

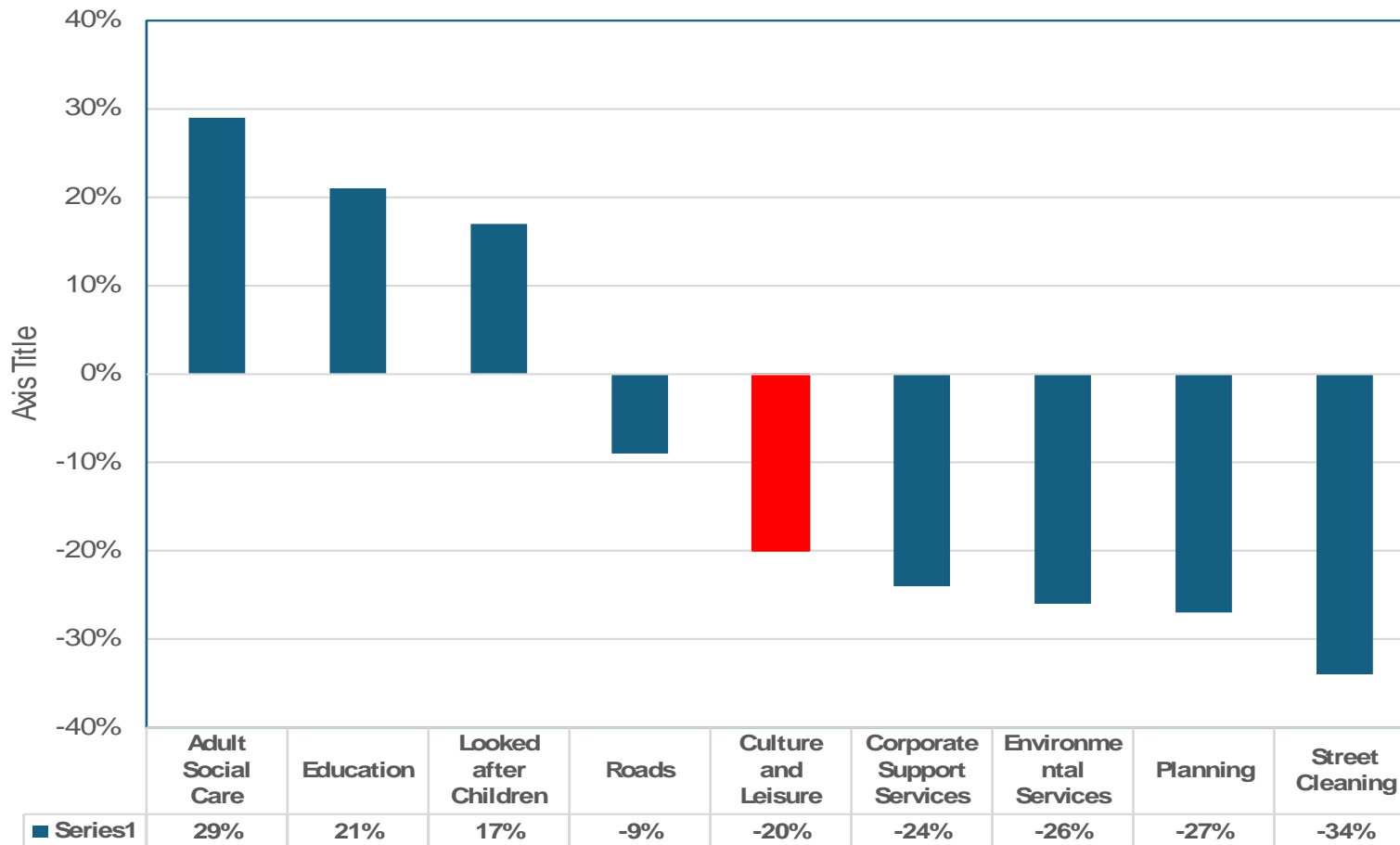


Culture and Leisure Services in Scotland

SURF Conference
29 August 2024

Context

% change in Council Expenditure (real terms) between 2010/11 and 2022/23



Financial

Budget reductions and cost increases (and ringfencing @ 23%)

Local need

Growing demand for services due to ageing, pandemic and cost of living

National Policies

National reform programmes e.g. national care service

Workforce

Recruitment, retention and pay awards

Leadership

Variable and high turnover

Source: (Audit Scotland)

Culture and Leisure Services

Local Government in Scotland Overview 2022/23: Audit Scotland

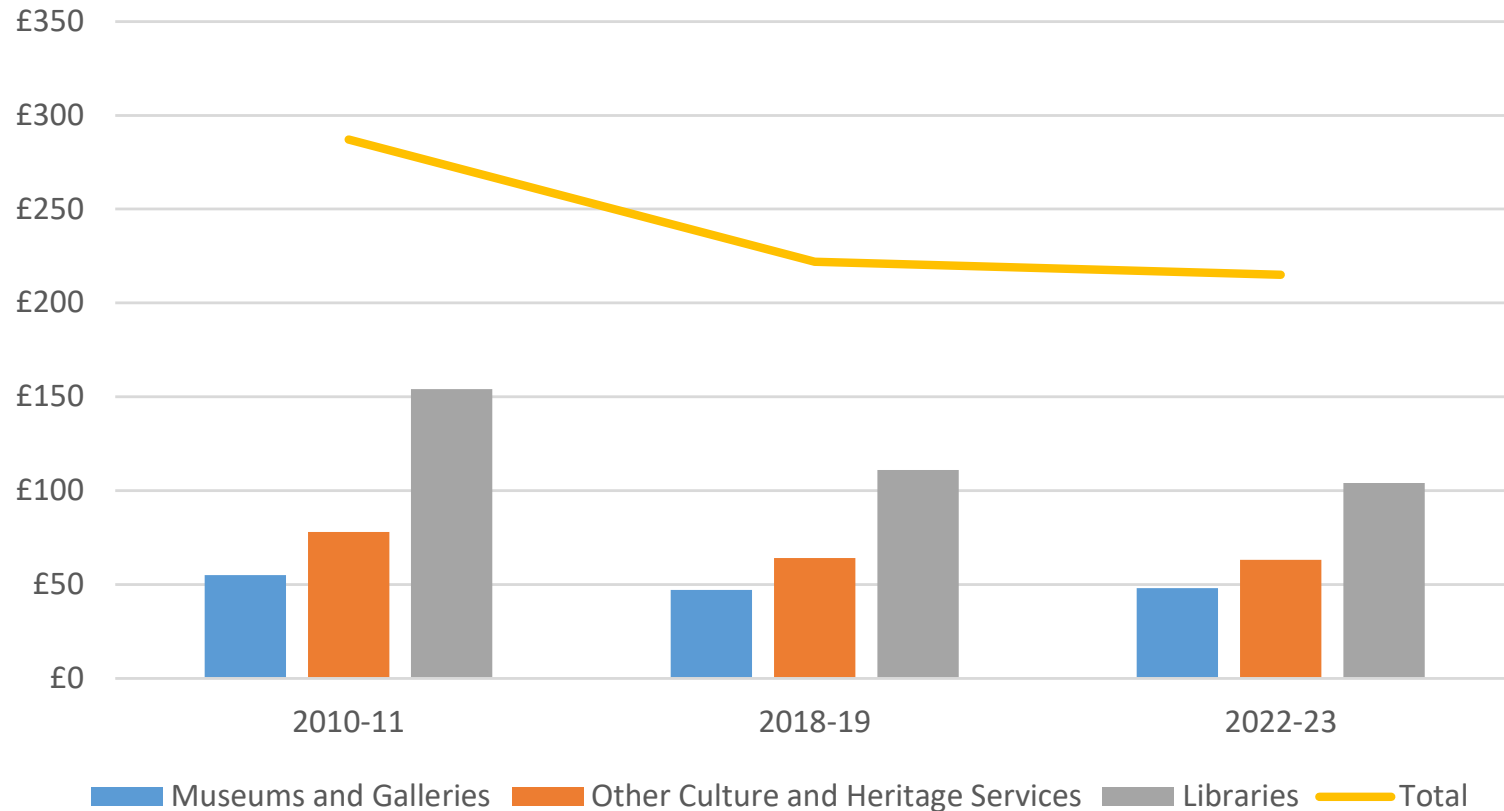
(Culture and Leisure) Services were severely affected by the pandemic and future risks are significant.

The impact on these services was severe in 2020/21 and into 2021/22 as many facilities closed in accordance with Scottish Government guidelines. This impact can be seen in lower attendances and increased costs per visit: leisure services and museums saw a partial recovery in 2021/22 but library services saw little rebound.

With little resilience in these services owing to long-term funding reductions, future challenges are significant.

Culture: 2010/11 to 2022/23

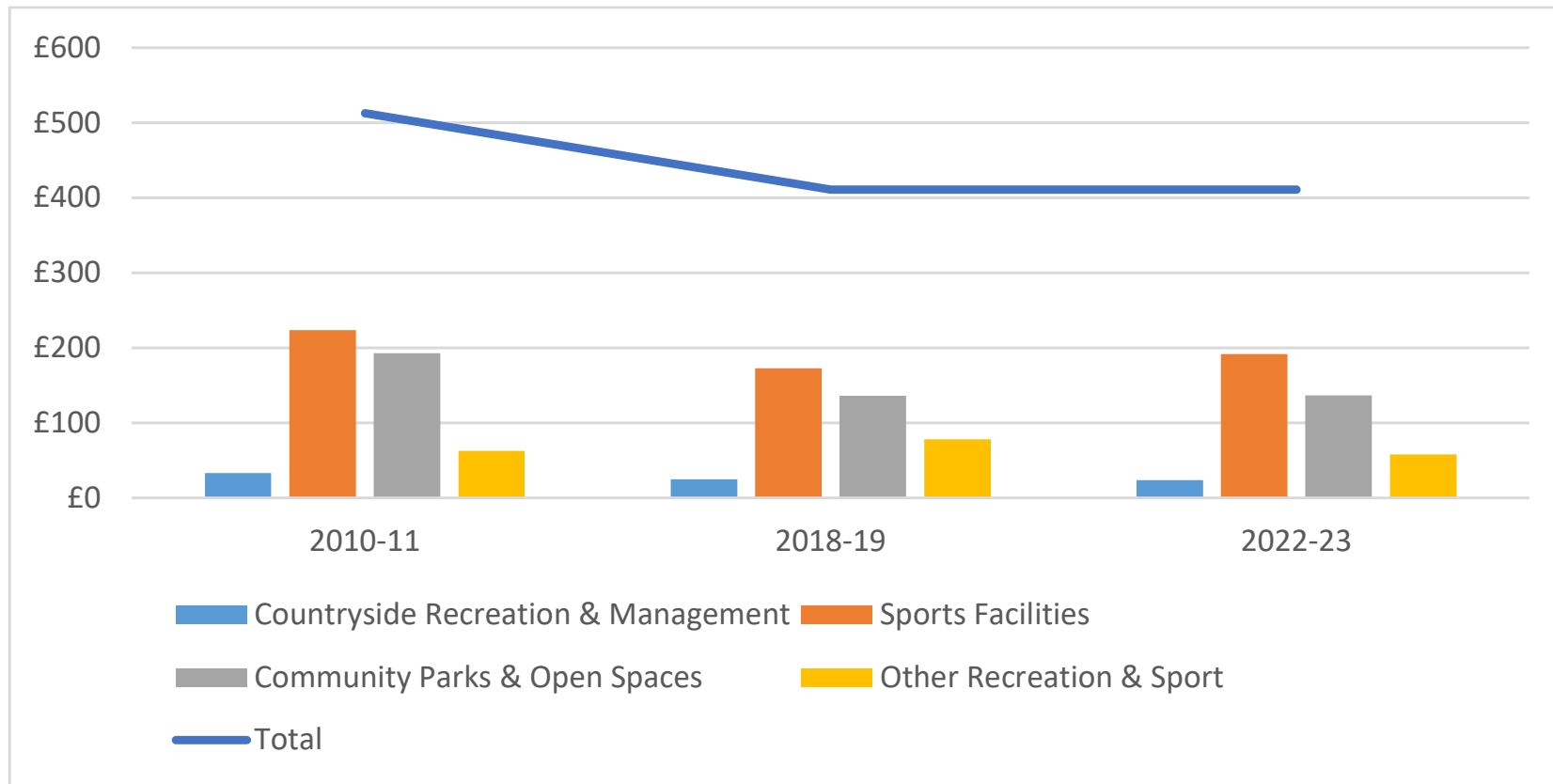
Change in Council Net Revenue Expenditure between 2010/11 and 2022/23 (all in 2022/23 prices)



- Nominal terms: 2% reduction in culture
- Real terms: 33% reduction
- Libraries particularly badly hit but all areas affected

Leisure: 2010/11 to 2022/23

Change in Council Net Revenue Expenditure between 2010/11 and 2022/23 (all in 2022/23 prices)



- Nominal terms: 4% increase in leisure
- Real terms: 25% reduction
- Countryside Recreation and Community Parks and Open Spaces particularly badly hit but all areas affected

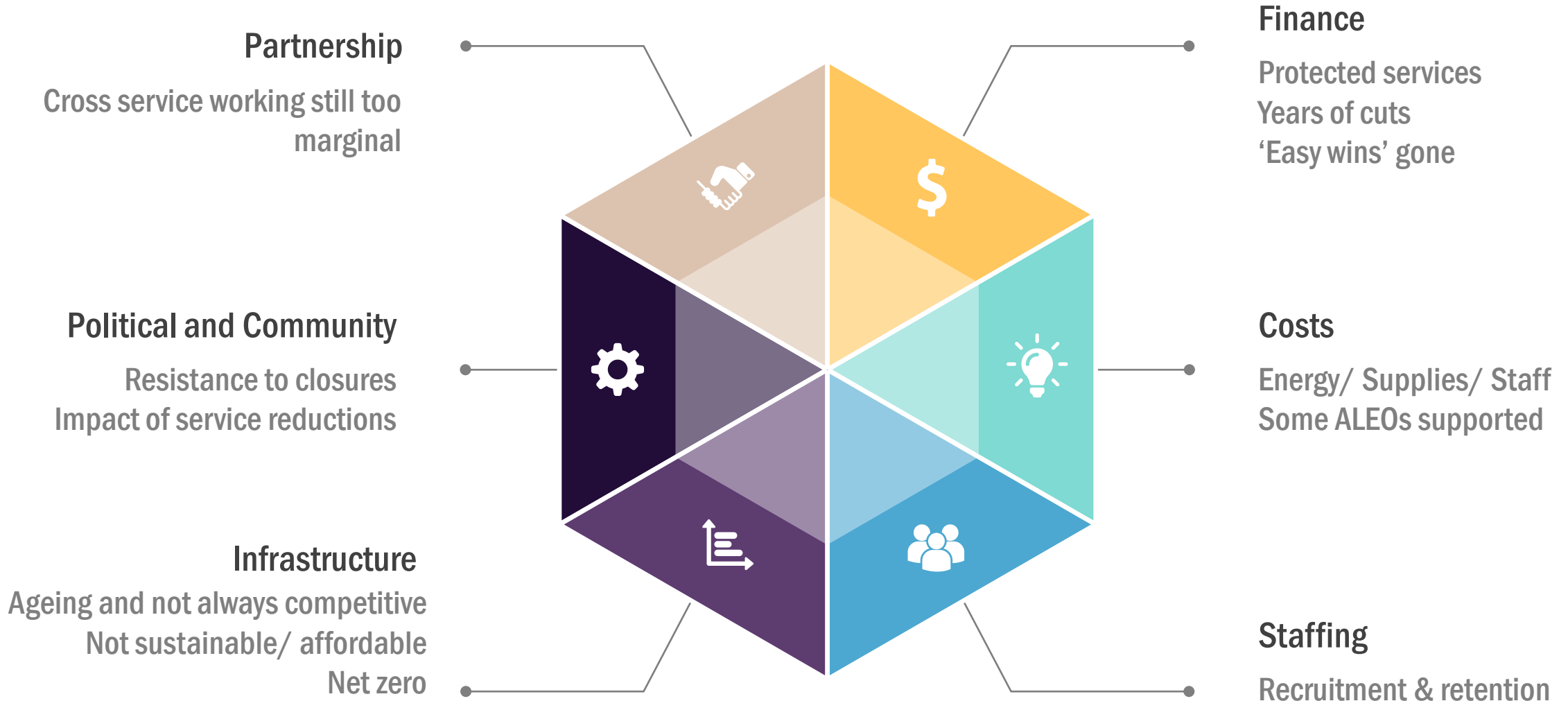
Service Impact

Local Government Benchmarking Framework 2022/23 (Improvement Service)

Indicator (LGBF)	% change pre-Covid to 2022/23
Cost per attendance at sports facilities	59.9%
Cost per library visit	26.5%
Cost of museums per visit	-15.9%
Cost of parks & open spaces per 1,000 population	3.9%
% of adults satisfied with libraries	-9
% of adults satisfied with parks and open spaces	0
% of adults satisfied with museums and galleries	-5
% of adults satisfied with leisure facilities	-4

Despite hard work across the sector, the impact on service quality and efficiency is starting to show

Issues



Solutions?

Honest conversation
about **public services**
Status quo **not affordable**

01

Alignment with **health and wellbeing**
and **inclusive growth** outcomes
Focus on **People and Place**

02

Tactical responses

- Income growth – some but many reaching peak.
- Efficiencies (workforce planning, opening hours, pricing and programming, digital) – more to do here but still short term and needs investment and often constrained

03

04

Collaboration and Transformation

- **Co-location** of services and facilities across wider service base incl. health and education
- More **innovation** around new services with new partners in communities, incl. asset transfer
- Managed **withdrawal** from lower priority services
- Focus on services that deliver participation amongst target groups
- Maximise **efficiencies** in universal provision
- Cross-border **collaboration** (purchasing, economies of scale)
- **Regional** models? (eg museums stores)

