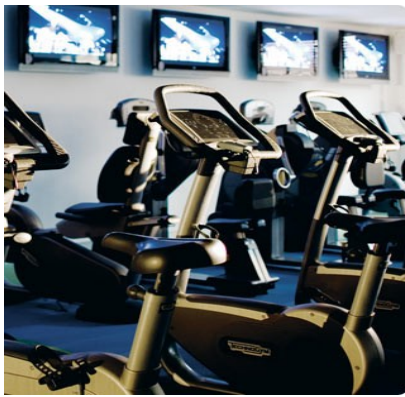




Sports Facility Management



















City A.F.C.



City A.F.C.



City A.F.C.



City A.F.C.

Cocaine Post

ITY A.F.C.





Entrepreneurial Revolution ?



















Esporta
Health & Fitness Clubs



Aims

Understanding sports and leisure facility planning and management.

Apply underlying concepts, and principles in generating solutions for key industry issues.



Strategic Management

- **Planning. Design & Purpose**
- **History & Trends**
- **Legal issues**
- **Business Models/ Plans**
- **Ownership structures**
- **Management models**
- **Financing**
- **Impacts**



Operational Management

- Structures
- HRM
- Financial planning
- Resource management
- Performance management
- Marketing & customers
- Security
- Programme Development





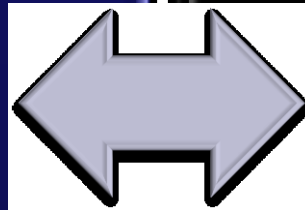
Strategic Planning

- Planning, Design & Purpose
- History & Trends
- Legal issues
- Business Models/ Plans
- Ownership structures
- Management models
- Financing
- Impacts



Operational Management

- Structures
- HRM
- Financial planning
- Resource management
- Performance management
- Marketing & customers
- Security
- Programme Development



Sports Industry

Sports
Delivery

Sports
Requirements

Sports
Products

Sports
Services

Participants &
spectators

Products /
services
needed to
produce sport

Products
Contribute to
the services of
sports industry

Products and
services that
support and
promote sport

Adapted from Parks et al. 1998



SWANSEA METROPOLITAN UNIVERSITY
PRIFYSGOL FETROPOLITAN ABERTAWE

Sports Industry

Sports
Delivery

Sports
Requirements

Sports
Products

Sports
Services

Participants &
spectators

Amateur
Professional
Not for Profit

Products / services
needed to produce
sport

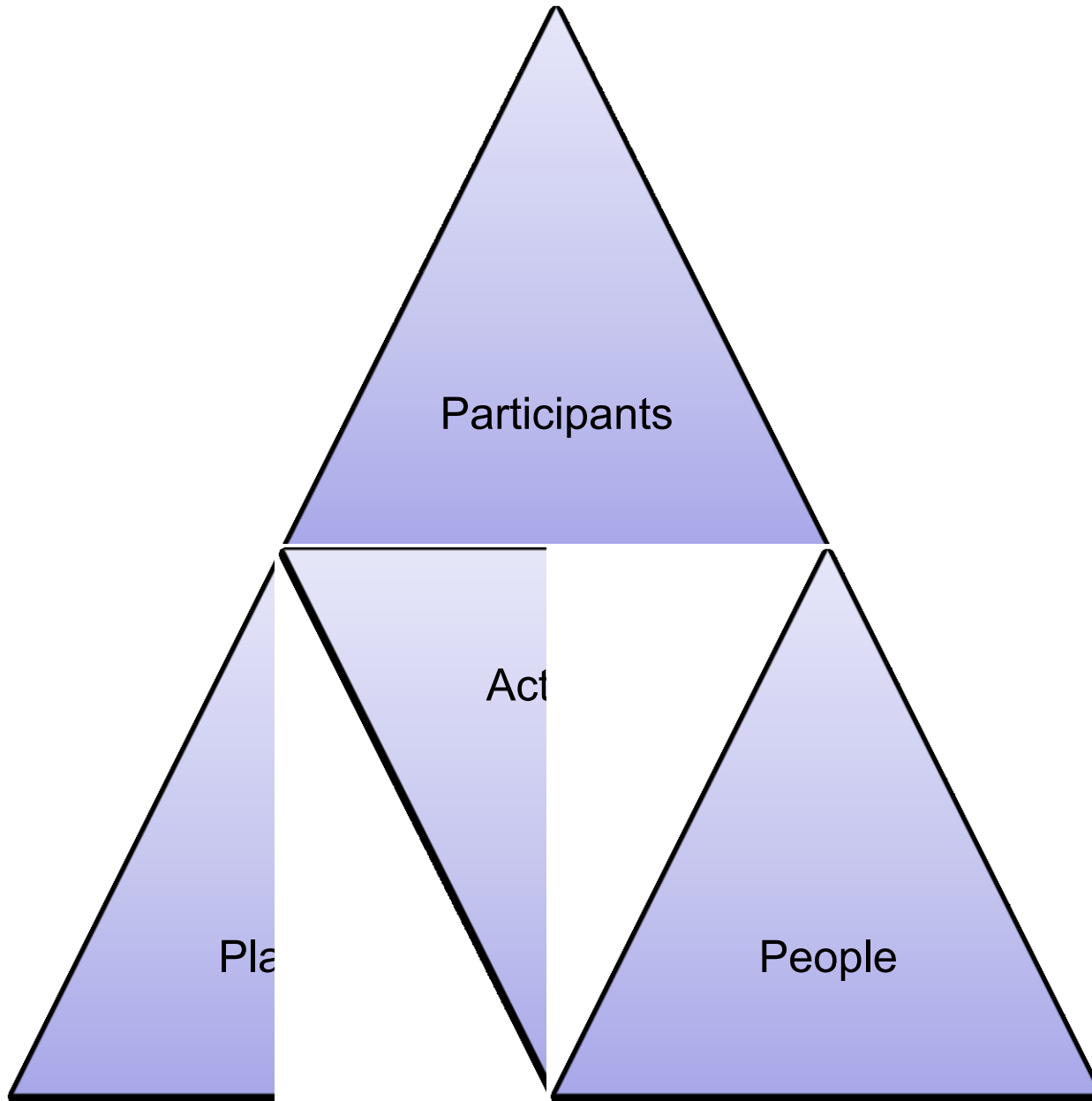
Sports Facilities
Governing Bodies
Sport Education

Products Contribute
to the services of
sports industry

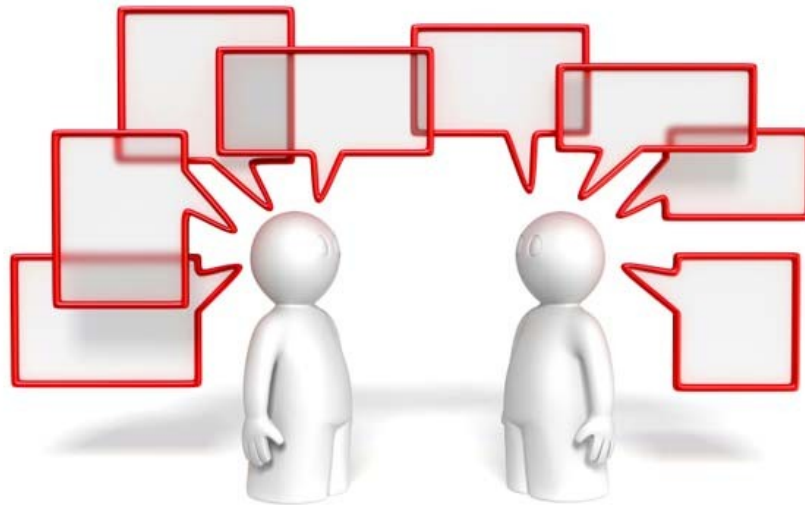
Equipment
Clothing
TV

Products and
services that support
and promote sport

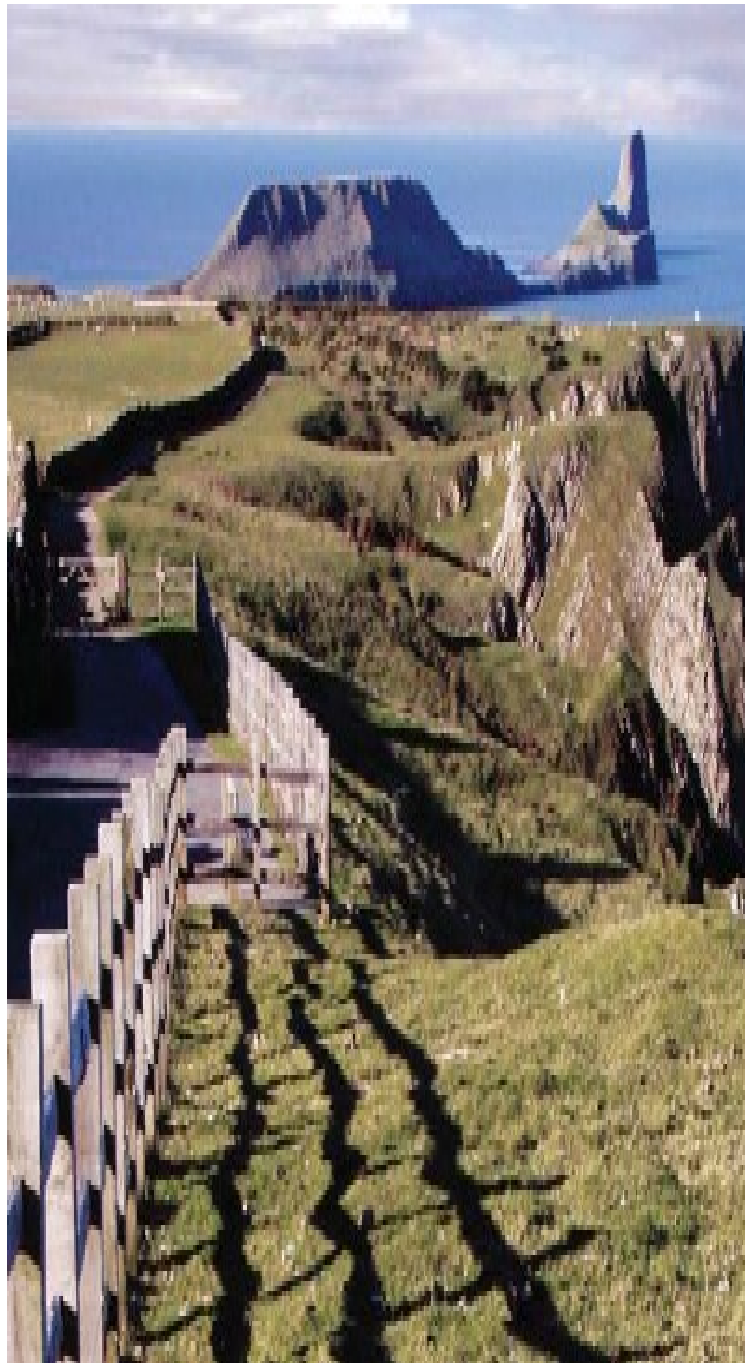
Merchandising
Media
Events



Who?



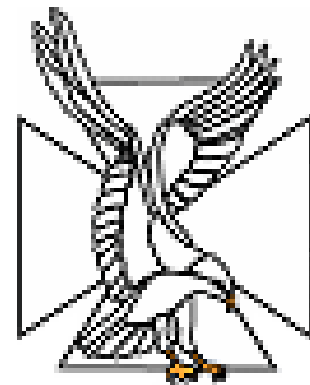
Natural Resources



Development



Professional Sport



OSPREYS



Elite Sport



Voluntary Sector



Private Sector



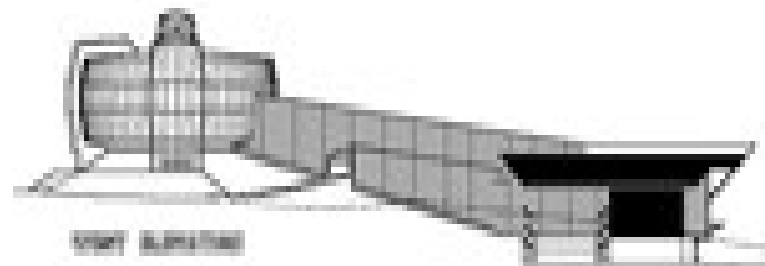
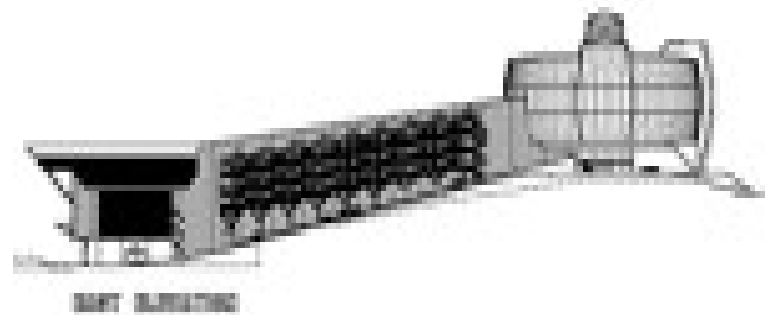
Fitness Club



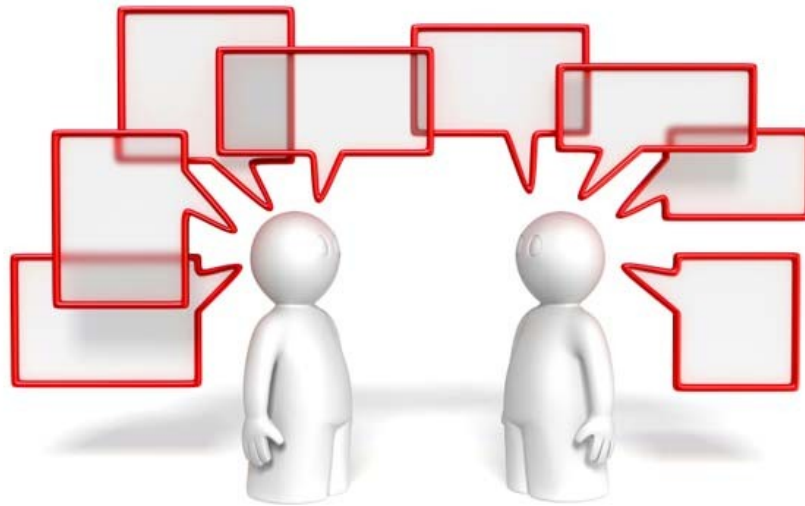
Esporta



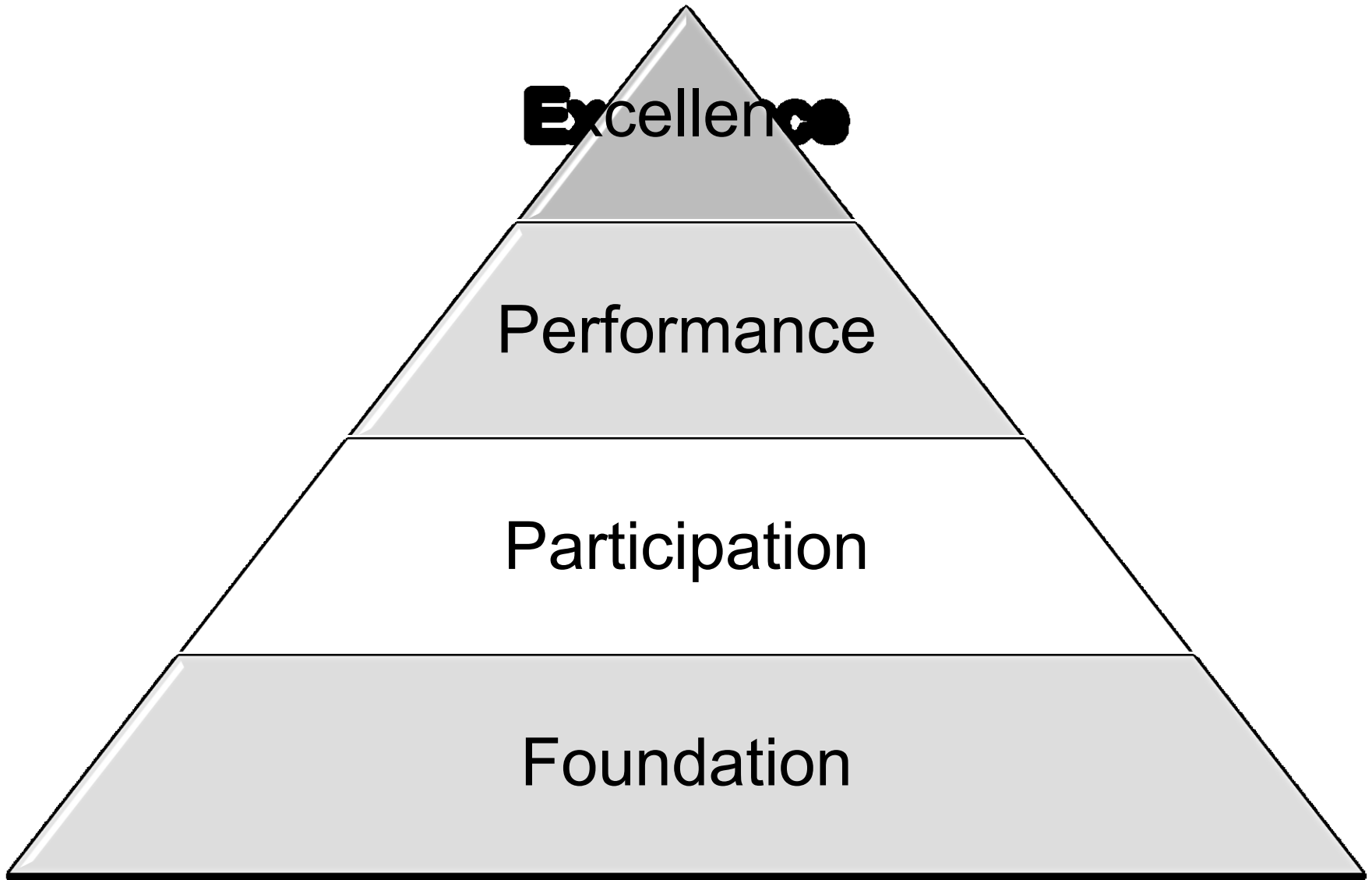
One Day in the Future



Organisation of Sport



Sports Development Continuum



Excellence

Foundation

n



Foundation

Activities

- Spontaneous
- Physical Education
- After School Clubs

Organisations

- Schools
- Youth Groups
- Leisure Centres
- Private
- Parents





OSPREYS Rugby Skills



Running & Evasion



Ball Handling



Ball Familiarity



Tagging



Defending

10 week course
for only **£30**
per child

Courses start 28 September



SWANSEA METROPOLITAN UNIVERSITY
PRIFYSGOL FETROPOLITAN ABERTAWE

Participation

Activities

- School Sport
- Community Club Sport
- Events
- Leagues

Organisations

- Schools
- Youth Groups
- Leisure Centres
- Sports Clubs
- Governing Bodies
- HE/FE
- Private





Performance

Activities

- Centres of Local Development (COLDs)
- Centres of Regional Development (CORDs)
- Junior National Squads
- District/ Regional Events
- National Competition
- International Competition

Organisations

- Sports Clubs
- Governing Bodies
- HE/FE





OSPREYS

TOP FLIGHT RUGBY



Excellence

Activities

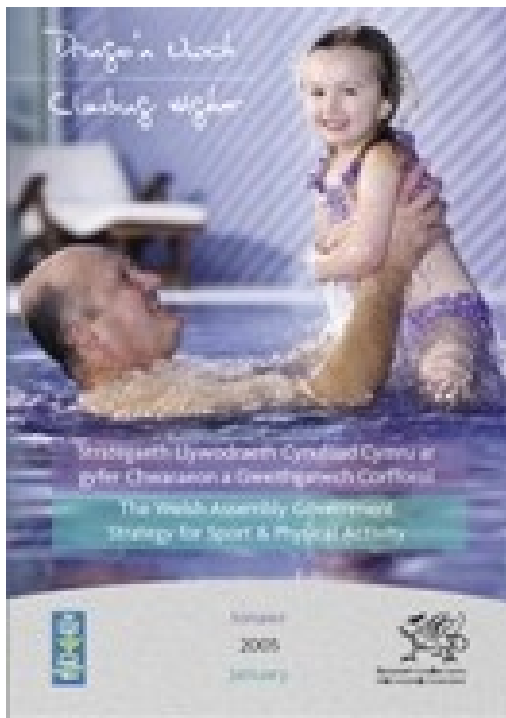
- National Squads
- ITC's
- Professional Sport
- International Competition
- World stage events

Organisations

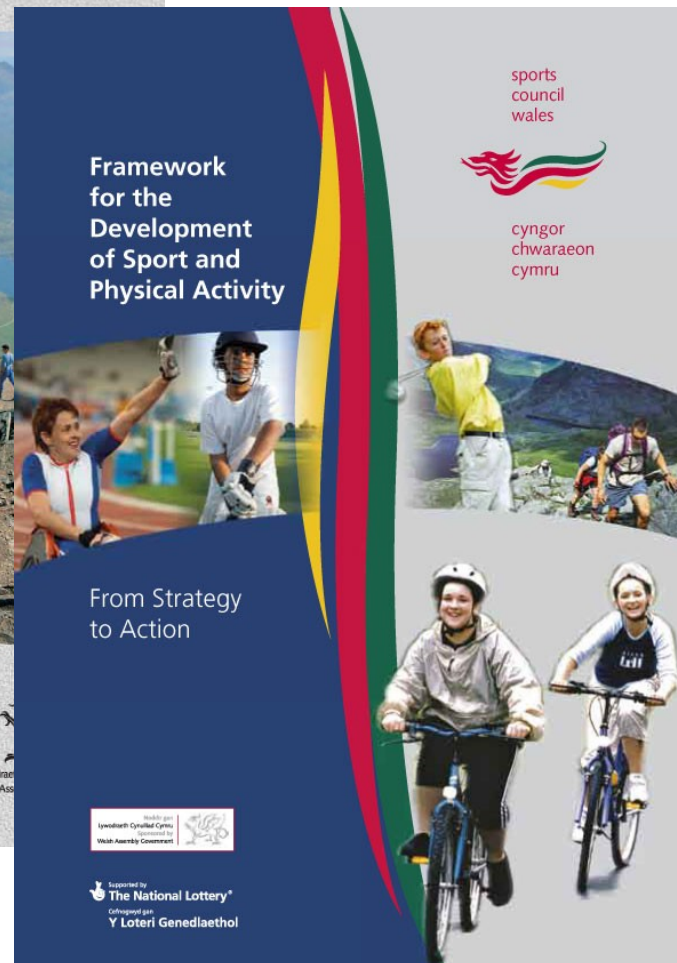
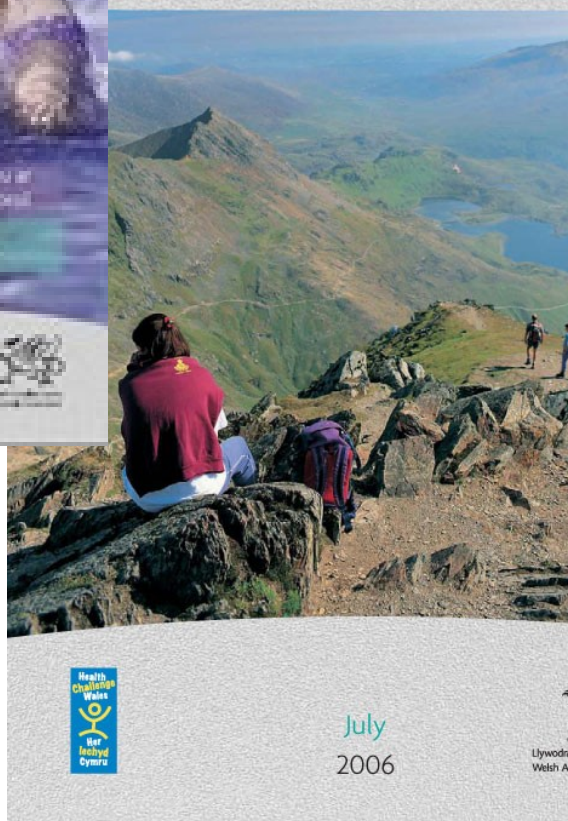
- Professional Clubs
- Governing Bodies
- UK Sport







climbing higher
next steps



- **All children of primary school age will participate in sport and physical activity for at least 60 minutes, five times a week.**
- **At least 90% of boys and girls of secondary school age will participate in sport and physical activity for 60 minutes, five times a week.**
- **80% of children will be junior members of sports clubs or centres.**
- **All children in Wales will have experienced an outdoor adventure activity before the age of 12 and a further experience before the age of 16.**



- **All public sector employees and three-quarters of all other employees will have access to sport and physical activity facilities, at or within a 10-minute walk of the workplace.**
- ***The percentage of the people in Wales using the Welsh natural environment for outdoor activities will increase from 36% to 60%.***
- ***95% of people in Wales will have a footpath or cycle-path within a ten-minute walk.***
- ***No one should live more than a six-minute walk (300m) from their nearest natural green space.***



Climbing Higher Target Implications for the City & County of Swansea

- A total of 60,000 adults achieving 5x30 by 2025 an increase of 32,000 adults.
- A total of 34,000 children & young people achieving 5x60 by 2025 an increase of 26,000
- A total of 64,000 adults will be members of sports clubs or centres an increase of 40,000
- A total of 28,000 children will be members of sports clubs or centres an increase of 9,000

A total of 25 million sport and physical activity visits per year in Swansea

Schools

- **A total of 1.5 million extra curricular visits per year**
- A total of 10 extra curricular sessions must be provided per primary school per week
- A total of 40 extra curricular sessions must be provided per secondary school per week
- Up to 1000 teachers/volunteers needed to deliver extra curricular programmes

Sports & Physical Activity Clubs

- **A total of 1000 sports clubs will need to be operating (increase of 350)**
- Up to 800 (80%) of clubs within Swansea will be from the top 20 priority sports
- Up to 10,000 volunteers will be needed to maintain the infrastructure



Leisure Facilities

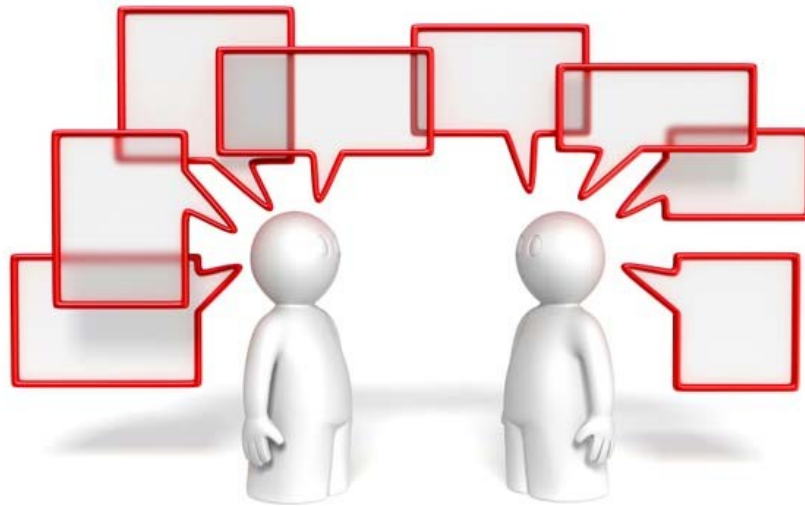
- **A total of 5 million leisure facility visits per year**
- Up to 100,000 leisure card holders (increase of 85,000)
- Up to 2500 facility led sessions need to be provided per week
- Up to 2000 club bookings need to be provided per week
- Up to 120 coaches/ instructors will be needed to deliver programmes
- Up to an extra 500 leisure staff in total required to maintain a quality service

Outdoors

- **A total of 10 million outdoor leisure and natural environment visits p.a.**

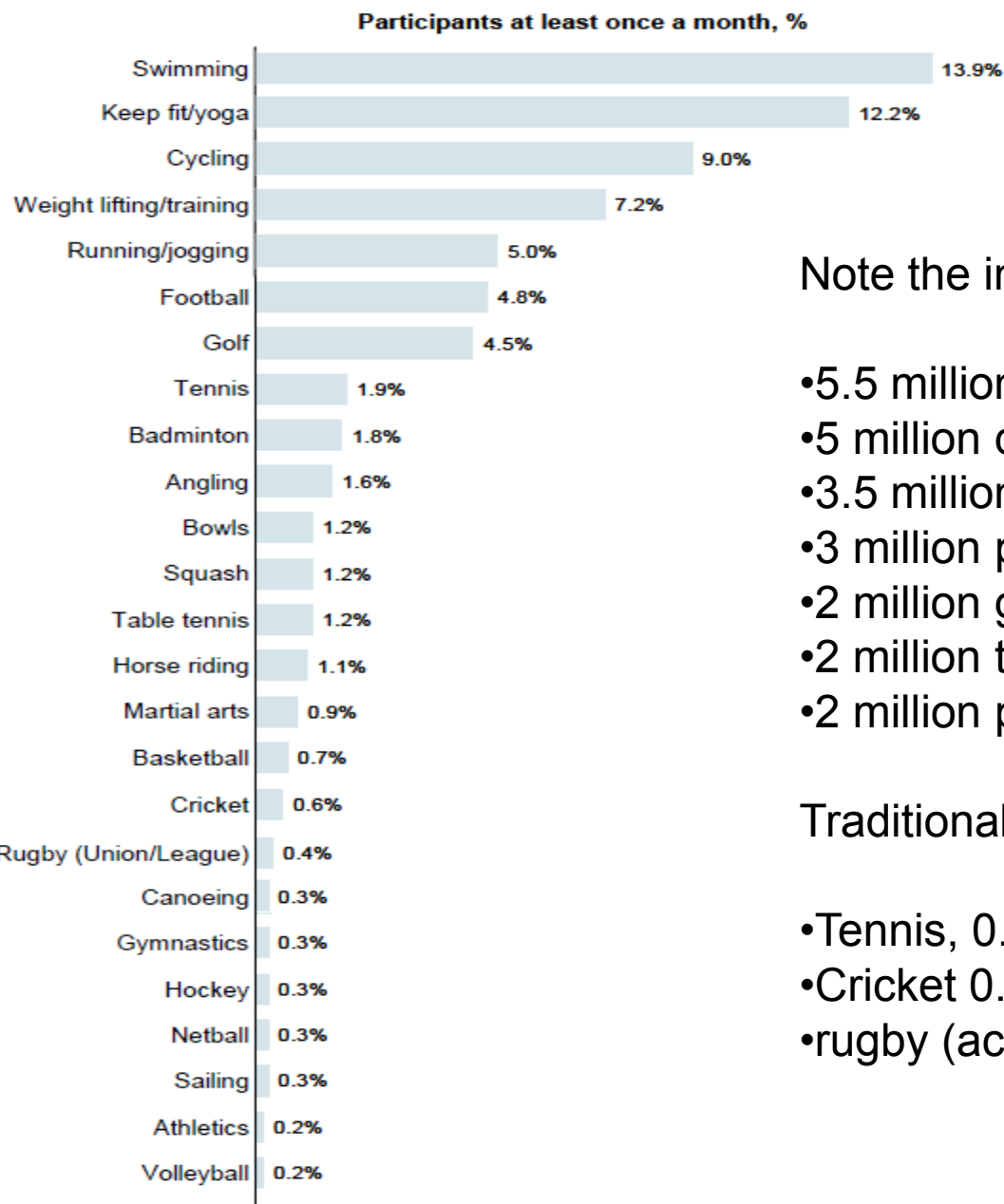


What should we provide?



- In the next 20 years Wales will match the best global standards for levels of sport and physical activity, defined, for adults, as at least 5 x 30 minutes of moderate intensity physical activity per week. 1% increase per annum
- 40% of adults will be members of sports clubs or centres.

Exhibit 12: Regular adult participation in England, by sport/activity, 2001



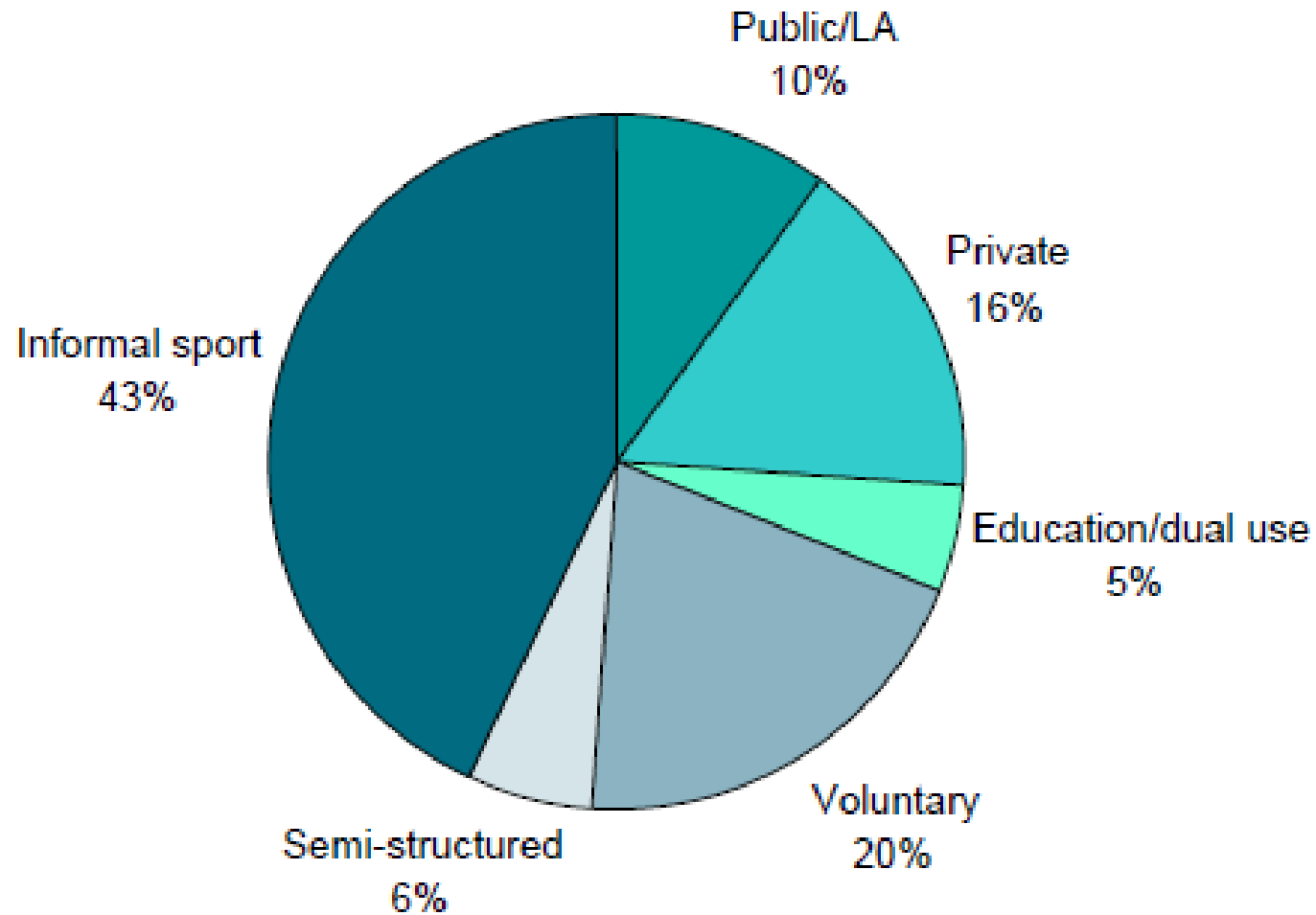
Note the importance of informal sport

- 5.5 million people swim
- 5 million do keep fit or yoga
- 3.5 million cycle
- 3 million people ‘do weights’
- 2 million go running or jogging
- 2 million take part in football
- 2 million play golf

Traditional ‘major’ sports

- Tennis, 0.75 million ‘regular’ participants
- Cricket 0.25 million–In
- rugby (across both codes),0.15 million

*Exhibit 13: Estimated adult participation in England,
by setting⁽²⁾*



IS IT WORTH IT?

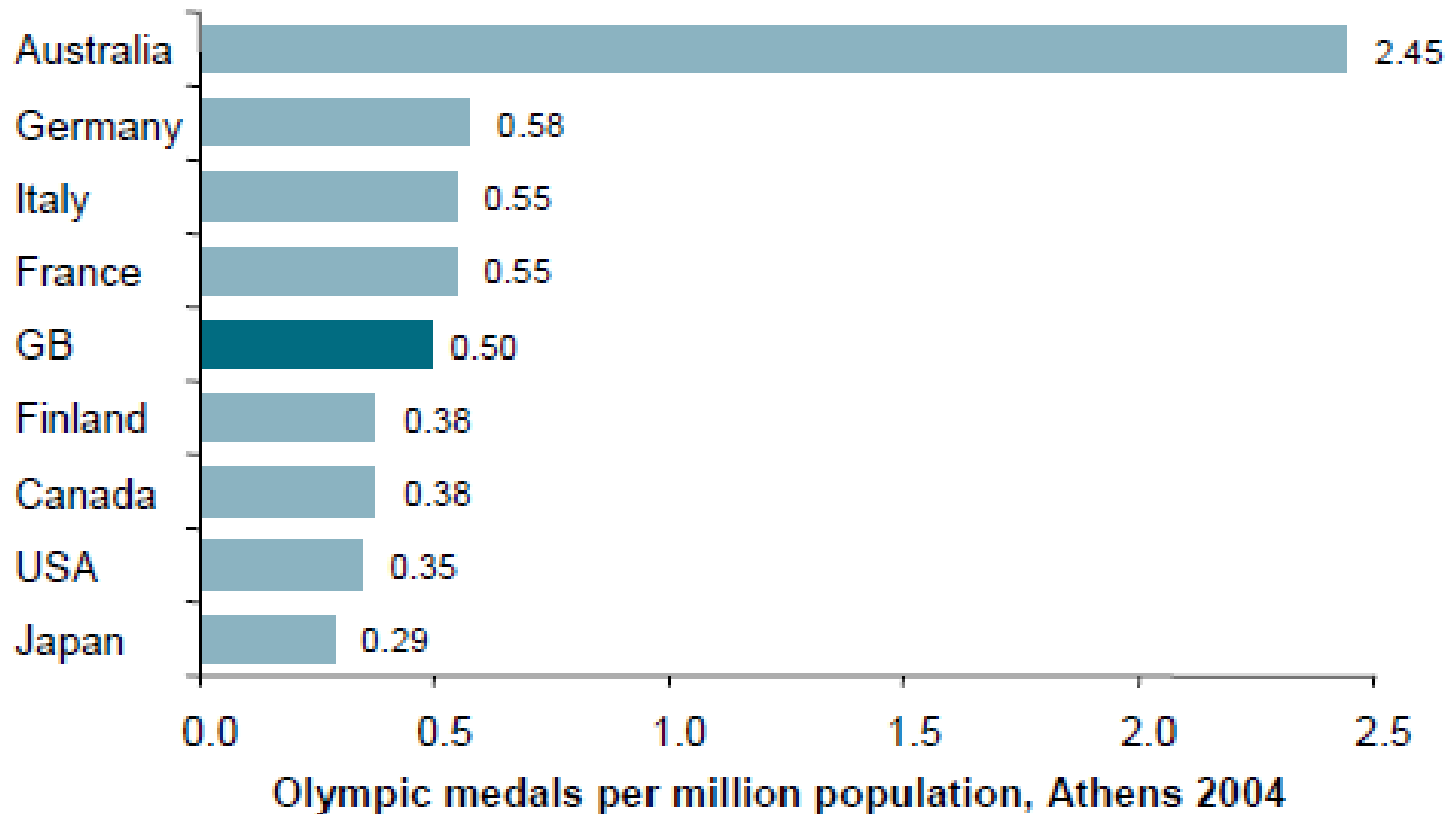


HPR – WAG 2009

- Welsh athletes - Beijing Games was = 12.
- This was 3.86 per cent of Team GB.
- 30 Welsh Paralympic athletes
- 14.56 per cent of Team GB
- 200 athletes on elite programmes



Exhibit 8: Elite performance of GB and peer countries⁽⁷⁾



Carter 2005

**National
profile**

Sport sells newspapers...
represents 20-30% of all
column inches⁽²⁰⁾

BBC and Sky broadcast 100
hours of sport every day⁽²¹⁾

Sport accounts for 12% of
BBC output⁽²²⁾

16 dedicated sports
channels now available
in UK (all since 1989)

**Public
interest**

71% of adults regard
national sporting success
as important⁽²³⁾

32% regard it as very
important⁽²⁴⁾

In 2002, flag sales of the St.
George cross out-sold the
Union Jack by a factor of
five to one⁽²⁵⁾



A majority of people regard their
personal fitness as a source of pride⁽²⁶⁾

Local coaches and volunteers provide
important role models⁽²⁷⁾

Sport provides opportunity to develop
self-esteem and social purpose

Personal pride

Carter 2005

- Informal sport significant proportion of all sporting activity
- It is cheap to deliver - has gone relatively unsupported
- Evidence is not methodically collected across these sectors
- Estimated 1.6 billion activity sessions (excluding walking)
- Just under half take place in an informal setting
- 50% Formal setting such as a club/facility designed for sport

Facilities inquiry

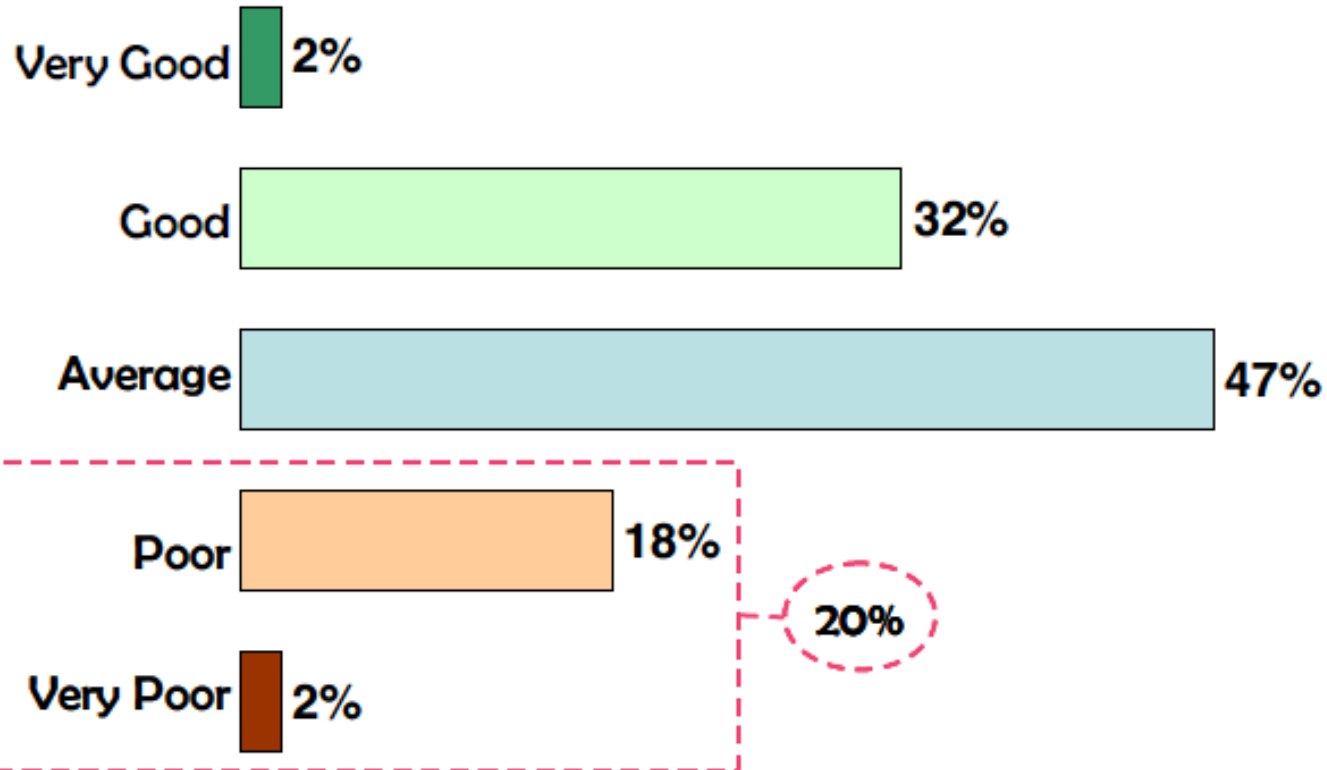
Stakeholder concerns

- Cost of accessing community facilities
- Asset owning sports clubs
- Sports halls – used for broader activities
- Natural environment used affectively

Targets

- 2012 Legacy 1million (SE) more in sport
- 3 million adults to undertake 90 mins
- 1.5 million hours of extra sport per week

How would you rate the quality of the built sports facilities in the UK?

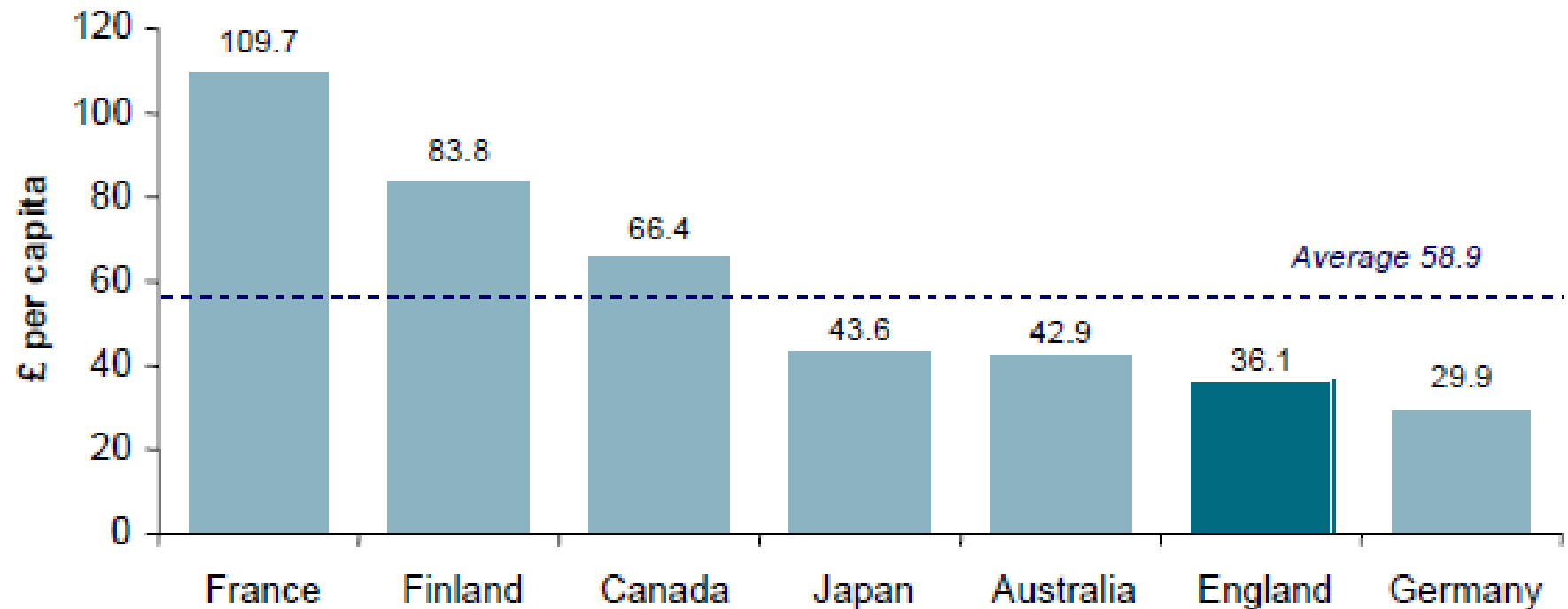


n = 261

Conclusions

- Enough facilities to meet the target
- Facilities however in poor condition
- Maximise usage 7 recommendations

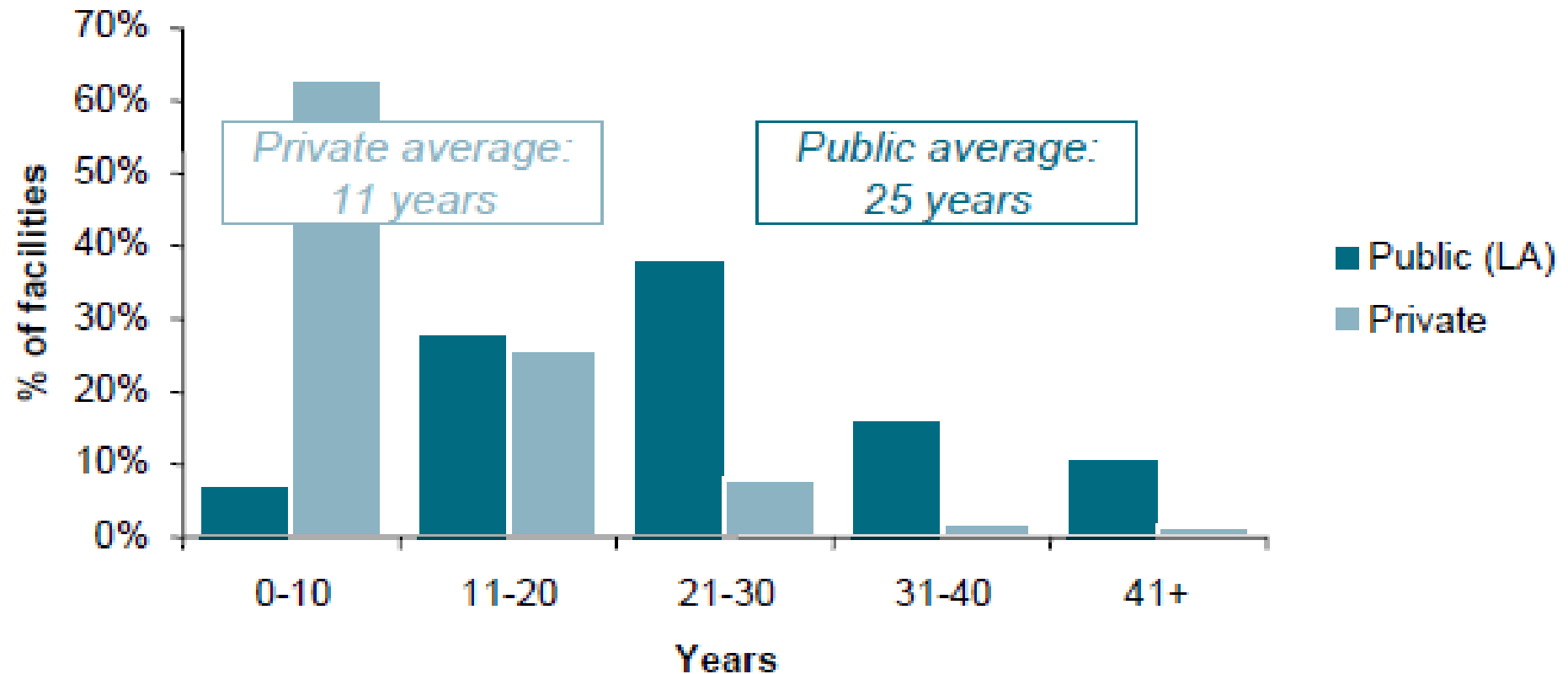
Exhibit 11: Public investment in sport in England and peer countries⁽¹¹⁾



Carter 2005

Declining status and performance of LA facilities

Exhibit 16: Public vs. private sector age of facilities⁽¹⁰⁾



Carter 2005

Recommendations

- Local authorities to rationalise facilities
- Schools to open their premises
- Greater research to understand conditions
- All new facilities to have social space
- Voluntary groups to be involved
- More accessible outdoor space
- Access to waterways

Rationalise

- Increase access to high quality
- Restricted public funding
- Dispose of facilities not fit for purpose
- Release finance
- Leadership & political will
- Can increase participation

Facility Provision in Wales, 1972 and 2002.

1972

- ***11 Sports Halls***
- ***29 Swimming Pools***
- ***104 Golf Courses***
- ***86 Squash Courts***

2002.

- ***175 Sports Halls***
- ***140 Swimming Pools***
- ***202 Golf Courses***
- ***389 Squash Courts***
- ***17 Athletics Tracks***
- ***26 Indoor Bowls Centres***
- ***10 Indoor Tennis Centres***
- ***79 Artificial Turf Pitches***

Source : Sports Council for Wales 2002 (48)

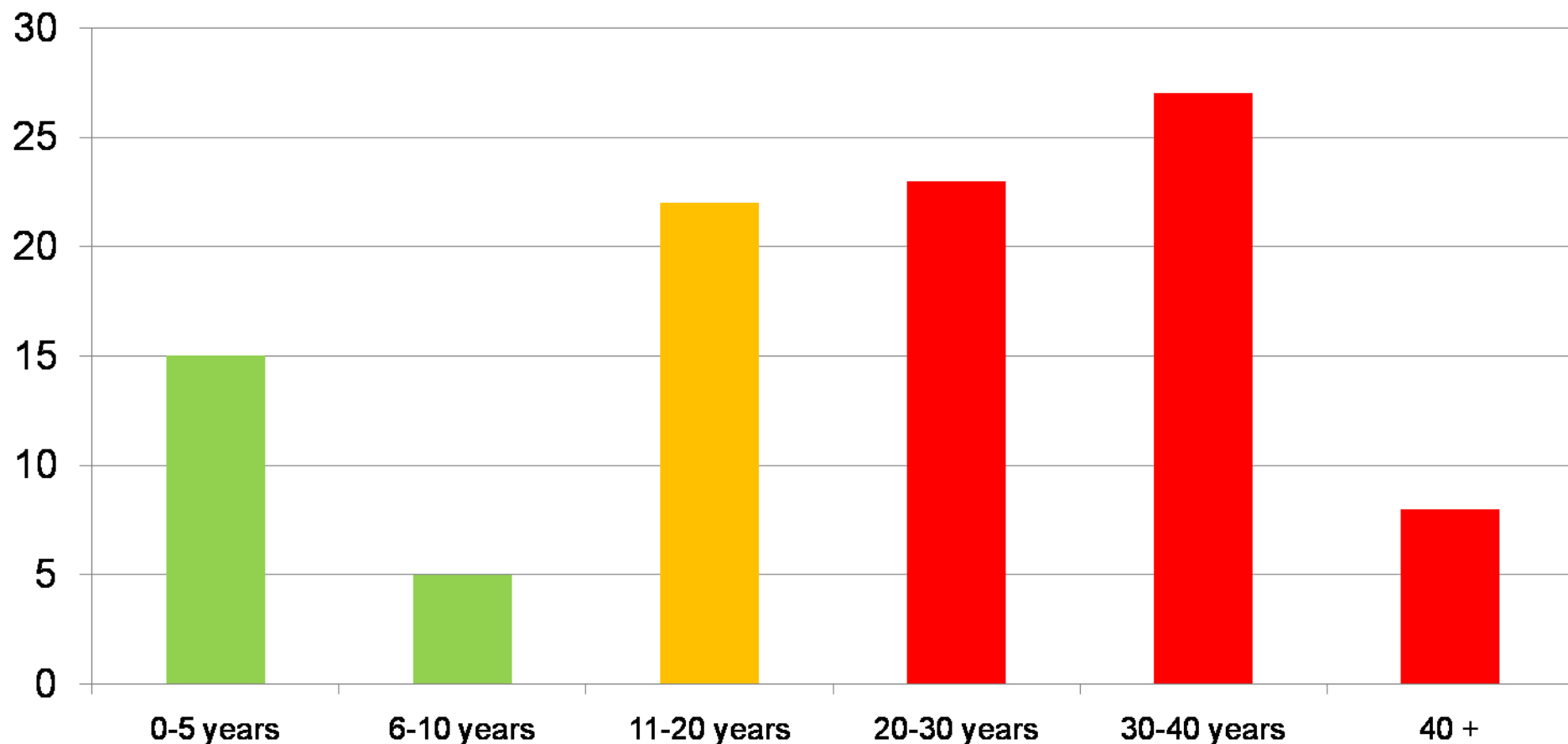
2008 Wales

- 460 built sports facilities in public use
- 70 National/ Regional Sports Facilities
- 2000 Natural turf pitches
- Stock Value £1 billion
- 17% adults visit a centre (300,000)



Age Bands of Facilities in Wales

Series 1



Case Study –Xcel Leisure Centre, Elbridge



Original Elbridge
Leisure Centre
+
Swimming Pool

Replaced
August 2006

Excel Leisure Centre

33,340

Throughput

(number of people per month)

62,500

Swimming

270%

Participation increase

Badminton

129%

Participation increase



Honeymoon Effect

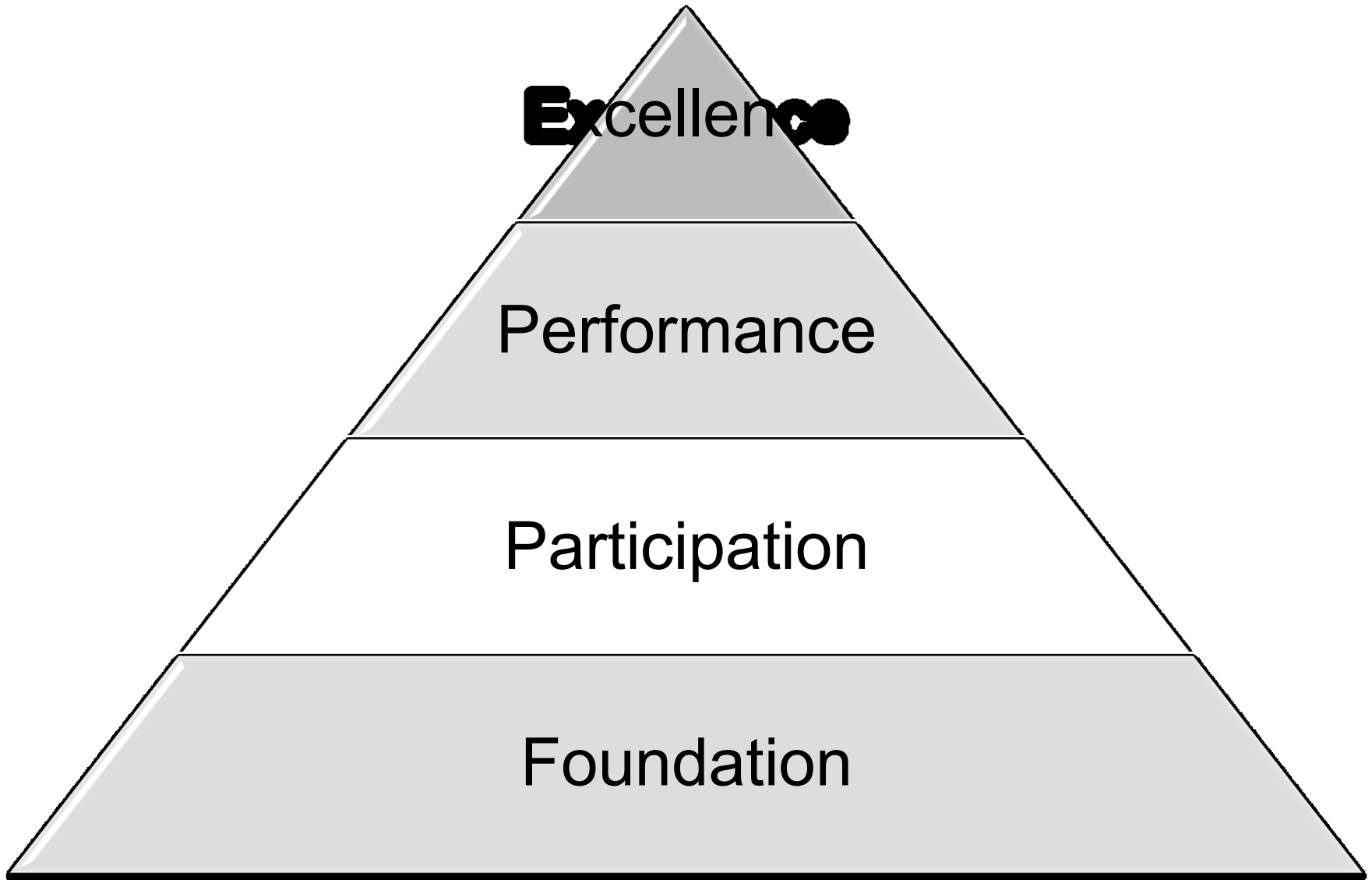
- Increased levels of attendance in new facilities
- Demand decreases with time
- Fluctuates
- McEvoy et al., 2005



Type of facilities



Sports Development Continuum



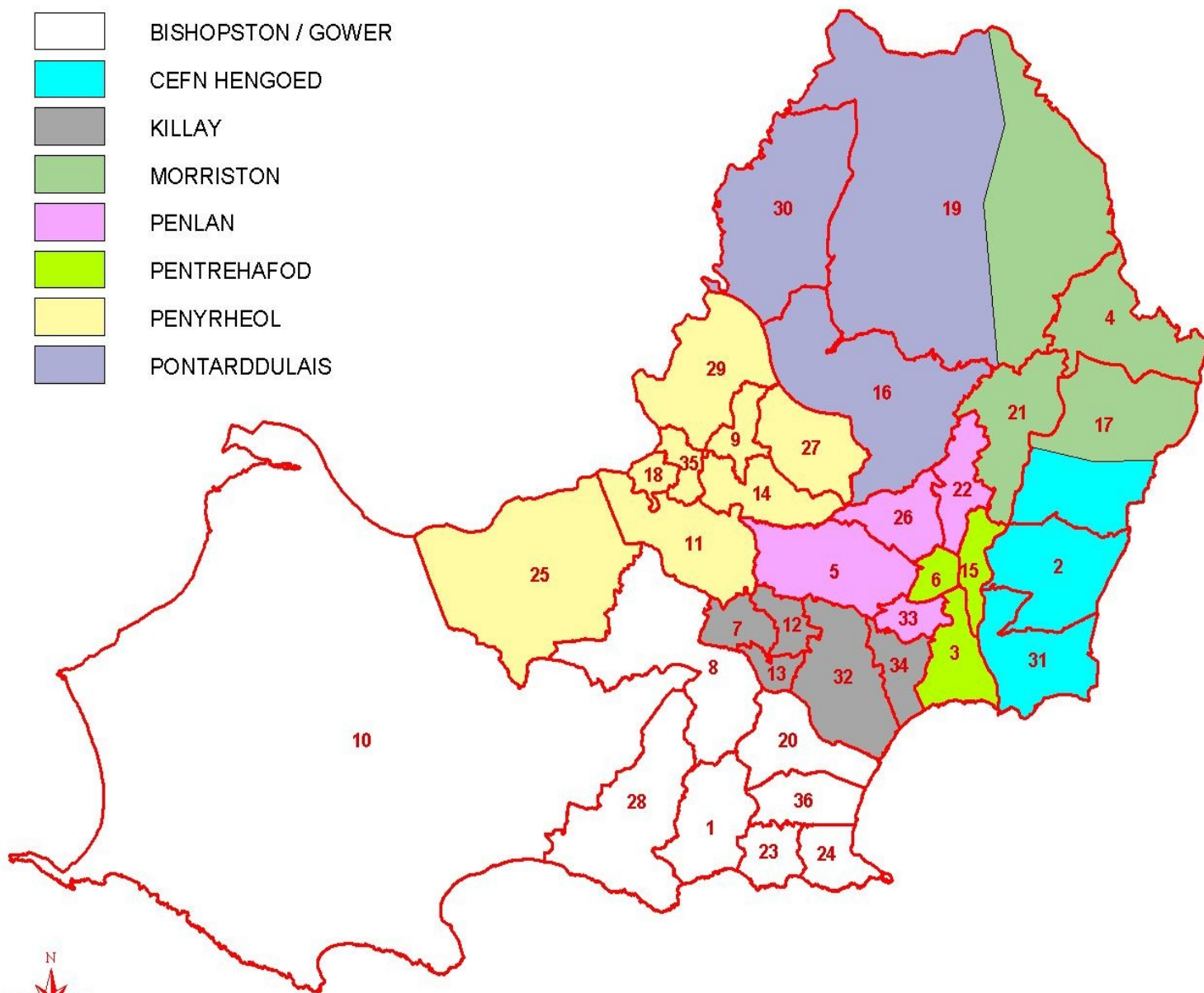
Framework of Facility Development Pathway

Facility Level	Facility Group	Facility Type	Sports Development Activity	Partners
4	Regional & National Facilities	National 50m pool Indoor/ Outdoor Athletics Tennis & Gym centre Double Astro turf pitch	Activities should include city wide, regional, home nations and International events. Regional and high performance centres of development. Schools/ clubs activity and coaching courses and seminars	SCW, NGB's of sport high level coaches and tutors to deliver programmes & courses
3	Stand alone leisure Facilities	4- 8 badminton court halls 25m Swimming pools & leisure pool Astro turf pitches	Activities should include community wide events. Local centres of development. Schools/ youth and adult clubs activity and coaching courses and seminars. Active used for intermediate fitness classes. A sports development information site where local community clubs and individuals can come for advice Use other facilities such as class room and bar areas to	SCW, NGB's of sport & LA. Novice and intermediate coaches and tutors to deliver programmes & courses. These coaches and tutors can be centre staff. Centre staff can also be trained to give sports devel advice
2	Large Community Dual Use Facilities	Activa Gyms Football/ rugby pitches		
1	Introductory Community Facilities	Community centre sports halls Community pools Floodlit Multi use areas	Activities should include local small scale community events. Ideal for primary aged sports programmes in schools and clubs. These sites are ideal for pilot or introductory programmes or new clubs to establish themselves at a low cost to build numbers and become sustainable. Ideal venues in Winter or Summer.	NGB's of sport & LA. Novice coaches and tutors to deliver programmes & courses. These coaches and tutors can be leisure centre staff. Volunteer coaches to assist.
Entry	Community Open Access	Parks and open spaces Small multi use areas School play areas	Open access often free .Activities should include local small scale community events. Ideal for primary aged sports programmes in schools and clubs. These sites are ideal for pilot or introductory programmes or new clubs to establish themselves at a no cost to build numbers and money through subs in summer to pay for winter venues and become sustainable.	Local Authority level. Novice coaches and tutors to deliver programmes & courses. These coaches and tutors can be leisure centre staff. Volunteer coaches to assist form local sixth forms & col.



LEISURE AREAS

	BISHOPSTON / GOWER
	CEFN HENGOED
	KILLAY
	MORRISTON
	PENLAN
	PENTREHAFOD
	PENYRHEOL
	PONTARDDULAI



City & County of Swansea

Electoral Wards

Map No.	Ward Name
1	BISHOPSTON
2	BORTHMAER
3	CASTLE
4	CLYDACH
5	COCKETT
6	CUMBORLA
7	DUNVART
8	FAIRWOOD
9	GORSEINON
10	GOWER
11	GOWERTON
12	KILLAY NORTH
13	KILLAY SOUTH
14	KINGSBRIDGE
15	LANDORE
16	LLANGYFELACH
17	LLANSAWLET
18	LOWER LOUGHOR
19	MAWR
20	MAYALS
21	MORRISTON
22	MYNYDDACH
23	NEWTON
24	OYSTERMOUTH
25	PENCLAWD
26	PENDERBRY
27	PENLLERGAE
28	PENNARD
29	PENYRHEOL
30	PONTARDDULAI
31	ST. THOMAS
32	SKETTY
33	TOWNHILL
34	UPLANDS
35	UPPER LOUGHOR
36	WEST CROSS

Prepared By:- Terry Jolly Date:-14/05/2004

Checked By:- Nick Miles Date:-14/05/2004

RESEARCH AND INFORMATION
TELEPHONE:- (01792) 635713

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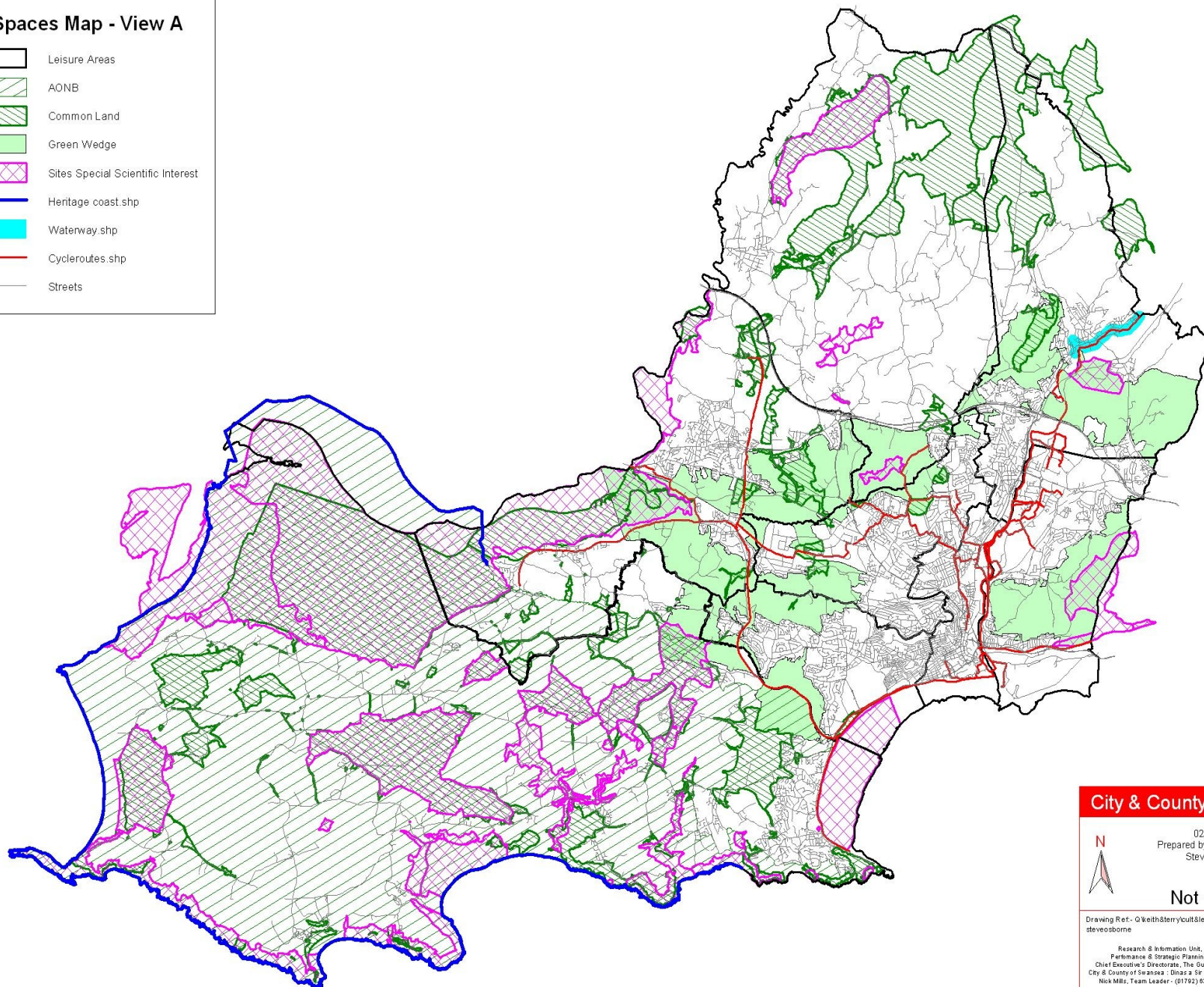
Not to Scale

Chief Executive's
Directorate



Open Spaces Map - View A

-  Leisure Areas
-  AONB
-  Common Land
-  Green Wedge
-  Sites Special Scientific Interest
-  Heritage coast.shp
-  Waterway.shp
-  Cyclerroutes.shp
-  Streets



City & County of Swansea



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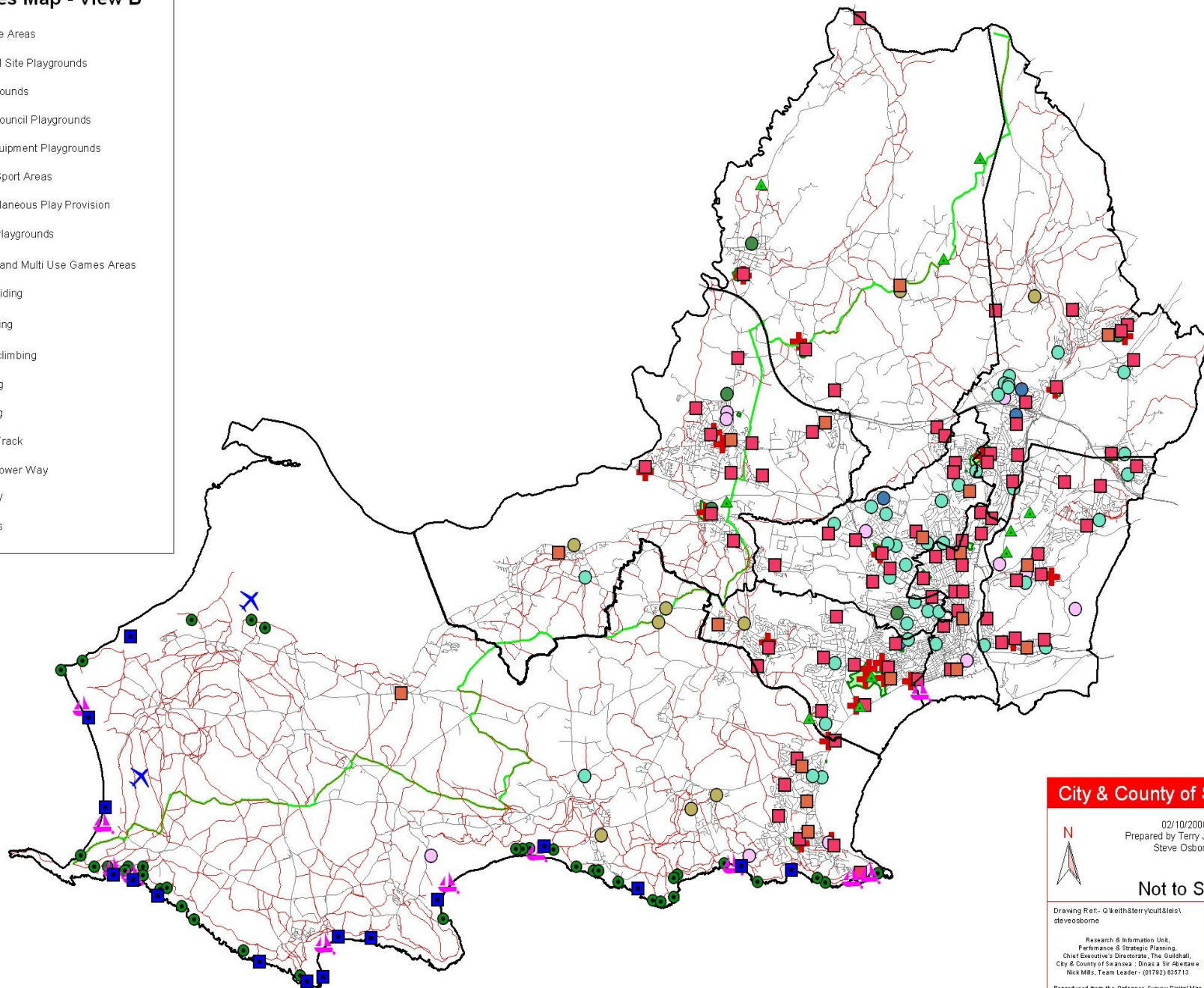
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Nick Mills, Team Leader - (01792) 655713

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Open Spaces Map - View B

-  Leisure Areas
-  School Site Playgrounds
-  Playgrounds
-  Non Council Playgrounds
-  No Equipment Playgrounds
-  Multi Sport Areas
-  Miscellaneous Play Provision
-  Park Playgrounds
-  Parks and Multi Use Games Areas
-  Paragliding
-  Kayaking
-  Rock climbing
-  Fishing
-  Surfing
-  BMX Track
-  The Gower Way
-  PROW
-  Streets



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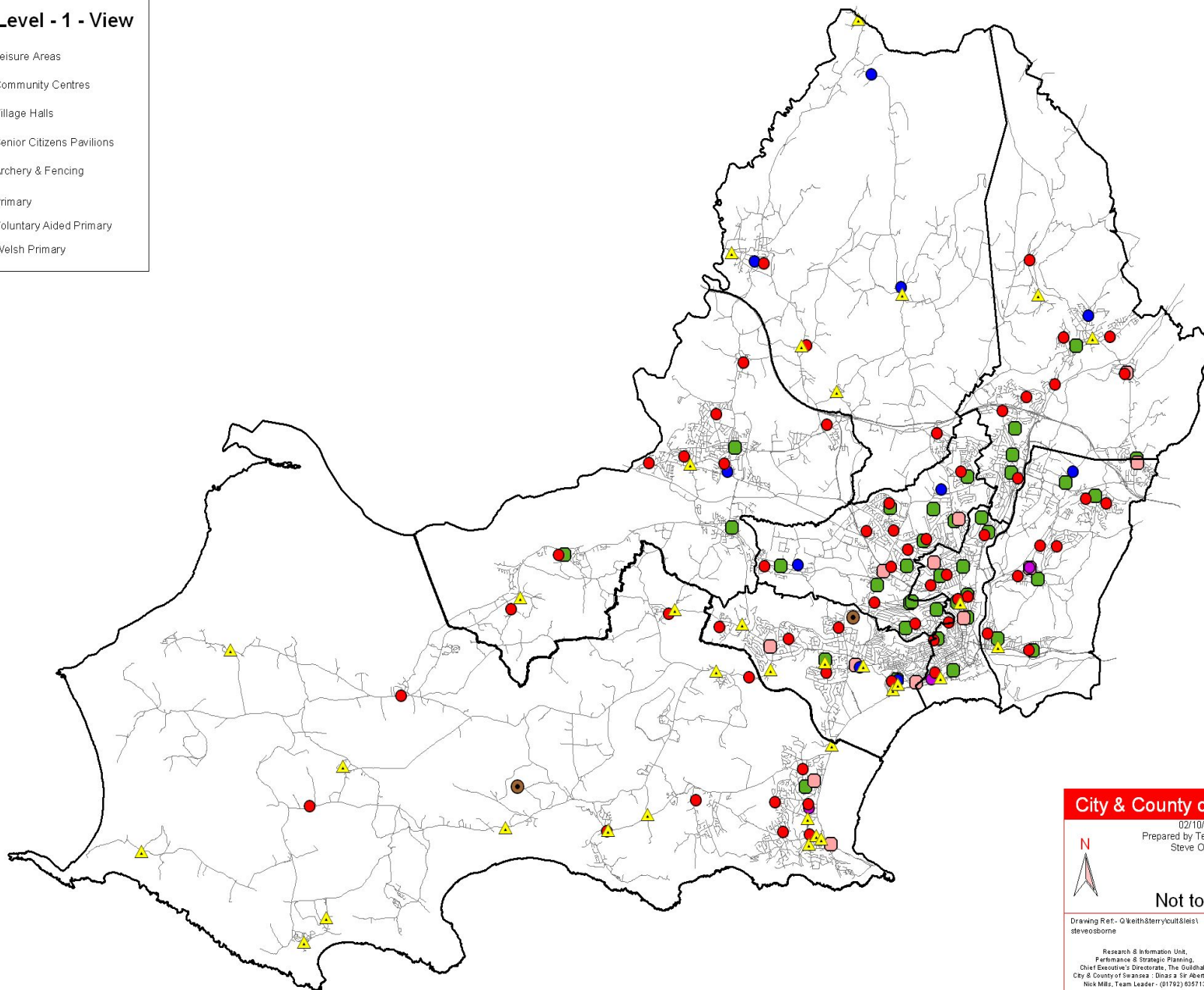
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Facility Level - 1 - View

-  Leisure Areas
-  Community Centres
-  Village Halls
-  Senior Citizens Pavilions
-  Archery & Fencing
-  Primary
-  Voluntary Aided Primary
-  Welsh Primary



City & County of Swansea

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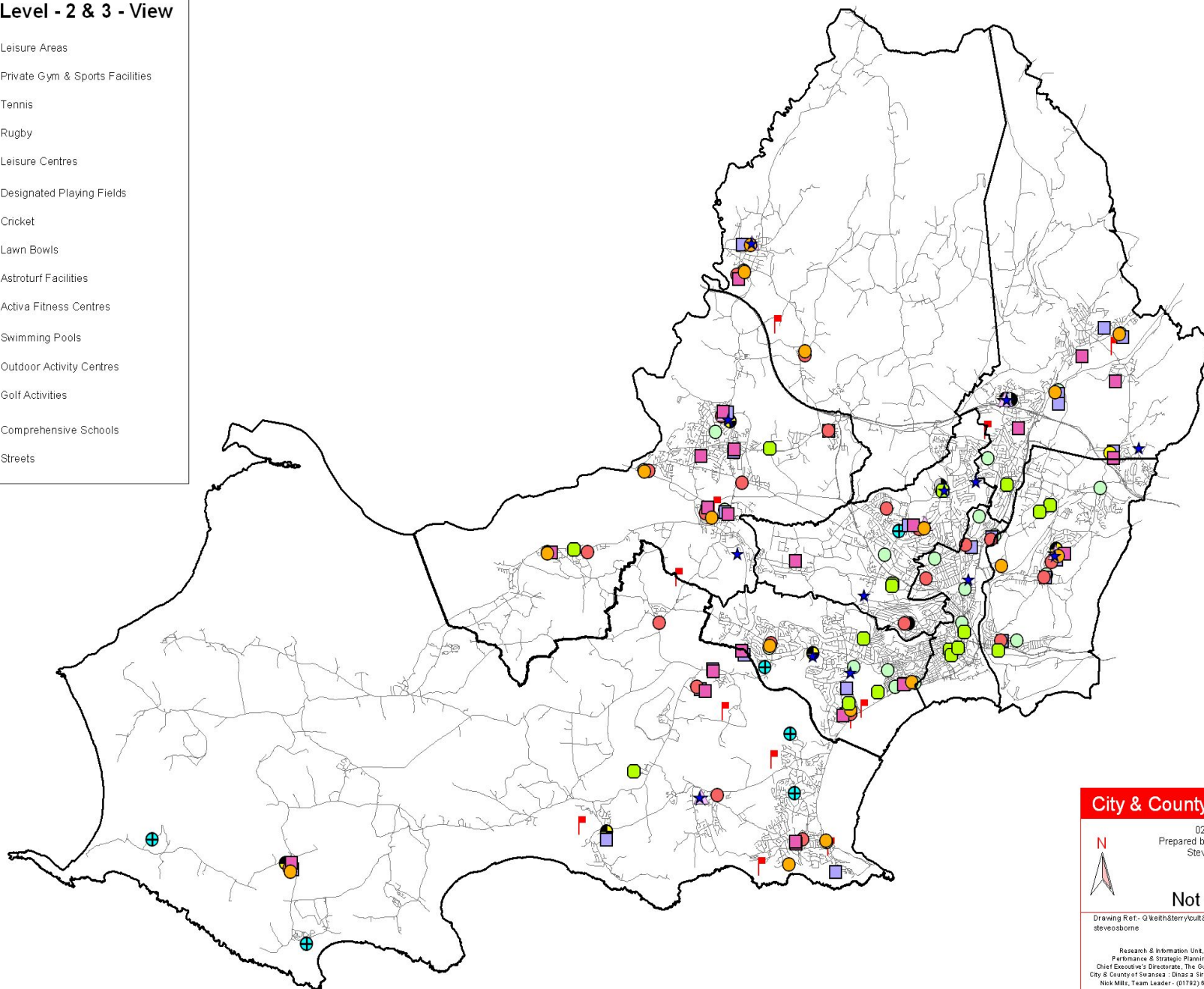
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Facility Level - 2 & 3 - View

-  Leisure Areas
-  Private Gym & Sports Facilities
-  Tennis
-  Rugby
-  Leisure Centres
-  Designated Playing Fields
-  Cricket
-  Lawn Bowls
-  Astroturf Facilities
-  Activa Fitness Centres
-  Swimming Pools
-  Outdoor Activity Centres
-  Golf Activities
-  Comprehensive Schools
-  Streets



City & County of Swansea



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Facility Level - 4 - View



Leisure Areas

Regional Facilities



Air Activities - Swansea Airport



Athletics Track



Felindre (RAC Rally)



Gower Riding Club



Hockey Centre



Indoor Climbing Centre



Liberty Stadium



Mumbles Yachting



National 50m Pool



Pony Club



St. Helen's Sports Ground



Swansea Greyhound Stadium



Swansea Gymnastics Centre



Swansea Marina and Riverside Yachting



Swansea Show



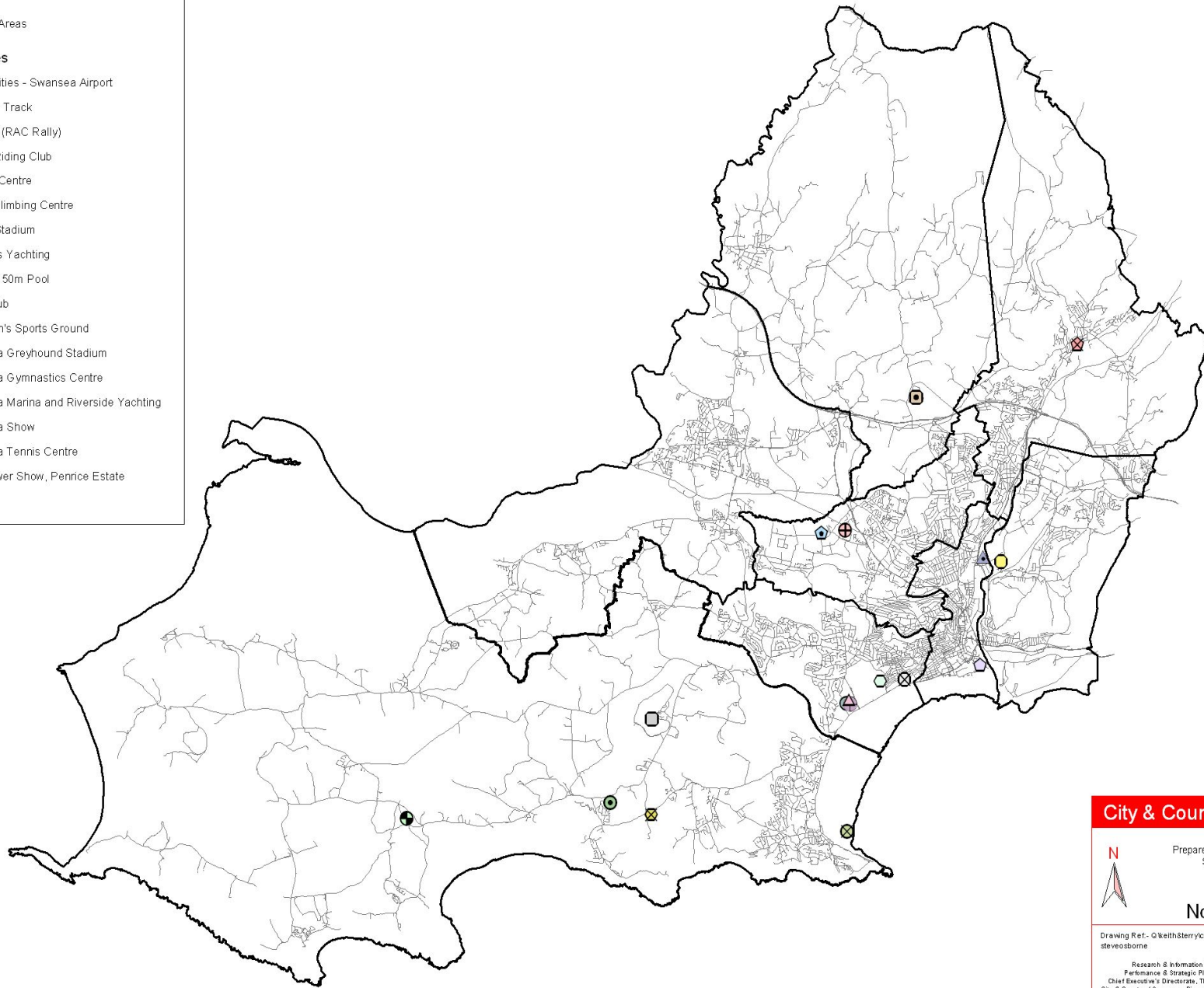
Swansea Tennis Centre



The Gower Show, Penrice Estate



Streets



City & County of Swansea



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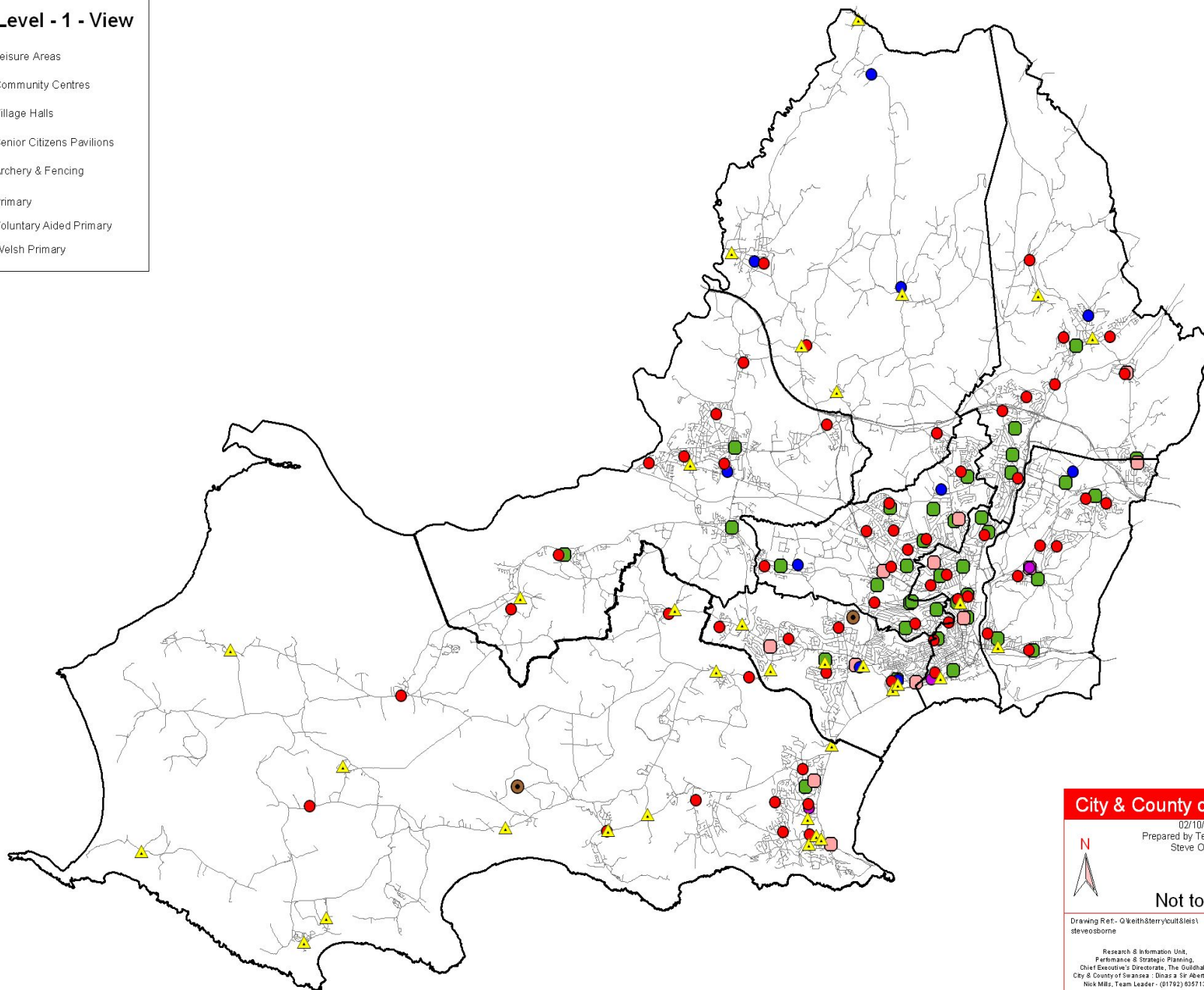


School Facilities

- Schools centre of community
- Out of school hours
- Inconsistent
- Attitude of individual school
- Should be made compulsory
- England 3343 schools
- 83,575 hours (5 each)
- 220 in Wales 1100 hours in Wales

Facility Level - 1 - View

-  Leisure Areas
-  Community Centres
-  Village Halls
-  Senior Citizens Pavilions
-  Archery & Fencing
-  Primary
-  Voluntary Aided Primary
-  Welsh Primary



City & County of Swansea

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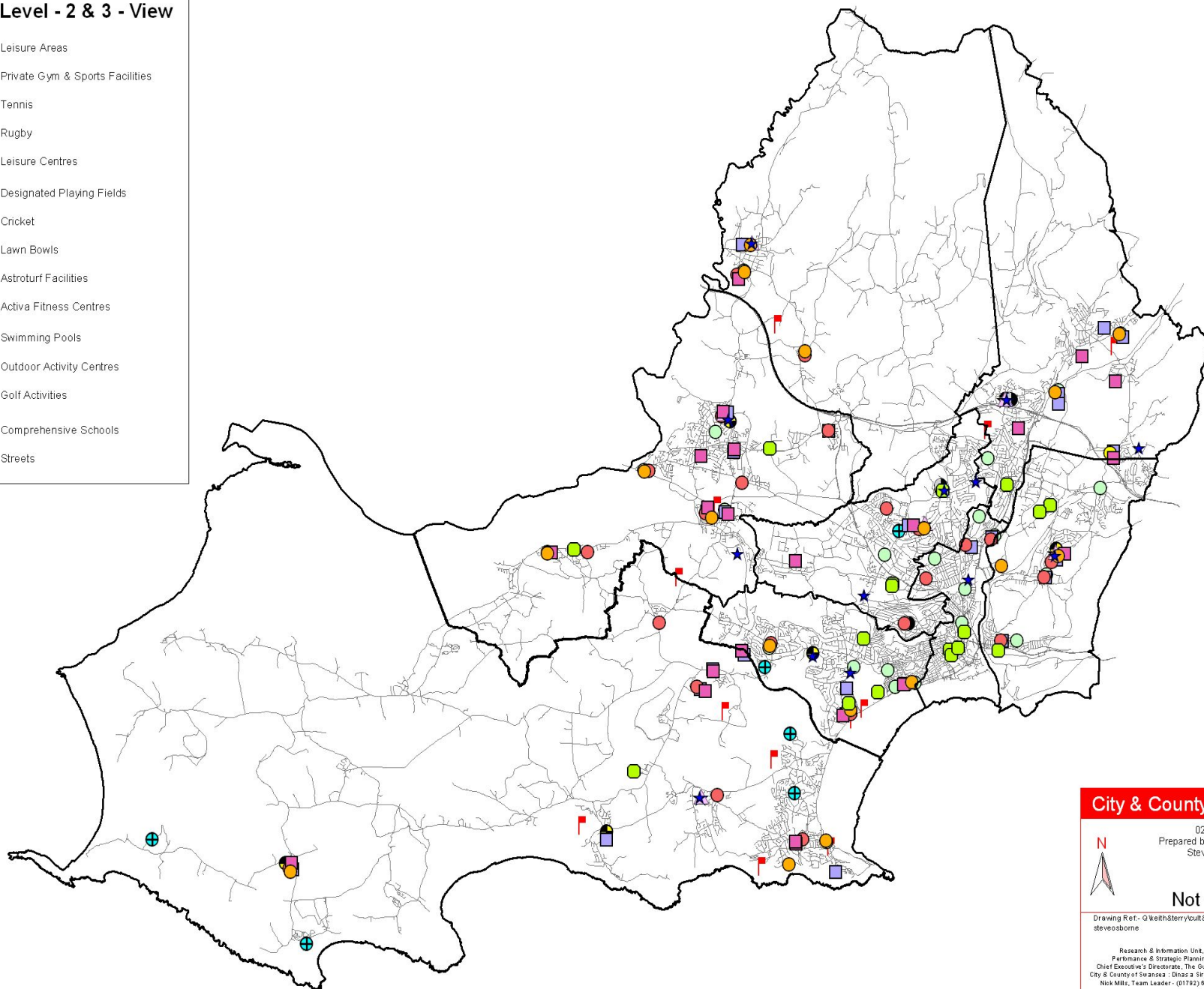
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Facility Level - 2 & 3 - View

-  Leisure Areas
-  Private Gym & Sports Facilities
-  Tennis
-  Rugby
-  Leisure Centres
-  Designated Playing Fields
-  Cricket
-  Lawn Bowls
-  Astroturf Facilities
-  Activa Fitness Centres
-  Swimming Pools
-  Outdoor Activity Centres
-  Golf Activities
-  Comprehensive Schools
-  Streets



City & County of Swansea



02/10/2006
Prepared by Terry John for :-
Steve Osborne

Not to Scale

Drawing Ref: Q\Keith\Terry\cut&lets\steveosborne

Research & Information Unit,
Performance & Strategic Planning,
Chief Executive's Directorate, The Guildhall,
City & County of Swansea : Dinas a Sir Abertawe
Nick Mills, Team Leader - (01792) 655713

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SWANSEA METROPOLITAN UNIVERSITY
PRIFYSGOL FETROPOLITAN ABERTAWE

Playing Fields

Playing Fields 1992 E&W

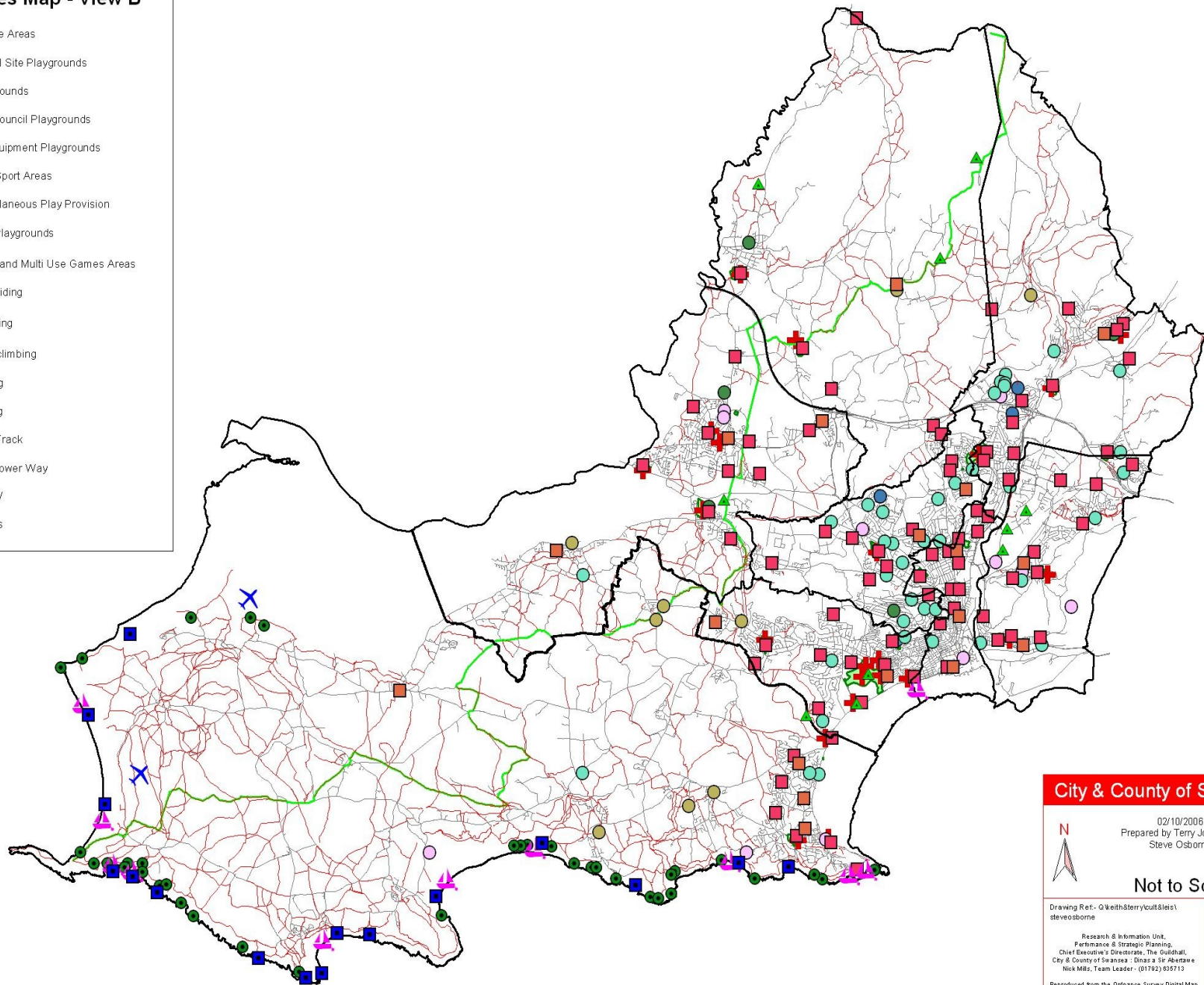
- 26,000 Playing Field Locations
- 78,000 Pitches

Playing Fields 2009 E&W

- 20,000 Playing Field Locations
- 68,000 Pitches

Open Spaces Map - View B

-  Leisure Areas
-  School Site Playgrounds
-  Playgrounds
-  Non Council Playgrounds
-  No Equipment Playgrounds
-  Multi Sport Areas
-  Miscellaneous Play Provision
-  Park Playgrounds
-  Parks and Multi Use Games Areas
-  Paragliding
-  Kayaking
-  Rock climbing
-  Fishing
-  Surfing
-  BMX Track
-  The Gower Way
-  PROW
-  Streets



City & County of Swansea



02/10/2008
Prepared by Terry John for :-
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Drawing Ref:- Q:\leisure\council&leis\
steveosborne

Research & Information Unit,
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Nick Mills, Team Leader - (01792) 655713

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fit



fields in trust



Fields in Trust (FIT)

- Protecting individual playing fields from development
- Improving the available facilities on playing fields
- Influencing government policy to ensure our remaining fields aren't sold off
- Campaigning to save fields under threat
- Helping local communities to manage their fields
- Working with partner organisations to enhance local communities through improved facilities and activities
- Increasing awareness of the value of playing fields.



Outdoors

Increase Access

Still Restrictions on access in some areas

Transport

Lack of Information

90% of pop live within 2 miles of Waterway

Investment

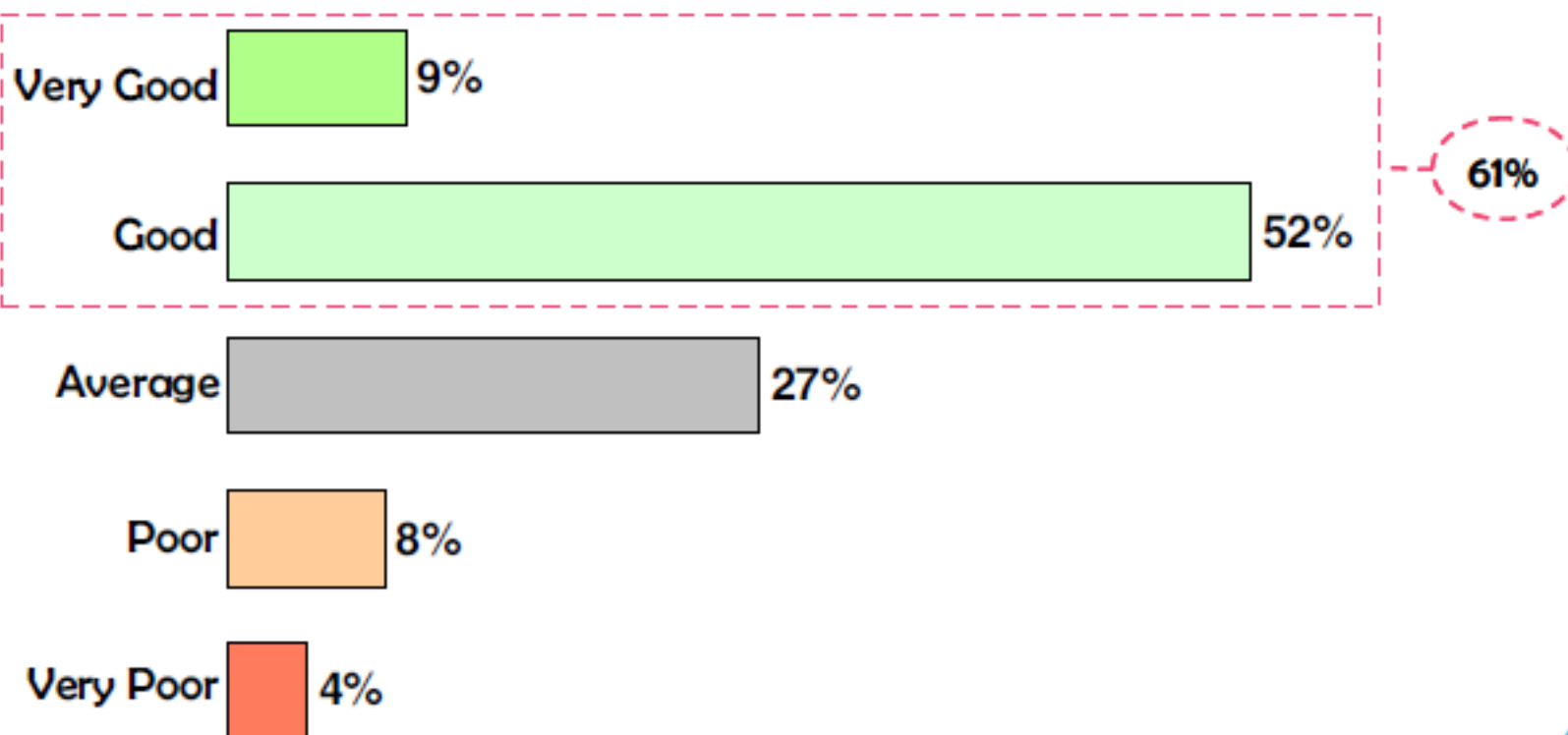
All children in Wales will have experienced an outdoor adventure activity before the age of 12 and a further experience before the age of 16.



- **All public sector employees and three-quarters of all other employees will have access to sport and physical activity facilities, at or within a 10-minute walk of the workplace.**
- ***The percentage of the people in Wales using the Welsh natural environment for outdoor activities will increase from 36% to 60%.***
- ***95% of people in Wales will have a footpath or cycle-path within a ten-minute walk.***
- ***No one should live more than a six-minute walk (300m) from their nearest natural green space.***



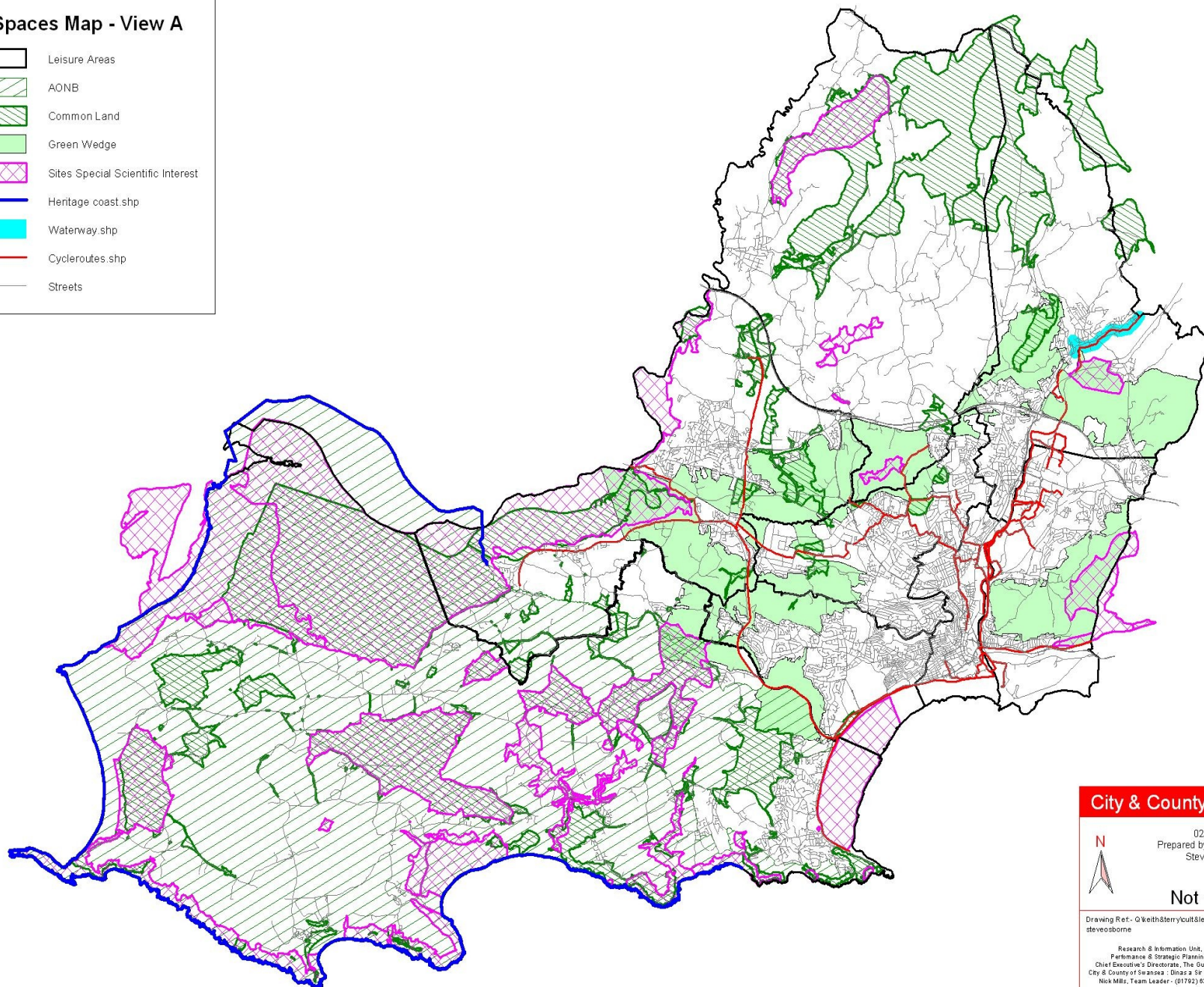
Overall, how would you rate the level of access to the natural environment in the UK?



n = 259

Open Spaces Map - View A

-  Leisure Areas
-  AONB
-  Common Land
-  Green Wedge
-  Sites Special Scientific Interest
-  Heritage coast.shp
-  Waterway.shp
-  Cyclerroutes.shp
-  Streets



City & County of Swansea



02/10/2008
Prepared by Terry John for :-
Steve Osborne

Not to Scale

Drawing Ref:- Q\leith\terry\cut&leis\
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Nick Mills, Team Leader - (01792) 655713

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A group of approximately 15 people, likely students or staff, are posing for a photo in a river. They are all wearing bright orange helmets and life jackets. Some are sitting on large, mossy rocks in the water, while others are standing or sitting on the bank. The background is a lush, green forest with many trees and foliage. The water is calm and reflects the surrounding greenery.

It's not that I'm smart, I just stay with
problems longer.







**Only 8% of the rivers in
England are available
for public access**



STREET



ROCK



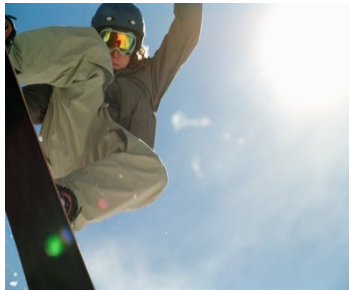
TRACK



WATER



SNOW



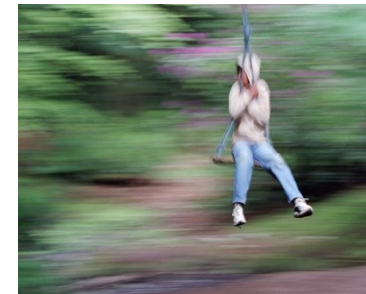
JOURNEY



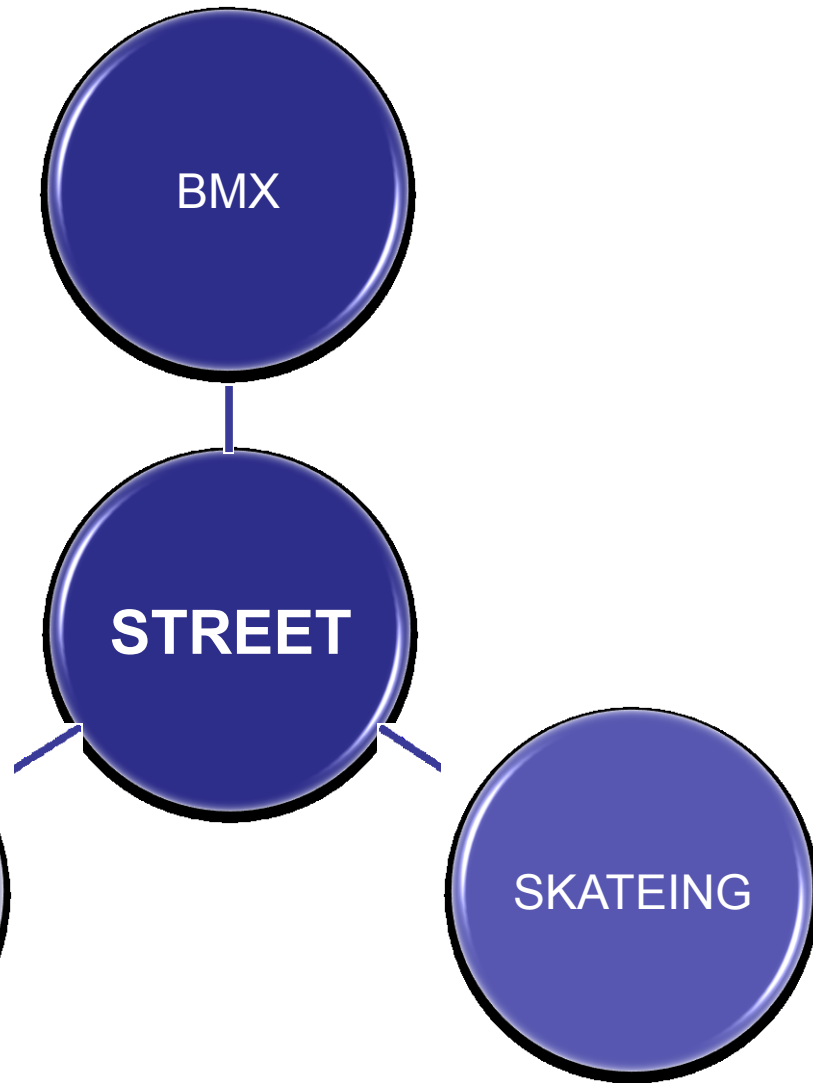
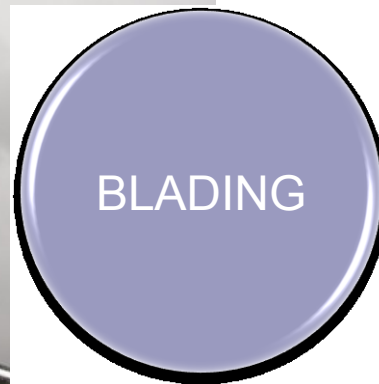
TEAM



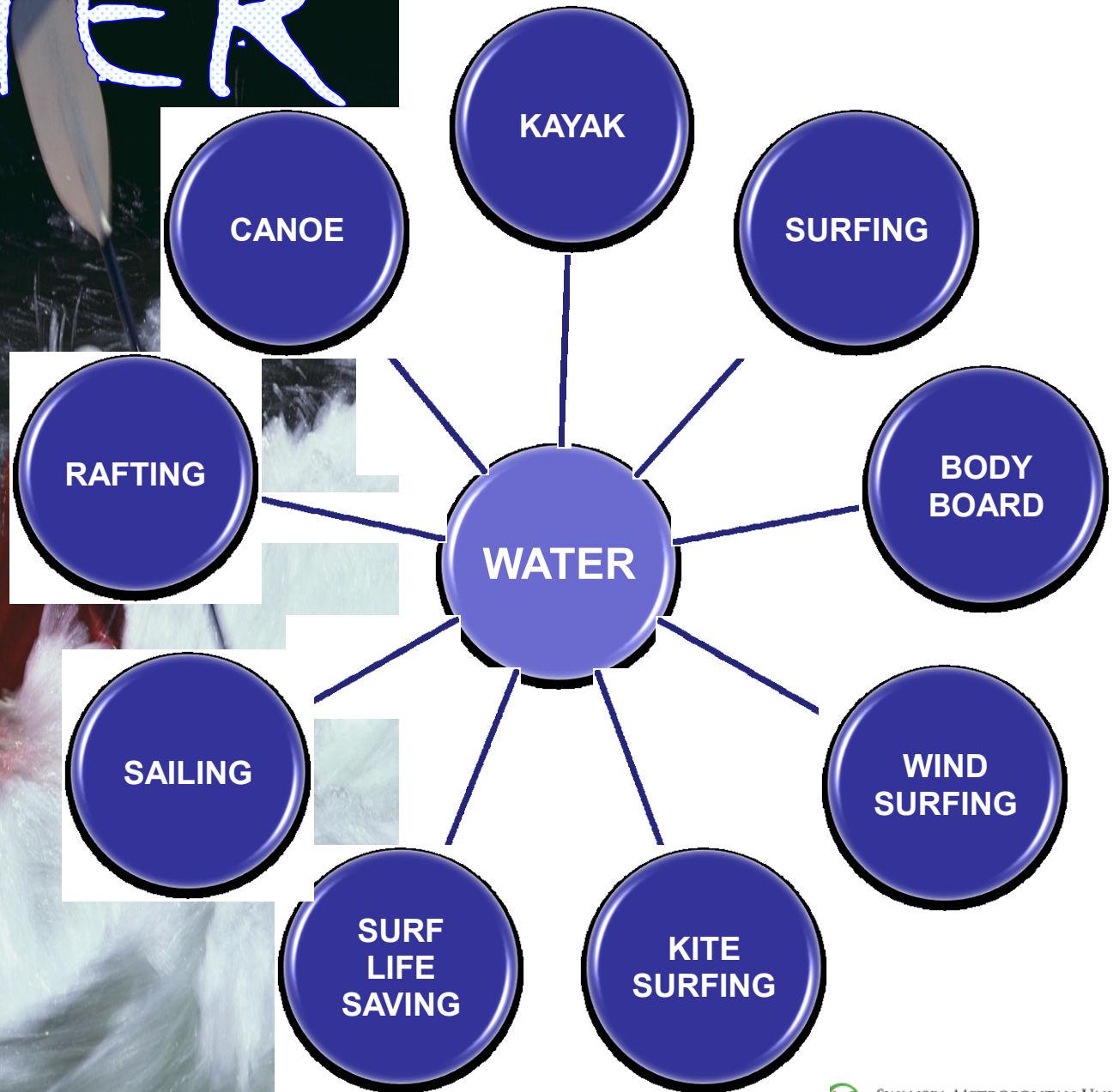
CRAFT



STREET



WATER





ADVENTURE
RACING

TRAIL
CYCLING

TRACK

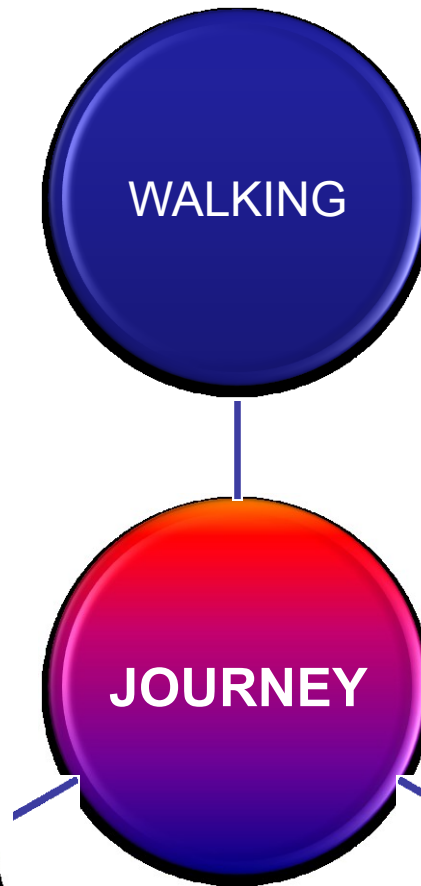
CROSS
COUNTRY
BIKING

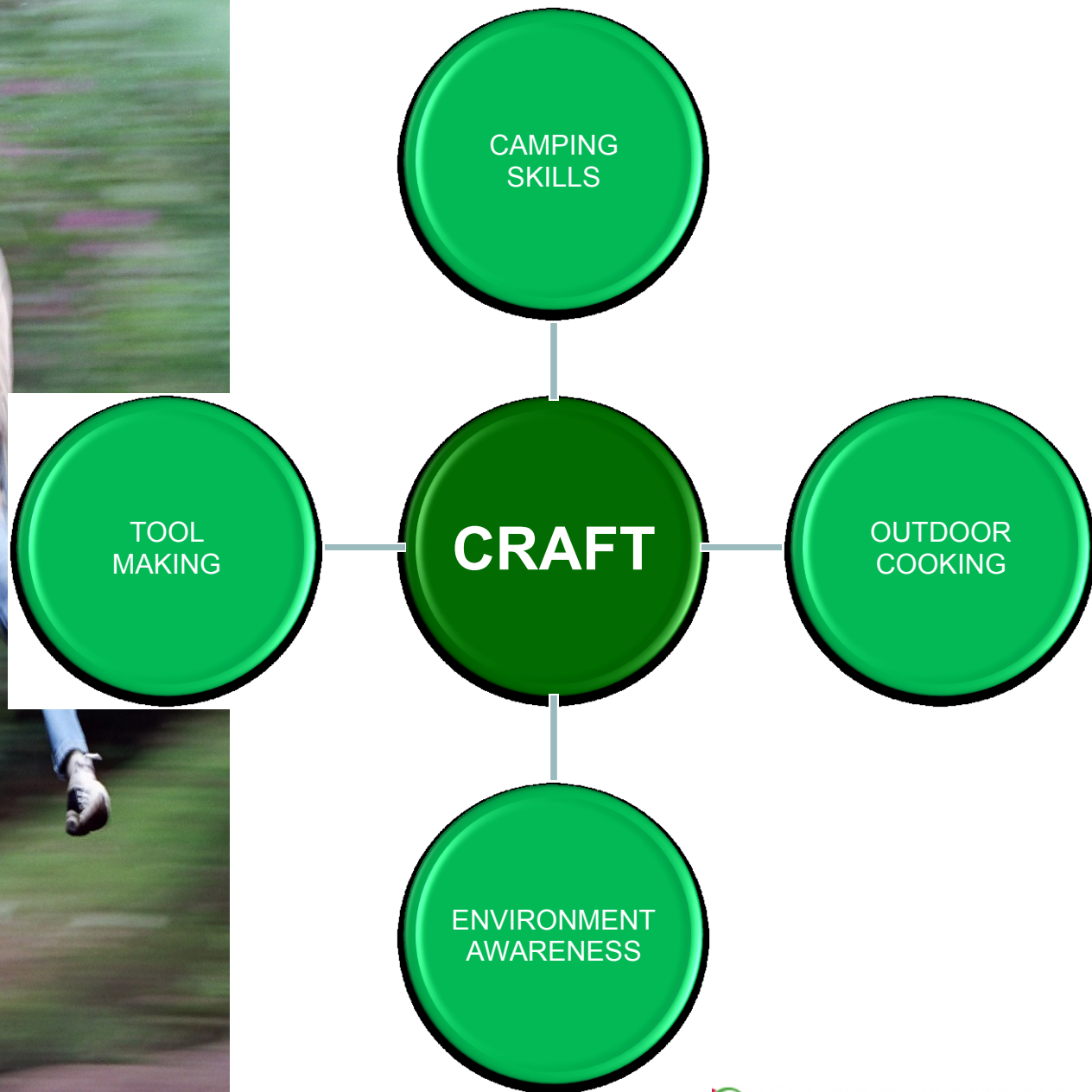
DOWN HILL
BIKING

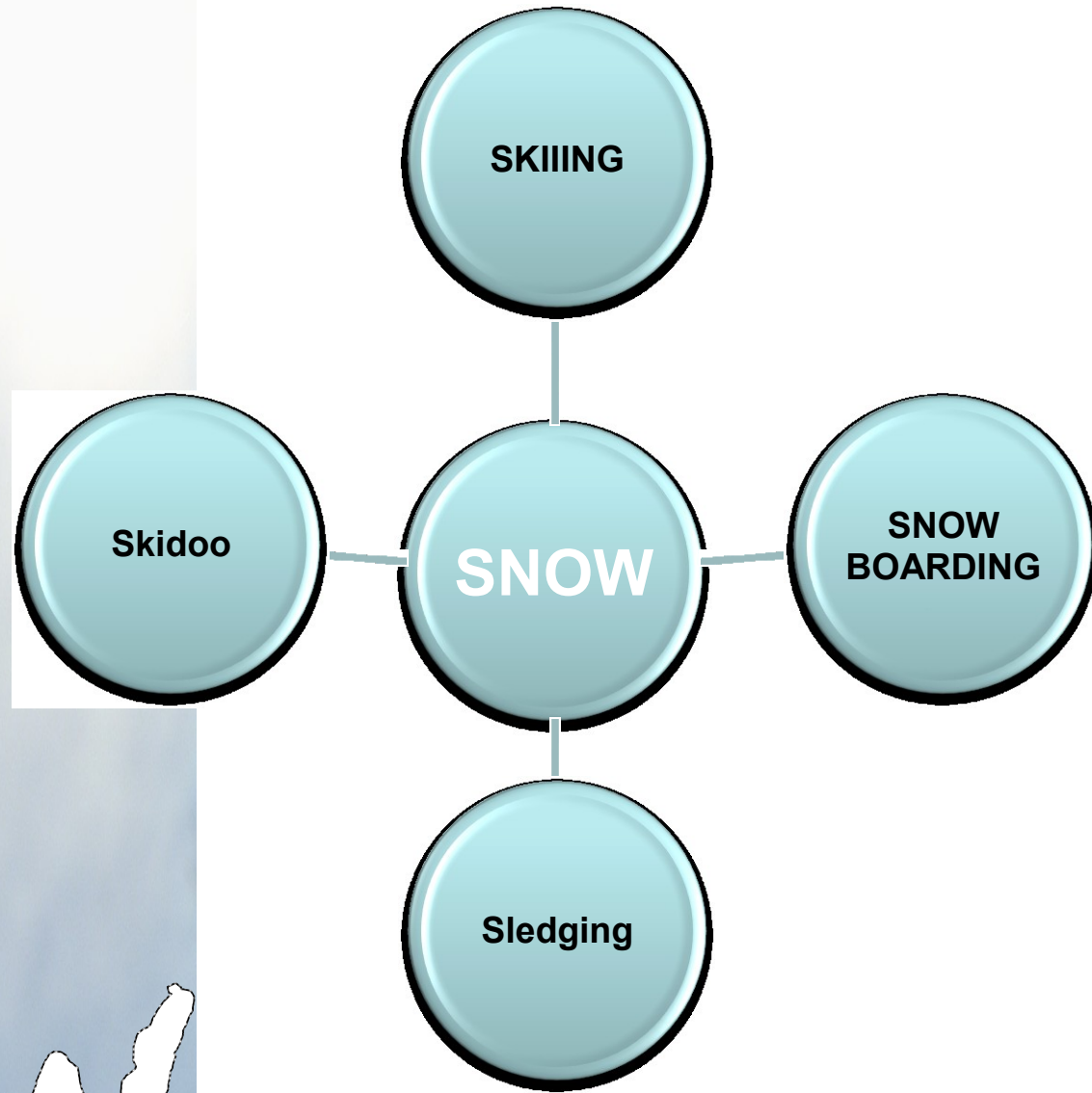




JOURNEY







Access Legislation



England & Wales

- 140,000 miles of public rights of way
- Countryside and Rights of Way Act 2000 (CROW)
 - 1.25 million hectares of open access land
- Coastal Access – to be implemented
 - Continuous coastal path around England & Wales with 'spreading room' for exploration of surrounding area



Scotland

- Land Reform Act
 - Grants statutory access rights to most land and inland water
 - Automatic right of access negates need for rights of way and open access legislation

Table 1.2 Water Bodies in Wales

Coastal Waters	
Coast length	1426 km
Estuary area	23912ha
Inland waters	
Canal length (including disused stretches)	203km
Canal navigations	152km
River lengths (rivers are main rivers defined by Environment Agency)	4681km
River navigations	120km
River access agreements for canoeing (inc. 35km WCA signed agreements as of September 2007 and 56km on the Wye/Usk pilot agreement). NOTE: recent WCA policy statements suggest that the 35km of agreement may be under threat of revocation.	91km
Enclosed waters area (inc. lakes, reservoirs, gravel pits 0.1ha or greater outside urban areas or of any size within urban areas)	8501ha
Enclosed waters (number)	657





“The time and conditions are right for Government to provide a new generation of community sports and leisure facilities across the country, delivered in partnership with the private sector and using standardised procurement methods.....there is a need for targeted investment”

4Ps review of leisure PFI and PPP (February 2007)
<http://tiny.cc/reviewofleisure>



K2 Crawley Sport & Leisure Centre

- 50m swimming pool & leisure pool
- 12 court multi-purpose sports hall
- Health & fitness suite
- 12m climbing wall
- five squash courts
- Gymnastics training hall
- Indoor bowls
- Martial arts
- Athletics facility





Sports Hall Activities







What is strategy?

DIRECTION

WHAT to do



What is strategy?

DIRECTION

WHAT to do



IMPLEMENTATION

HOW to do it





“Strategy concerns
direction and
co-ordination”

> KEY IDEA

Operations strategy concerns developing the **CAPABILITIES** of an organisation to reflect the **NEEDS** of its customers and markets

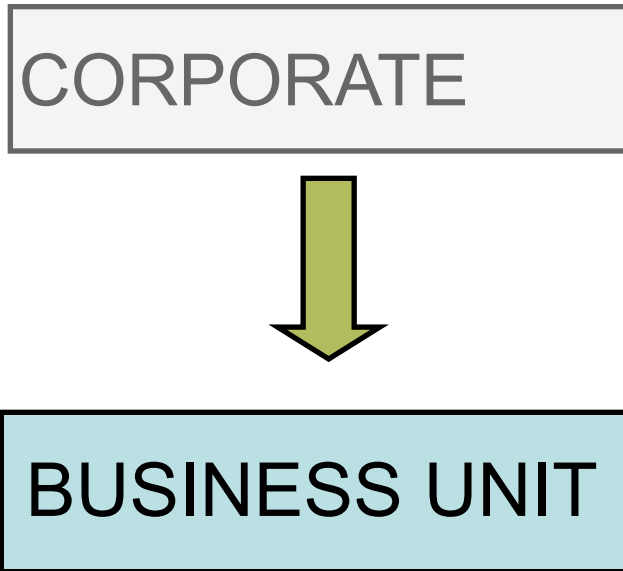


Levels of strategy

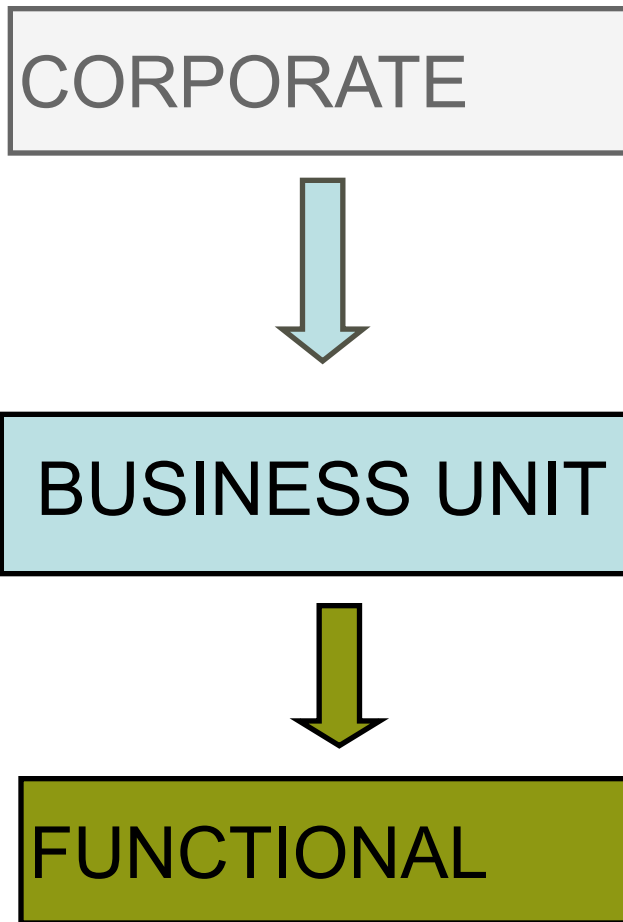
CORPORATE



Levels of strategy



Levels of strategy



Levels of strategy

Corporate

DIRECTION OF TOTAL BUSINESS

- Where to INVEST or DIVEST
- SALES REVENUE priorities



IMPLEMENTATION

Allocation of investment FUNDS



Levels of strategy

Business unit

DIRECTION OF BUSINESS UNIT

- MARKETS in which it competes
- Where to GROW its business
- Nature of COMPETITION
- Relevant COMPETITIVE CRITERIA



IMPLEMENTATION

- WHICH functional tasks to invest in
- HOW to invest in these tasks



Levels of strategy

Functional

DIRECTION OF FUNCTION

Support COMPETITIVE DIMENSIONS
within a market for which it is solely
or partly RESPONSIBLE



IMPLEMENTATION

- Meeting competitive REQUIREMENTS
- Selecting APPROACHES to attain improvement goals
- Implement the PLAN





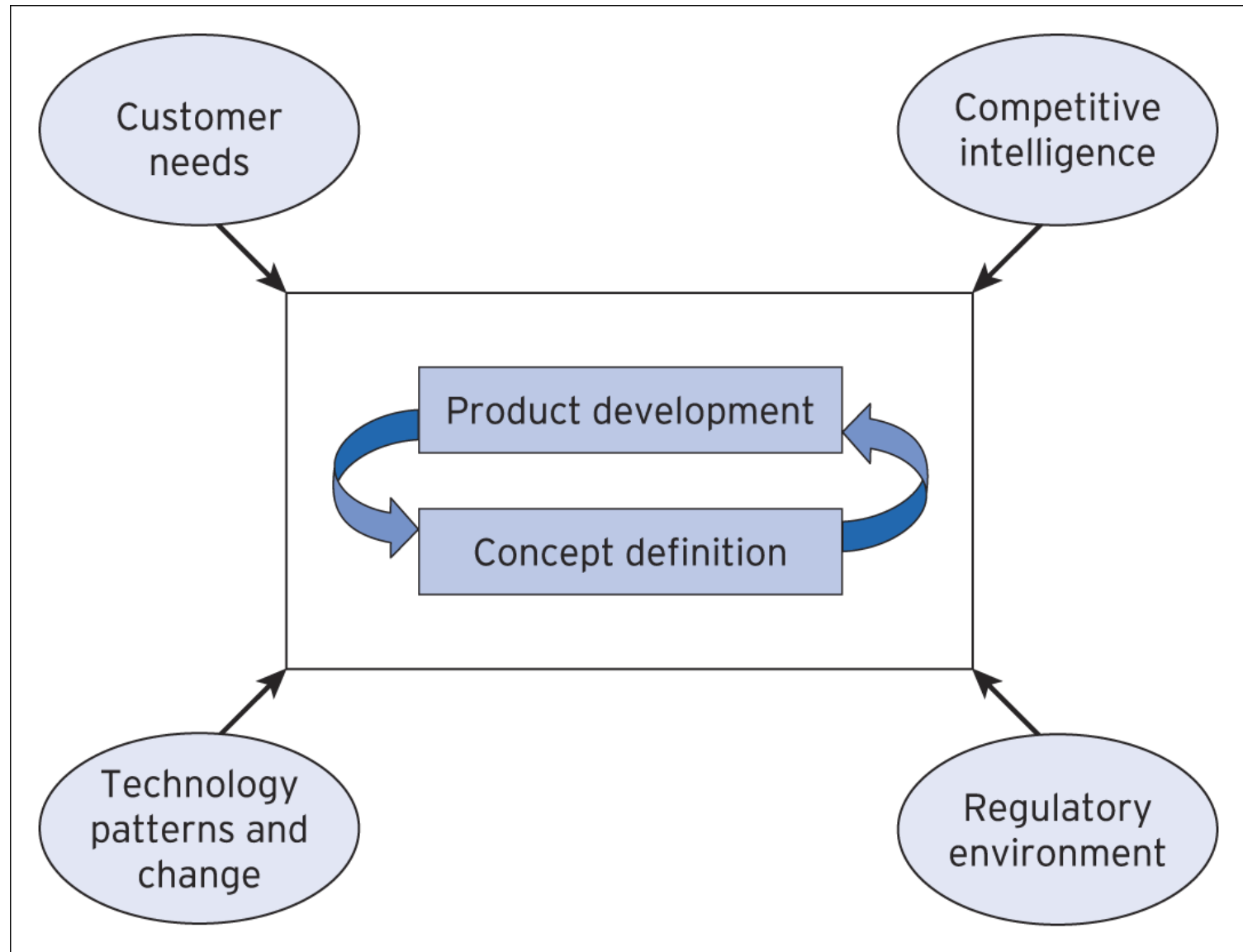
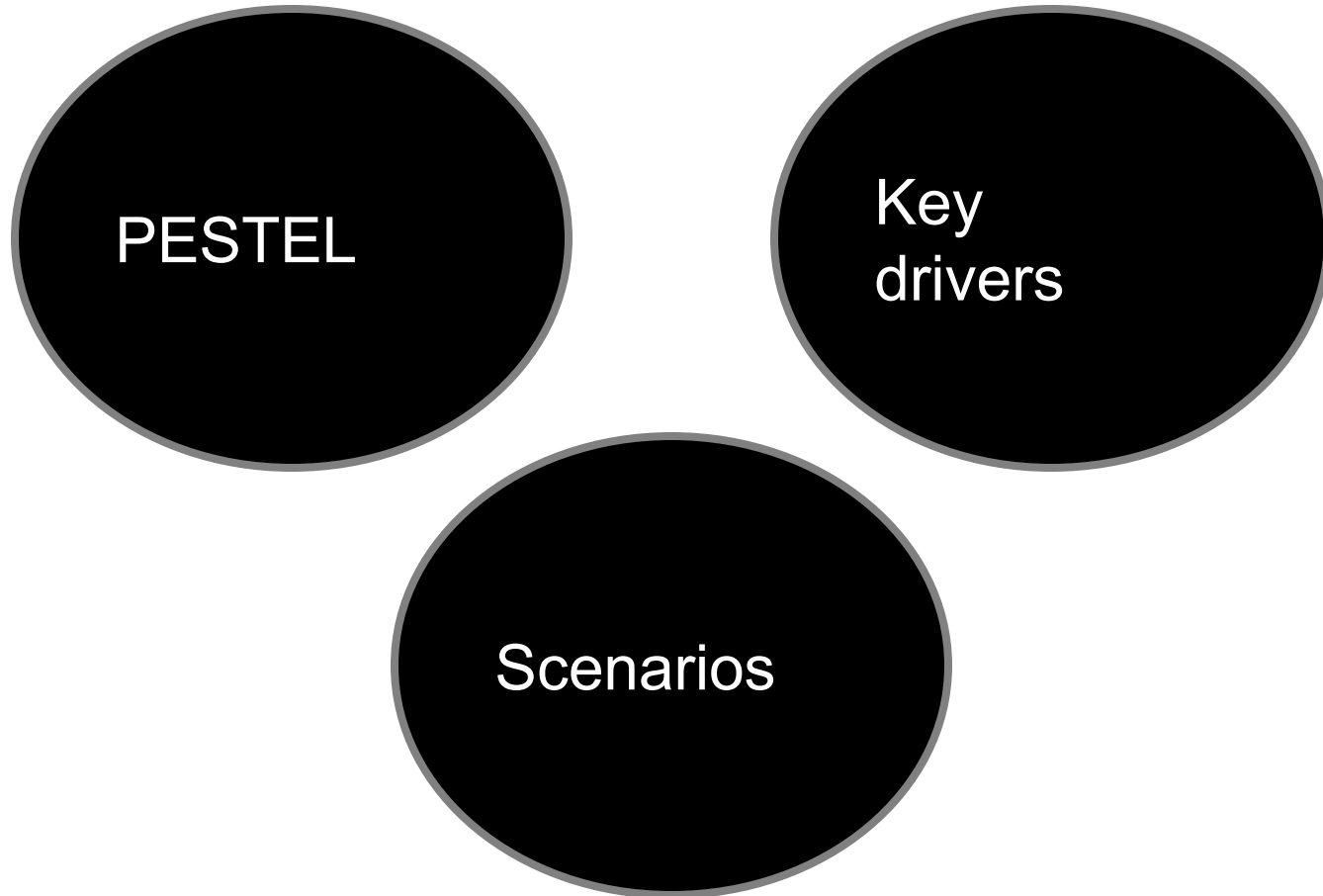


Figure 11.3 The different angles of the market environment

Source: Day, 2002

The Macro-Environment



Concept	Exhibit Illustrations	Helps with understanding	Suitable strategies must address (examples)
PESTEL	III. 2.1	Key environmental drivers Changes in industry structure	Industry cycles Industry convergence Major environmental changes
Scenarios	III. 2.2	Extent of uncertainty/risk Extent to which strategic options are mutually exclusive	Need for contingency plans or 'low-cost probes'
Five-forces	Ex. 2.2 III. 2.3	Industry attractiveness Competitive forces	Reducing competitive intensity Development of barriers to new entrants
Strategic groups	III. 2.5	Attractiveness of groups Mobility barriers Strategic spaces	Need to reposition to a more attractive group or to an available strategic space
Core competences	Exs 3.1, 3.6 3.8	Industry threshold standards Bases of competitive advantage	Eliminating weaknesses Exploiting strengths
Value chain	Exs 3.6, 3.7	Opportunities for vertical integration or outsourcing	Extent of vertical integration or possible outsourcing
Stakeholder mapping	Ex. 4.5 III. 4.4a, b	Power and interest of stakeholders	Which strategic options are likely to address the interests of which stakeholders
Cultural web	Ex. 5.7 III. 5.4	The links between organisational culture and the current strategy	The strategic options most aligned with the prevailing culture



PEST Framework

Political/Legal

Economic

Social

Technological

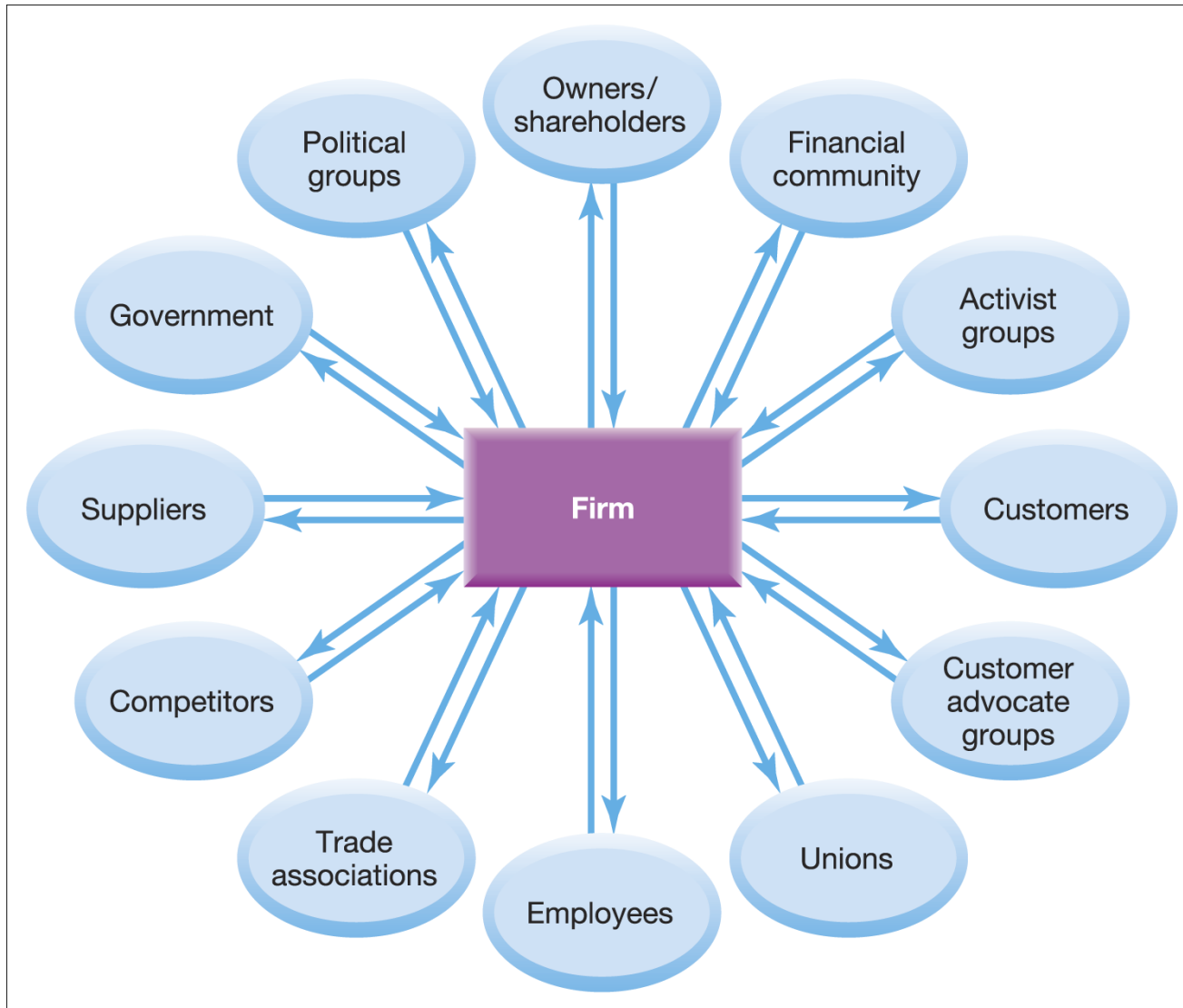


Exhibit 4.7 Stakeholders of a large organisation

Source: From R.E. Freeman, *Strategic Management: A Stakeholder Approach*, pub. Pitman 1984 Copyright 1984 by R. Edward Freeman





The Political/Legal Environment

- Political influences affect businesses because quite simply political parties have policies, which are often put into legislation, which clearly must be obeyed (Blythe 2006).
- The political environment is regarded as including the regulatory environment, whether such regulation emanates from the government or from industry based bodies (CIM 2008).

The Political/Legal Environment

Key issues in the political/legal environment (Hooley *et al* 2008):

1. Legislation – Data Protection, Consumer Protection, Employment Law, Competitive Behaviour Legislation, Control of Opening Hours.
2. Regulation – Advertising Standards Authority.
3. Taxation Policies.
4. Pressure Groups.



The Economic Environment

- The economic environment is basically about the level of demand in the economy (Blythe 2006).
- Economic growth is undoubtedly cyclical and a slowing down of growth in an economy will undoubtedly bring a number of consequences for businesses and market choice may be affected radically (Hooley *et al* 2008).



The Economic Environment

Key issues in the economic environment (Hooley *et al* 2008):

1. Economic growth rates and the business cycle.
2. Interest rates, consumer and business confidence and disposable income.
3. Inflation.
4. Employment and unemployment levels.



The Social and Cultural Environment

- There has been a continuous change in social attitudes and values that are likely to have important implications for marketing management (CIM 2008).
- The way that we think, live and behave is the outcome of complex cultural conditioning. It conditions who decides to buy, where and when we buy it, and whether we use credit or cash (Oldroyd 2005).



The Social and Cultural Environment

Key issues in the social and cultural environment (Hooley *et al* 2008):

1. Demographic change.
2. The grey market.
3. The youth market.
4. Changing living patterns and lifestyles.
5. Multi ethnic societies.
6. Environmental issues.



The Technological Environment

- This environment is characterised by accelerating rates of change in the means, methods and knowledge that affect the way in which organisations do business (CIM 2008).
- It is the primary means by which the production possibilities of society and the productivity of scarce resources can be expanded, enabling more wants to be satisfied (Oldroyd 2005).



The Technological Environment

Key issues in the technological environment (Hooley *et al* 2008):

1. Patterns and speed of technological change.
2. Product life cycles.
3. The development of the Internet for home shopping.
4. Use of technology to communicate with customers.



Decisions on Strategic Planning

- *Needs analysis*
- *Business planning*
- *Sport Development Objectives*



Success of any sports facilities

- The strategic and local sports needs.
- Standards of playing performance needed
- Priorities for usage between them.
- The choice of sports,
- Feasible balance
- Different levels of income generation.
- Proposed management.



Research

- Location
- Quality
- Usage
- Local need
- Intelligent choices strategic investment

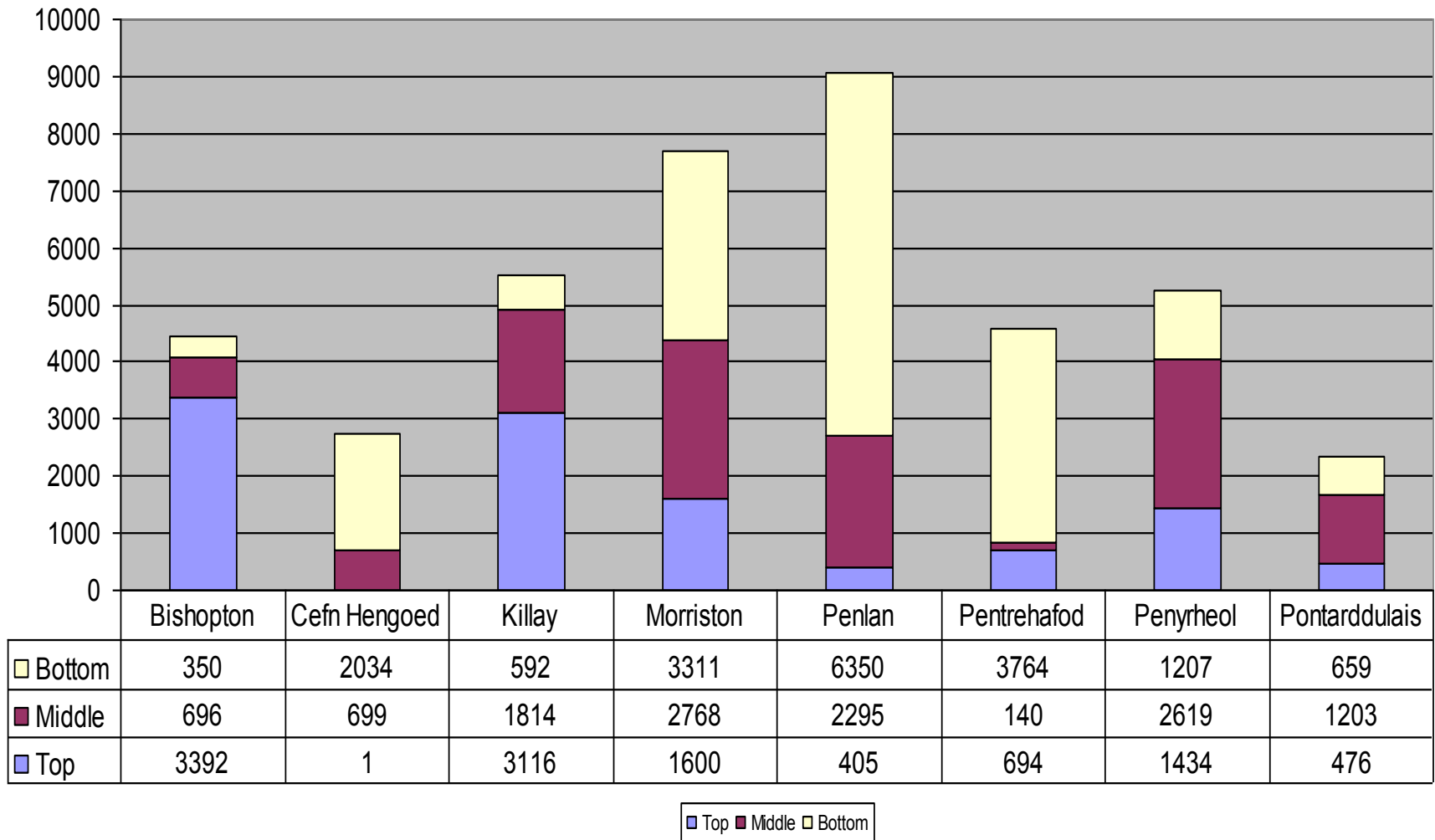
Future Research

- School facilities
- Facility quality and participation rates
- Usage levels & quality of existing stock
- Facility needs of local communities

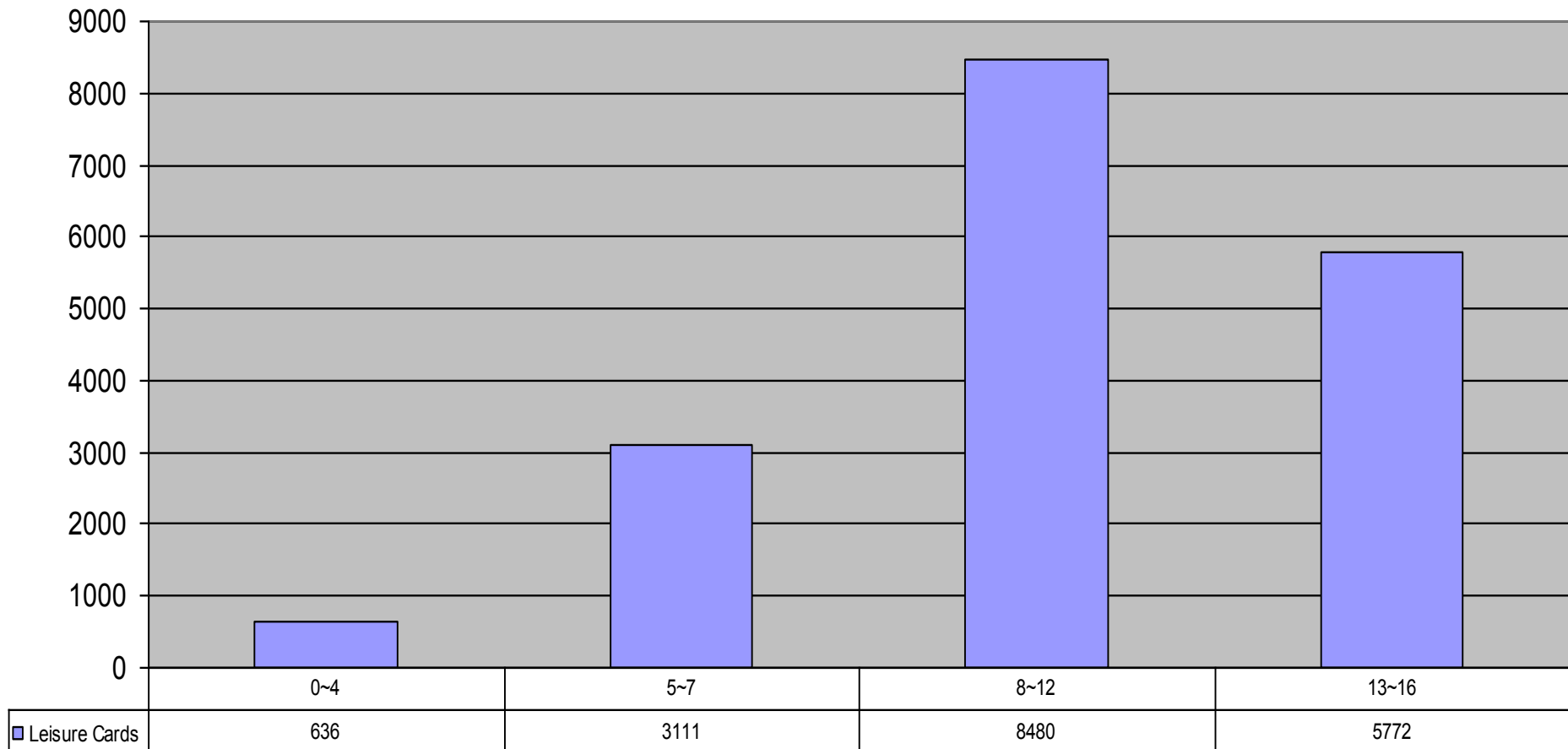
More people, more active, more often

Climbing Higher Swansea

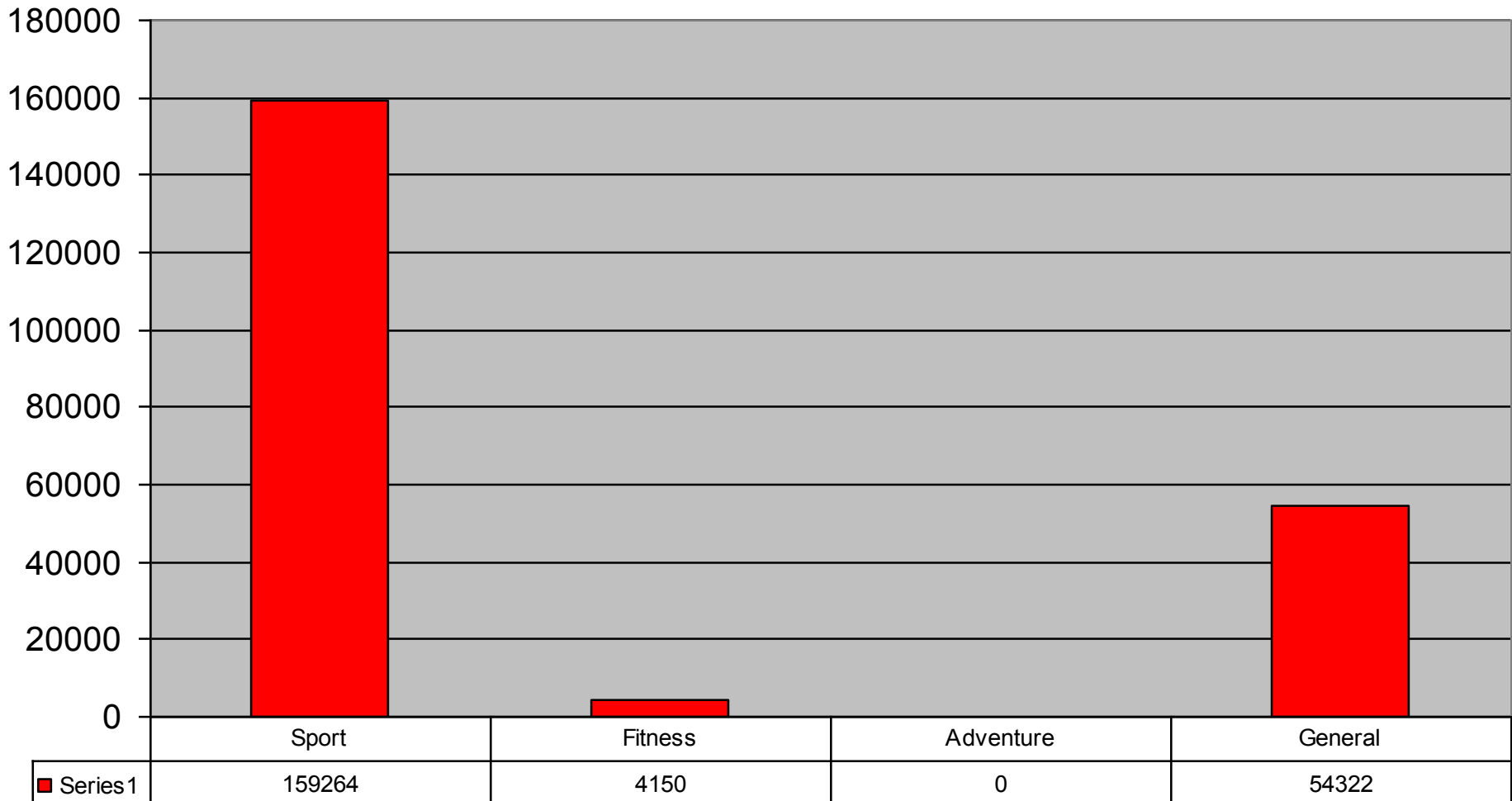


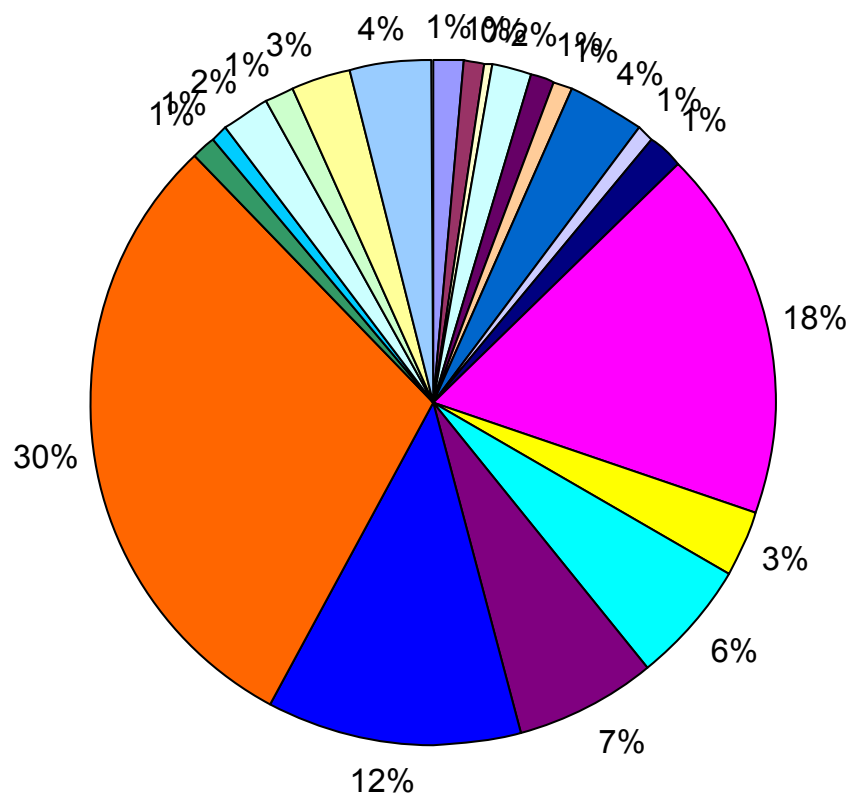
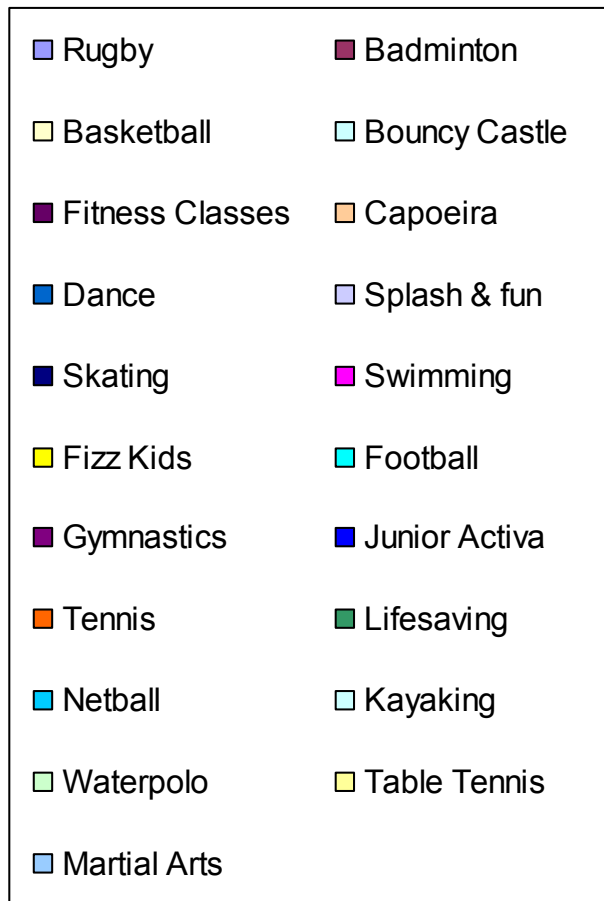


Active Swansea Leisure Cards

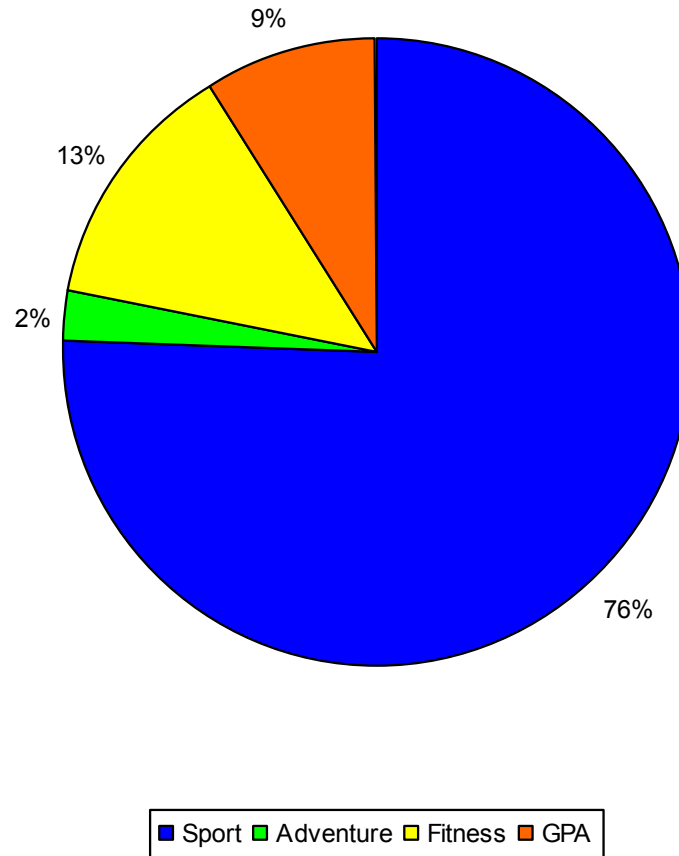


2007-2008 AYP Usage

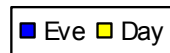
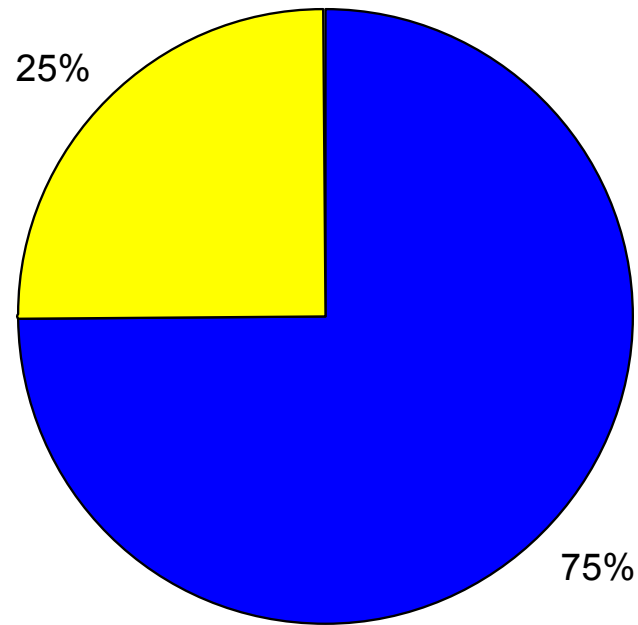


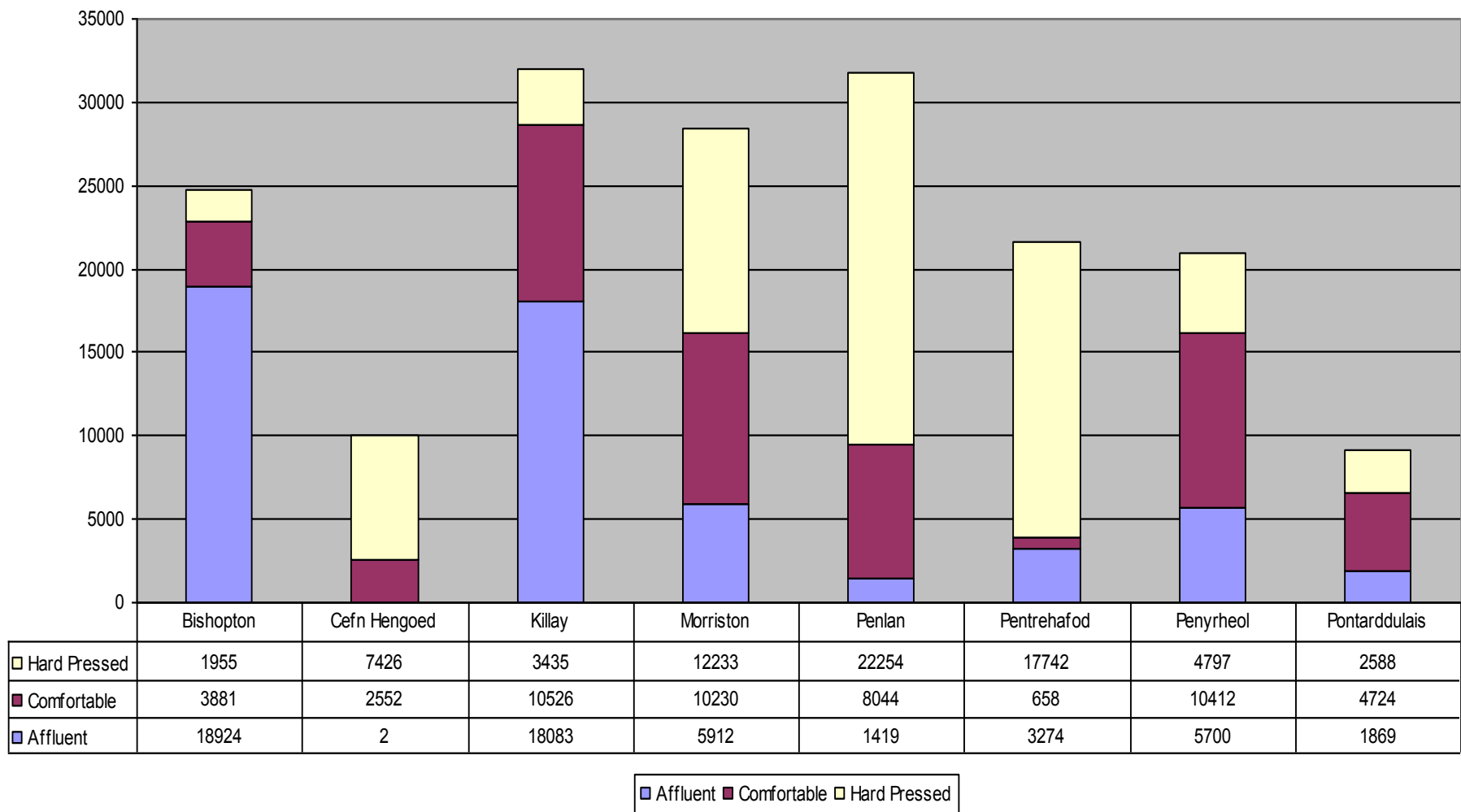


Breakdown of Themes

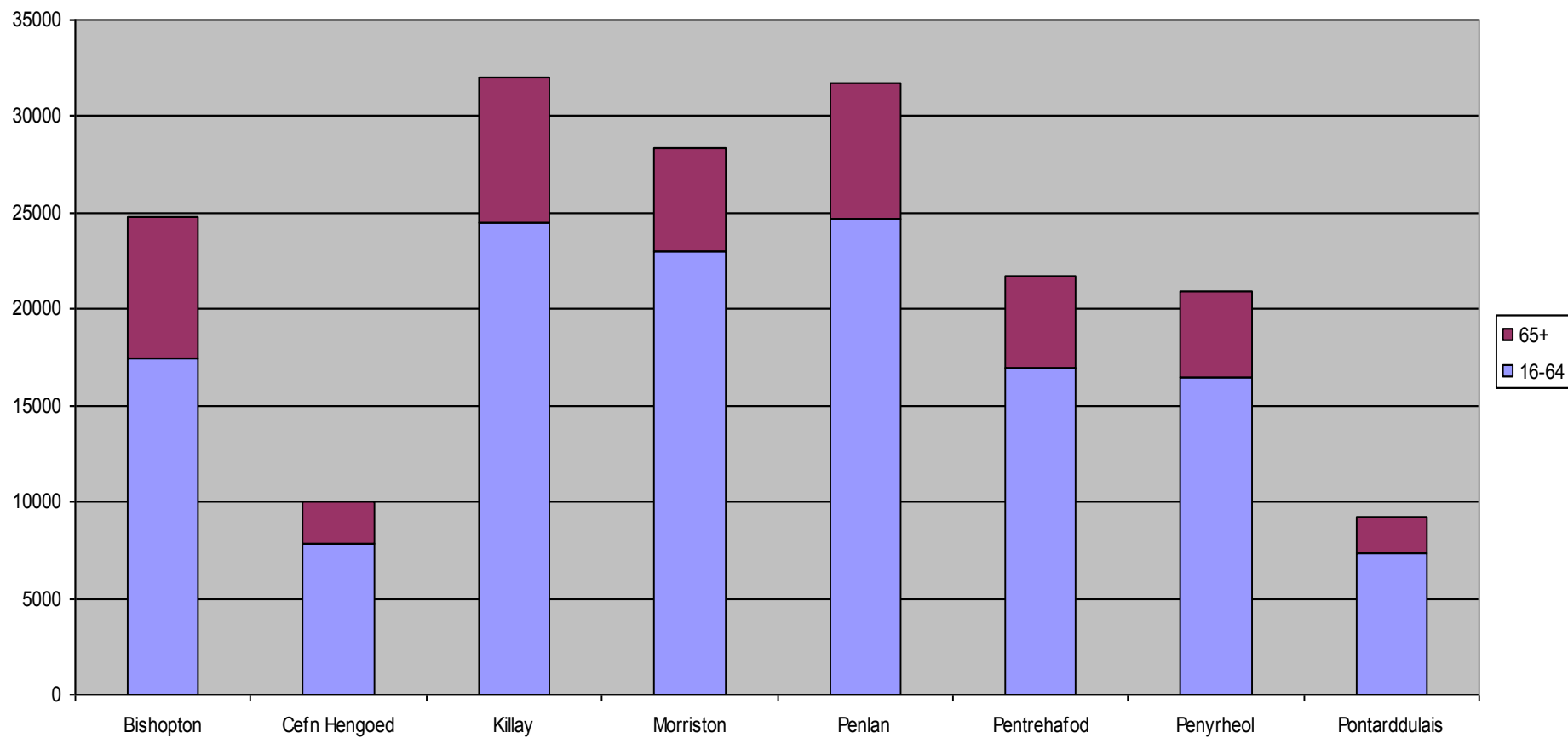


LC

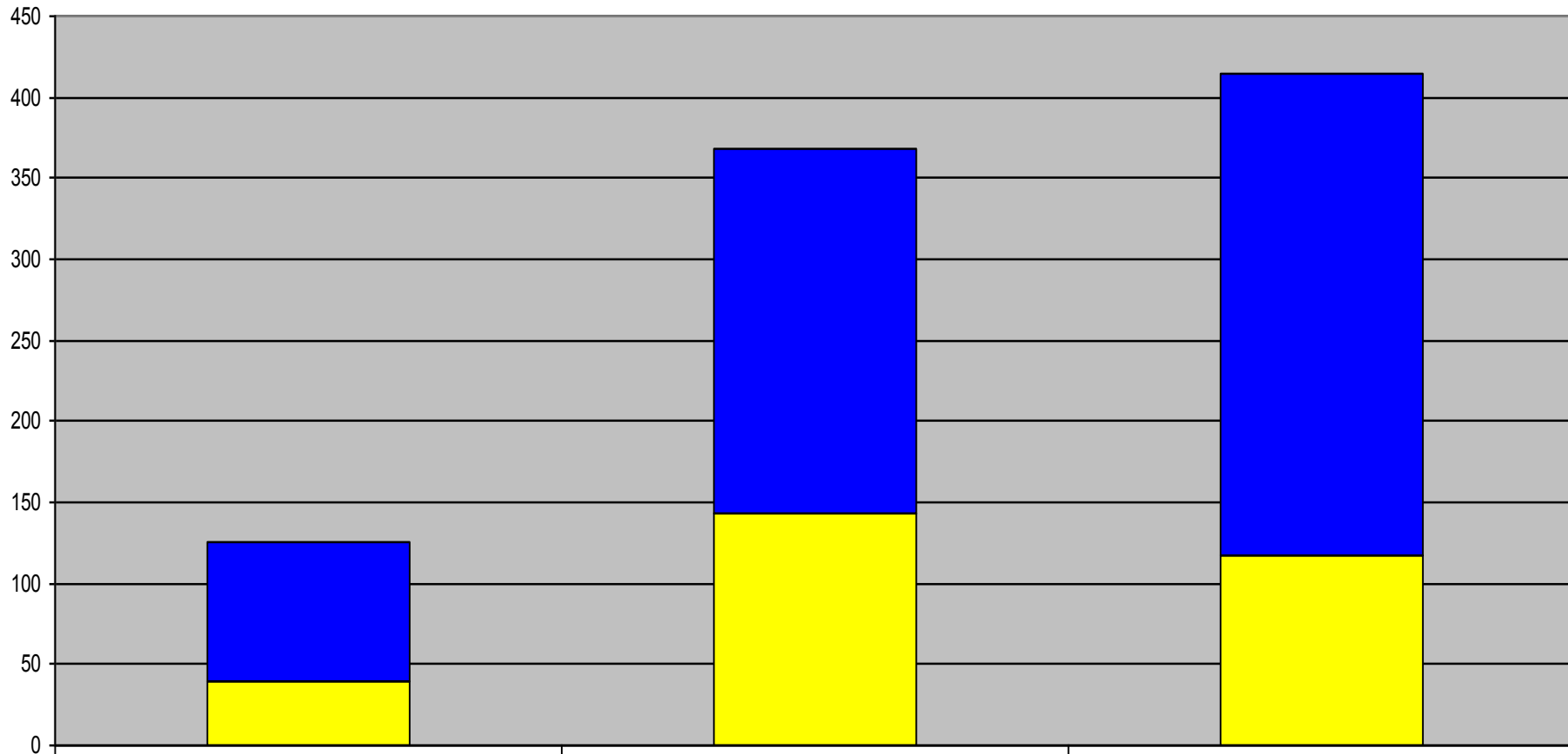




Adult Age Breakdown per Leisure Area

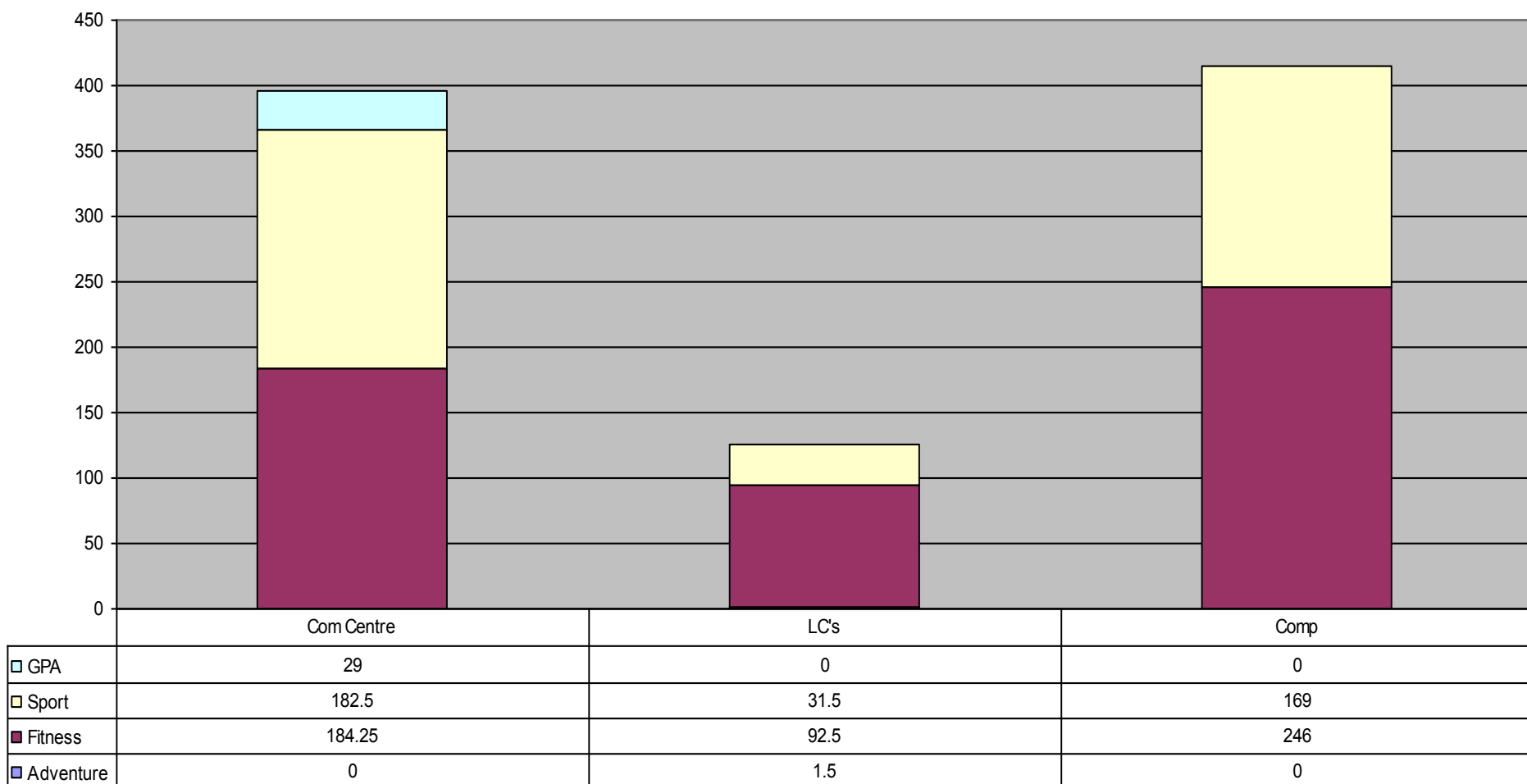


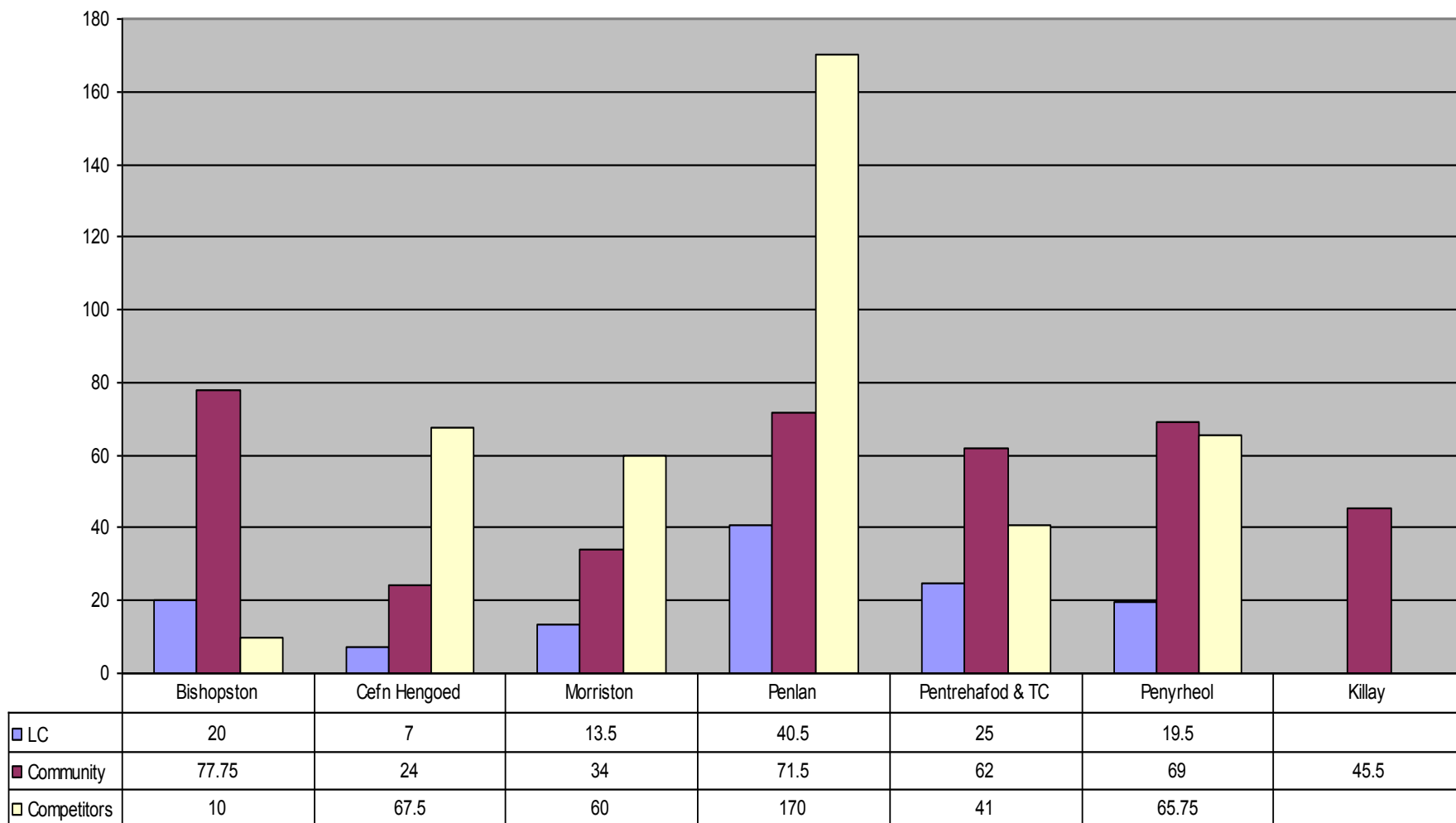
Day/Eve Splits



	Leisure Centres	Communities	Competitors
■ Evening	86	225	297.25
■ Day	39.5	143	116.75









Active Places

- Search database of over 50,000 sport facility locations
- Local authority, commercial and club sites
- Location, size, facilities, opening times
- Accessible to general public

Active Places Power

- Interactive database
- Free of charge to registered local authority users
- Reports and planning tools for detailed analysis





Welcome Mark Critchley |

About the Data

Feedback

Help

Signout

Print Map

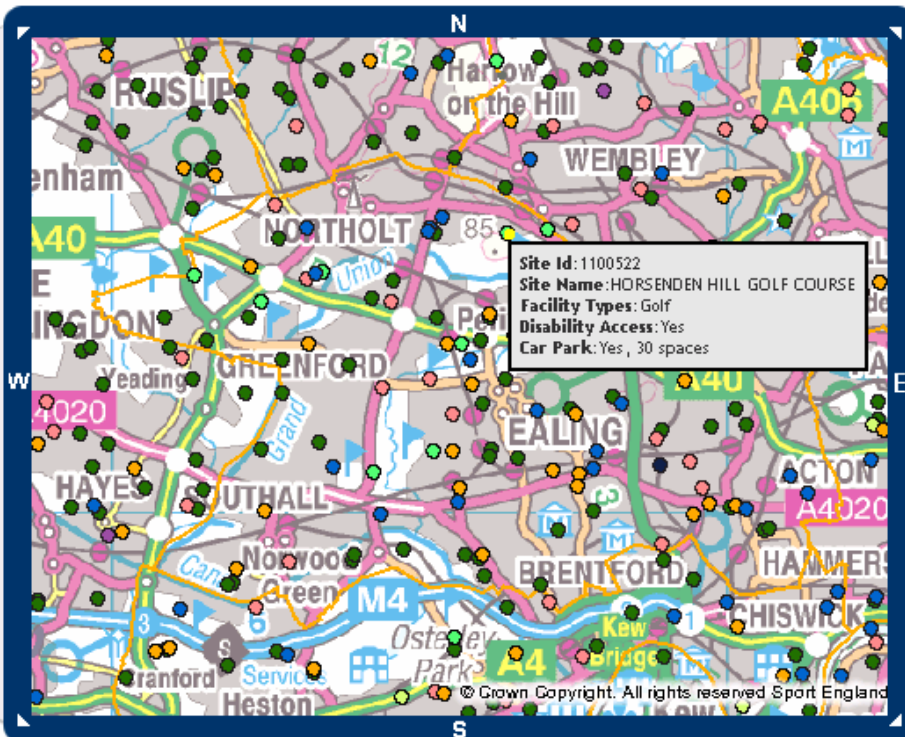


☒ Map Tips ☐ Index Map

Postcode

▼ Interactive Legend

[Quick Help](#)



- ☒ Sports Site
- ☒ Search Results
- ☒ Sports Layers
 - ☒ Swimming Pools
 - ☒ Health and Fitness
 - ☒ Sports Hall
 - ☒ Golf
 - ☒ Synthetic Turf Pitches
 - ☒ Ice Rinks
 - ☒ Ski Slopes
 - ☒ Grass Pitches
 - ☒ Athletics Tracks
 - ☒ Indoor Bowls
 - ☒ Indoor Tennis Centre
- ☒ Boundary Layers
 - ☐ Region
 - ☐ County
 - ☒ Local Authority
 - ☐ Parliamentary Constituencies
 - ☐ Wards
 - ☐ Output Area

► Facility Finder

► Find My Nearest

► Thematics

► Advanced Queries

► Quick Reports

► Strategic Planning Tool

HORSENDEN HILL GOLF COURSE

#1100522

Woodland Rise,
Greenford-UB6 0RD ☎ 020 8902 4555

Ward Name: North Greenford Ward

LA Name: Ealing London Boro

Ownership Type: Local Authority

Management Type: Local Authority (in house)

facilities



more



<http://www.derivale.co.uk/horsenden-hill-golf-course.htm> | horsendenhill@onetel.net.uk

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Low Graphics Version

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Internet

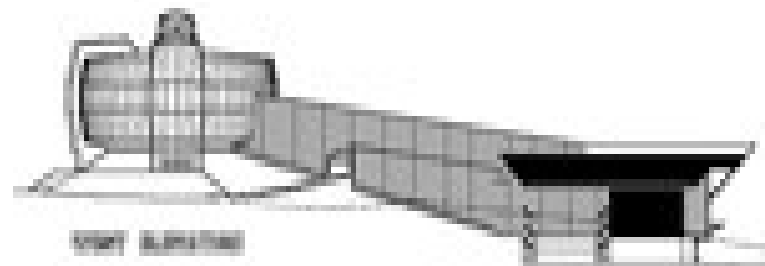
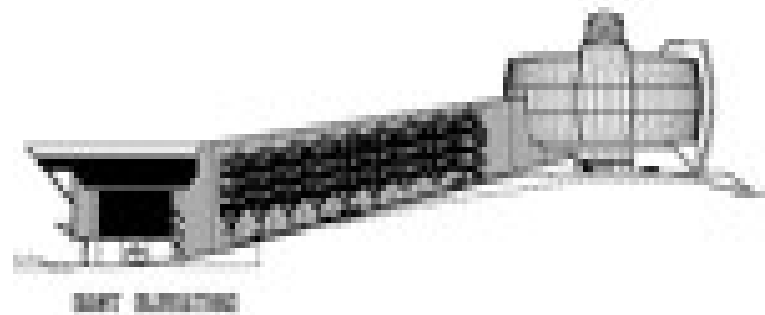


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Where next?



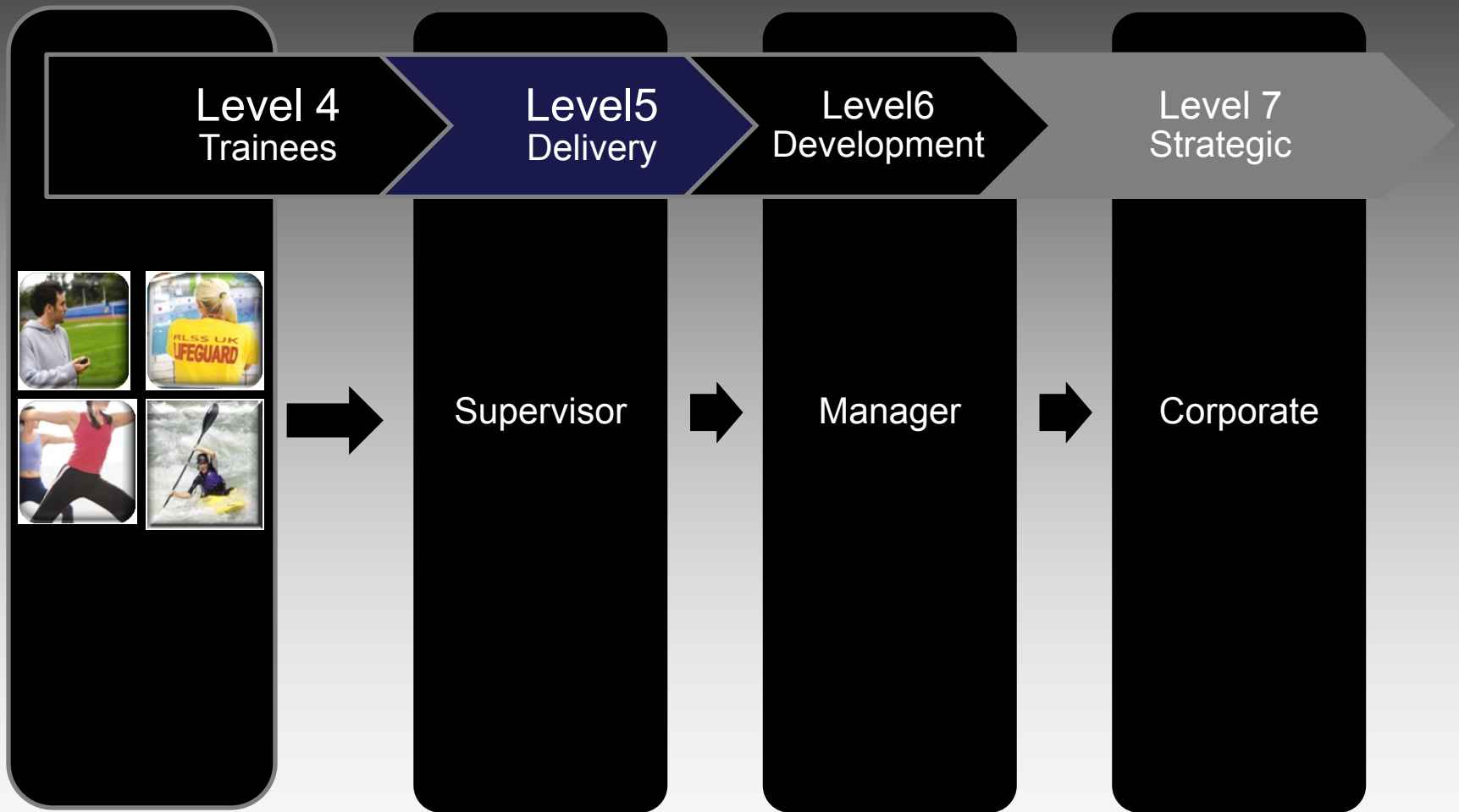
One Day in the Future











Professionalism

Leadership

Collaboration/Team work

Critical Thinking

Innovation/ Creativity

Entrepreneurial

Commitment

Equity



- Critically evaluate social, economic and political issues that influence the affect the supply of, and demands for, sport and leisure facility provision.
- Write and critically evaluate facility development and programming plans, that recognise and meet the leisure needs of specific communities

1. Critically evaluate social, economic and political issues that influence the affect the supply of, and demands for, sport and leisure facility provision.

- Write and structure an individually written report that critically evaluates the conceptual principles of the key drivers that influence the development of sports and leisure facilities within the sport and leisure industry.
- Recognise the importance of key economic, political, social and commercial issues as influences on sports and leisure industry providers.
- Demonstrate knowledge of underlying trends and potential changes that may impact the sport and leisure industry and how the development and management of facilities are potentially affected.
- Employ an appropriate referencing system to evidence literature sources.



1. Write and critically evaluate facility development and programming plans, that recognise and meet the leisure needs of specific communities	• Work as an individual to produce a project that devises and justifies realistic and innovative approaches/ initiatives to programming an identified sports/leisure facility within a specified community.(To be negotiated with the lecturer). • Demonstrate knowledge and understanding of the identified facility, resource availability and customer groups, identifying relevant trends and a critical understanding of the barriers and opportunities to allow for affective programming and maximising use and income for the facility. • Propose a range of innovative solutions to developing the programme and securing the future of the facility through investment and opportunities to improve the facility in each case outlining their potential and limitations. • Employ an appropriate referencing system to evidence literature sources.
---	--

