

Sports Management Model. Strengths and Weaknesses

Objectives:

- To maximise revenue in order to protect maintenance of the park to secure the long term sustainability of the facilities
- To activate facilities and maximise participation

Approach:

- 4 different operating models were assessed to establish the management approach for the “pay to use” sports facilities

Model	Strengths	Weaknesses
Single operator model	<ul style="list-style-type: none"> • Resource cost efficiency to manage the site • Transfer of risk • Greater control over outputs / pricing 	<ul style="list-style-type: none"> • Not viable. Soft market testing revealed no Operators interested • No best value. A contract fee is payable • Limited activation of sports facilities • Requires contract arrangement and monitoring • Excludes smaller operators from bidding
In-house operator (Council)	<ul style="list-style-type: none"> • Control of the service • All income retained 	<ul style="list-style-type: none"> • High resource / time. Not cost efficient • No specialist expertise
Community Asset Transfer (CAT)	<ul style="list-style-type: none"> • Create community and club environment if the required inputs can be sustained 	<ul style="list-style-type: none"> • High risk. Limited experience • Dependency on volunteers • Lack of BHCC control • No best value as dissolves brand new asset
Sports specific operators 1) Tennis & Padel 2) Sand sports	<ul style="list-style-type: none"> • Maximise participation community & clubs • Maximise sports development • Income generation for operator and council • Transfer of risk / maintenance liability • Low BHCC management time 	<ul style="list-style-type: none"> • Different booking systems, branding and marketing messaging • Limited control of outputs

The sports specific operator model and lease arrangement approach provides the best value to generate income from the facilities. It will meet the objectives to maintain and grow sports participation due to sports operator’s specialist interest and industry expertise.

