

Legal and Regulatory Services /  
**Gwasanaethau Cyfreithiol a Rheoleiddiol**  
Direct line / Deialu uniongyrchol: 01656 643148  
Ask for / Gofynnwch am: Mr Mark Anthony Galvin

Our ref / Ein cyf:  
Your ref / Eich cyf:

**Date / Dyddiad: 2 October 2015**

Dear Councillor,

**COMMUNITY, ENVIRONMENT AND LEISURE OVERVIEW AND SCRUTINY COMMITTEE**

A meeting of the Community, Environment and Leisure Overview and Scrutiny Committee will be held in the Council Chamber, Civic Offices, Angel Street, Bridgend CF31 4WB on **Thursday, 8 October 2015 at 2.00pm**.

**AGENDA**

1. Apologies for Absence  
To receive apologies for absence (to include reasons, where appropriate) from Members/Officers.
2. Declarations of Interest  
To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members Code of Conduct adopted by Council from 1 September 2008 (including Whipping declarations)
3. Approval of Minutes 5 - 10  
To receive for approval the minutes of a meeting of the Community Environment and Leisure Overview and Scrutiny Committee dated 28 July 2015
4. Forward Work Programme Update 11 - 14
5. Regeneration in the County Borough - Delivering on the Corporate Priorities 15 - 30

**Invitees:**

Mark Shephard - Corporate Director – Communities  
Councillor Hywel Williams - Cabinet Member Communities  
Satwant Pryce - Head of Regeneration & Development  
Councillor Charles Smith - Cabinet Member Regeneration and Economic Development  
Andrew Jones, Manager Regeneration Projects and Built Environment  
Ieuan Sherwood, Manager Countryside and Tourism

Sue Whittaker, Manager Local Enterprise Initiatives and Rural Development  
Mark Halliwell, Manager Regeneration Funding  
Jeff Peters, Team Leader Projects and Business Approaches

**External invitees**

Phillip Morris, Leisure Partner, E J Hales  
Karl Schmidtke, Regional Director, Trecco Bay Holiday Park

6. Service Levels for Frontline Street Scene Service Delivery 31 - 42

**Invitees:**

Mark Shephard - Corporate Director – Communities  
Councillor Hywel Williams - Cabinet Member for Communities  
Zak Shell – Head of Neighbourhood Services  
Richard Hughes – Group Manager Libraries, Art and Community Living  
Angie Bowen – Group Manager Housing and Community Regeneration

7. Healthy Living Partnership Project 43 - 98

8. Urgent Items

To consider any item(s) of business in respect of which notice has been given in accordance with Part 4 (paragraph 4) of the Council Procedure Rules and which the person presiding at the meeting is of the opinion should by reason of special circumstances be transacted at the meeting as a matter of urgency.

9. Exclusion of the Public

That under Section 100A(4) of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007, the public be excluded from the meeting during consideration of the following item of business as it contains exempt information as defined in Paragraphs 14 and 16 of Part 4, and Paragraph 21 of Part 5 of Schedule 12A of the Act.

If following the application of the public interest test the Committee resolves pursuant to the Act to consider this item in private, the public will be excluded from the meeting during such consideration.

10. Approval of Exempt Minutes 99 - 104

Yours faithfully

**P A Jolley**

Assistant Chief Executive Legal and Regulatory Services

**Distribution:**

Councillors:

DK Edwards  
CA Green  
RM James  
RD Jenkins

Councillors

CL Jones  
DRW Lewis  
JR McCarthy  
G Phillips

Councillors

JC Spanswick  
JH Tildesley MBE  
KJ Watts  
R Williams

# Agenda Item 3

COMMUNITY, ENVIRONMENT AND LEISURE OVERVIEW AND SCRUTINY COMMITTEE - TUESDAY, 28 JULY 2015

MINUTES OF A MEETING OF THE COMMUNITY, ENVIRONMENT AND LEISURE OVERVIEW AND SCRUTINY COMMITTEE HELD IN COMMITTEE ROOMS 2/3, CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON TUESDAY, 28 JULY 2015 AT 2.00 PM

## Present

Councillor JC Spanswick – Chairperson

DK Edwards  
CL Jones  
KJ Watts

CA Green  
DRW Lewis  
R Williams

RM James  
JR McCarthy

RD Jenkins  
JH Tildesley MBE

## Invitees/Officers:

Angie Bowen	Group Manager - Housing & Community Regeneration
Mark Galvin	Senior Democratic Services Officer - Committees
Satwant Pryce	Head of Regeneration and Planning
Zak Shell	Head of Neighbourhood Services
Mark Shephard	Corporate Director - Communities
Councillor Hywel Williams	Cabinet Member Communities
Kym Barker	Scrutiny Officer

## 10. APOLOGIES FOR ABSENCE

Apologies for absence were received from the following Member for the reason so stated:-

Councillor G Phillips - Holiday

## 11. DECLARATIONS OF INTEREST

The following declarations of personal interest were made:-

Councillor J C Spanswick Agenda item 4 – As he was a Board Member of V2 Coast  
Councillor C L Jones Agenda item 8 – As reference was made in the report to his employer.

## 12. APPROVAL OF MINUTES

### RESOLVED:

That the Minutes of a meeting of the Community, Environment and Leisure Overview and Scrutiny Committee dated 10 June 2015, be approved as a true and accurate record.

## 13. SOCIAL HOUSING ALLOCATION POLICY UPDATE REPORT - IMPLEMENTATION OF THE COMMON HOUSING REGISTER

The Chairperson welcomed the Invitees to the meeting for this item, including the Registered Social Landlords (RSL's).

The Corporate Director Communities advised that the report was a good example of Overview and Scrutiny looking into an important area of work. He added that the purpose of the report was to update Committee on the factors that led to the implementation and development of the Social Housing Allocation Policy (SHAP) and the Common Housing Register (CHR); what it was intended to achieve and what had been the result.

He added, that the report also advised Members of how the service and its Registered Social Landlords (RSL's) partners had reviewed the SHAP, and how they intend to manage the increased demand for housing solutions services, in a period of budget cuts.

A Member asked if RSL's were reluctant to provide accommodation for people who were on benefits, due to the fact that they may be more likely to get in arrears with their payments for being provided housing accommodation as oppose to individuals who were employed.

The Group Manager Housing and Community Regeneration confirmed that this was the case, as there was a greater risk of unemployed tenants who claimed benefits having more difficulty keeping up with their rental payments than those who were in full time employment. However, there was set-up, a Panel consisting of key Officers from BCBC and each RSL, where cases are discussed, and where possible rent in advance was given via the Housing Solutions team through their homelessness prevention fund (or in the way of a Bond) as an incentive for RSL's to take up tenancies from people who required to be housed, but were unemployed and therefore on a low income.

A Member felt that there was definitely a lack of Social Housing within the BCBC, probably at the cost of there being too much private accommodation. She felt that this could be addressed through the examination of land uses in key schemes and plans, such as for example, the Local Development Plan. She felt that Housing and Planning Officers together with RSL's should look to provide Social Housing where it was most required, and within locations that had sufficient access to public transport..

The Group Manager Housing and Community Regeneration advised Members that there were a number of different approaches to take in order to develop Affordable Housing, for example through a developer perhaps wishing to construct private housing, but as part of these proposals providing monies through a Section 106 Agreement where further land could be utilised for the purpose of providing Social or Affordable Housing thereon.

She added that RSL's could also approach the local authority and discuss and conduct a market analysis of the Housing Register in order to ascertain areas of land where there was a lack of Social Housing, as well as to establish if these and other areas were suitable to accommodate such developments.

A Member referred to Paragraph 4.4 of the report (page 20) and requested further details as to reasons why RSL's terminated tenants' tenancy agreements, over and above the reason for non-payment of rent.

The Chief Executive of V2C confirmed that his Housing Association had to enforce a number of evictions in the past year, but only a third of these were for non-payment of rent. The other two thirds were for issues such as anti-social behaviour and use of drugs in the main.

The Member felt that it would benefit the Committee if more data could be broken down and made available in order that Members could analyse this and understand more the reasons behind evictions.

A Member also referred to Paragraph 4.4 of the report, and noted the number of households in arrears this last year up to February 2015, ie 2,636. He asked if Officers yet knew the total number for the full year.

The Group Manager Housing and Community Regeneration confirmed that data was still in the process of being collated before a final figure for the year could be calculated, though as at February 2015 the figure was 61 households less than at the same period for the previous year.

One of the main reasons for the increase in the number of households in arrears was due to the negative impact Welfare Reform was beginning to have on householders who relied on benefits, and the negative effect of this on issues such as bedroom tax. This negative effect was set to get worse still when Universal Credit came into being.

The RSL's conceded that the impact of arrears was not as yet having such a negative effect that it was jeopardising their businesses, though if the trend continued, or in particular got worse, this would impact on certain ancillary services.

A Member asked the RSL's at what point would a deficit in rent arrears make his Housing Association unviable.

The Chief Executive of V2c stated that this would differ from one Housing Association to another depending on its size and assets etc. V2c's annual rent intake was approximately £24m a year. Rent arrears last year totalled around 1.4% of this gross figure. He added that if this figure reached 5 – 6% it would have detrimental effect on the business.

A Member pointed out, that there were numerous cases where families were living in accommodation that was too small, and cases where individuals or couples living in a property that was too large. He felt that an analysis of this should be undertaken, as well as, more affordable housing accommodation being provided in general..

The Group Manager Housing and Community Regeneration advised that the Housing Allocations Policy took account of tenants preferences when they were seeking accommodation. Wherever possible, consideration was given to housing individuals and families in suitable accommodation in terms of both the size of the property and its location. A precedent had to be taken with regard to providing accommodation for the homeless, though as these were urgent cases, they will be housed in a property of suitable size, but not necessarily in an area of their preference.

She added that in the past, would-be tenants sometimes turn down a multiple of choices with regards to accommodation, in order to wait and get a property that totally suited their needs, and was located in their preferred area of choice. However, due to limited resources being available, this luxury was no longer possible to manage and adequately facilitate.

The Group Manager Housing and Community Regeneration further added that the local authority recognised that there was a need for more 1 and 2 bedroom properties (Affordable Housing), and work was ongoing with RSL's to provide more of these where possible. Extra funding from Welsh Government had been received for this purpose.

The Chairperson asked representatives from each of the RSL's present, if they felt that things were working in relation to the subject of the report, as well as their working relationship with the Housing Department of BCBC.

Each representative in turn advised that the Social Housing Allocation Policy was working fairly well and that their relationship with the Council was generally working well and improving. There was a common problem, in the shape of too many empty properties in existence, 81 with Wales and the West, and now 500 (and increasing) in respect of V2c. This was due to there being too many troubled housing estates where tenants did not wish to be accommodated, and the issue was being compounded by the likes of the introduction of Welfare Reform and Bedroom Tax.

A Member confirmed that benefit cuts proposed in the future, by the removal of Housing Benefit for the 18 – 25 year olds, may as the RSL representatives had confirmed, have a negative impact on the business of Housing Associations, which could possibly result in an increase in individuals seeking and obtaining B & B accommodation which financially drains the local authority. He felt that both the local authority and RSL's should consider the implications of this.

The Chief Executive of V2c reiterated that a bigger concern for RSL's was that under the change in payment procedure for Universal Credit, tenants claiming benefit would now have the total of their entitlement sent directly to them, whereby previously their allocation of rent was taken out of this payment and sent directly to RSL's. Now RSL's had to rely on the tenants themselves making these rental payments to them. Anything up to 70% of their tenants could be affected by this change, which obviously increased the likelihood of them spending all of their benefits before paying their rent. This would increase further the number of household arrears.

In terms of the grant funding being received from Welsh Government, the Chairperson asked if this was a temporary only avenue of funding.

The Group Manager Housing and Community Regeneration advised that the transitional funding for the implementation of the Housing Act was tapering in its format, and would be received for 3 years, but we have not been advised of the level of funding for years 2 and 3.

### **Conclusions:**

The Committee noted the report which provided an update on the implementation of the Common Housing Register.

- Members were pleased to note that there were no longer any families with dependent children placed in Bed and Breakfast accommodation.
- Members asked how the figure for Bed and Breakfast accommodation had reduced significantly since 2008/09. The Officer responded that there was now a more consistent process in place and that a framework had been developed which includes a pricing agreement.
- Members commented on the reduction in the number of applicants on the list and queried where the people who had been on the lists previously had gone. The Officer responded that some of the people removed from the list had no housing need and that in some cases there were duplicate applications which became apparent when the housing lists were merged into one list.
- Members raised concerns about the lack of social housing being developed and that where it is provided it is often in areas where access to services have not been considered or included at the planning stage.

- Members queried the low percentage of successful allocations. The Officer responded that there were some issues with applicants not disclosing their situation accurately and that this sometimes does not become apparent until they are about to be allocated a property. The Officer added that communication between RSLs and BCBC regarding applicants who have previously had issues with rent arrears and ASB should help to improve the situation.
- Members queried the causes for eviction. An RSL responded that approximately one third of evictions were due to rent arrears, the rest were due to other issues, such as anti-social behaviour.
- Members requested that future reports contain more detailed information regarding the reasons for evictions.

### **Recommendations**

- The Committee recommends that access to services is included as part of the wider planning requirement when developing social housing provision.
- The Committee support the proposal for the establishment of a further band on the register which may be for people with no immediate housing need and could include low income families.

### **Further Information**

- There were no requests for further information following the presentation of this report.

## 14. FORWARD WORK PROGRAMME UPDATE

The Scrutiny Officer presented a report, the purpose of which, was to present the items due to be considered at the Committee meeting scheduled for 8 October 2015, as well as seeking confirmation of the information required for the subsequent scheduled meeting to be held on 1 December 2015..

- RESOLVED:
- (1) That the Committee noted the report
  - (2) That Members also, should they so wish, give consideration to revising the list of future potential items for its Forward Work Programme, and re-prioritising these should this be felt appropriate.

## 15. URGENT ITEMS

None

## 16. EXCLUSION OF THE PUBLIC

- RESOLVED: That under Section 100A(4) of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007, the public be excluded from the meeting during consideration of the following item of business as it contains exempt information as defined in Paragraphs 14 and 16 of Part 4, and Paragraph 21 of Part 5 of Schedule 12A of the Act.

Following the application of the public interest test it was resolved that pursuant to the Act referred to above, to consider the item in

private, with the public being excluded from the meeting, as it was considered that in all the circumstances relating to the item, the public interest in maintaining the exemption outweighed the public interest in disclosing the information, because the information is commercially sensitive and it relates to the business and financial affairs of the Council and other parties. In addition the report contains information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

17. WASTE SERVICES PROVISION



## REPORT TO COMMUNITY ENVIRONMENT AND LEISURE OVERVIEW AND SCRUTINY COMMITTEE

8 OCTOBER 2015

### REPORT OF THE ASSISTANT CHIEF EXECUTIVE – LEGAL AND REGULATORY SERVICES

#### FORWARD WORK PROGRAMME UPDATE

#### 1. Purpose of Report

1.1 The purpose of this report is to present the items due to be considered at the Committee's meeting to be held on 18 January 2016 and seeks confirmation of the information required for the subsequent scheduled meeting to be held on 27 January 2016.

#### 2. Connection to Corporate Improvement Objectives / Other Corporate Priorities

2.1 The key improvement objectives identified in the Corporate Plan 2013-2017 have been embodied in the Overview & Scrutiny Forward Work Programmes. The amended Corporate Improvement Objectives adopted by Council on 25 February 2015 formally set out the improvement objectives that the Council will seek to implement between 2013 and 2017. The Overview and Scrutiny Committees engage in review and development of plans, policy or strategies that support the Corporate Themes.

#### 3. Background

3.1 At its meeting on 10 June 2015 the Community Environment and Leisure Overview and Scrutiny Committee determined its Annual Forward Work Programme for 2015/16.

#### 4. Current Situation / Proposal

##### **Meetings of the Community Environment and Leisure Overview and Scrutiny Committee**

4.1 In relation to the Committee's next scheduled meeting to be held on 18 January 2016, the table below lists the items to be considered and the invitees due to attend.

Topic	Invitees	Specific Information Requested	Research to be Undertaken by the Overview & Scrutiny Unit
Directorate Budget Consultation Process (accounts for time = 2 items)	Mark Shephard - Corporate Director – Communities; Sue Cooper – Corporate Director – Social Services and Wellbeing; Councillor Hywel Williams - Cabinet Member for Communities; Councillor Philip White - Cabinet Member Adult Social Care, Health and Wellbeing. (other invitees?)	Presented annually - Consideration of Directorate Budget for 2016/17	To be confirmed.

4.2 The table below lists the items to be considered and the invitees due to attend in respect of the subsequent meeting of the Committee to be held on 27 January 2016.

<b>Topic</b>	<b>Invitees</b>	<b>Specific Information Requested</b>	<b>Research to be Undertaken by the Overview &amp; Scrutiny Unit</b>
Cultural Partnership Project	Mark Shephard - Corporate Director – Communities, Richard Hughes - Group Manager: Cultural Services, Councillor Philip White - Councillor Hywel Williams - Cabinet Member for Communities (other invitees?)	This item to be revisited once the NPDO has been established for an update and for further monitoring to be put in place.	To be confirmed.
Vibrant and Viable Places Programme	Mark Shephard - Corporate Director – Communities Councillor Hywel Williams - Cabinet Member for Communities (other invitees?)	The Committee wish to retain this on the Forward Work Programme as the scheme progresses in light of the risks identified on financial claw back or withdrawal of funding by the Welsh Government in relation to outcomes. To include 'Business Improvement District – Bridgend Town Centre', which goes to Cabinet on 25 May 2015.	To be confirmed.

4.3 The table below lists all potential items that the Committee received at their meeting on 10 June 2015, which are put to the Committees for reprioritisation as appropriate.

<b>Topic</b>	<b>Proposed Date</b>	<b>Specific Information Requested</b>	<b>Research to be Undertaken by the Overview &amp; Scrutiny Unit</b>
Report on Housing - Registered Social Landlords	23 March 2016	To enable in depth discussion with RSLs and to address issues raised by Members following previous OVSC meetings. To include information on financial impact following the implementation of Universal Credit and the impact of the changes on the ability of RSLs to sustain business.	To be confirmed.
Depot Rationalisation	23 March 2016	To provide an update to the Committee on the progress of the Depot Rationalisation Project.	To be confirmed.

## **Corporate Parenting**

- 4.4 Corporate Parenting is the term used to describe the responsibility of a local authority towards looked after children and young people. This is a legal responsibility given to local authorities by the Children Act 1989 and the Children Act 2004. The role of the Corporate Parent is to seek for children in public care the outcomes every good parent would want for their own children. The Council as a whole is the 'corporate parent' therefore all Members have a level of responsibility for the children and young people looked after by Bridgend.<sup>1</sup>
- 4.5 In this role, it is suggested that Members consider how the services within the remit of their Committee affects children in care and care leavers, and in what way can the Committee can therefore assist in these areas.
- 4.6 Scrutiny Champions can greatly support the Committee in this by advising them of the ongoing work of the Cabinet-Committee and particularly any decisions or changes which they should be aware of as Corporate Parents.

### **4.7 Sickness**

The Corporate Resources and Improvement Committee agreed that, in light of the figures reported for Sickness Absence for 2014-15 and the Committee's previous comments and concerns, there was a need for further examination of this particular area. Given the fact that this subject was cross-directorate and also reports that a number of concerns have been raised in other Scrutiny Committee's it was agreed that a Joint Research and Evaluation Panel for Sickness Absence be established comprising of the Chair and one other Member from each Scrutiny Committee.

## **5. Effect upon Policy Framework and Procedure Rules**

- 5.1 The work of the Community Environment and Leisure Overview and Scrutiny Committee relates to the review and development of plans, policy or strategy that form part of the Policy Framework and consideration of plans, policy or strategy relating to the power to promote or improve economic, social or environmental well being in the County Borough of Bridgend.

## **6. Equality Impact Assessment**

- 6.1 None

## **7. Financial Implications**

- 7.1 None.

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<sup>1</sup> Welsh Assembly Government and Welsh Local Government Association 'If this were my child... A councillor's guide to being a good corporate parent to children in care and care leavers', June 2009

## 7. Recommendations

The Committee is asked to:

- (i) Note the topics due to be considered at the meeting of the Committee for 18 January 2016 and confirm if it requires any additional specific information to be provided by the invitees listed or the Overview & Scrutiny Unit;
- (ii) Determine the invitees to be invited to attend, any specific information it would like the invitees to provide and any research that it would like the Overview & Scrutiny Unit to undertake in relation to its meeting for 27 January 2016;
- (iii) Revisit and consider the list of future potential items for the Committees Forward Work Programme and reprioritise as the Committees feels appropriate;
- (vi) Nominate a Member of the Committee to join the Chair on the Joint Research and Evaluation Panel for Sickness Absence.

**Andrew Jolley,**  
**Assistant Chief Executive – Legal & Regulatory Services**

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Bridgend,  
CF31 4WB

**Background Documents:** None

## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO COMMUNITY, ENVIRONMENT AND LEISURE OVERVIEW AND SCRUTINY COMMITTEE

8 OCTOBER 2015

#### REPORT OF THE CORPORATE DIRECTOR COMMUNITIES

#### REGENERATION IN THE COUNTY BOROUGH – DELIVERING ON THE CORPORATE PRIORITIES

##### 1. Purpose of Report

1.1 This report provides Members with information on the alignment between the Regeneration Service's work programme and the proposed corporate priorities and focus areas.

##### 2. Connection to Corporate Improvement Objectives/Other Corporate Priorities

2.1 Work is currently underway on developing a narrower and more focused set of corporate priorities for the Council, in recognition of the financial challenges facing the Authority, and the need to focus the limited resource available, on the areas that are most important to us and to our residents, and where we can achieve the most impact for our investment. The table below sets out the draft corporate priorities and areas of focus, which are currently under consultation, and summarises the main programmes and projects being delivered by the Regeneration Service, which are helping to deliver corporate priorities. These are expanded upon in section 4 of this report.

##### *Supporting a Successful Economy:*

Aim	Focus	Commitments
To create successful town centres	Deliver major schemes in our town centres (by making best use of the Vibrant and Viable Places (VVP) grant and other value-adding schemes).	Bridgend -VVP Maesteg – Llynfi Sites, Town Hall Porthcawl –Attractor Destination Town Centre Partnerships Business Improvement District
To create conditions for growth and enterprise	Further develop the capacity / skills of Bridgend business networks to become self-sustaining (providing peer support and business-to-business opportunities that enhance local supply chains).	Bridgend Business Forum Bridgend Tourism Association SEEN3 Centres of Rural Enterprise
	Influence regional developments and maximise local benefits (such as investment in transport and communications infrastructure and the development of the Cardiff Capital Region).	City Deal Regional Engagement Team
To help people develop skills and	Align skills projects to help people develop skills (with greater penetration into the labour market).	Bridges into Work 2 Communities for Work

take advantage of opportunities to succeed	Work with businesses to identify key skills necessary for growth, and seek to influence regional / local provision of training (including within schools).	Bridgend Employer Liaison Partnership City Deal
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### Smarter Use of Resources:

Aim	Focus	Commitments
To streamline internal business processes.	Use ICT to move most common internal processes and how customers access services from manual to automatic.	
	Review and redesign business support services	
To build capacity among third sector, town and community councils and community groups to meet local needs.	Support communities and groups wishing to take on the running of Council owned assets and services.	Community Asset Transfer RDP – creating self-sustaining rural communities
	Align projects funded by Europe and Welsh Government to support community engagement	
To develop the culture and skills required to meet the demands of a changing organisation.	Capitalise on existing skills through coaching, secondments, and learning sets.	
	Identify and invest in key skills required to deliver Council objectives (such as commissioning and project management).	Leverage of external funding
	Improve engagement with staff in ongoing cultural and organisational change.	

## 3. Background

- 3.1 Wales' economic prospects are critical to its long term future. In terms of productivity (as measured by gross value added (GVA) per job) the South East (SE) Wales region has a GVA of only 76% of the UK average. Even with the existing level of collective effort across the region, this gap is widening. *Historically, this area was one of four in Britain given the original Assisted Area Status in 1934. Of the original 4 areas, only South Wales retained this status, the largest and longest recipient of State Aid.* Inactivity and worklessness remain high, and wages and skills remain low.
- 3.2 Public sector employment in the region accounts for 28% of total employment, compared to 19% for Great Britain. The large scale cuts in public finance in the coming years may put Wales further behind the rest of the country. This, alongside the changes to the benefits system will mean less money circulating in the local economy, to sustain local business. The Industrial Communities Alliance estimate the benefit cuts alone will mean £53 million less cash circulating in Bridgend County Borough. The economic climate is difficult for business, and may remain so for some time.

- 3.3 To achieve financial savings targets set in previous years, the Regeneration Service is making cuts of £341,000 in 2016/17 representing a 26% cut in the core staffing budget. The Service has already experienced a considerable amount of incremental reduction since the current structure was put in place in 2008, to meet annual savings requirements. There was a cut of £100,000 in 2013/14, £122,000 in 2014/15 and £140,000 in 2015/16. This latest restructure will formalise some ad-hoc arrangements that have resulted from these changes, and attempt to put in place a sustainable service structure for the future. While staffing budgets have had to be cut significantly, the Strategic Regeneration Fund, the Council's match-funding pot for regeneration, has been retained largely intact. This is a deliberate decision, and for this reason, leverage of external funding remains very high, and there are few, if any areas of the County Borough that have not had the opportunity to benefit from regeneration activity.
- 3.5 Historically, the Service has provided technical support to community organisations, to facilitate delivery of local community regeneration projects, for example Garw Mountain Bike Trails, and Caerau Market Garden. In the past year, it has become increasingly difficult to provide this support, and within the scope of the reduced resources available, it is likely to diminish further, unless it can be externally funded, for example through the Rural Development Programme.
- 3.6 Through the last EU Convergence Programme (2008-2014+2), Bridgend County Borough Council delivered 22 separate projects supported by £21.5m of European grant (total investment programme of £45m). In total, including national projects delivered by other bodies in Bridgend, 3,600 people were helped to enter employment and almost 11,000 gained qualifications. 788 local enterprises were assisted, 479 new enterprises were established and 1,718 jobs were created.

#### **4. Delivering the Corporate Priorities**

4.1 This section sets out in detail how the Service will deliver the corporate priorities.

#### **4.2 Corporate Priority 1: Supporting a Successful Economy**

4.2.1 *Aim: To create successful town centres*

*Focus: Deliver major schemes in our town centres (by making best use of the VVP grant and other value-adding schemes).*

#### **Schemes completed**

4.2.2 The Service already has a strong track record in this area, delivering property redevelopment, public realm, marine engineering and townscape heritage schemes in Bridgend, Maesteg and Porthcawl. These schemes have transformed the environment in our town centres, acting as a catalyst for investment and attracting new businesses. For example, in Bridgend, the multi-million pound redevelopment of Cae Court, the Toll House, and the former Victoria Inn, have all followed the completion of the EU Convergence scheme, and new businesses have opened in the town centre. Maesteg Market, despite a challenging trading environment, was fully let on completion, with the majority of units being let to new businesses. It now also hosts a travelling market and a variety of other local events. Since its completion, JD Wetherspoons has also opened a much needed family pub/restaurant in the town centre. The berths in the redeveloped Porthcawl Harbour

were also fully let and the project has been a catalyst for the multi-million pound regeneration of the harbour quarter.

Nolton St- before

Nolton St -after



Maesteg Market – before

Maesteg market - after



Porthcawl harbour – before:

Porthcawl harbour –after:





## Schemes in progress

- 4.2.3 A number of schemes are in various stages of development, some at feasibility stage while others are expected to go on site shortly. In Bridgend, the £9 million **Vibrant and Viable Places (VVP)** project, which will redevelop the site of the Rhiw Multi storey Car Park, will replace outdated and failing infrastructure, to create a modern 240 space car park with a new convenient pay-on-foot payment system, and 28 affordable homes. Site works will commence in the next few weeks.
- 4.2.4 The feasibility and site investigation work is underway to utilise the £2.5 million loan fund, for bring forward **Upper Llynfi Housing Sites**. The site options are the former Llanderw School site, and the east and west lower plateau sites below Maesteg School.
- 4.2.5 In Porthcawl, contracts have been exchanged on the landmark **Jennings building**, following a tender exercise to secure a developer. A planning application is expected shortly. The photograph below is an extract from the tender submission, and provides an indication of the final scheme. This high quality regeneration scheme comprises 3 restaurants and 13 live work units, and is expected to start on site before Christmas.

### The Jennings (impression)



- 4.2.6 The first **Townscape Heritage Initiative** scheme in Porthcawl was launched earlier this year and works are already underway on a variety of significant buildings in the historic harbour quarter of Porthcawl. As well as the Jennings, the buildings include the Customs House and Lookout Tower. The Customs House is being sold and will be brought into use alongside the Jennings.

- 4.2.7 This is working alongside a successful **Coastal Communities Fund** bid to enhance the coastal path and associated visitor infrastructure from Rest Bay to Newton via the harbour quarter, linking the beaches and the town centre.
- 4.2.8 It is important to note that redevelopment of **Porthcawl harbour** has acted as a catalyst for private sector investment, boosting confidence in the resort and re-risking private funding. There was strong commercial interest in Jennings building from a number of investors, and a number of competitive bids were received.

#### **Schemes in development**

- 4.2.9 Work is underway to develop a capital funding proposal under the Welsh Government's (WG) Buildings for the Future programme, to implement the earlier feasibility study completed on **Maesteg Town Hall**, aiming to secure improvements and increase the number and diversity of uses in the building, enhancing both its viability and the visitor experience.
- 4.2.10 Negotiations are underway with the adjoining landowners, to bring forward the **Ewenny Road** site in Maesteg, for a mixed use housing, retail and employment scheme, comprising 115 new homes, food outlets, neighbourhood retail facilities and serviced employment sites.
- 4.2.11 WG Ministers have been consulting local authorities, through the WLGA, on the **successor programme for VVP**. To ensure that the Council is in readiness for this, proposals are being developed to take forward the implementation of elements of the original VVP submission for Bridgend, but which were not pursued due to the reduced level of grant awarded.
- 4.2.12 The Porthcawl submission under the Visit Wales EU Convergence '**Attractor Destination**' programme has received priority status and is one of only 3 regional projects from SE Wales, and 9 in total across Wales being developed for funding. Tourism contributes to local prosperity and quality of life in Bridgend County Borough, injecting £307m into the local economy and supporting over 4,300 jobs in the County. The Porthcawl proposal comprises the **Maritime Centre**, led by Harbourside Community Interest Company, supported by infrastructure and redevelopment works led by the Council. The total investment is expected to be in excess of £7 million, building on the historic harbour quarter, and strengthening Porthcawl as a tourist resort, growing the value of tourism in the economy and increasing employment and business opportunities.
- 4.2.13 Alongside this, a **Heritage Landscape Partnership** programme has been developed for the coastal zone from Kenfig to Merthyr Mawr. This will improve the management of archaeological sites and maritime heritage sites, increase biodiversity, and result in an increased number and wider range of people being engaged with the management of landscape heritage of the 7 Bays, thus reducing demand on the Council to meet statutory obligations.
- 4.2.14 More recently, fresh consideration is being given once again to the wider **Porthcawl regeneration** project at Salt Lake and Sandy Bay, in collaboration with the Evans' family.
- 4.2.15 In addition to the capital schemes, **town centre partnerships** have been developed in Porthcawl and Maesteg, and the action plans agreed by the

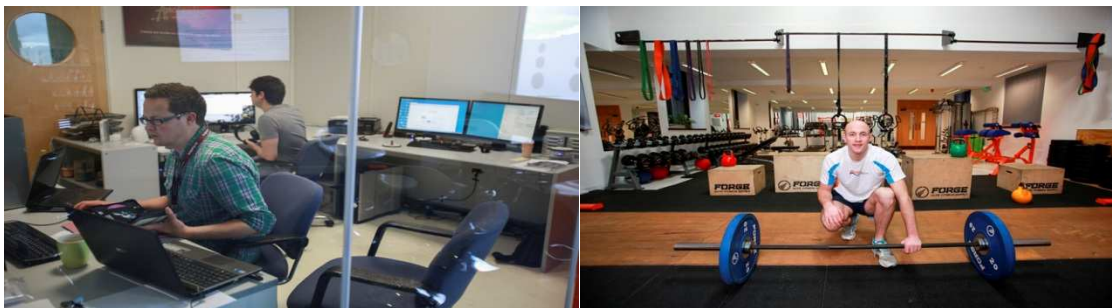
partnerships are being implemented, bringing vibrancy and interest into the town centres. The Maesteg Partnership, for example, is jointly with the Town Council, funding a skating rink in the market square, as part of the Christmas programme.

- 4.2.16 The Council, with financial support from WG, is also supporting the development of a **Business Improvement District** in Bridgend Town Centre. This is a trader-led initiative to create a fund, through an additional levy on business rates, which is controlled by traders and spent on initiatives and projects of importance to them.
- 4.2.17 These schemes are a significant pipeline of town centre investment, which will require commitment and capacity to deliver, but will create opportunities for businesses and jobs for local people, both in the construction phase, and subsequently, through private investment and business creation.
- 4.2.18 Challenges remain however; changes in shopping habits, technology patterns of demand and the ageing physical fabric will continue to impact on town centres. While a great deal of work has been done in each of the three main towns, the need and opportunity for further renewal is evident. Added to this, future reductions in street cleansing, public toilets and highways maintenance will make the need for continued investment, and strong partnership working with town councils and traders a necessity, in order for town centres to continue to attract shoppers and businesses.
- 4.2.19 *Aim: To create conditions for growth and enterprise*  
*Focus 1: Further develop the capacity / skills of Bridgend business networks to become self-sustaining (providing peer support and business-to-business opportunities that enhance local supply chains).*
- 4.2.20 The Service helps to supports a variety of **business networks**, (Bridgend Business Forum, Bridgend Tourism Association, the social enterprise network known as SEEN3), with a number of different specific interests, but with the common aim of creating the conditions for growth and enterprise. The existence and growth of these networks has been a key contributor to Bridgend's success in delivering regional business support programmes. In both Local Investment Fund (**LIF**) and South East Wales Community Economic Development (**SEWCED**), Bridgend was allocated additional resources towards the end of the programmes, taking up underspend from elsewhere in South Wales. It is also true to say that the Council's reputation with the business community has grown as a result of its engagement and support for these networks
- 4.2.21 These networks are currently supported to varying degrees by the Council through officer time, although it should not be overlooked that the businesses themselves contribute significantly in cash and in kind. The high profile Bridgend Business Awards for example, are funded entirely by the Borough's businesses. However, as our capacity to sustain the current level of support diminishes, the focus of work in this area will need to be on securing long term sustainability. This can only be successfully achieved with the support and engagement of the businesses themselves, in a managed transition, which involves proactively seeking opportunities for income generation. Without this, there is a risk that the investment, goodwill and relationship management of many years will be lost.

4.2.22 The last Rural Development Programme (RDP) supported the creation of physical networks of businesses in the form of **Centres of Rural Enterprise**, and three were created in Bridgend. At the micro-business centre at Sony, 12 businesses are now located. These businesses are an indication of the potential of the knowledge economy, and they benefit both directly and indirectly from the close association with Sony. Another Centre is located in Blaengarw, a converted church building which now houses the Garw Valley Health & Fitness Club and two complementary businesses: BB Sport Therapy and Eatwell 4 Life. By providing local people with a range of easily accessible services, the Centre enables more money to be retained and circulated within the valley economy, as well as creating local employment. The third Rural Enterprise Centre is based in North Cornelly, the conversion of a previously dilapidated building into a business centre known as the Genesis Enterprise Centre offering a mix of retail and office space as well as conference facilities. The Centre now accommodates three retailers of sportswear, PC sales and a cards & gifts shop. In total, over 40 jobs have been created to date.

Sony Micro-business Centre

Garw Valley health and Fitness Club



Genesis Enterprise Centre



4.2.23 *Focus 2: Influence regional developments and maximise local benefits (such as investment in transport and communications infrastructure and the development of the Cardiff Capital Region).*

4.2.24 The scale and depth of regional working has increased significantly in recent years, to a point where many economic initiatives and programmes are now developed

regionally, but delivered locally. Historically, Bridgend has had a good reputation for contributing to regional working, playing an active role in a number of work streams and task groups to support the previous and current rounds of Convergence, the Regional Strategic Framework, and most recently, the City Deal and the Regional Engagement Team.

- 4.2.25 **City Deal** - the increasing competitiveness of the global economy requires local authorities and other stakeholders to work together to support economic development. The growth of the *city region* concept provides an approach which is being used elsewhere in the UK and Europe. The essential elements of a city deal are: an economic growth plan; an investment fund; devolution of decision making to city region level; and retention of additional revenue arising from growth of the tax and rate base. A number of city deals are now operational or in development across the UK, and if the South-East Wales councils do not respond then they risk being left further behind in terms of economic growth and opportunity.
- 4.2.26 The proposal for a Cardiff City Deal is still at an early stage, but the SE Wales local authorities have agreed to work together to develop the business case, and the work is being co-ordinated and supported by the Regeneration Service for the Council.
- 4.2.27 Established City Deals elsewhere, for example, have business support, housing, town centre and transport infrastructure funds, focused on investing in value generating investments. The Cardiff City Deal could generate major investment capacity especially in rapid transport systems (e.g. rail electrification, Metro), infrastructure, skills and innovation. For Bridgend to benefit from this directly, it will need to have the local capacity to develop and deliver investment programmes and projects financed through the City Deal.
- 4.2.27 **Regional Engagement Team – EU Structural Funds (ESF)** - Bridgend Council has been requested by the SE Wales local authorities to host the regional engagement team to support delivery of the 2014 – 2020 EU Structural Fund programmes. This will increase capacity to engage and benefit from regional collaboration across South-East Wales.
- 4.2.28 The regional engagement team will have a formal role to support the effective delivery of European-funded projects on a regional basis. This will be done by:
- ensuring projects in development from all sectors work effectively as possible on a regional basis (regional proofing). In this way the teams will provide a link between the Wales European Funding Office (WEFO) and the emerging partnership structures in South-East Wales and existing ones such as the City Region Board and Learning, Skills & Innovation Partnership (LSkiP);
  - monitoring the regional delivery of projects to ensure that duplication and gaps are minimised and opportunities for improvement are taken. The team will help to broker solutions to issues; and
  - co-ordinating the review and update of the regional sections of the Economic Prioritisation Framework which supports WEFO in its decisions on project approvals.
- 4.2.29 The benefits to Bridgend for leading on regional engagement in the 2014 – 2020 programmes include a formal responsibility to be involved at a strategic level in the development and delivery of regional projects. The regional engagement team will

also have access to information and intelligence on the regional aspects of the European funds. Through regional working, Bridgend County could benefit from stronger economic links within a city region with the potential for greater sustainable economic growth.

4.2.30 *Aim: To help people develop skills and take advantage of opportunities to succeed*  
*Focus: Work with businesses to identify key skills necessary for growth, and seek to influence regional / local provision of training (including within schools).*

4.2.31 **The Bridgend Employment Liaison Partnership (BELP)** aspires to foster positive partnership working between employment and training agencies operating in the Bridgend area so that through developing best practice and sharing of information clients maximise employment, education or training outcomes. The Partnership works collaboratively to influence any issues that are a barrier to local provision and delivery including promoting and supporting the Bridgend Workclub Network and ensuring opportunities such as job vacancies, training opportunities and community benefits are promoted to partner members to benefit clients. BELP currently has 245 members across 132 different groups or organisations

4.2.31 *Focus: Align skills projects to help people develop skills (with greater penetration into the labour market).*

4.2.32 **Bridges into Work 2** is a £7m ESF regional project led by Torfaen CBC and includes 4 other local authorities including Bridgend. The project will run from May 2015 to March 2018 and in the Bridgend area it will target 464 participants who are either long term unemployed or economically inactive, and who face significant barriers to employment. Participants will be aged over 25 years and living outside Communities First areas. Referrals will come from a variety of sources, for example in response to marketing, directly via Job Centre Plus, the Workclub Network and community organisations. The targets include helping 98 participants into employment, and 233 into work experience or volunteering. Bridges into Work 2 will work alongside other ESF operations to maximise opportunities to local people. The total value of the project in Bridgend is £1.268m.

4.2.33 **Communities for Work (C4W)** is a separate but complementary programme to Communities First. The project will provide intensive employment mentoring and support, delivered locally through 'employment mentors' who will work closely with Employment Advisors within DWP. Communities First delivery bodies have been invited to submit costed proposals for the delivery of the project in their areas and work is underway on this, with an anticipate start later this year. There is no cash contribution required from the Council, as overhead costs can be used to meet the match funding requirement.

### 4.3 **Corporate Priority 2: Helping people to be more self-reliant**

4.3.1 While these programmes are aimed at supporting a successful economy, it is also irrefutably the case that success in supporting people to develop skills for work are critical to corporate priority 2 : Helping people to be more self-reliant. Creating the conditions for investment and growth is a large part of the solution to the continued difficulties we will face over the next decade or more. Creating businesses and jobs

is one of very few sustainable ways to enable individuals to come off benefit and live independently. The lack of confidence in the future is well documented as a driver for poor educational attainment, poor mental and physical health, and poverty from childhood to old age. All these create considerable spending pressures for the Council.

#### **4.4 Corporate Priority 3: Smarter use of resources**

4.4.1 *Aim: To build capacity among third sector, town and community councils and community groups to meet local needs.*

*Focus 1: Support communities and groups wishing to take on the running of Council owned assets and services.*

4.4.2 The **South East Wales Community Economic Development (SEWCED)** programme started in Bridgend in September 2010 and operated to 31 August 2015. Bridgend was initially awarded £1.8m but successfully managed to utilise underspends from other local authorities and the final award for Bridgend was £2.086m – with all additional funds secured being put into the grant pot available for Bridgend organisations – all of which has now been spent. Throughout the lifetime of the project 23 organisations have been supported, 58 new jobs created, 3 new social enterprises created, over 4000 additional people accessing the services of social enterprises. Just under £500,000 of private sector investment was levered as a result of the project.

4.4.3 **Community Asset Transfer** - in recognition of the fact that the Service has skills and experience in working with community organisations, it will be taking on responsibility for facilitating Community Asset Transfer, later this year focusing initially on sports pavilions ,community centres, bus shelters and public toilets , to enable Medium Term Financial Strategy savings to be achieved in the Neighbourhood Services side of the Communities Directorate.

4.4.4 **Rural Development Programme** - linked to Community Asset Transfer, work will be undertaken through the Rural Development Programme to provide advice and practical assistance to community organisations in rural areas who wish to take on the running of non-statutory services for example sports pavilions and playing fields. The RDP is also supporting the development of community energy schemes. These can play an important role in helping community groups to become more financially independent, and thereby better able to take over the running of assets. Equally, energy generation can generate income which makes the running of assets a viable option for community groups. For this reason, the asset transfer and community energy work will work closely together.

4.4.5 *Aim: To develop the culture and skills required to meet the demands of a changing organisation.*

*Focus: Identify and invest in key skills required to deliver Council objectives*

4.4.6 Over the last few years the Regeneration Service has developed and targeted its approach towards strategic project development and attracting external funding to deliver corporate priorities. There is a strong culture of enterprise and efficiency, in recognition of the fact that this is a discretionary service, so every pound spent has to be supported by a strong justification, and demonstrate added value in terms of

leverage. All members of staff are aware that if the service is not lean, efficient and delivering on members priorities, there is no automatic requirement on the Council to continue to support it.

4.4.7 Between 2008 - 2014, this resulted in successful bids for some £41 million from the European Structural Funds, RDP, Lottery and Welsh Government to support a range of physical and economic development activity, as detailed below:

<b>Funder</b>	<b>Grant Approvals 2008 - 2014 (£m)</b>
ERDF	11.775
ESF	10.239
RDP	4.100
Welsh Government	13.464
Lottery	1.172
<b>TOTAL</b>	<b>40.750</b>

4.4.8 All the funding Regeneration receives is bid for in a competitive arena, and is not guaranteed. Therefore uncertainty is a constant. The opportunity to draw down external funding with SRF depends on the amount we have available and ‘un-matched’ to the existing project implementation. Opportunities can be lost when there is no capital match funding left in the small pot of SRF. Equally, deadlines for submission of bids can be very short, and not allow time for projects to be developed ‘from scratch.’ There needs to be sufficient capacity retained in the Service to develop priority projects to a sufficient level of readiness, to be able to respond quickly to funding opportunities.

4.4.9 The Service also cannot simply chase funding. The SRF ‘pot’ is limited, and has to be deployed very carefully to ensure that match funding is available to support priority projects. Delivery capacity is also limited, and the Service’s project management resources have to be carefully targeted.

4.4.10 The Regeneration Service’s focus on making the best use of resources is illustrated by other key facts and figures for the Service set out below:

- Following the restructure, the Regeneration Group will account for **0.71% of total Council revenue budget**; this has fallen from 0.83% when last reported to the Scrutiny Committee in September 2013.
- The primary capital budget for the Regeneration Group is the Special Regeneration Fund (SRF) and this amount of £540,000 is fully matched into various EU and other external capital funding for periods of up to five years. This relatively limited resource has helped to support multi-million pound regeneration projects in the three main towns, developed the Authority’s property asset base, and provided investment to help small and medium sized businesses to grow.
- the Council’s financial match funding for the Maesteg Outdoor Market project represented only **9.5% of the total project cost**. The rental income from the Market increased by 15% on completion.



- the Council's financial match funding for Bridgend Town Centre Convergence programme represented **about 7% of the total project cost**;
- The BCBC match-funding contribution to VVP represents **2.96% of the total grant from WG, but only 1.8% of the total investment in the scheme**, taking account of Coastal Housing Group's investment in the housing element of the scheme. The leverage is **over £50 for every £1** from the Council.
- Leverage of external funding varies significantly between programmes, but the aim is always to deploy resources in a strategic way, to minimize the Council's contribution, and make resources go further. For example, the RDP has an 80% grant rate, but by using other external funds to meet the match-funding contribution, it is likely to achieve over 90% external funding, in this round. **Overall leverage rates of £15 for every £1 invested by BCBC can be confidently achieved.**
- following the last audit of project management practices, Internal Audit returned a view of **"substantial assurance" for project management** in both the Economic Development and Physical Regeneration Teams;
- Most recently through VVP, we have developed a partnership arrangement with Coastal Housing Group, as a variation to direct delivery, and need to monitor the effectiveness of this, to inform future practice.
- Finally, additional external funding of **£3.159 million has already been secured in first 6 months of 2015/16** through the European Social Fund, RDP, and BIG Lottery Fund (Coastal Communities Fund) with SRF money again being used as match funding.

## **4.5 Conclusions**

- 4.5.1 There are a number of points made throughout this report that require some scrutiny and discussion.
- 4.5.2 The information in this report demonstrates that the Service is aligned to the corporate priorities. In refocusing programmes such as the RDP, it is developing expertise and resources for Community Asset Transfer, adapting to changing needs within the Authority. It is supporting a successful economy, by securing investment in town centres, and delivery of regional economic initiatives. Through its employment and skills initiatives, the Service plays a key role in helping people to become more self-reliant and overcoming a culture of dependency. By facilitating Community Asset Transfer and leveraging external funding, it is helping the Council to maximize use of resources.
- 4.5.3 The Service delivers value for money, with leverage of between £4 to £54 for every £1 invested by the Council. However, financial pressures over the past 3 years have reduced a small service considerably, and the savings to be achieved in 16/17 will reduce this still further, cutting the core staffing budget by a further 26%. Successful regeneration requires a medium to long term approach; projects are being developed now, which will take a number of years to bring to implementation stage. While the Service has been able to withstand the cuts so far, greater financial certainty is required on the future scale investment that the Council wish to

maintain, in order to ensure that resources are not being wasted on developing projects which will never be implemented.

4.5.4 The City Deal makes this decision even more significant; there could be little point in participating in the City Deal and contributing to an Investment Fund, unless there is capacity to develop investment proposals and implement the City Deal programme in Bridgend, with the resources levered.

4.5.6 Securing funding for regeneration takes place in a hugely competitive arena. However, this could change significantly if some local authorities make a financial decision to withdraw from or scale back their regeneration programmes. If this happens, the potential gains for those that retain a commitment to regeneration could be even greater in the future, substantially increasing the level of investment available to them to support their local economy, and their ability to attract investment and jobs from the private sector. In this scenario, continuing austerity, rather than impacting equally across the region and the country, may well widen the gap between the economic performance of local authority areas in Wales.

## **5. Effect Upon Policy Framework and Procedure Rules**

5.1 None

## **6. Equalities Impact Assessment**

6.1 None required for an information report.

## **7. Financial Implications**

7.1 Financial information is set out in the main body of the report, and demonstrates that the Service brings investment into Bridgend County and delivers value far in excess of its costs. There are no financial implications arising from this report.

## **8.0 Recommendations**

8.1 It is recommended that the Community, Environment and Leisure OVSC note the report.

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**8<sup>th</sup> October 2015**

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## **Background documents**

None

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO THE COMMUNITY ENVIRONMENT AND LEISURE OVERVIEW AND SCRUTINY COMMITTEE

8 OCTOBER 2015

#### REPORT OF THE CORPORATE DIRECTOR COMMUNITIES

##### SERVICE LEVELS FOR FRONT LINE STREETSCENE SERVICE DELIVERY

### 1. Purpose of Report

1.1 The purpose of report is to:

- Set out for Scrutiny Committee the Communities Directorate's current understanding of the potential impact to service standards due to recent and future reductions to frontline streetscene services.
- To debate what are considered to be the minimum service levels that would be acceptable for the residents of Bridgend in the light of further anticipated service reductions over future years of the Council's Medium Term Financial Strategy [ MTFS] .

### 2. Connection to Corporate Improvement Objectives/Other Corporate Priorities

- 2.1 The details set out in this report embrace and recognise the objectives detailed in the Corporate Plan under Priority 5 - (Working Together to Tackle Health Issues and Encourage Healthy Life Styles), to maintain, healthy living and vibrant places.
- 2.2 The content also constitutes part the Communities Directorate response to reconciling the current financial settlement with operational levels of service. This proposal is in accordance with the improvement priorities detailed in the Corporate Plan under Priority 6 - (Working Together to Make Best Use of Our Resources).

### 3. Background

3.1 The national austerity measures on all Welsh Local Authorities are now well rehearsed and understood, with Bridgend Council needing to develop recurrent budget reduction proposals amounting to around £49.6 million, this has to be achieved despite council tax income being received increasing due to the overall reduction in grant funding Bridgend Council will receive from Welsh Government over the next four years. What is less understood is the impact these cuts will have on the delivery of visible front line services, which the public have become accustomed to receiving and on which the quality of the street scene and the local environment depends. Visible services for the purposes of this report include the following list but those areas where existing proposals within the MTFS have the greatest impact will be explored in more detail: -

- Litter picking, bin emptying, fly tipping removal, dog fouling removal etc.
- Waste / recycling collection and management of the Household Waste Amenity Sites.

- Childrens play grounds, sports fields, bowling green's, highway grass cutting etc.
- Bereavement services and cemetery maintenance.
- Active travel promotion as required under the active travel act, transport planning, subsidised bus services, safe routes to school and school transport.
- Car parking and car parking enforcement.
- Carriageway and footway repairs, road marking, traffic signalling, Highways planning consultation, Street lighting, Structures (bridges etc) safety inspection and maintenance.
- Flood protection and drainage design inspection and maintenance.
- Winter maintenance/gritting.

3.2 It is inevitable that in the current financial climate significant savings need to be made to services that traditionally have been delivered to a high level by the Council. As part of the response to this, investment in time and resource is being made to develop alternative ways of delivering services, with expectancy that a greater role will be required from Town and Community Councils and where appropriate from user groups such as sports clubs in order for a reasonable level of local service to be maintained.

3.3 In this scenario it is likely that the Council will need to focus its resources on delivering a much smaller core service in the areas identified in the report, focussing on meeting statutory requirements and relying on partnerships/collaborations, and in some case asset transfer or service delivery transfer to other organisations to enhance service delivery beyond that level. This is very clearly different to the historical service provision level provided by the Council.

3.4 However, the proposed changes will require proper assessment of their impact and where appropriate public consultation to go through the processes necessary to make such substantial changes.

#### **4. Impact of budgetary constraints already made and future potential changes to services**

##### **4.1 Highways Staffing Review**

4.1.1 Areas affected already include the Direct Labour Organisation [DLO], Traffic and Transport, Client and Business section, Rights of Way, Engineering Group and Network management.

4.1.2 The Highways department has undergone significant structural reduction and this is planned to continue with a live highways review process underway and targeted for implementation in early 2016. The reviews of the Highways team is contributing to an overall Highways saving of 1.3 million being achieved throughout 2014-2016 years. Savings in the staffing element being generated through a combination of vacancy management, overtime reduction and redundancy.

4.1.3 Whilst reductions have been achieved thus far without significant noticeable external impact due to reorganisation, prioritisation of workloads and efficient working, further savings will inevitably reduce our ability to respond to issues in regard of Highways Services. This situation may be compounded now that Welsh Government's Local Government Borrowing Initiative [LGBI] has ended which has ensured additional

investment in the highway network over recent years. Over the last three years, Bridgend County Borough Council has benefited from investment in the highways infrastructure asset by around £2m per year through the LGBI.

- 4.1.4 As of necessity moving forward, judgements will have to be made on what are considered to be the most important matters. Clearly highway defects in relation to safety defect criteria will require attendance both to assess and repair. However it is likely other matters such as overgrowth will as of necessity become less of a priority. Debris clearance and general highway policing will become less of a priority, having the potential to lead to more general obstructions occurring on the highway from hedges/verge growth/miscellaneous materials etc. Mitigation measures may exist in the form of support of work that Town and Community Councils may be able to provide, e.g. Brackla Community Council have taken on the grass cutting at the roundabouts within their Council area.
- 4.1.5 There will be potentially a reduced ability to advise public builders on site and statutory undertakers of the correct way to undertake works which may affect the highway. Advice will likely become reactive as opposed to proactive. Mitigation measures include the proposed development of a permit scheme to introduce cost recovery to statutory undertakers, and others. This is being discussed with Welsh Government at present.
- 4.1.6 The reduction in the Highway teams could also lead to third party works taking place that cause damage to the highway without our knowledge leading to claims. There may be an effect on the safety inspections and an inability to inspect as frequently which risk increasing third party claims costs and potentially accident rates on the highway.
- 4.1.7 There will be longer timescales to respond/inform /contact public and members and indeed other government departments such as Freedom of Information requests [ FOI ] and Audit, and responding to member and public queries. Members should note that the vast majority of member referrals relate to streetscene services.
- 4.1.8 Also the time taken to respond to developers, house purchase searches, rights of way queries, amongst others will be impacted upon. This will have the potential to lead to disgruntled search companies and complaints.

## **4.2 Reduction in Highway expenditure Budget**

- 4.2.1 Similar to above the reduction in budgets will impact on all areas of highway services. There is a reduction in the ability to carry out planned maintenance and carriageway replacement along with proposed reductions to the road marking budget. This will have an effect of increasing the need to undertake more reactive repairs to the surface of highway. This will in turn lead to more defects appearing that have the potential to result in increased claims and accident rates. Monitoring of claim costs and accident rates will be vital as the expenditure on the highway network is reduced. Currently a business case is being constructed by the Highways team to give a model for the Corporate Performance Assessment Board to consider in regard to the minimum levels of spend required on the highway network asset required in order to mitigate against exponentially increasing claims and reactive repair.

- 4.2.2 A lack of budget for structures will potentially lead to bridges having to be weight restricted or closed (e.g. Brewery Lane Tesco bridge been closed to vehicles for in excess of a twelve month currently/Footway closed at Teify Crescent/ footways restricted at Cowbridge Road). Temporary repairs to footways by removing defective slabs and replacing with Tarmac will become necessary.
- 4.2.3 Bus subsidies are provided by the Council to provide a bus service to those areas where commercial services are not seen to be attractive or indeed at a particular time of day early morning or late evening. Where subsidies have been reduced year on year a risk of leaving either communities isolated or transportation issues acting as a barrier to employment and access to services can exist.
- 4.2.4 Expenditure at the Bridgend Bus Station has been reduced out of budgetary necessity. However the work of the City region metro [integrated transport scheme proposal] may not be as successful if the main bus stations and transport hubs are impacted upon and not open as often. The shortening of the opening hours may negatively impact upon the perception of the service, albeit any changes to hours have been well communicated with advance notices being placed in visible area's of the Bus Station.
- 4.2.5 A reduction of weed spraying of the pavement and highway network from current twice to once per annum have been proposed. General tardiness of the roads/footways/lanes will increase to allow these savings.
- 4.2.6 Winter maintenance: Savings have been achieved with reductions from four main line Gritters to three through amalgamation of routes in the last year. Further savings from better lease agreements are in progress. Our ability to increase routes (current coverage less than all Wales average) is now not an option despite member requests. Reduced workforce and units may cause issues in emergency situations with longer time taken to clear the whole network during whiteouts. Also there will be sections of road that will have to remain untreated in such circumstances where previously efforts we made to open at the earliest opportunity.
- 4.2.7 The removal of School Crossing Patrols is an emotive issue as they have been in existence for several generations and are seen as a positive road safety measure at many schools and within communities. However as a non-statutory function this is an area of saving that the Authority may need to consider further.
- 4.2.8 Works budget; A reduction in this specific budget area may result in a reduced ability to respond to other weather related emergencies, flooding, high tides, high winds. A reduction in the Council's ability to carry out minor improvements to network (Pedestrian aids/Drainage improvements) and a reduction in maintenance of street furniture leading to removal will likely result.
- 4.2.9 Working with local groups to maintain street furniture may offer some protection of provision in Porthcawl a number of benches are being maintained by a local voluntary organisation.

### **4.3 Cleaner Streets**

- 4.3.1 Street cleaning services across the County Borough have been reviewed. The review looked at the service delivery model for street cleaning to establish how and where



savings could be achieved. The review considered how town centres were being cleaned, areas of higher use such as around schools, lower use roads such as housing estate and outlying areas such as rural roads.

4.3.2 Under the previous operating model street cleaning services were undertaken by a workforce who were responsible for the provision of cleansing services as follows: -

- Operatives were allocated an area of the County Borough to clean
- The town centres of Bridgend, Maesteg and Porthcawl were cleaned by an operative and a small manned road sweeper.
- Mobile cleaning teams would collect the red bags of litter picked up by the operatives and clear fly tipping.
- Across the County Borough roads were swept by three large 7.5 tonne road sweepers.

4.3.3 Following the review of the service a new area based operating model was introduced, under these arrangements the workforce was reduced and the shape of the service was changed to reflect the reduction in resources.

- This new model replaced the existing street cleaning arrangements with 5 area based teams, comprising a team leader with 3 operatives who emptying litter bins and pick up litter.
- In addition to the area teams, four mobile teams comprising of a team leader and operative, work across the County Borough, undertaking additional functions including fly tipping removal.
- The street sweeping role undertaken by the three large 7.5 tonne road sweepers remains unchanged.
- The arrangements for the town centres of Bridgend, Porthcawl and Maesteg remain predominantly unchanged.

4.3.4 Outside the main town centres detailed above, street cleaning of small shopping centres and busy places such as schools are given priority and cleaned by the area teams and mobile crews. It is recognised that the removal of litter in these locations may not be to the level previously delivered, however, every effort is made to ensure that standards of cleanliness are maintained to a reasonable level. Regrettably servicing the County Borough to the levels enjoyed historically is not possible given the cuts to the budget.

#### **4.4 Future provision of cleaner streets**

4.4.1 Reducing the budget in cleaner streets by any significant further sum will see a service, which is currently broadly aligned to public expectation, with teams of litter pickers proactively looking for and collecting street litter, reduce to such an extent that it becomes wholly reactive.

4.4.2 Street cleaning operatives will only be in a position to empty litter bins, clear fly tipping and with any time remaining provide litter picking services with this work prioritised on a worst first basis. It is inevitable that with any further deep cuts to the budget that the quality of the street scene will deteriorate from the standards enjoyed historically and that alongside this the statutory indicators relating to street cleanliness will also fall, possibly markedly against other Welsh Councils depending on what happens elsewhere.

- 4.4.3 If the level of service reaches a stage where it drops below certain standards it is possible that the Authority could face a legal challenge for allegedly failing to meet its duty under the Environmental Protection Act.
- 4.4.4 At very low levels of resourcing staff absence due to holidays etc. will become more critical as at times this will further reduce the standards of street cleanliness as insufficient cover will be available to cover absence
- 4.4.5 In mitigation of what is set out above the Council will continue to work closely with Keep Wales Tidy and third sector partners and organisations such as the Probation Service and Town and Community Councils to enhance the provision of litter picking through community litter picks and clean ups. It should be noted that such action while benefiting the local area will not bridge the gap in the service provision left as a consequence of the reduction in service already made and any future proposed reduction in service.
- 4.4.6 Resource levels within the three main town centres of Bridgend, Maesteg and Porthcawl will remain at historic levels, however, the teams which service and support these and assist with one off clean ups and the removal of red bag waste will have been reduced and as a consequence the standards in these areas are also likely to fall from current levels, though not to the extent to which they are likely to fall across the rest of the County Borough.

## **4.5 Public Toilets**

Cabinet have resolved to close, subject to staff consultation and discussions with Town and Community Councils, the public toilets at : -

- The Rhiw Hill
- Derwen Road
- Aberkenfig – Pandy Road
- Blackmill Square
- Pricetown Square
- Kenfig National Nature Reserve
- Grand Pavilion Porthcawl

- 4.5.1 Alongside these closures Cabinet also agreed to changes in the staffing arrangements, hours available to attendants to clean and the opening and closing times of the toilets remaining open following the review.
- 4.5.2 To reduce the impact of the diminishing provision of toilet facilities across the County Borough Cabinet agreed to fund the continuation of the Comfort Scheme. Under this scheme which was previously funded by the Welsh Government, businesses who apply and are able to meet the Councils criteria can receive a grant for making their toilets accessible to the general public.
- 4.5.3 Complete closure of all remaining public toilets not kept open by Community Councils may need to be considered for future years but this will impact on our ability to meet relevant statutory legislation and would also require a full equalities impact assessment to assess the impact on protected characteristic groups.

## **4.6 Parks and Open Spaces**

- 4.6.1 The expenditure for the provision of services provided by the Parks service area is in the process of being reduced by circa 18% in 2015/16. This is a significant reduction in the budget available to the service area.
- 4.6.2 Part of this saving (£132K) was achieved by changes to the frequency of highway and open space grass cutting and the way in which the service was delivered which were approved by Cabinet. Under the new arrangements the frequency of highway grass cutting was reduced from 9 to 7 cuts per year. The impact of the reduction in the number of cuts would have been observed by Members over the summer months.
- 4.6.3 The majority of the remaining targeted saving will be achieved through a review of staffing structures which will focus primarily on management tiers in the first instance and a full review of overtime and working hours currently undertaken by groundsmen.
- 4.6.4 Subject to the outcome of consultation with staff, if implemented in full, the proposed changes to staffing arrangements in the service area will see the Councils ability to respond to requests for service in the area significantly reduced. On a practical level historic work such as litter picking in parks, the preparation of outdoor playing fields and bowling greens over the weekend period will cease.

## **4.7 Parks Pavilions**

- 4.7.1 Members will recall the recent report presented for consideration by Cabinet setting out proposed changes to the operational arrangements for pavilion opening, closing, and cleaning by the caretaking staff and sought approval from Cabinet to make significant changes in this area.
- 4.7.2 Under the proposals the practice of each pavilion being serviced by a caretaker who would service the facility is to end and be replaced by two teams of facility cleaners who will clean the pavilions on a rota basis based on use. The responsibility for opening and closing of the pavilion instead of being the caretaker's role would fall to the clubs and other users under a key holding agreement with the Council.
- 4.7.3 The existing compliment of caretakers will be replaced by two teams made up of two cleaners each who would travel between the pavilions cleaning them.

## **4.8 Future Provision of Parks and Open Spaces**

- 4.8.1 With the provision of parks and open spaces falling into the category of neither a statutory function or a corporate priority [in the revised priorities currently being consulted on] this area is currently identified for further substantial reductions in the later years of the MTFs from its already reduced level in 2015/16. In this scenario the service will only have sufficient funding to focus on maintaining its assets in a safe condition so that they do not present a hazard to the public and children.
- 4.8.2 Consequently the Parks and Open Space functions will be focused on inspection and safety critical work such as safety inspections of children's play grounds and where budgets allow undertaking repair works. Where the need outstrips the budget available the playground will unfortunately need to close; cutting and maintaining

highway vision splays; providing and dealing with dangerous trees would need to be prioritised but other standard work may not be possible. Full details of the services that it may be possible to continue to provide if further substantial savings are made to this area of service are contained in appendix 1 attached.

- 4.8.3 The proposed budget reductions as they stand would see the closure on mass of outdoor sports fields for cricket, football, rugby, and bowling. These areas if not looked after will quickly revert to nature and become overgrown and unusable. Bringing such facilities back into use will prove extremely costly and challenging if they are left in this state for any significant period of time.
- 4.8.4 Areas of highway verge not maintained will also revert to nature and very quickly become overgrown with brambles, weeds and trees etc. Restoring such areas in the future will prove very challenging and costly.
- 4.8.5 In the wider context access to outdoor play and sports facilities will all? but have disappeared from the County Borough with the associated loss of social and other benefits such as health and wellbeing. Consequences include the inability of existing sports clubs to participate in leagues and competitions and reduced opportunities for children to participate in sport and active recreation.
- 4.8.6 In mitigation, the Communities Directorate will continue to work with friends groups and organisations such as Town and Community Councils to provide support and assistance to them in taking up the short fall in service provision following these reductions, including where appropriate asset transfer to third sector organisations such as sports clubs and/or Town and Community Councils.; however it must be recognised that the third sectors capacity to fill the gap in service provision is limited. Implementing such arrangements is also not without challenges and issues of double taxation, TUPE and appropriate property agreements being in place will need to be properly considered and implemented. Further exploration will also be necessary of the use of school playing fields for greater community use and maximising the use of all-weather 3 G pitches throughout the County Borough. Substantial charges increases will also need to be considered in some areas.
- 4.8.7 As part of the Councils current proposals for Community Asset Transfer (CAT) the opportunities for the transfer of fixed assets such as outdoor sports pavilions and playing fields to be transferred to sports clubs and other users to operate and run will need to be prioritised to ensure that local service provision is maintained.

#### 4.9 **Conclusions**

- 4.9.1 In summary the existing proposals within the Council's MTFS will have a significant impact on the service standards within the vast majority of streetscene services. These services are by their very nature very visible and attract a great deal of interest from both elected members and local residents.
- 4.9.2 Members are invited in the context of the Council's overall budget position to consider what they deem to be acceptable levels of streetscene service provision for the Council moving forward to inform the proposals that will be presented to Cabinet and full Council in due course as part of the MTFS.

4.9.3 Officers have been mindful of the need for the Council to comply with its statutory duties in respect of the measures it has introduced in relation to service delivery and the proposed future changes to service delivery as detailed in Section 4 of this report.

**5. Effect upon Policy Framework & Procedure Rules.**

5.1 There are no effects on the Policy Framework and Procedures Rules.

**6. Equality Impact Assessment**

6.1 Not required. – Report for information and discussion

**7. Financial Implications**

7.1 This report is for information and discussion. The financial implications of the budget reduction proposals will be considered as part of the overall MTFS consultation and approval process.

**8. Recommendation**

8.1 The Overview and Scrutiny committee are asked to note the content of this report.

**Mark Shephard**  
**CORPORATE DIRECTOR - COMMUNITIES**  
**July 2015**

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## Potential Parks and Playing Fields Service with further reductions of £1m.

Details of reduced service	Current arrangements	Following proposed Budget reduction (£1m)
Reduced frequency of Highways grass cutting – Essential Safety related work only	4 cuts of all areas on strategic routes per season 2 single swathe cuts of A and B roads per season	Main strategic highway routes : 3 cuts of vision splays per season 2 cuts of other areas Other A and B roads : 1 single swathe cut per season
Reduced cutting of Verges/Open Spaces in residential areas	7 monthly cuts per season	3 two monthly cuts per season
Reduction/ Rationalisation of equipped Children’s Play Areas – close all play areas in the Local tier of the play area hierarchy	121 play areas – 73 Local (small sites typically catering for parents and young toddlers/children), 40 Neighbourhood (medium sites covering a broad age range) and 8 Strategic sites (larger facilities catering for an extended area	48 play areas – 40 Neighbourhood and 8 Strategic play areas
Safety Critical Inspections and maintenance infrastructure relating to Parks, Playing Fields and Children’s Play Areas and Trees.	Pro-active maintenance and replacement regimes currently in place.	Reactive service - corrective/remedial/decommissioning work as appropriate
Reduced regimes of maintenance at Parks and Playing Fields sites	Targeted and specific regimes of maintenance/management to provide fit for purpose rugby and football pitches, cricket squares and outfield, bowling greens, putting course, biodiverse naturalised habitats, formal horticultural areas, areas for general recreation etc..	Basic grass cutting and vegetation management regimes only – no pitch care or specialised turf care operations.
Reduced litter picking of Parks and Playing Fields sites inc Children’s Play Areas.	Targeted proactive litter picking of sites based on historical knowledge of littering patterns on a site by site basis. Frequencies range from daily at well used locations through to once weekly on those with reduced usage patterns.	Reactive litter picking arrangements with frequencies of visit being weekly at best.
Much reduced horticultural/floral displays	Summer and limited Spring bedding displays provided at selected location along	Limited pollinator friendly sown displays only

	with sown floral pollinator friendly displays at key strategic sites	
Limited financial support for self-managing and self-maintaining users/clubs	All facilities maintained and managed by the Council.	Facilities that remain 'open' to be self-managed and/or maintained by users/clubs with the support of limited grants from the Council.

**What the Parks and Playing Fields Service will not be able to provide/deliver if budget reductions of £1m are implemented.**

- Sports pitches – facilities for the playing of rugby, football and cricket
- Bowling Greens
- The approved hierarchy of children’s play areas
- Green Flag Parks/Sites
- Sports pavilions
- Flower bedding displays
- Naturalised areas managed for biodiversity
- Clean litter free facilities
- Well maintained open spaces, verges and commons
- Welcoming highway network approaches to the County Borough



## BRIDGEND COUNTY BOROUGH COUNCIL

### INFORMATION REPORT TO COMMUNITY, ENVIRONMENT AND LEISURE OVERVIEW AND SCRUTINY COMMITTEE

8 OCTOBER 2015

#### REPORT OF THE CORPORATE DIRECTOR, SOCIAL SERVICES AND WELLBEING

##### HEALTHY LIVING PARTNERSHIP PROJECT

(A report on performance for 2014/15 and service objectives for 2015/16)

### 1. Purpose of Report

- 1.1 To inform Members of the end of year performance of Halo Leisure Ltd with regard to the eight leisure centres and swimming pools they manage on behalf of the Council within the Healthy Living Partnership.
- 1.2 To advise Members of the service objectives set for 2015/16 and to highlight the areas of focus within the service development plan.

### 2. Connection to Corporate Improvement Plan / Other Corporate Priority

- 2.1 The Council's provision of a sport and physical activity service contributes to all corporate priorities. In particular:
  - Working together to raise ambitions and drive up educational attainment;
  - Working together to help vulnerable people to stay independent;
  - Working together to tackle health issues and encourage healthy lifestyles; and specifically to the Council's commitment to make good progress in encouraging more people across the borough to live healthily and see increased participation in physical activity across all population groups.

### 3. Background

- 3.1 A number of previous reports to the Health and Wellbeing Overview and Scrutiny Committee have provided details of the progress being made by the Healthy Living Partnership Project (HLPP). It is acknowledged that this is the first report to be presented to the Community, Environment and Leisure Overview and Scrutiny Committee.
- 3.2 This report provides detail on the third annual year of performance of Halo Leisure Ltd. and the objectives that have been identified for year four of the contract.
- 3.3 The 15 year contract between the Council and Greenwich Leisure Ltd (GLL) with Halo Leisure Ltd acting as their local delivery partner, commenced on 1 April 2012.
- 3.4 The second year of the contract, 2013-2014, saw the completion of the £4.2m redevelopment of Bridgend Recreation Centre. The completion of the capital works

have supported the Council's performance and participation targets to be fully implemented during 2014/2015.

3.5 The Healthy Living Partnership Programme developed following the identified corporate risk to being able to provide a sustainable leisure service and specifically the need to secure investment into facilities that would meet customer needs and expectations.

3.6 The Council also sought a partner that would maintain the standard of our facilities, manage services at a reduced cost and continue to deliver health and wellbeing outcomes for local people. The need for such an approach had been identified within the Councils "Better Health Successful Sport plan"

3.7 Bridgend County Borough Council has worked with GLL/Halo to produce a service development plan that can be monitored to evaluate the impact on the five strategic outcomes that have been put in place by Bridgend County Borough Council. These outcomes form part of the contract, the annual service planning process and performance reporting and include:

- **Healthy Living**

- Aim to ensure that the population experience good health and live an active life;

- **Children and Young People**

- Aim to ensure that children and young people are healthy, safe, participate and enjoy a range of activities;

- **Strong Communities**

- Aim to ensure that people participate in our communities and we develop a flourishing voluntary sector;

- **Sustainable Facilities**

- Seek appropriate investment in our facilities that deliver high quality, sustainable facilities with high levels of satisfaction from customers and residents;

- **Cost effective delivery**

- Ensure that where appropriate our services are commercially developed to provide financial stability whilst supporting social outcomes.

3.8 These overarching themes ensure that a balanced approach is taken to service provision and that improvements in the population's health and community wellbeing are balanced against an effective business model recognising the financial efficiencies that have been achieved since establishing the Healthy Living partnership.

#### **4. Current situation / proposal**

4.1 The contract performance is monitored by the Group Manager for Sport, Play and Active Wellbeing on a monthly, quarterly and annual basis with 'substantial assurance' identified by internal audit on the control of risks to the Council.

- 4.2 In addition, an Advisory Board is in place to evaluate progress and performance with representation including Public Health Wales, Sport Wales and the Chair of the Community and Environment Overview and Scrutiny Committee.
- 4.3 The annual performance report (**Appendix A**) for 2014/15 demonstrates that Halo Leisure Ltd has made good progress in the achievement of performance targets. The contract gives focus to a number of social outcomes and the annual report evidences related achievement.
- 4.4 The service delivery plan (**Appendix B**) for 2015/16 illustrates the approach that Halo Leisure Ltd will take to deliver the outcomes framework specified by the Council. The impact of developing an outcome based approach to the sport and leisure contract would include:
- More people across the county borough being active;
  - People having reduced health needs;
  - People across all equality groups being encouraged to participate through promotion of the benefits of increased physical activity and healthy lifestyles.
- 4.5 The balanced scorecard measures organisational performance (**Appendix C**) and highlights the performance targets that have been achieved for 2014/15.

### **Headline Performance**

- 4.6 There are two higher level performance measures that are used to evaluate the achievement of contractual objectives. These are the volume of physical activity based visits to facilities per 1000 population that is exceeding targets and the quality of service operated with comparison to national standards.
- 4.7 The quality of service is externally assessed through 'Quest', the UK Quality scheme for sport and recreation. The Council has set a target whereby all facilities will be assessed as good or higher by 2016/17 with specific attention given to 'health and wellbeing' modules to support the outcomes focus of the contract. There has been good progress in external assessments conducted during 2014/15.

### **Healthy Living**

- 4.8 As part of the Healthy Living Partnership Programme, HALO Leisure has committed to improving the health and wellbeing of local people and communities, examples of which are identified below: –
- The National Exercise Referral Scheme (NERS) received health improvement based referrals for 1990 local people whose GP Surgery had identified increased physical activity as beneficial for chronic conditions including cardiac rehabilitation, cancer, Parkinson's, stroke, diabetes, back care and falls prevention. At a national level, the programme has been assessed as being 89% sure to deliver more cost effective interventions than certain health and social care based alternatives. There is additional information that evidences reductions in body weight, blood pressure and other health risk factors. Bridgend is supported by Public Health Wales to sustain a higher staffing resource than other local authorities based on its receipt of the highest number of referrals in Wales with every surgery supporting the referral process across the range of chronic conditions. The scheme supported 26,452

visits from referrals to generic and specialised support. Feedback from participants of the scheme is attached at **Appendix D**.

- HALO Leisure is tasked with increasing the number of physical activity based visits to leisure centres and swimming pools by 1% per annum compared to pre transfer participation rates. The total visits for 2014-2015 was 1,148,616 representing a 5.6% increase from the attendances of 2011-2012. Additionally the value of the capital investment into Bridgend Life Centre is being realised with 32.5% of physical activity based visits being achieved at this location.
- The reduction of sedentary lifestyles is an important target for improving health and wellbeing in Bridgend County Borough. The Welsh Health Survey (2014) identifies 39% of Bridgend adults as achieving no regular physical activity compared to a Welsh average of 34%. National data is more positive for young people who are equivalent to the Welsh average with participation balanced in the North and South of the County Borough.
- The accessibility of services to all is an important aspect of the partnership and a local focus on increasing physical activity levels of older people, females and people with disabilities is in place. These are groups who are traditionally less represented within sport and physical activity participation figures and the need to redress imbalances is found in the local Strategic Equalities Plan.
- The Welsh Health Survey (2014) found that Bridgend residents who are sufficiently active to achieve a health gain are only 1% below the all Wales figure at 29% but at a broader population level Bridgend displays higher levels of limiting long term illness particularly high blood pressure, heart conditions, mental illness and arthritis. Local people identifying their overall health status as poor, at 22% was 3% above the Welsh average.
- The Welsh NHS Confederation identifies that the all-cause mortality risk is reduced by 30% amongst those who are physically active and that physically active individuals will spend an average of 38% less days in hospital. As such, the role of the Healthy Living Partnership in Bridgend targets collaborative working to reduce health inequality by increasing physical activity rates.
- The National Free Swimming Initiative for the over 60s, targets health related exercise and attracted amongst the highest participation rate in Wales with 78,447 visits. In addition to supporting regular exercise for older adults, the service taught older adults to swim and provided access to hydro gym facilities as aqua therapy and rehabilitation. The socialisation opportunities provided by the over 60s accessing community based leisure opportunities, supports reduction of loneliness and isolation, a core component of the Ageing Well in Wales Plan (2014-2019). Older men in Wales have been assessed as amongst the loneliest in the UK and the Healthy Living Partnership can play a role in reducing this issue.
- The Foodwise programme that encourages improved diet and nutrition linked to physical activity has been delivered with 71 people across 3 programmes. The Welsh Health Survey (2014) identifies that local people are 5% behind the Wales average at 28% in their consumption of fruit and vegetables. The programme has evidenced increased physical activity and weight loss in participants in addition to building social networks. To ensure this programme has targeted need it has been taken forward with Communities First clusters and Bridgend Carers Centre.

- HALO Leisure has also supported Public Health Wales and the local health boards to support smoking cessation initiatives utilising the facilities to launch campaigns and recruit participants. The results and benefits of the programmes will be provided to HALO when available.

#### Children and Young People

4.9 The contract has a focus on improving the health and wellbeing of children and young people, encouraging them to develop active lifestyles and engage within their communities.

- Sport Wales, via their national school sport survey, has indicated that 40% of children and young people in Bridgend are participating on three or more occasions per week. This is compatible with the Welsh average although positively those living in more deprived communities are only slightly less active than other areas. This is representative of the targeted efforts that are being made to address poverty as a barrier to physical activity.
- HALO Leisure is supporting the national aspiration of “every child a swimmer” for health and personal safety reasons with swimming being seen as a skill for life that can keep young people safe. There is partnership working with primary schools via an intensive learn to swim model. During 2014/15, 68% of local children achieved the required standard and the geographical variances in ability have been mapped. This has informed the aquatic development plan for 2015-18 with a focus on tackling inequalities.
- HALO Leisure supports 3448 children and young people to learn to swim or improve via their Swim School and lesson programmes. There are specific opportunities for children and young people with disabilities including discounted arrangements for those requiring personal tuition. Halo Leisure also provides free swimming throughout the year for people committing to the lesson programmes via Direct Debit and free holiday improver courses for young people with lower attainment levels. There has been partnership working with Communities First to promote this support to residents of disadvantaged communities.
- HALO Leisure works with the Social Services and Wellbeing Directorate to ensure that 214 looked after children, foster carers and siblings have free access to local facilities and activities. Developing alternative and additional support for looked after children is a strategic priority for the local authority and HALO Leisure has recently supported the annual achievement awards at Bridgend Life Centre. There is free access to carers supporting vulnerable people to live active lives.
- Programmes such as MEND (mind, exercise, nutrition, do it) that support children of an unhealthy weight and their families and Family Active Zone (FAZ) have been operated and promoted by HALO Leisure. The national child measurement programme for Wales (2015) conducted via Public Health Wales has identified Bridgend as showing the greatest reduction in overweight and obese children. The HALO programmes are contributing to corporate priorities and there is collaborative working commencing across the Western Bay footprint with partners from health and Public Health Wales recognising the benefit of whole household and multi-generational approaches. A presentation showing the work of the Family Active Zone is attached at **Appendix E.**, Active Play is identified in the Welsh Government action plan for reducing childhood obesity. In partnership with BCBC and Town and Community Councils, free holiday activities for 20 days were supported at four

locations attracting 4035 visits. The programme provided local opportunities for families or households on low incomes and support for working parents during school holiday periods.

- The HALO Sports Foundation recognises that funding can be a barrier to more able and talented people achieving their potential and supplies financial support, developmental workshops and free access to training facilities for athletes needing assistance. During 2014/15, over £59,000 of value was invested in 115 local young people plus ambassadors, an equal split between male and female, plus 6 people with disabilities.
- There are 3786 junior members of local HALO Leisure facilities and the new Sport Stars programme attracted 864 course participants during 2014/15. These programmes develop skills and confidence to encourage young people to progress to community clubs and associations. At a national level, the link between the willingness of young people to try new things and long term increased levels of physical activity, is being promoted by Sport Wales.

#### Strong Communities

4.10 The contract has a focus on building resilience in our communities and supporting individuals, businesses and third sector groups to sustain local activities and opportunities.

- The “Access to Leisure” scheme supports societies most needy to be able to access physical activity with low cost pricing to reduce barriers to participation. During 2014/15, a total of 45,274 Access to Leisure visits were recorded which exceeded the target set. BCBC will seek continued growth in the numbers participating in this programme as an indicator that all members of our community are accessing the services supported. Sport Wales research highlights the negative and cross cutting impact of poverty on maintaining active lifestyles.
- The support of community clubs and associations is an important part of the contract with protected use in place for third sector organisations. The HALO facilities support a variety of clubs and activities with 79,127 attendees recorded during 2014/15. There are smaller organisations and larger organisations such as Bridgend County Swim Squad and Bridgend Indoor Bowls Club.
- HALO Leisure is a significant local employer with 277 posts (117 fte) supported during 2014/15, highlighting the contribution of this social enterprise to the local economy. A focus on apprenticeships and work experience for young people has been developed and six young people following the BCBC Leadership Pathway have progressed to secure employment with HALO Leisure.
- In addition to being a direct employer, HALO Leisure supports the business development of a range of small businesses and activity operator franchises who in turn support employment and training opportunities for local people
- To support corporate approaches to wellbeing in the local community there are partnerships with small and large organisations with 38 partnership agreements in place. This supports employer based approaches to improving the health of the workforce, attendance rates and workplace productivity. The partnership between HALO and Sony UK tec recently won the National Flame Award for corporate partnerships and outcomes via the UK fitness industry. Examples of organisations

benefitting from this arrangement include Hafal, Cartrefi- Cymru, Invacare, Gofal- Cymru, Arc Day Services, police, fire service and more.

- To ensure services remain inclusive HALO has supported staff to attend the “IN-SPORT” training programme of Disability Sport Wales, to better understand the needs of disabled people and develop more inclusive opportunities. They have also supported BCBC in their bid to achieve the Silver accreditation standard for disability sport. The Sport Wales active adults survey highlights that there are more people in Bridgend with a limiting long term illness or disability participating in sport and physical activity than the Welsh average. They have been a strong support for local gender equality programmes linked to the strategic equalities plan of BCBC.
- HALO Leisure is also supporting a number of community based strategic networks including the County Sport Board, Llynfi 20 Physical activity group, Calls for Action disability group, Girls Network group and regional workforce development as part of the Chartered Institute for Sport and Physical Activity.

### **Sustainable Facilities**

- 4.11 The ongoing maintenance of the contracted facilities and progressive development is part of the asset management programme that BCBC has put in place.
- 4.12 The 4.2million pound investment into Bridgend Life Centre has expanded the range of facilities and engagement of new demographic groups. The addition of play facilities, indoor climbing, toning suite and meeting facilities has achieved 373,441 physical activity visits (+7.6%) and 465,208 overall visits (+8.86%) during 2014/15. The co-location of the Town Library has also proven successful and the related consideration of Equalities groups needs is being utilised by the Older Persons Commissioner as an example of good practice.
- 4.13 The co-location of library facilities within 4 leisure centres has served to reduce operating costs and increased the range of services at a single location for the public. The development of the library facilities has secured external investment via Cymal.
- 4.14 During 2014/15, HALO Leisure completed defect rectification and planned programmed maintenance at 94% against a target of 80%
- 4.15 The contract is structured in such a way as to encourage HALO Leisure to reduce its utilities usage and carbon footprint and to have a robust environmental policy.
- 4.16 HALO Leisure has also been investing in technological approaches to engage with customers including an innovative “Listen 360” system for customer feedback, on-line bookings and asset management systems to rectify facility defects.
- 4.17 The progressive development of the bowls hall facility at Bridgend Life Centre to become a seasonal events arena has also commenced with the objective of securing an annual events programme between the bowling seasons and improving the sustainability of the venue.
- 4.18 The refurbishment of the car park has taken place at Bridgend Life Centre with free parking arrangements introduced for people using the facility with a designated areas for library users and people with disabilities.

## **Cost Effective Delivery**

- 4.19 During 2014/15 there were on average of 9578 members of HALO Leisure Facilities. There is an aim of adding value to the membership packages and encouraging people to make more regular use of their membership and commit to regular physical activity. Membership related income is a core component of the business plan and member retention and attrition rates are critical success factors for the sustainability of the social enterprise. There is no customer “lock in” to membership agreements and as such a reliance on customers continuing to perceive value for money is important.
- 4.20 During this financial year HALO Leisure exceeded their income target but did not control their expenditure to target due to delays in the re-structuring of the local service. The risk of achieving financial performance targets is based with HALO Leisure and not BCBC. In the event of an end of year surplus being achieved, the contract has provision for a surplus share agreement with BCBC.
- 4.21 There is investment into the workforce to support motivation and service delivery. HALO Leisure has introduced a new management development programme for aspiring managers and pathways to support progression.
- 4.22 The Honesty survey engages staff across the organisation. For the Bridgend contract 64% of employees responded (compared to 21% the previous year) with the following results:-
- 72% of employees felt motivated in their job
  - 64% would recommend HALO as an employer to a friend
- 4.23 The Quest external assessment programme for service quality has been applied to local facilities with the following results achieved:-
- Ratings of “good” at Maesteg pool, Maesteg Sports Centre, Bridgend Life Centre, Ogmores Valley Life Centre, Garw Valley Life Centre;
  - Ratings of “satisfactory” at Ynysawdre pool/fitness centre.
- 4.24 All facilities are targeted to be good or better for 2017.

## **Service Delivery Plan**

- 4.25 The annual service delivery plan (**Appendix B**) presents the work that Halo Leisure Ltd will take forward in 2015/16 in response to the Council outcomes framework. On an annual basis Halo Leisure are required to develop a plan that indicates how they will use their available resources to deliver on the priority outcomes of Bridgend County Borough Council.
- 4.26 The healthy living framework contains a focus on working with chronic conditions and health partners, delivering nutrition based interventions, supporting partner objectives in areas of disadvantage, employment related wellbeing and smoking cessation.
- 4.27 The children and young people’s framework contains a focus on increasing junior participation, programmes for equalities groups particularly gender and disability, development of fundamental skills in young people including swimming, and support for children’s play.



- 4.28 The 'strong communities' framework contains a focus on third sector support and development, partnerships with community organisations, employability and skills development, diversionary programmes and volunteer deployment.
- 4.29 The cost effective delivery framework contains a focus on workforce development, improvements in customer service and satisfaction, review of operational systems and use of technology and innovation.
- 4.30 The sustainable facilities framework contains review energy efficiency schemes, facility enhancement proposals, evidencing of social value, driving the benefits of co-locating other facilities and services.

## **5. Effect upon Policy Framework and Procedure Rules**

- 5.1 There is no impact on policy framework and procedure rules.

## **6. Equality Impact Assessment**

- 6.1 A historical equality impact has been carried out on this work to assess its relevance to the authority's public equality duties and potential impact on protected characteristics. The main findings of the equality impact assessment were:

- positive outcomes can be achieved for equality groups;
- a commitment to the equalities agenda has been included in the procurement process;
- enhanced data collection around equalities groups and duties will help target appropriate activity and commissioning.

- 6.2 The assessment has concluded that as a universal service area there will be an impact on equality groups but that the nature of the policy will ensure that the impact is positive and will actively seek to encourage increased participation in physical activity through improved access and targeted programmes.

## **7. Financial Implications**

- 7.1 The overall average management fee payable to GLL/Halo over the duration of the contract is within the affordability levels set out by the Council in the Medium Term Financial Plan and makes a significant contribution to the challenging savings required by the Directorate over the forthcoming years.
- 7.2 2015/16 will see the level of management fee from the Council to Halo reduce in accordance with the original tender profile and the Council's Medium Term Financial Strategy. Due to the challenging financial position of the local authority BCBC are working closely with GLL/HALO to identify any other opportunities for efficiencies that may be available.

## **8. Recommendation**

- 8.1 The Committee are asked to note the report and comments as appropriate on contract performance for financial year 2014/15 and on the service development plan for 2015/16.

8.2 The Committee are asked to review the leisure service contract and service performance on an annual basis.

**Susan Cooper**  
**Corporate Director, Social Services and Wellbeing**  
**September 2015**

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**Background documents**  
None

# Quarterly Partnership Report



Quarter 4  
Contract Year 3

2014 /15



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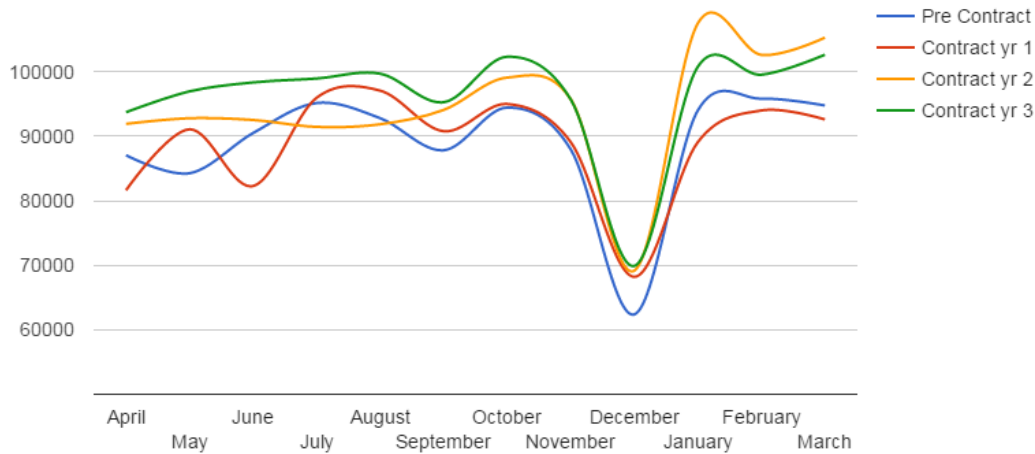
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# Outcomes Framework

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Contract Participation



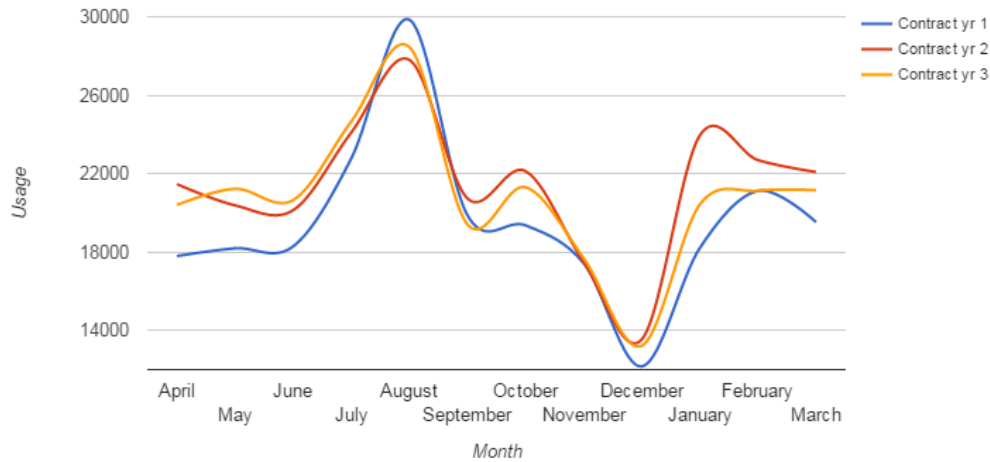
	JAN	FEB	MARCH	Q4	End of Year
Growth against previous year	<b>-6.26%</b>	<b>-2.99%</b>	<b>-2.51%</b>	<b>-3.92%</b>	<b>+1.74%</b>
Growth against Target	<b>+0.49%</b>	<b>+0.56%</b>	<b>+5.12%</b>	<b>+2.06%</b>	<b>+2.53%</b>

Overall participation in Q4 performed negatively when compared to the same period for the previous year **(-12,434 visits)** however participation for the contract year exceed both last year **+1.74% (19,783 visits)** and target **+2.53% (28,474 visits)** figures.

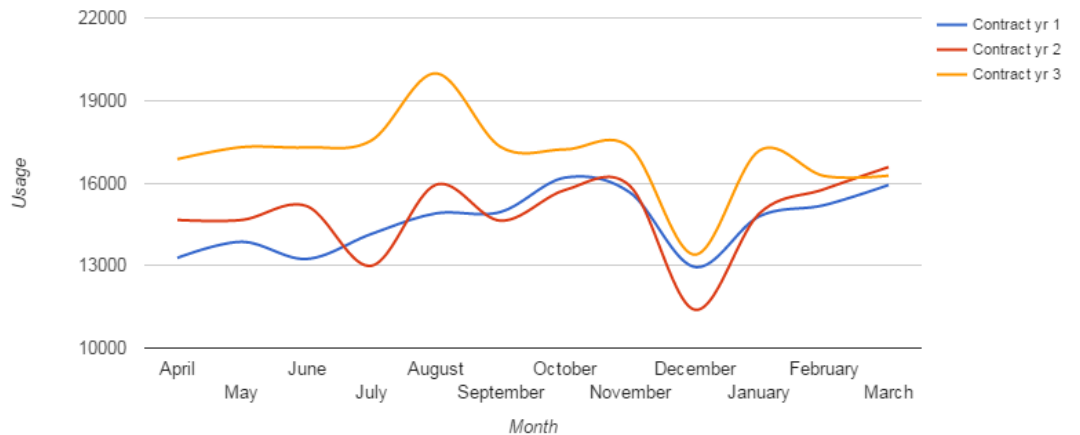
# Participation Cont'd

In overall in comparison to the last contract year, Public Swimming is down by **-2.64% ( -6777 visits )** however swimming lessons attendance up by **+ 14.36% (an extra 25,611 lessons being attended over the year)**.

Public Swimming



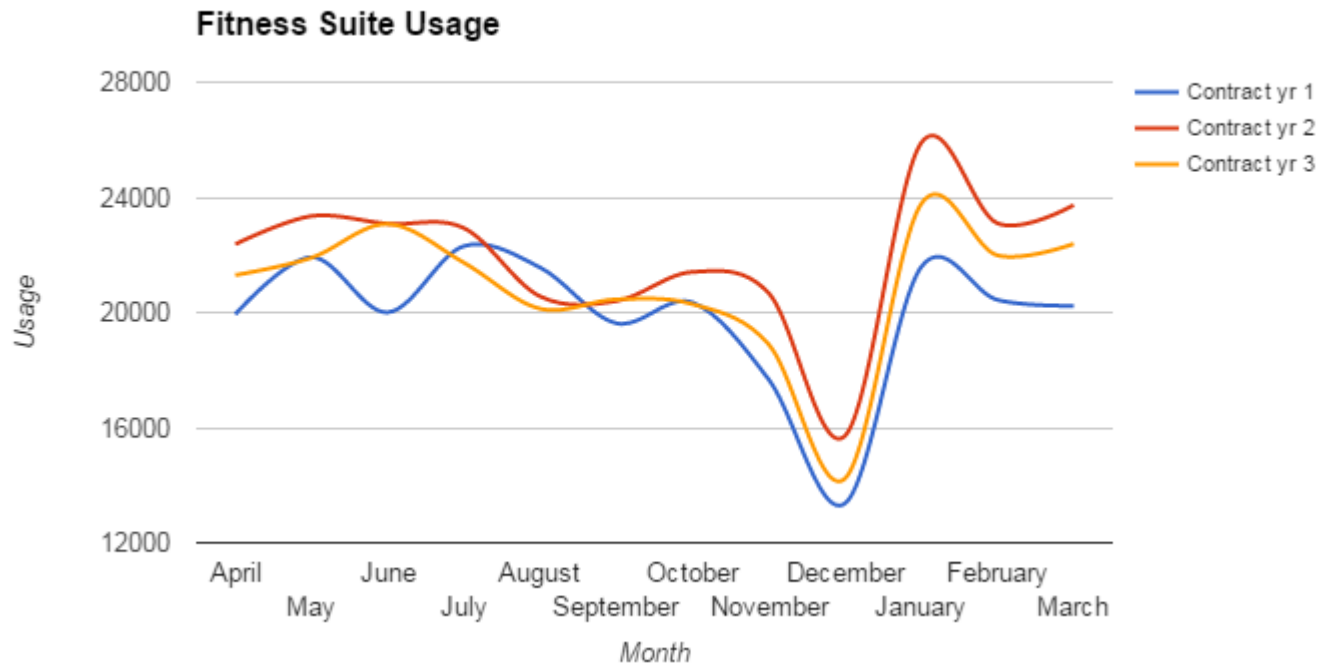
Swimming Lesson Participation



## Participation Cont'd

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Fitness Suite participation (gym usage) for the year produced a negative **-4.96% (-13,063 visits)** return when compared to the previous year. Whilst this represents a reduction in gym usage compared to last year, when measured against the first contract year there has been an increase of +4.67% in the number of gym visits which equates to an extra 11,155 visits.

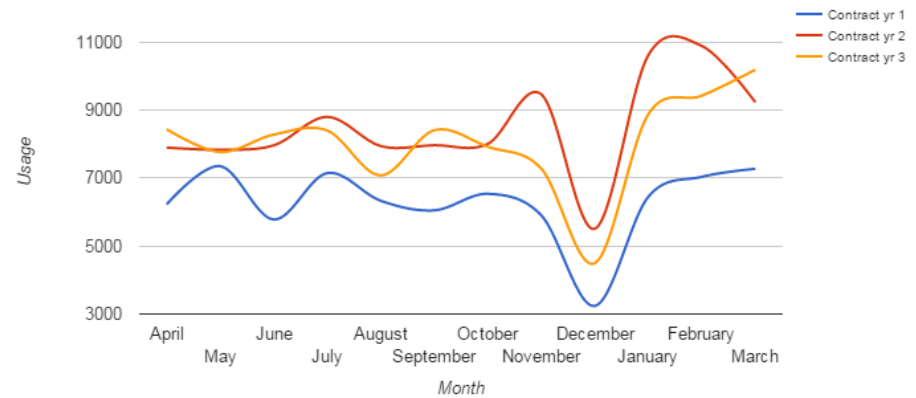


## Participation Cont'd

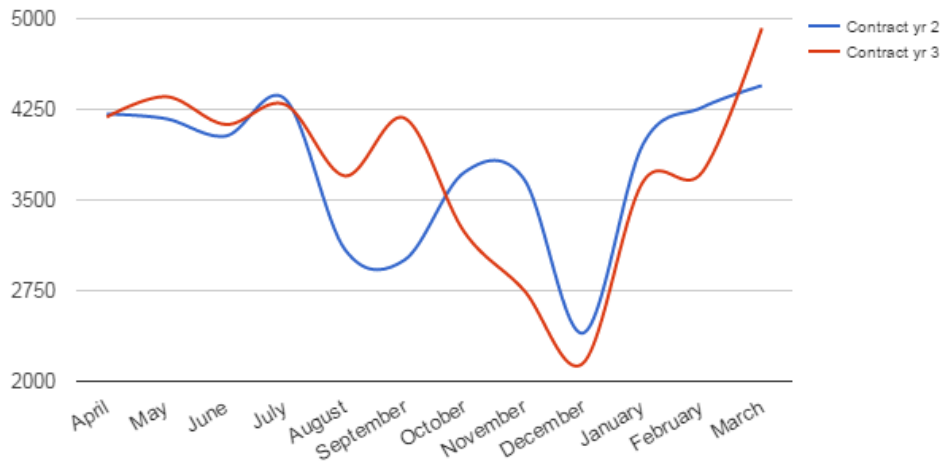
Unlike Fitness usage, there were more visits to our Group exercise classes (fitness classes) when compared to the previous year. 6 out of the 8 contract sites all increased their group exercise participation when compared to the previous year, generating an extra **14,559 visits (+17.76%)** Ynysawdre & Pyle's programme attendance reduced by **-5.43% (-746 visits)** & **-8.93% (-123 visits)** respectively.

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Group Exercise



Access 2 Leisure Usage



Access to Leisure membership (Direct Debit) grew over the year (+27.89%) despite a period of revalidation where we saw a 'cleansing' of the system to ensure that those who were receiving discounts were entitled to do so.

In terms of usage, because of the revalidation process that took place in September / October after a good start to the year we failed to recover fully from the drop off in numbers. However, March showed a +9.67% increase in usage compared to the previous year. Overall we welcomed 37 less visits by Access 2 Leisure users then we did over during the previous contract year. After changing our revalidation processes it is unlikely that this drop off will be seen again.



# Partnerships

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**HALO SPORT  
FOUNDATION**  
SUPPORT DEVELOPACHIEVE



**Wales National Exercise  
Referral Scheme (NERS)**  
Cynllun Atgyfeirio Cleifion  
i Wneud Ymarfer Corff Cymru



Community Economic Development



**WELSH ATHLETICS**  
ATHLETAU CYMRU



**communities first**  
*cymunedau yn gyntaf*



**mend**



**Play to  
Learn**  
Chwarae  
i Ddysgu



# Financial Performance

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The management accounts for Q4/ Year to 31 March are in preparation and not available for presentation.

The following results and themes, however, are expected when the results are finalised.



- The contract will have generated a net loss for the year.
- Excluding management fees, income will be significantly up against the prior year, but down against budget.
- 2014/15 was a year with a large reduction in the management fee. The underlying income performance gives confidence that the reduction in management fees can be covered by improved income performance in subsequent years.
- Employee costs are broadly in line with budget. Had the phase III proposals been accepted at the start of the year (with a knock on impact on the implementation of Phase IV) more saving could have been achieved. The full year benefit will be felt next year.
- Finance costs are above budget due to increases in the level of irrecoverable VAT suffered by the contract and lease costs associated with the £500k investment in air handling equipment. reorganisation costs of £47k will not recur next year.
- Premises costs higher than budget, primarily arising from the non operation of the Ynysawdre CHP unit.

# Customer Services

## Weekly Customer Survey and Customer Comments

We sent 2,590 post-visit surveys and received 276 responses, an acceptable 11% response rate. We received 97 unsolicited comments via cards, the website or in person. Overall these 368 comments represent 1 comment for every 1000 visits. This is below our target of 3 per 1000.

The Net Promoter Score, based on solicited feedback only, for the quarter for each centre is shown in the table.

Halo Rank	Centre	Score
1	Ogmore Valley Life Centre	100%
2	Garw Valley Life Centre	83%
4	Maesteg Sports Centre	60%
8	Pencoed Swimming Pool	43%
9	Ynysawdre Swimming Pool	39%
10	Maesteg Swimming Pool	38%
15	Bridgend Recreation Centre	30%
16	Pyle Swimming Pool	-5%
1	Bridgend Region	37%

# Marketing

Introduction		Activities in support of awareness, participation, reputation, partnership building, lead generation, membership sales and retention
Quarter 4 Highlights	Activity	Outcome
New Years membership recruitment drive	Mixed channel campaign - print, radio, online, social, member referral	2386 new joiners across all membership categories during Q4
Halo Sport Foundation awareness campaign	Promotion of application process and deadlines	112 local athletes across 31 sporting disciplines being supported by Foundation funding in 2015/16
Engaging children	Promotion of activities during February half term - free learn to swim crash courses, multi skills activities across all Halo sites	Retention of existing juniors and attracting new children to participate
Mothers Day colouring competition	Lead generation activity - 7 day passes issued to mums of children using our sites who returned a Mothers Day colouring sheet	Encouraging female visitors to Halo centres to try facilities for 7 days free of charge with view to converting them to regular exercisers and members
Halo website	Final stage of build and redesign of Halos new website for launch early in Q1	
National Stop Smoking Day	Communication to support the smoking cessation programme Halo run in partnership with NHS and Stop Smoking Wales	Referrals onto programme

**Sales and retention performance summary** (figures in brackets are for previous quarter)

- Total sales 2386
- 56 above target of 2330
- 86% increase on previous quarter (1284)
- 17% increase on same quarter previous year (2041)
- Total leavers – 1027
- 1236 (55%) fewer leavers than previous quarter (2263)
- 686 fewer leavers on same quarter previous year (1713)
- Positive growth of 1359 members over the quarter
- **Attrition** - left quarter at average attrition - overall 3.7%, HFD 4.2%, **BCB 3.4%** against KPI of 5% - a very strong month in terms of member retention



**Live Subscriptions**

(members with Direct Debit agreements, excludes cash pay as you go users)

	Entered Q4	Left Q4	Difference
<b>TOTAL LIVE SUBS</b>	9578	10855	+1277 (+13%)
<b>Membership breakdown</b>			
<b>Complete</b>	6329	7269	+940 (+15%)
<b>Swim</b>	595	646	+51 (+9%)
<b>Courses</b>	2572	2940	+368 (+14%)

# Human Resources - annual performance

## **Honest employee engagement survey**

Completion rate headlines for the company sat at 64% for 2014.

Bridgend partnership sat at 79% on average, in comparison with 21% in Bridgend for 2013, a great performance improvement.

Ynysawdre, Garw and Ogmored all achieved 100% completion ratios for contracted team members.

## **Appraisal completion**

A new appraisal process was introduced across the partnership in 2014.

Completion ratio across the partnership was 79 % on average for contracted team members.

The highest completion ratio across the partnership were the Maesteg facilities at 97.2%.

## **Phase 3/4 Management Structure proposal**

Service transformation and structure changes took place in 2014/2015, this work is now completed and provides the platform to drive organisational performance forward.

## **My Reward Card**

The card provides access to the following benefits, free access to facilities for colleagues, discounts on membership prices for partners and children resident at the same address, discounts on swimming lessons, birthday parties, food and beverage and retail products.

Participation ratios as at end March 2015 stood at 53 partner memberships, 10 child complete and 32 child course direct debt in Bridgend, with a revenue of £11 400 per annum.

**Sickness and turnover** - sickness levels stood at 2.79 %, against a target of 3%, voluntary turnover at 0.5 % compared with 5% target.

# Human Resources - annual performance

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## **Future Managers development programme**

20 colleagues were selected for a development programme run in partnership with our preferred training partner Lifetime to assist succession planning and skills development across the company at Duty Manager and Supervisor level. 8 candidates from the Bridgend partnership were selected for the programme.



## **Apprenticeship programme**

The launch of the apprenticeship programme took place on the 19 March across the Company. In partnership with our preferred training provider Lifetime, we will be using funded apprenticeship programmes to help upskill the current workforce at level 2 and 3 NVQ and recruit new apprentices into the Company. A pilot of 20 people (minimum one per centre) have already started this workforce development programme, these will help to inform the wider rollout through the appraisal process later in 2015.

## **Auto-enrolment pensions**

The Company successfully completed the requirements of pensions auto-enrolment.

# Free Swim Initiative (FSI)

## FSI Performance

The following is inline with the performance measurements asked for by BCBC in the FSI claim form.



## C&YP Core Program

- Free Swimming (splash) Holiday periods 16% down (1,486 attendances)
- Free Swimming (structured) Holiday periods 35% up (1,304 attendances)
- Free Swimming (splash) Weekends (throughout the year) - 18% up (964 attendances)

## Additional FSI Program's

- Free holiday swimming lessons 47% up (1,074 attendances)
- 'Free Swim Friday's' 12% up (565 attendances)
- Free swimming for swimming lesson pupils paying via DD 49% up (1,192 attendances)



## Junior Swimming

- Total Junior swims (paid & free) 2% up (874 attendances)

## Junior LTS Program

Month	Jan	Feb	March
No. of Pupils	3291	3404	3448



## 60+ Core Program

- 60+ Free swims (splash) 8% down (6,457 attendances)
- 60+ Structured swims 15% down (987 attendances)

## 60+ Structured swims breakdown

- 60+ Free swimming lessons 0.002% down (5 attendances)
- 60+ Hydrogym (BLC) 24% down (982 attendances)



# National Exercise Referral Scheme (NERS)



Wales National Exercise  
Referral Scheme (NERS)  
Cynllun Atgyfeirio Cleifion  
i Wneud Ymarfer Corff Cymru

## **NERS Quarter 4 Summary:**

The National Exercise Referral Scheme continues to receive more referrals than our targets. Our end of year figure is 1990 new referrals which is 40% above our target of 1416. 16 week completions for the year stood at 438 against our target of 531(82%) and makes our overall retention rate on the scheme at 43%, which is below our target of 50% set by WG, but above last years figure of 41%.

## **Q4 Key Information**

- New referrals: 517
- Numbers starting: 337
- 16 week completions: 87
- DNA's:171

## **Foodwise Programme**

The Exercise Referral Scheme ran 3 programmes during this period, one in Bridgend Life Centre, one in Maesteg Sports Centre and another on behalf of Communities First and in the Carers Centre in Bridgend. The Key information is below:

Numbers starting the programme: 20

Numbers completing the programme 10

Average Weight at Week 1:103.43kg

Average Weight at Week 8: 101.72

## **Staffing**

During the quarter 1 staff member continued on her career break, and another left on maternity leave. It is anticipated that another staff member will leave on maternity leave during Q2 of 2015-2016.

## **National Exercise Referral Scheme**

### **Attendances**

Total attendances for the year were 26452 compared to 24050 for 2013-2014. This is an increase of 2402 attendances and represents an increase of 10%

### **Grant**

The final Quarter 4 claim was £45,652.81, and the grant allocation of £188,000 has been fully utilised. Next year will see a reduction in the grant of 1%.



# Asset Management

## Defects/PPM

Average for all 8 facilities on completion of defects to a target of 80 % = 94%

Average for all 8 facilities on completion of PPM to a target of 80 % = 94%

## Works undertaken

The spa at Pyle has been totally refurbished, CWS tank at MSP decommissioned and the roof overlaid at GVLC

## Energy

Electricity Jan = - 8% , Feb = +1%, Mar = not all figures in for March waiting on British Gas electric invoices to arrive.

Gas for all 8 facilities Jan = +8%, Feb = -7%, Mar = -7%

Water for all 8 facilities Jan = +19%, Feb/Mar = unable to give accurate data, 4 facilities have metering issues and we are in discussion with Aqualogic to resolve.

## Water Testing

All facilities have had consistently clear results with the exception of MSP which we are dealing with bather load management issues currently.

## Fire Safety

We are in the process of following up secondary fire safety door audit action points.

## Electrical safety

All facilities periodic fixed electrical testing is in progress this month undertaken by Bureau Veritas.

## Contract Exceptions

Some cancelled Sports Hall activities at GVLC due to roof leaks - this has now been addressed and a complete roof overlay undertaken.

## Financial Summary

We have not yet closed P12 figures, at the end of P11 we are currently 8% below budget, however there are some large bills in P12 still to be accounted for.



# Health & Safety

TBC

	Jan	Feb	March	Total for Q4	Total for Year
Bridgend Life Centre	2	7	3	12	85
Garw Valley Life Centre	2	0	0	2	7
Maesteg Sports Centre	6	3	1	10	60
Maesteg Swimming Pool	3	0	0	3	18
Ogmore Valley Life Centre	1	0	0	1	4
Pencoed	8	9	0	17	65
Pyle	5	6	1	12	25
Ynysawdre	6	7	0	13	51
<b>Grand Total</b>	<b>33</b>	<b>32</b>	<b>5</b>	<b>70</b>	<b>315</b>

# Quest

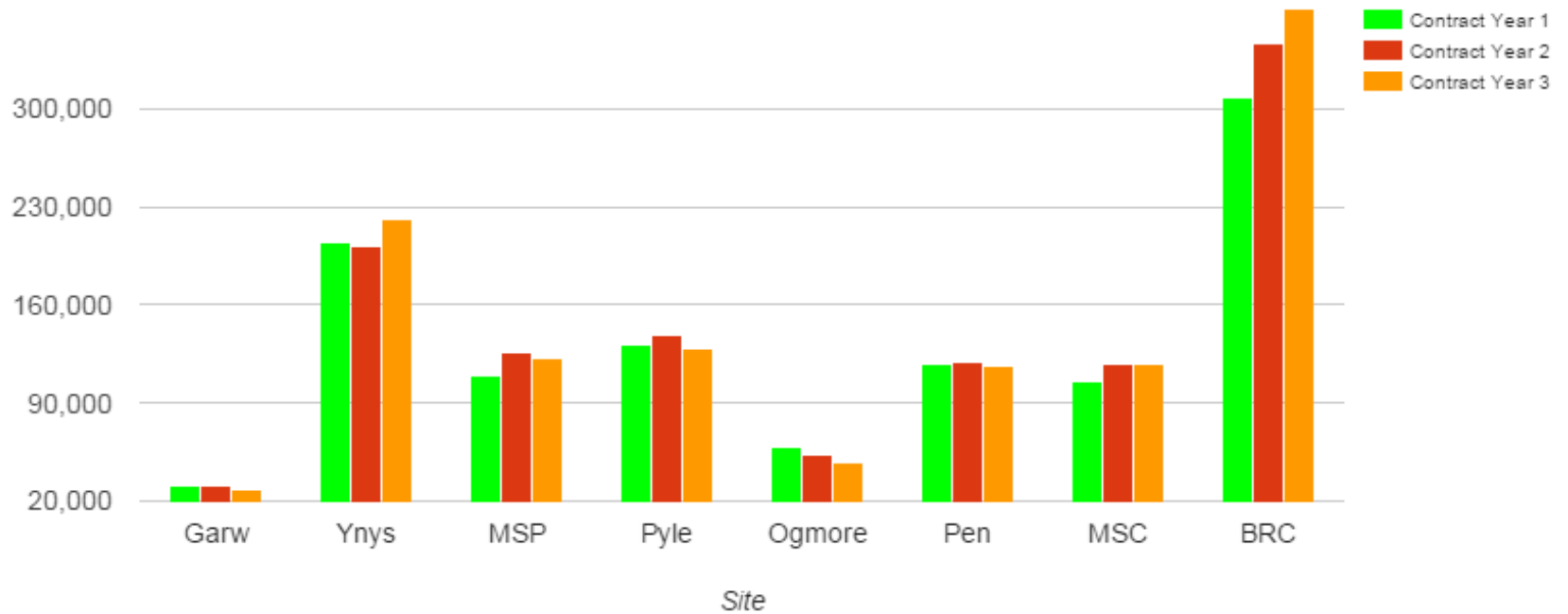
<u>Centre</u>	<u>Next Intervention</u>	<u>Due Date</u>
BLC	Quest Plus	July 2015
GVLC	Directional review with Jeremy Bradbury on <b>13th April</b> - overall feeling that the centre has improved since assessment and would maintain . Mystery experience score was <b>90%</b>	April 2016
MSC	Re-Qualification <b>9th &amp; 10th</b> April with John Watson feedback was that we would get a strong good pass with elements of the assessment being scored excellent. awaiting report	April 2015
MSP	Re - Qualification is due February 2016	Feb 2016
PEN	Quest Plus	June 2015
PYLE	Quest Plus	Oct 2015
OVLC	Re - Qualification is programmed with Danny Paterson previous score was <b>Satisfactory</b>	29th June 2015
YSP	Directional Review	July 2015

# Site Participation v Last year

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Garw	Ynysawdre	MSP	Pyle	Ogmore	Pencoed	MSC	BLC
-8.31%	9.49%	-3.86%	-7.27%	-10.00%	-2.00%	-0.24%	8.08%
-2528	19126	-4870	-10046	-5833	-2599	-278	2636

## Contract Participation Performance



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# BRIDGEND HEALTHY LIVING PARTNERSHIP PLAN 2015-2016

## TO INSPIRE FULLER LIVES



Working in partnership for the people of Bridgend County Borough  
Yn gweithio mewn partneriaeth er mwyn pobl Bwrdeistref Sirol Pen-y-bont ar Ogwr



## Halo Vision, Mission, Values & Strategic Themes

<b>VISION:</b>	<b>Creating Healthier Communities</b>
<b>MISSION:</b>	<b>To make a sustainable and positive difference to the people in our communities by encouraging physical activity and healthier lifestyles</b>
<b>VALUES:</b>	We have developed a set of values which are core to the distinctive identity of Halo, they drive our behaviour and decision making. We expect everyone in Halo to accept and live by them.

<b>Integrity</b>	We do what we say we will do We are trustworthy We are honest
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<b>Professionalism</b>	We are positive role models for our organisation We strive to improve our skills and knowledge through learning and development We take ownership of problems and always seek to maintain excellent customer service standards
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<b>Innovation</b>	We look for new ways of doing things and welcome positive change We embrace others' ideas positively We strive to improve ourselves, our colleagues and Halo
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<b>Passion</b>	We approach our responsibilities with drive and enthusiasm We show a "can do" attitude to our work We positively recognise the success of Halo and colleagues
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<b>Respect</b>	We treat everyone with respect and will not tolerate inappropriate behaviour in others We listen, understand and respond positively to the needs of our customers and communities We show care and understanding and value individual differences in others.
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## STRATEGIC THEMES

<b>Our Service</b>	Our ambition is to be a customer-centric organisation, which means managing our operations with the intention of continuously exceeding our customers' aspirations. Put simply, we exist to satisfy the needs of our customers.  By having meaningful conversations with our customers and communities, we'll aim to develop and enhance that which we offer through innovation and improvement. We will build service excellence and value for money into the activities and memberships that we offer with the aim of attracting and retaining customers.
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<b>Our Business</b>	It is important to us that we have a thriving, ethical and sustainable business which provides a solid platform for us to deliver our services. We thrive on innovation, aim to be commercially astute and actively look to grow our business through investment, acquisition and partnerships. Our core business is the sport and leisure sector but we will explore areas which compliment this to become more financially secure to deliver on our social objectives.  It is important to us that we have a thriving, ethical and sustainable business which provides a solid platform for us to deliver our services. We thrive on innovation, aim to be commercially astute and actively look to grow our business through investment, acquisition and partnerships. Our core business is the sport and leisure sector but we will explore areas which compliment this to become more financially secure to deliver on our social objectives.
---------------------	--

<b>Our Communities</b>	Our social enterprise status is core to our beliefs and we strive to be as accessible and inclusive to our communities as possible. We believe in making a positive impact with our communities through increased physical activity and working in partnership to contribute to their health and wellbeing. We want to get our communities active and will work tirelessly to facilitate and promote physical activity for all.
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<b>Our People</b>	We believe that a productive, motivated and engaged workforce that live the values of the organisation who carry out their role to the very best of their ability will deliver excellent services for our customers and communities.  We will, as leaders, invest in their learning and development to make them as productive as possible and engage with them so they have a positive voice in the design and improvement of our services for the benefit of our customers and communities.  In return, we expect our people to deliver the highest levels of personal performance, continually strive for further improvement, engage with and take full ownership of our business goals and values.  We will strive to ensure that our people are rewarded to the highest levels that Halo can sustain. In particular, Halo will aspire to reward the lowest paid employees by reference to the living wage. The workforce will in turn be more productive and engaged, creating increased revenue and the ability to reward stakeholders through higher wages and improving customer service.
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<b>Section</b>	<b>Healthy Living</b>				
<b>Halo Theme</b>	<b>Healthy Communities</b>				
<b>Overall Partnership Outcome</b>	<b>People of all ages in Bridgend to live healthy, independent lives</b>				
<b>Service Outcome</b>	1) Increased participation in healthy living programs				
	2) Promotion of physical activity and healthy lifestyles				
	3) People exiting programmes with reduced need for health intervention				
	4) Increased participation in physical activity and sport for all				
	5) Increased participation in physical activity and sport for disadvantaged groups				
<b>Service Objective</b>	<b>Implement Strategies and actions that contribute to increasing the participation in physical activity and healthy living programmes for all</b>				
<b>Impact Measured By</b>	<b>Balanced Scorecard - Profit and Loss Account - Customer Surveys - National Indicators - Net Promoter Score Card - Customer Feedback - Participation - Equality Impact Assessments</b>				
<b>Number</b>	<b>Action</b>	<b>Links to Service Outcome</b>	<b>When</b>	<b>Resources</b>	<b>Lead Officer</b>
1.1	Support development programmes in areas of deprivation linked to Welsh Government and local programmes.	1,2,3	Q1	Core / Non Core	HLPM / CDM
1.2	Expand the range of partners that access our workplace health initiatives and increase corporate membership base	1,2,4	Q2	Core / Non Core	HLPM / CDM
1.3	Work with partners to promote and deliver programmes designed to help support children, young people and adults to be a healthy weight (e.g MEND, FAZ, Foodwise or similar programs)	1,2,5	Q1	Core / Non Core	HLPM / CDM
1.4	Visits to Halo facilities where the customer is participating in physical activity will increase by 1% per annum	1	Q4	Core	HLPM / CDM
1.5	Increase retention and graduation participation for those being referred into the National Exercise Referral Scheme.	2,3	Q4	Core	HLPM / CDM
1.6	Explore, with appropriate partners, the mainstreaming of low level referrals into a broader range of appropriate activity based opportunity.	2,3	Q3	Non Core	HLPM / CDM
1.7	Support increased usage by disadvantaged groups through the 'Access to Leisure' scheme.	5	Q1 - 4	Core	HLPM / CDM
1.8	Maintain high levels of participation by the over 60's in the National Free Swimming Initiative.	2	Q1 - 4	Core	HLPM / CDM
1.9	Increase the overall complete membership base to exceed 7,500 members	4	Q4	Core	HLPM / CDM

<b>Section</b>	<b>Children &amp; Young People</b>				
<b>Halo Theme</b>	<b>Healthy Communities</b>				
<b>Overall Partnership Outcome</b>	<b>All children and young people in the borough to thrive, learn and achieve their potential</b>				
<b>Service Outcomes</b>	<b>1) More young people joining and participating in sports clubs</b>				
	<b>2) More young people playing competitive sport and achieving success</b>				
	<b>3) Increased numbers of young people who participate in physical activity and sport</b>				
	<b>4) More Young People in talent development programmes and learning to play sports</b>				
	<b>5) People aged over 16 will have continued participation in sport and physical activity</b>				
<b>Service Objective</b>	<b>Implement strategies and actions to enable children to increase participation in physical activity and sport.</b>				
<b>Impact Measured By</b>	<b>Balanced Scorecard - Profit and Loss Account - Customer Surveys - National Indicators - Net Promoter Score Card - Customer Feedback - Participation - Equality Impact Assessments</b>				
<b>Number</b>	<b>Action</b>	<b>Links to Service Outcomes</b>	<b>When</b>	<b>Resources</b>	<b>Lead Officer</b>
2.1	Improve the sustainability of the Halo Sport foundation by engaging and securing a wider range of partners and support.	4	Q3	Core / Non Core	HLP / CDM
2.2	Support the development of the national disability sport community programme expanding community based opportunities.	3	Q2	Core / Non Core	HLP / CDM
2.3	Develop a range of activities and initiatives that support increases in participation by girls and young women.	1,2,3	Q1	Core / Non Core	HLP / CDM
2.4	Develop the Halo Kids membership to achieve 500 members and increase overall junior participation by 2 %	3	Q2	Core	HLP / CDM
2.5	Support the achievement of In Sport Silver Accreditation based on inclusive services and activities.	3	Q4	Core / Non Core	HLP / CDM
2.6	Support the delivery of the local Sport Plan and work with key partners (BCBC, Swim Wales, Sport Wales) to achieve participation and performance targets.	1,2,3,4,5	Q2	Core	HLP / CDM
2.7	Take the strategic lead for developing an aquatic plan with key performance targets and regular review of progress	1,2,3,4	Q1	Core	HLP / CDM
2.8	Deliver and effective Schools swimming programme that works towards achieving the targets outlined by Sport Wales and the Welsh Government	3	Q1	Core	HLP / CDM
2.9	Increase the amount of children who take part in swimming lessons	3	Q4	Core	HLP / CDM
2.10	Work with the Bridgend County swim squad to support their development as a performance club	2	Q4	Core	HLP / CDM
2.11	Deliver the Halo Sport Stars Programme aimed to develop physical literacy and increase sports participation by young children	1,2,3	Q2	Core	HLP / CDM
2.12	Street Games – support the implementation of doorstep sports opportunities including targeted work with girls (US Girls Programme).	1,3	Q2	Core / Non Core	HLP / CDM
2.13	Deliver the National Free Swimming Initiative for children and young people with an emphasis on structured activity.	3,5	Q1-Q4	Core / Non Core	HLP / CDM
2.14	Support activity programmes that deliver the Play Sufficiency Statutory Duty including low cost and no cost programmes with key partners.	3	Q2	Core / Non Core	HLP / CDM
2.15	Continue the development of Welsh medium activities with URDD and Menter Bro Ogr.	3	Q3	Core / Non Core	HLP / CDM
2.16	Support BCBC and partners to develop opportunities for looked after children and young carers.	3	Q4	Core / Non Core	HLP / CDM

<b>Section</b>	<b>Strong Communities</b>				
<b>Halo Theme</b>	<b>Healthy Communities</b>				
<b>Overall Partnership Outcome</b>	<b>Strong, Cohesive and sustainable communities</b>				
<b>Service Outcomes</b>	1) Greater community links and partnerships				
	2) More qualified and experienced volunteers in sport				
	3) More volunteers supporting local clubs and facilities				
	4) Increased awareness of the facilities and services in the community through outreach work				
	5) Greater participation in club based activities at community facilities				
	6) Developing a sense of ownership and cohesion amongst local communities				
<b>Service Objective</b>	<b>Implement strategies and actions that contribute to strong, sustainable communities through engaging with volunteers and supporting club / group participation</b>				
<b>Impact Measured By</b>	<b>Balanced Scorecard - Profit and Loss Account - Customer Surveys - Net Promoter Score Card - Customer Feedback - Participation - Equality Impact Assessments</b>				
<b>Number</b>	<b>Action</b>	<b>Links to Service Outcomes</b>	<b>When</b>	<b>Resources</b>	<b>Lead Officer</b>
3.1	Develop and implement an annual programme of initiatives and events in partnership with the Library service that support improvements in national performance indicators relating to visits, book issues and summer reading challenge.	1,4,6	Q1	Core	HLPM / CDM
3.2	Contribute to the social inclusion agenda by introducing a range of activities and developments in partnership with Youth Services and other community support organisations e.g. Streetgames	1,3,4,5,6	Q1	Core / Non Core	HLPM / CDM
3.3	Work in partnership with BAVO to investigate the opportunity to build stronger communities and share best practice amongst third sector organisations.	1,3,4,5,6	Q2	Core / Non Core	HLPM / CDM
3.4	Provide a valuable contribution to the Local Service Board in order to maximise the opportunities as a major local employer, social enterprise and health improvement body.	1,3,4,5,6	Q1	Core	HLPM / CDM
3.5	Expand the opportunities to increase participation for those who need support via the Access to Leisure Scheme and centre based penetration targets are met.	4	Q1	Core	HLPM / CDM
3.6	To support the employability of local people by providing opportunities to volunteer, gain work experience, attend work based learning programmes and access apprenticeships.	2,3	Q4	Core / Non Core	HLPM / CDM
3.7	Support Community Clubs, Organisations and partners to maintain and where appropriate expand participation levels.	1,2,3,5	Q4	Core / Non Core	HLPM / CDM
3.8	Increase awareness by underrepresented groups via Want a Piece of the Action marketing.	1,4,5,6	Q4	Core / Non Core	HLPM / CDM
3.9	Develop club based usage at new facilities at Garw and Pyle.	1,2,3,4,5,6	Q1	Core / Non Core	HLPM / CDM
3.10	Support the implementation of 'Calls for Action' programmes in partnership with Sport Wales and BCBC.	4,5	Q2	Core / Non Core	HLPM / CDM
3.11	Develop a Welsh Language Policy / Scheme.	4,6	Q2	Core / Non Core	HLPM / CDM

<b>Section</b>	<b>Cost Effective Delivery</b>				
<b>Halo Theme</b>	<b>Healthy Business</b>				
<b>Overall Partnership Outcome</b>	<b>Ensure the costs of delivery are commercially developed to support service outcomes</b>				
<b>Service Outcomes</b>	1) More people involved in designing, commissioning and promoting sports provision				
	2) Increase the efficiency and productivity in the delivery of sport				
	3) More people in paid and unpaid work within sport				
<b>Service Objective</b>	<b>Implement strategies and actions that drive efficiency and provide opportunities for engagement in service design, delivery and employment</b>				
<b>Impact Measured By</b>	<b>Balanced Scorecard - Profit and Loss Account - Customer Surveys - National Indicators - Net Promoter Score Card - Customer Feedback - Participation - WAM - Facility Audit Program</b>				
<b>Number</b>	<b>Action</b>	<b>Links to Service Outcomes</b>	<b>When</b>	<b>Resources</b>	<b>Lead Officer</b>
4.1	Carry out a contract wide training needs analysis of current and potential workforce in order to support planned delivery and meet future outcomes	3,2	Q2	Core	HLP / CDM
4.2	Achieve Investors in People (IIP) accreditation	2	Q3	Core	HLP / CDM
4.3	Better engage with the Older Persons agenda via liaison with the local 'Shout' group and develop an action plan that increases usage amongst older adults	1	Q1	Core	HLP / CDM
4.4	Continually review and evaluate operational arrangements in order to optimise delivery and meet the needs of the local communities	2	Q4	Core	HLP / CDM
4.5	Undertake a Social Return On Investment (SROI) assessment on an agreed programme of delivery	1	Q4	Core / Non Core	HLP / CDM
4.6	Explore the use of the Healthy Living Outcome module of the Quest Assessment process to monitor relevant performance.	2	Q4	Core / Non Core	HLP / CDM
4.7	To conduct a non user survey with a relative sample and ensure that specific user groups views are adopted into future service delivery.	1	Q2	Core	HLP / CDM
4.8	Work with BCBC to identify further efficiencies in operating costs by identifying opportunities for mutual benefit.	2	Q3	Core / Non Core	HLP / CDM

<b>Section</b>	<b>Sustainable Facilities</b>				
<b>Halo Theme</b>	<b>Healthy Business</b>				
<b>Overall Partnership Outcome</b>	<b>Deliver high quality, sustainable facilities with high levels of satisfaction for customers and residents</b>				
<b>Service Outcomes</b>	1) Reduced CO2 emissions form culture and sport facilities				
	2) Increased growth and capacity of local culture and sport organisations				
<b>Service Objective</b>	<b>Implement strategies and actions that drive efficiency and provide opportunities for engagement in service design, delivery and employment</b>				
<b>Impact Measured By</b>	<b>Balanced Scorecard - Profit and Loss Account - Customer Surveys - National Indicators - Net Promoter Score Card - Customer Feedback - Participation - WAM - Facility Audit Program - Staff Surveys - Staff Appraisals</b>				
<b>Number</b>	<b>Action</b>	<b>Links to Service Outcomes</b>	<b>When</b>	<b>Resources</b>	<b>Lead Officer</b>
5.1	Maintain the Green Dragon Level 5 for Energy Management	1	Q4	Core	HLPM / CDM
5.2	Continue to develop actions outlined in the Energy Management plan in service of reducing energy consumption and CO2 emissions across the life of the contract	1	Q4	Core	HLPM / CDM
5.3	Develop a range of community facility development proposals that include links to sustainable design, increasing facility mix, increasing employment and participation opportunities	2	Q2	Core	HLPM / CDM
5.4	Carry out a series of formal external Quest Assessments in order to drive continuous improvement and to achieve the target of all facilities receiving a rating of good or better by 2016/17	2	Q4	Core	HLPM / CDM
5.6	Improve the completion rate of the Honest Survey and embed its feedback with resulting agreed actions into centre specific unit plans e.g. better communication, visibility of senior management and delivery of performance feedback	2	Q3	Core	HLPM / CDM
5.7	Work in partnership with the library service to maximise footfall and outcomes for local communities	2	Q1	Core / Non Core	HLPM / CDM
5.8	Continual increase in visitor numbers to Bridgend Life Centre (physical activity and general use) based on capital investment.	2	Q4	Core	HLPM / CDM
5.9	Commence, monitor and manage effectively the CHP agreement at Ynysawdre Pool and Fitness Centre.	1	Q2	Core / Non Core	HLPM / CDM

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Contract Performance	March			Year End		
Area	Target	Actual	Variance	Target	Actual	Variance
<b>I&amp;E (ex MF)</b>						
Income	£347,749.00	£341,488.00	-£6,261.00	£5,841,113.00	£5,818,812.00	-£22,301.00
Expenditure	£347,016.00	£487,516.00	£140,500.00	£5,822,037.00	£6,009,161.00	£187,124.00
Surplus (Deficit)	£733.00	-£146,028.00	-£146,761.00	£19,076.00	-£190,349.00	-£209,425.00
<b>Attendances</b>						
Total Participation	97,620	102,622	5,002	1,125,112	1,153,586	28,474
GX Attendance %	75.00%	70.00%	-5.00%	75.00%	66.00%	-9.00%
<b>Memberships</b>						
New Sales	641	783	142	7,679	7,148	-531
Attrition	5.0%	4.7%	-0.34%	5.00%	5.27%	0.27%
Yield	£20.00	£19.14	-£0.86	£20.00	£19.48	-£0.52
Total Complete Members	6,540	7,055	515	7,224	7,269	45
<b>Safety</b>						
Accident Ratio	1.20	0.05	-1.15	1.20	0.27	-0.93
RIDDOR	0.00	0.00	0.00	0.00	0.003	0.003
<b>Customer Services</b>						
360 Comments	3.00	8.85	5.85	3.00	8.92	5.92
NPS	35%	37%	2%	35%	30%	-5%
<b>Workforce</b>						
Staff Sickness	3.00%	0.00%	-3.00%	3.00%	2.35%	-0.65%
Staff Turnover	2.00%	0.00%	-2.00%	2.00%	1.56%	-0.44%
<b>Assets</b>						
WAM	80.00%	94.00%	14.00%	80.00%	94.00%	14.00%
PPM	80.00%	94.00%	14.00%	80.00%	94.00%	14.00%
Electricity Consumption	297,375	197,408	-99,967	3,105,520	3,108,064	2,544
Gas Consumption	1,031,174	1,105,438	74,264	10,693,994	8,919,545	-1,774,449
Water Consumption	5,116	4,842	-274	54,525	64,337	9,812
<b>Healthy Living Outcomes</b>						
Total Junior Swim (Paid & Free)	4024	4079	55	51,159	52,033	874
60+ Free Swim Splash	7259	7307	48	84,904	78,447	-6,457
NERS - Completion ratio	50%	26%	-24.00%	50%	43%	-6.77%
Access to Leisure Total Usage	2929	4922	1,993	16,064	45,274	29,210
Access to Leisure Usage %	3.00%	4.80%	1.80%	3.00%	3.92%	0.92%
Access to Leisure Members (DD)	1000	720	-280	1,000	720	-280
Halo Coached Activity - Sessions	0	0	0	3,375	7,898	4,523
Halo Coached Activity - Participatio	0	0	0	27,563	73,390	45,827
Club Sessions	0	0	0	4,542	1,197	-3,346
Club Participation	0	0	0	90,843	79,127	-11,716
Group Exercise Participation	9228	10185	957	81,966	96,525	14,559

Library Outcomes						
Book Issues				18,037	15,393	-2,644
IT Use				22.40%	19.81%	-2.59%
New Borrowers				418	328	-90
Library Visitor Numbers				10,650	10,900	250
Event & Activity Attendance				2,843	3,497	654

<b>Contract Performance</b>	<b>March</b>			<b>Year End</b>		
<b>Area</b>	<b>Target</b>	<b>Actual</b>	<b>Variance</b>	<b>Target</b>	<b>Actual</b>	<b>Variance</b>
<b>I&amp;E (ex MF)</b>						
Income						
Expenditure						
Surplus (Deficit)						
<b>Attendances</b>						
Total Participation						
GX Attendance %						
<b>Memberships</b>						
New Sales						
Attrition						
Yield						
Total Complete Members						
<b>Safety</b>						
Accident Ratio						
RIDDOR						
<b>Customer Services</b>						
360 Comments						
NPS						
<b>Workforce</b>						
Staff Sickness						
Staff Turnover						
<b>Assets</b>						
WAM						
PPM						
Electricity Consumption						
Gas Consumption						
Water Consumption						
<b>Healthy Living Outcomes</b>						
Total Junior Swim (Paid & Free)						
60+ Free Swim Splash						
NERS - Completion ratio						
Access to Leisure Total Usage						
Access to Leisure Usage %						
Access to Leisure Members (DD)						
Halo Coached Activity - Sessions						
Halo Coached Activity - Participatio						
Club Sessions						
Club Participation						
Group Exercise Participation						

Library Outcomes						
Book Issues						
IT Use						
New Borrowers						
Library Visitor Numbers						
Event & Activity Attendance						

I came to the gym to help strengthen my left knee ready for an operation. My knee now feels stronger and I feel much fitter now overall. The biggest help the gym has been to me has been it has cured my depression. When I first started coming to the gym back in November 2014 I was slightly depressed but I soon got more depressed over a friends daughter passing away. I was taking tablets for my depression but they weren't really working I was gradually working harder and harder in the gym at each visit then one day after leaving the gym after a good workout I felt great. I have now stopped taking my tablets and it is the best I have felt for 2 ½ years (Since my father passed away). I have now joined the gym

---

In June 2013 I received an injury to my right knee which severely affected my mobility. Prior to this I used to run and walk on a regular basis. As a result of the torn ligament and arthritis this all came to a very abrupt end.

Eventually I saw an orthopaedic consultant who basically said not a great deal could be done but to try and keep mobile. In February this year my doctor referred me to the scheme at the gym at Maesteg swimming pool

As a result of the CARE INSTRUCTION AND MOTIVATIONAL SKILLS of the Trainer, I have made tremendous progress in my mobility and fitness but more importantly I no longer have pain or limp when walking.

He has literally given me my life back again so much so that it has inspired me to join the "Fit for Life" programme and also swim on a regular basis

I put this down solely to the initial course I attended with the trainer and would highly recommend the course to anyone who could benefit from it

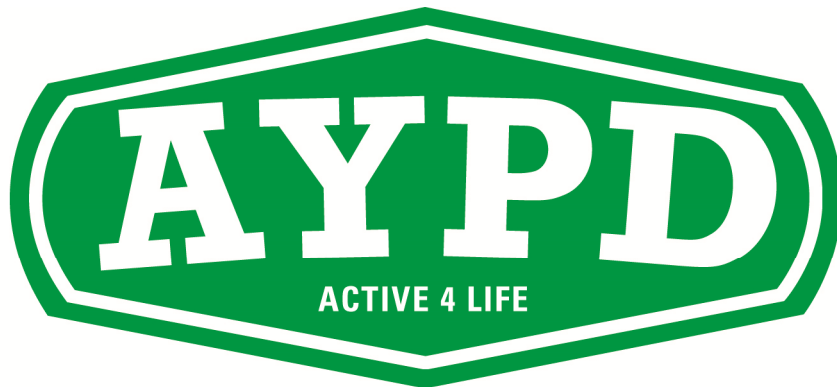
Once again please pass on my sincere gratitude to the trainer – he is a very inspirational character

---

I recently completed the GP Referral Programme and want to thank all the team for the support, encouragement and time they gave me , doing the course has been a massive help to me and as a result I am now able to walk more comfortably and my overall health and fitness has improved, this has impacted on my diet which is now much better and also my energy levels are greatly improved. Having suffered from arthritis and osteoporosis for many years I am now once again able to enjoy my life.

Following completion of the course I have since joined the Fit for Life at Halo and attend the gym a minimum of 3 sessions a weeks and the added bonus I have managed to give up smoking which is a huge achievement for me to once again thanks guys and girls without this referral service I would never have contemplated being able to so as much as I am now able to do

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# Report: FAZ

St Winifreds Road

Cefn Glas

Bridgend

CF31 4PL

**Date Of report: 08/05/15**  
**By: AYPD**

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## **Appendices**

Appendix 1: FAZ Wheel

Appendix 2: Children's Evaluation

Appendix 3: Parents Evaluation



## **Family Active Zone Report –Cefn Glas Primary School 2014-2015**

### **Introduction**

#### **What is Family Active Zone? (FAZ)**

Family Active Zone is a fun, interactive programme for children and their families which aims to encourage them to enjoy a fun, healthy and active lifestyle together. We believe that **all** children involved will become more **confident, resilient, creative and determined individuals** and positive role models both within the school and in the wider community. Alongside physical improvement, and a healthier lifestyle, the programme provides the children with an opportunity to develop self-esteem, build determination and improve their ability to co-operate and work well with others.

Fundamental movement skills are the building blocks to children's movements and can be placed in to three categories: Agility, Balance and Coordination. Between the ages of 3 and 5 children start to develop their gross motor skills, which will prepare them for the more complex and specialised skills required to participate in activities and sports as they get older. It has been noted in research that children who do not master the Fundamental Movement Skills are more likely to drop out of physical activity in life (Get Skilled: Get Active, 2000). Therefore it is vital for children to master these skills early on to enjoy sport and keep the want to participate throughout their lives.

FAZ gives children (and adults) the opportunity to practise and master skills such as skipping, galloping, hopping and chasing and collecting a ball, as well as balancing. These skills are integrated into the games so the children have fun, and want to challenge themselves into mastery.

**Level of participation**

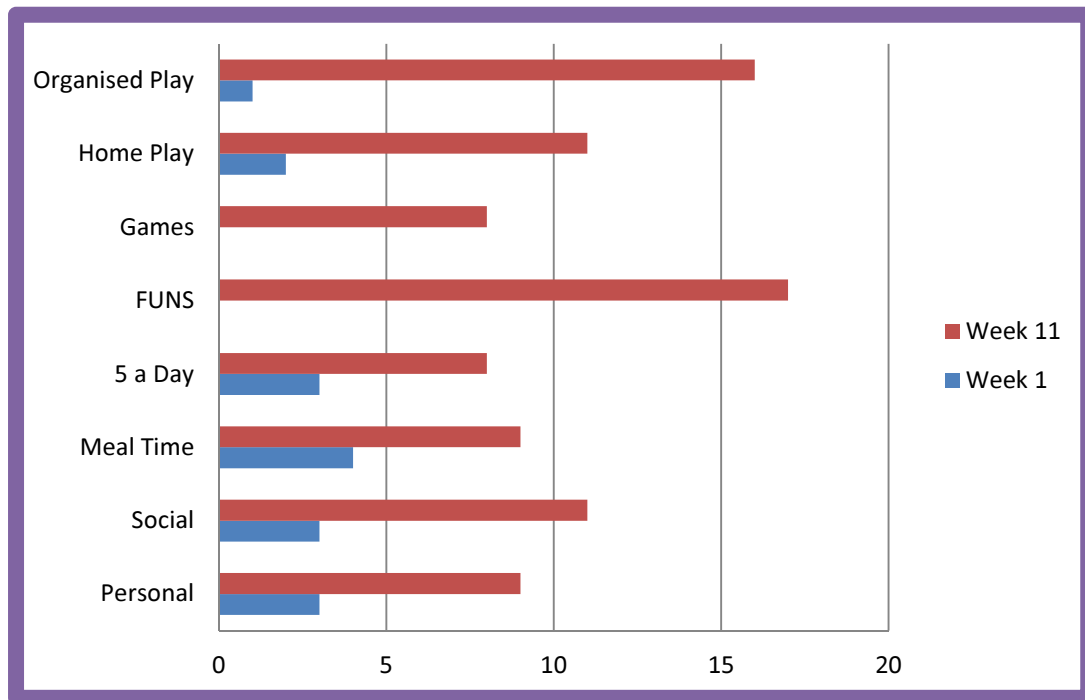
Table 1.0: Participation

	Start Date	End Date
<b>Number of boys</b>	10	10
<b>Number of girls</b>	10	9
<b>Number of starters v completers</b>	18	17
<b>Number of gold attenders (10 weeks attendance)</b>		16
<b>Silver attenders (8 weeks attendance)</b>		1
<b>Bronze attenders (6 weeks attendance)</b>		0



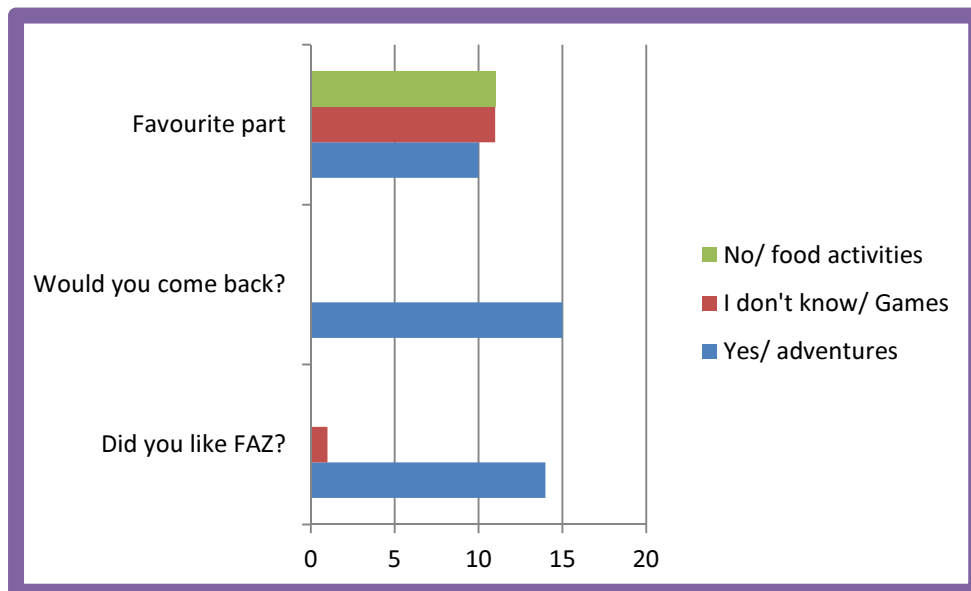
**Impact of FAZ**

Figure 2.0: A graph to show the impact of Family Active Zone



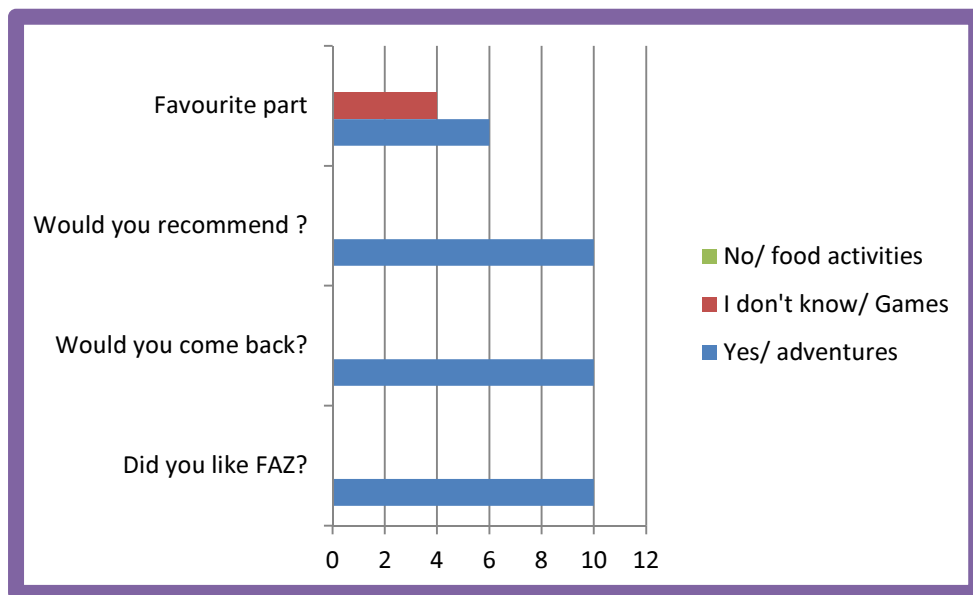
**Evaluation from Children (siblings included)**

Figure 3.0: A graph to show children and their siblings opinions of the programme



**Evaluation from Parents**

Figure 4.0: A graph to show parents opinions of the programme.



**Comments from Parents**

The ladies have done an amazing job keeping the children and adults engaged every week- we have all had plenty of fun! I liked the diversity of the programme and how my boys are willing to try more healthy foods and are requesting healthy snacks.

The 3 girls are fabulous coaches and really encouraging. My 10 month year old loved FAZ as well!

All fab, thoroughly enjoyed FAZ and spending that extra little time with my children.

This programme is exactly how I thought it would be, I've learnt so many games and activities to do in the house, I don't think it needs any improvements – 10/10.

Thank you to the FAZ coaches, it's been great coming into the school and getting to see the teachers with Charlie, he looks forward to it every week and so do I.

It has been awesome, I can't state any improvements.

**Appendix 1**

Name:

Date:

Level	Family Attitudes		Family Eating		Family FUNS		Family Play	
	Personal	Social	Meal time	5 a day	Fundamental Movement Skills	Games	Home play	Organised play
1	<b>Summary statement TBC</b> <ul style="list-style-type: none"> <li>I am dependent on familiar adults</li> <li>I can recognise that some behaviour is unacceptable</li> <li>I will try something new with help from an adult</li> </ul>	<b>Summary statement TBC</b> <ul style="list-style-type: none"> <li>I can role play with others</li> <li>I am keen to assist myself</li> <li>I can respond to social greetings</li> </ul>	We eat breakfast every day	We eat 1 portion of fruit and vegetables every day.	We can complete some of the station 4, 10 and 11 yellow FUNS challenges. We can complete some of these: side-step, gallop, hop, skip with both legs  We can: roll a ball, chase and collect it in a balanced position facing the opposite direction. We can do this with a partner rolling the ball.	We have learned to play 1 new game in FAZ	We have active play together for 10 mins a day (and play for 5 mins a day)	We have attended 1 session
2	<b>Summary statement TBC</b> <ul style="list-style-type: none"> <li>I try to be independent</li> <li>I am aware of my feelings and emotions</li> <li>I will try something new on my own when asked</li> </ul>	<b>Summary statement TBC</b> <ul style="list-style-type: none"> <li>I can take turns and share</li> <li>I am keen to help others</li> <li>I can make eye contact</li> </ul>	We all drink 2-3 glasses of water a day	We eat 2 portions of fruit and vegetables every day.	We can complete most of the station 4, 10 and 11 yellow FUNS challenges (same as above)	We have learned to play 2 new games in FAZ	We have active play together for 20 mins a day (and creative play for 10 mins a day)	We have attended 3 sessions
3	<b>Summary statement TBC</b> <ul style="list-style-type: none"> <li>I am becoming more independent</li> <li>I have some control over my emotions</li> <li>I will try something new on my own without being asked</li> </ul>	<b>Summary statement TBC</b> <ul style="list-style-type: none"> <li>I can play with others with support</li> <li>I am sensitive to the needs of others</li> <li>I can sometimes give positive verbal or visual feedback to others with prompts</li> </ul>	We eat dinner together as a family 2-3 times a week  See more: share what they did that day	We eat 3 portions of fruit and vegetables every day.	We can complete all of the station 4, 10 and 11 yellow FUNS challenges  We can do all of the above	We have learned to play 3 new games in FAZ	We have active play together for 30 mins a day (and creative play for 15 mins a day)	We have attended 5 sessions
4	<b>Summary statement TBC</b> <ul style="list-style-type: none"> <li>I am independent</li> <li>I demonstrate self control</li> <li>I understand that sometimes I need help from others</li> </ul>	<b>Summary statement TBC</b> <ul style="list-style-type: none"> <li>I can play with others independently</li> <li>I can support comfort and help others</li> <li>I can sometimes</li> </ul>	We include whole meal bread / products in our diet 3 times a week.	We eat 4 portions of fruit and vegetables every day.	We can do some of these: <ul style="list-style-type: none"> <li>- stand on a line with our feet shoulder width apart &amp; balance on the balls of our feet for 10 seconds</li> <li>- do the above on a low beam</li> <li>- combine side-steps with 180 degree front pivots</li> <li>- do the above with reverse pivots</li> <li>- skip with arms and knees</li> </ul>	We have learned to play 4 new games in FAZ	We have active play together for 40 mins a day (and creative play for 20 mins a day)	We have attended 8 sessions

		give unprompted visual and verbal feedback to others			at 90 degree angles - hopscotch forwards and backwards landing on alternative feet - throw a bouncing ball, chase it and collect it in a balanced position facing the opposite direction - do the above with a partner bouncing the ball			
5	<b>Summary statement TBC</b> <ul style="list-style-type: none"> <li>I take responsibility for my actions</li> <li>I can cope with disappointment</li> <li>I ask for help</li> </ul>	<b>Summary statement TBC</b> <ul style="list-style-type: none"> <li>I can play fairly</li> <li>I am aware of other people's feelings</li> <li>I can talk and listen to others</li> </ul>	We only eat healthy snacks between meals 4-5 days a week.	We all eat 5 portions of fruit and vegetables a day	We can complete most of the station 4, 10 and 11 green FUNS challenges (most of the above)	We have learned to play 5 new games in FAZ	We have adventurous play at weekends for 60 mins	We have attended 10 sessions
6	<b>Summary statement TBC</b> <ul style="list-style-type: none"> <li>I challenge myself</li> <li>I can often control my emotions</li> <li>I respond to advice</li> </ul>	<b>Summary statement TBC</b> <ul style="list-style-type: none"> <li>I can see others' points of view when playing</li> <li>I can help, praise and encourage others</li> <li>I can contribute to discussions</li> </ul>	We cook together as a family 2-3 times a week.	We eat a balanced and healthy diet	We can complete all of station 4, 10 and 11 green FUNS challenges  We can do all of the above	We have learned to play 5 new games in FAZ, and I can recall and describe my favourite game	We go out on family day trips at weekends and holidays.	We have attended the free creative workshops and run/jump/throw and balancability sessions and the follow up session

**Appendix 2**



**FAZ Evaluation for Children**

Please can you ask these questions to the children to the on the final day of your programme. We would like the questions to be asked in fun scenario. You can either use the 'faces' provided, or different coloured cones that represent the answers below, ask the children the questions and allow them to move to their answer, then count the number of children and complete below.

Many Thanks AYP team

Venue/School..... Date.....

**1. Did you like Family Active Zone?**

Yes                      I don't know                      No



\_\_\_\_\_

**2. Would you come to the Family Active Zone again?**

Yes                      I don't know                      No



\_\_\_\_\_

**3. What was your favourite part of Family Active Zone?**

**The adventures**

(Treasure Hunt/Dragon Hunt)

\_\_\_\_\_

**The games**

(Rocket Launch)

\_\_\_\_\_

**The food activities.**

(Making Pizza)

\_\_\_\_\_

**Appendix 3**



**Faz parent/guardian evaluation**

Venue/school .....

Date .....

**Did you enjoy the Family Active Zone ? Please circle**  
Yes / No

**Would you come to Family Active Zone again? Please circle**  
Yes / No

**Would you recommend Family Active Zone to other families? Please circle**  
Yes / No

**What was your preferred part of Family Active Zone? Please circle**

The Adventures (e.g Treasure hunt/Dragon hunt)

The Games (Rocket Launch)

Healthy eating (Making Pizza)

**Is there anything you feel we can do to improve the Family Active Zone programme?**

**Any other comments/feedback are gratefully received**

**Thanks**



By virtue of paragraph(s) 14, 16 of Part 4 of Schedule 12A  
of the Local Government Act 1972.

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