"About right, considering the challenging budget times ahead."

"Excellent."

"Very well balanced, content met my needs and was very timely in relation to events in my portfolio."

"Very stimulating."

"The agenda and content was well paced and appropriately timed."

"Very good."

"All relevant and useable in my situations."

"Very useful."

"Very comprehensive."

"It was pretty much perfect for me, although the London landscape didn't work that well."

"Whilst good, because of the mix of audience some elements covered issues well versed in."

"Structure and progression very good."

"Very good."

"Good balance."

"Well planned out."

"Fairly comprehensive."

"On point – I think the overriding leadership presentation from <name of speaker> would be best as an opening on Day One or Day Two."

"Good agenda outline."

**A5: Please could you comment on how helpful you found the facilitators...and give any views about that role could be improved?**

<b>Key words</b>	<b>N</b>	<b>Key words</b>	<b>N</b>
A little intellectual	1	Helpful/very helpful/useful	29
Allowed debate	1	Humorous	1
Amenable/Approachable/ Personable/Welcoming/ Friendly/Accommodating/Personable	15	Increased awareness	1
Balanced/non-political	1	Inspirational/enlightening	4
Case studies helpful	1	Kept to time/agenda	3
Challenged delegates	3	Knowledgeable/understand issues/well-informed/experienced /informative	25
Clear	2	Made complex simple	1
Constructive	1	Met requirements	1
Courteous/polite	2	More unstructured discussions	1
Encourage legacy thinking	1	Motivated/motivating	2
Encouraged participation/inclusive/collaborative/ discussions	7	New ideas/thinking	2
Engaging	3	Nothing to change/all useful	4
Enjoyable	1	Open	1
Enthusiastic	2	Organised	1
Excellent/very good/brilliant/great	26	Patient	1
Fine/good	4	Professional	2
Facilitated well	1	Questions and table discussions	1
Forthright	1	Relaxed	1
Good personalities/charming	2	Sunday sessions less balanced	1
Good presenters/speakers/ communicators/spoke well/well- delivered/well-polished/good delivery	7	Supportive	1
Grounded	1	Very focused	1

<b>A6: What aspects of the module did you find most useful?</b>			
<b>Key words</b>	<b>N</b>	<b>Input</b>	<b>N</b>
Advice/support	4	Location	1
All of it	12	Modular build	1
All of second day	2	New ideas/options/excellent ideas/linking ideas	4
Articulating the challenges	1	Opportunities	1
Balanced (content/agenda/points of view)	3	Outsourcing information	1
Be Active example	15	Participation statistics	1
Building budget/funding opportunities/facts on costs/economic value	4	Partnership Working	1
Business redesign/delivery models	2	Presenters/speakers/presentations	11
Case studies/good practice/real examples and ideas	9	Procurement of buildings	1
Challenging (challenged thinking)	3	Professionalism	1
Collaborative leadership	5	Provision	1
Commissioning advice	4	Questions engendered	1
Complex nature of service provision	1	Radical approaches	1
Course content	1	Real examples/ideas	3
Debate/discussion/conversations/information giving and sharing/one-to-one discussion/break-offs/brainstorming	22	Resources/information	1
Decision making	1	Role of members	1
Enthusiasm	1	Scope of possibility/seeing the potential	2
Excellent/very helpful	2	Sensible talk	1
Explanations of processes	1	Signposting	4
Facility stuff	1	Sport as opportunity	1
Health information/links/importance of Health and Wellbeing/	4	Sport England advice/involvement	13
How to build relationships	1	Sustainability	1
Input	1	Thinking time/focusing/reflection	3
Inspiring others	1	Toolkits	1
Interaction/networking/learning from others/meeting and hearing peers	27	Transferring knowledge	1
Lawn Tennis Association	1	Transformation session	2
Leadership advice/skills/presentation	10	Wealth of knowledge	1

<b>A7: What could have been different? How?</b>			
<b>Key words</b>	<b>N</b>	<b>Key words</b>	<b>N</b>
All take time to listen to each other	1	More breathing space	1
Austerity focus	1	More case study references	1
Better integration of sessions	1	More delegates	1
Better room set up	1	More help with own planning/ideas	1
Better structured/planned re: leadership skills	1	More information about IT systems, i.e. online bookings	1
Timings (presentations better time management, change start and finish times)	3	More link to sport (not just health)	1
Better Wi-Fi coverage	1	More networking time/mixing of groups	3
Copy of slides pre-event	2	More on alternative delivery models	1
Discussion on County Partnerships	1	More on council-specific differences	1
Different speaker	1	More on early intervention	1
Drop 'Academy' title	1	More on planning for leaders	1
Funding opportunities	1	More on rural communities	1
Geographic focus	1	More on what other authorities are doing	1
Group case study exercise/presentation	1	More on 'why' before 'how'	1
Improve Health and Wellbeing for day two	1	More preparation as a delegates	1
Joint procurement offering for local authorities	1	More social time (walk)	2
Less politics	1	More time to speak to presenters	2
Less PowerPoint	2	No changes/nothing	9
Less text on commissioning presentation	1	Better fit of health and wellbeing issues	1
Less theory more practical application re: commissioning	1	Provide note paper	1
Less time on breaks	1	Preparation work to be sent in advance	1
Like for like authorities invited rather than cross-board invites	1	Site visit (leisure centre)	1
Longer second day	1	Less table discussions	1
More about Sport England (mission, vision, future)	1	Talk from Sport England grant officers	1
More active (incl. second day)	3	Ways to keep in touch	1
More balance of material between council types	1		

<b>A9: What have been the main learning points for you?</b>			
<b>Key words</b>	<b>N</b>	<b>Key words</b>	<b>N</b>
All useful/huge learning experience	4	Matrix/segmentation	1
Ambition (can do/don't restrict council's aspirations)	2	More to find out about/research	2
Being 'customer' driven	1	Need for strategy	1
Being bold	1	Networking	2
Being more innovative	1	New ideas/information (filling gaps in knowledge)	4
Being open minded	1	Opportunities to develop/progress during difficult times	1
Being prepared	1	Overall provision of sports	1
Best practice/case studies (incl. identification)	5	Planning (e.g. tools, now focused on action plan)	2
Better understanding of commissioning/landscape	9	Planning dept./facilities	1
Better use of sport to enhance other aspects/portfolios within our council.	1	Political leadership	1
Be Active example	6	Practice from other councils	1
Brief holding	1	Public health perspective	1
Clearer focus on goals/main achievements sought	2	Questioning skills	2
Co-develop leisure strategy (support health, wellbeing and educational attainment)	1	Relationship building (look at Trusts again, stakeholder cooperation)	3
Community use of education	1	Role of education/school use	2
Day two	1	Role of NHS	1
Decision making	1	Separating demand-led from needs-led services	1
Delivery of strategic agenda	1	Service delivery (delivering 'free' and effective leisure/sport services, ideas for building sports and leisure services)	2
Empowerment	1	Setting strategy/needs	1
Enormity of portfolio and possibilities	1	Shared experiences	1
Enormity of task	1	Skills for effective leadership	2
Evidence base/gaining evidence/gathering information	3	Sport England (e.g. business model, help available, early involvement, opportunities to work together, relationship, data, tools)	17
Finance (build costs, viability, capital expenditure opportunities, funding opportunities)	5	Sports/health relationship	1

<b>A9: What have been the main learning points for you...continued?</b>			
<b>Key words</b>	<b>N</b>	<b>Key words</b>	<b>N</b>
H&WB (e.g. links, get on H&WB Board, new ideas)	4	Standardise design	1
Having a 'big' picture	1	Strategic service provision (putting physical activity at the heart of corporate activities)	2
How my council can improve	1	Support available	1
How to maintain sports/cultural provision	1	Talk to Leader	1
How to question and challenge pre conceived ideas and ways of working	1	Tap into NHS spend	1
Identification of key steps	1	The future of sport and activity across all our community – a real issue and a 'must'	1
Identified where to get research support for a business case	1	The need to determine how my council's current performance matches the required aspirations for the future	1
Importance of physical activity in everything	1	The need to explore things in greater detail	1
Improved knowledge of area	1	Throw away the draft leisure strategy	1
Influencing skills required	2	Time to reflect/engage/reminder	3
Information about LCGs	1	Too many to mention	2
Key questions for transformational change	1	Transformational change	2
Knowledge of help/expertise	1	Understanding how to see change	1
Leadership (strategies, issues, collaborative, thoughtful)	7	Understanding local picture	1
LGA's offer	1	Universal needs	1
Look at community use of schools	1	Use evidence more effectively	1
Look at facility provision	1	Ways to move forward	2
Lots of positives	1	We are not alone	1
Lots to build on/issues to raise with council	2	What others are doing	1
Making decisions	2	Working with lead members/strategic leaders (e.g. asking questions, areas for development)	2

## A10: Any additional points?

### Positive

"A very good two days in a comfortable setting."

"All the content available was very relevant. I have attended a few LGA courses up to now – this was the best course I have attended."

"An amazing two days, well worth taking the time to attend."

"An extremely useful exercise and hopefully will continue in the future. Be glad if emails/newsletters would be communicated."

"As always with these events the networking and learning from others was useful. Also the opportunity to follow up. Came away with new ideas and contacts which will contribute to what we deliver."

"Critical that I persuade my lead officer to view physical activity as central to health and wellbeing agenda."

"Enjoyable and relaxing, thanks."

"Enjoyable programme and very informative – good networking environment."

"Fantastic experience, would happily give up my weekend again!"

"Generally a very enjoyable and thought provoking course that has helped me going forward."

"Good networking opportunity to hear other's experiences."

"Good to mix with colleagues from different authorities."

"Has been a fantastic couple of days."

"Have learned so much in two days and this will enable me to focus and prioritise around key priorities of council and be clear on what we will be measuring as outcomes and how that will be done."

"I enjoyed this course and learnt things, it was better than I expected. Thanks."

Very well targeted event – useful content for Exec. Members covering sport issues.

The overall course content and presentation is one of the best courses I have ever attended. Coupled with the diversity of the fellow attendees, it has been a joy to participate. The immediate availability of course material has been excellent.

"I have found that this has been a London focused weekend most useful."

"I just wanted to say thank you very much for a very helpful, informative and thought provoking course that I shall recommend to others."

"I really enjoyed getting to know the other delegates; learning from their experiences."

"I think this course is a must for all Cabinet members with responsibility for Sport and Leisure."

"In today's financial climate the LGA and Sport England have provided 2 days of valuable information that would have not been at all possible if there had been a fee."

"My council is going through a leisure strategy review and the course has confirmed my view that the approach we are taking will give us the quality of results to support the strategic planning document which the review will produce. We are following the Sport England model and I believe it to be well balanced and outcome driven."

"Really enjoyed and appreciated – thank you"

"Thank you – an excellent 2 days – helped to consolidate my ideas – can't wait to get going!"

**A10: Any additional points...continued?**

"Thanks to everyone involved in staging this. You have all been great people."

"The overall course content and presentation is one of the best courses I have ever attended. Coupled with the diversity of the fellow attendees, it has been a joy to participate. The immediate availability of course material has been excellent."

"Timings for an excellent two days."

"Very well targeted event – useful content for Exec. Members covering sport issues."

With my limited knowledge at the moment I have learnt and taken on board a lot of new information.

"Would like to do it again."

**Less positive**

"Case study two, I found not to be useful and dangerously political. The second half of this study was particularly poor."

"Consider options for regional events to reach councillors who don't/won't travel."

"I was very comfortable with the course, having done it before. A couple of areas seemed a bit like 2 years ago updated. It might be better to review some bits for step change. The <name of County Sports Partnership/provider> bit was poor, frankly we needed a stronger lead."

"It was most frustrating to find that the signal strength did not allow me to use my mobile, not only for calls, but also for emails and texts. If I had been forewarned, I would have made provision."

"More research date – figures, samples of other models."



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