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Rhowch wybod i ni os mai Cymraeg yw eich
dewis iaith.*

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let us know if your language choice is Welsh.*



**Gwasanaethau Gweithredol a Phartneriaethol /
Operational and Partnership Services**

Deialu uniongyrchol / Direct line :01656 643148
Gofynnwch am / Ask for: Mr Mark Anthony Galvin

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

Dyddiad/Date: 13 October 2016

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 Committee Rooms 2/3, Civic Offices Angel Street Bridgend CF31 4WB on **Thursday, 20 October 2016 at 2.00 pm.**

AGENDA

1. Apologies for Absence
To receive apologies for absence from Members.
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 3 - 10
To receive for approval the minutes of a meeting of the Community Environment and Leisure Overview and Scrutiny Committee dated 27 September 2016.
4. Healthy Living Partnership Project 11 - 58
Invitees:

Cllr PJ White – Cabinet Member Adult Social Care, Health and Wellbeing
Susan Cooper – Corporate Director Social Services and Wellbeing
Andrew Thomas – Group Manager Sports and Physical Activity
Simon Gwynne - Partnership Manager HALO
Scott Rolfe - Chief Executive Halo
5. Highway Services Review 59 - 64

Invitees:

Cllr C Reeves – Cabinet Member Communities
Mark Shephard – Corporate Director Communities
Zak Shell – Head of Neighbourhood Services

6. Forward Work Programme Update

65 - 68

7. 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.

Yours faithfully

P A Jolley

Corporate Director Operational and Partnership Services

Distribution:

Councillors:

DK Edwards

L Ellis

CA Green

CJ James

Councillors

CL Jones

JR McCarthy

HE Morgan

G Phillips

Councillors

JC Spanswick

JH Tildesley MBE

KJ Watts

R Williams

Agenda Item 3

COMMUNITY, ENVIRONMENT AND LEISURE OVERVIEW AND SCRUTINY COMMITTEE - TUESDAY, 27
SEPTEMBER 2016

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, 27 SEPTEMBER 2016 AT
2.00 PM

Present

Councillor JC Spanswick – Chairperson

DK Edwards
JR McCarthy
R Williams

CA Green
HE Morgan

CJ James
G Phillips

CL Jones
KJ Watts

Officers:

Angie Bowen	Group Manager - Housing & Community Regeneration
Sarah Daniel	Scrutiny Support Officer
Julie Ellams	Democratic Services Officer
Andrew Jolley	Corporate Director - Operational & Partnership Services
Mark Shephard	Corporate Director - Communities
Andrew Thomas	Group Manager – Sports and Physical Activity

61. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor J Tildesley.

62. DECLARATIONS OF INTEREST

None.

63. APPROVAL OF MINUTES

RESOLVED:

That the minutes of the meeting of the Community, Environment and Leisure Overview and Scrutiny Committee of 28 July 2016 be approved as a true and accurate record.

64. THE OPERATION OF PORTHCAWL HARBOUR INCLUDING THE MARINA AND RELATED SERVICES

The Corporate Director Communities presented a report outlining the current operation of the Porthcawl Harbour and Marina facilities and services and identifying the opportunities and challenges in relation to the Harbour and Marina. The development was completed in 2013 benefitting from external investment and European funding. As a result of this development, the Marina now had a range of additional features including a tidal lock gate and a pontoon access system providing 70 berths for berth holders and visitors. It had also generated increased interest in other regeneration and investment projects including the sale of the Jennings Building and the potential development of the Harbourside project.

The report also identified challenges to the service to generate additional income and to control costs where possible within the budget and also longer term challenges of asset maintenance and replacement. The Marina had performed well in terms of income

generation and had exceeded its berth holder and visitor related income targets. There were however facility related costs that were less easy to predict relating to technical installations infrastructure and the impact of the coastal environment particularly due to adverse weather.

It was important that the Marina remained financially competitive and the costs were currently lower than those neighbouring Marinas because of the limited facilities currently available. There would be progressive annual increases as further developments were completed and facilities improved.

Members asked for clarification regarding the definition of a Marina and a Harbour. The Group Manager Sports and Physical Activity explained that in Porthcawl we had both, the Marina formed part of the area that supported the larger harbour footprint.

Members questioned the staffing structure and the contracts of those staff who worked at the Marina including the contracted hours of the Harbour Master and support staff and whether or not there were any staff on zero hours contracts. The Group Manager Sports and Physical Activity explained that the Marina operated with tidal access originally supported for all tidal movements 24 hours per day, 7 days per week. More recently, the gates would open during the night on a request basis and mainly for commercial fishermen and this required a flexible workforce including sessional staff deployed hourly to supplement the full time staff. The original plan was to run all tides and then review the position after 18 months. The decision was then taken to staff the core tides and the unsociable tides on request. Members suggested that the operational management of the Marina be reviewed including the option of procuring a Commercial Operator to manage the Marina to make better use of the Authority's resources.

The Committee asked if income from the Waverley was included in the figures. The Group Manager Sports and Physical Activity explained that the Waverley would have docked at the Harbour but not at the Marina but a fee was charged.

The Committee requested further information regarding the membership of the Harbour Board, the decision-making process and if Minutes from meetings were available to the public. The Group Manager Sports and Physical Activity explained that BCBC had a number of legal responsibilities identified within the Mid Glamorgan County Council Act 1987 including putting in place reasonable charges for services and facilities. Decisions were then taken by using existing Cabinet approval processes. Council representatives from a range of service areas sat on the Board and focussed on key issues including asset management, business performance and pricing. The Harbour Board reviewed operational issues and made recommendations on issues requiring corporate approval and the Marina Operational Board made recommendations to the Harbour Board. There was no Local Member representation on the Harbour Board however the Minutes from all meetings were available. Concerns were raised about demand for berths outstripping supply and the need for this to be controlled by officers with no Member involvement and appropriate Terms of Reference. Members stated that public money had been invested in the Marina and therefore business should be open and transparent and there should be Local Member representation on the Harbour Board.

The Committee asked for further information on the financial costs to the Authority to subsidise the costs of running the Marina and also a detailed breakdown of the projected closing budget for the financial year 2016/17 to include staff costs, maintenance costs and any other ongoing associated costs associated with the running of the marina. The Corporate Director Communities explained even though there was a long term vision and strategy for the Marina, there would be an element of expenditure required for coastal defences and other issues. There had been considerable investment in gates

and the pontoon and one off costs had already been incurred but this was unpredictable. The Committee specifically requested to see evidence on the further development of the business model so the Marina was running at break-even costs.

Members asked for more information on the further developments mentioned in the report. The Group Manager Sports and Physical Activity explained that this included a crane and lifting gear, improvements to the overall environment and the Jennings building, showers and toilets.

The Committee asked where the Marina sat when benchmarked against neighbouring providers. The Group Manager Sports and Physical Activity explained that fees at the Marina were low in comparison to neighbouring marinas because of limited facilities and restricted tidal movements and this was reflected accordingly.

Members asked how visitors gained access to the Marina 24 hours per day, 7 days per week. The Group Manager Sports and Physical Activity explained that any request would be capable of being accommodated, that advance booking based on vessel suitability was required and the Marina was staffed at the appropriate times.

The Committee asked how many berths were held for visitors. The Group Manager Sports and Physical Activity explained that there had been 174 visiting vessels to the Marina with some staying for extended periods. If the visitor berths were full, the berths of those sailing or travelling were resold as detailed in the Terms and Conditions.

Members asked how often there were visits from Custom and Excise. The Group Manager Sports and Physical Activity explained that there had been visits but they were unannounced and not scheduled.

The Committee asked if there were any policing issues around the Marina. The Group Manager Sports and Physical Activity explained that there were incidents of inappropriate behaviour and work had been carried out with the community police to reduce the problem. There was CCTV in operation and the Harbour Master controlled the footage. There were incidents of petty theft at certain times of the year but no major vandalism.

Members asked if it was viable for the site to be used for productions such as Casualty and Sherlock. The Group Manager Sports and Physical Activity explained that this was already taking place, interest was welcomed and companies were asked to contact communications to negotiate a fee.

The Committee asked what the issue was with the £10k per annum required for dredging activity. The Group Manager Sports and Physical Activity explained that there were protocols set by the Environment Agency and it depended on how much silt was required to be removed and the method of approved disposal. It depended on the depth of the silt and how much room was required for boats to move around and dredging would be necessary in the next few years.

Members asked how the Marina could be made more accessible for the disabled. The Group Manager Sports and Physical Activity explained that the steepness of the ramp depended on the tides and support was needed for wheelchair users. There was also the issue of risk.

The Committee asked what the financial projections were for the future. The Corporate Director Communities reported that with additional lifts and the Marina now able to

accommodate bigger, longer boats (by replacing some pontoons) it was an improving picture.

Members thanked the officers for the report.

Further Information

The Committee requested further information on contracts of those staff who work at the Marina to include the contracted hours of the Harbour Master and support staff and specifically if there were any staff on zero hour contracts.

The Committee requested further information on the financial costs to the Authority to subsidise the costs of running Marina

The Committee requested a detailed breakdown of the projected closing budget for the financial year 2016/17 to include staff costs, maintenance costs and any other ongoing costs associated with the running of the marina. The Committee specifically requested to see evidence on the further development of the business model so the Marina was running at break-even costs.

Recommendations

The Committee recommends that the minutes of the Harbour Board and Stakeholder Group meetings are publicly available and easily accessible to ensure openness and transparency

The Committee strongly recommends that there is Local Member representation on the Harbour Board and that they form part of the decision making process of the Marina. Members suggested a local Member plus one other County Borough Member.

The Committee recommends that the Operational Management of the Marina be reviewed and the option of procuring a Commercial Operator to manage the Marina be considered to make better use of the Authority's resources.

The Committee recommends a review of the visitor berths and how they are managed to ensure there are utilised to full capacity to maximise the income to the Marina.

65. HOMES IN TOWN GRANTS (HITS) - PRIVATE SECTOR HOUSING RENEWAL AND DISABLED ADAPTATION POLICY

The Group Manager - Housing and Community Regeneration presented a report updating the Committee on the Homes In Towns (HiTs) grant providing details of applications received and explaining the application process. The report also advised Members of the barriers and issues administering the grant and how the service was responding to them.

Cabinet received a report in November 2013 to approve an amendment to the Private Sector Housing Renewal and Disabled Adaptations Policy to include the introduction of two new grants and the revision of existing grants. Homes in Town Grants were introduced as a new grant at this time.

Welsh Government approved a £5.98 million grant for Bridgend town centre under the Vibrant and Viable Places framework for the period 2014/15 – 2016/17. As part of the overall funding package to meet VVP, the HiTs scheme was submitted as match funding in the bid of £390,000 grant and £260,000 private finance to provide 14 units of

accommodation. Officers actively encouraged expressions of interest in the HiTs scheme and undertook a number of exercises on order to attract the maximum interest. To date the Council had received 11 expressions of interest, of which 5 had not progressed further. Six property owners were pursuing this grant funding and officers were in regular contact to assist and encourage them to proceed with their applications however no grants had been awarded to date.

As part of the Planning process an assessment of the impact of noise was required. This requirement had been highlighted as a major stumbling block in bringing the properties into use as the assessment would cost the applicant up front, with no guarantee that Planning would be forthcoming. In order to enable the potential applications to proceed, a specialist contractor had been appointed by the Council to undertake the work.

The Committee were asked to acknowledge the effort made by officers to progress schemes under the HiTs and assistance to RSLs for Strategic Regeneration.

The Committee asked what would happen if BCBC was unable to approve grants and spend the funding by the end of April 2017. The Group Manager- Housing and Community Regeneration explained that WG had confirmed to colleagues within the Regeneration Team that match funding would be acceptable if the grant is approved and planning permission had been granted.

Members asked if HIT funding could be made available in three other towns. The Group Manager- Housing and Community Regeneration explained that the Private Sector Renewal Policy outlined all funding available subject to various conditions.

The Committee raised concerns that take-up appeared low and asked what other options were being considered. The Group Manager- Housing and Community Regeneration explained that they did try to broker relationships between owners and potential landlords to encourage take up. There was also a mailshot sent with Council Tax papers. At present there was no cost to own an empty dwelling, however applying for a grant could result in costs for the owner or result in disruption to their business.

Members queried the grant aid figure of £390,000 for 14 units of accommodation. The Group Manager- Housing and Community Regeneration explained that each scheme had a different cost and that the policy set out a maximum and minimum cost per unit.

The Committee asked for the number of potential properties that had already been identified. The Group Manager- Housing and Community Regeneration explained that nine schemes had been identified consisting of various numbers of units.

The Committee asked how active the Council were in trying to assist the RSL's to buy properties. The Group Manager- Housing and Community Regeneration explained that the RSLs were consulted regarding any change to policy and there were quarterly meetings with Development Managers and close working arrangements with colleagues in regeneration.

Members queried the objections from Natural Resources Wales because the Town Centre was within the flood plain area. The Group Manager- Housing and Community Regeneration explained that this would generally be picked up under planning issues and that some ground floor schemes could not be supported but most were on the first floor.

The Group Manager- Housing and Community Regeneration explained that negotiations were underway with one RSL regarding purchasing properties and no further information

was currently available because negotiations were still commercially sensitive. A number of factors had to be taken into account such as availability of land, the area, experience delivering town centre accommodation and affordability for tenants.

The Committee asked if there were adequate resources to support the project. They were advised that there was a dedicated surveyor and this was not currently an issue.

Members asked if a positive response was received from Public Protection in regard to the issue of noise in the town centre. They were advised that the planning authority considered each scheme on its own merits rather than allowing the issue of noise to trigger an automatic refusal.

Members discussed the issues associated with extending the boundary to include the core town centre area and the availability of funds to cover the increased area. They also referred to the allocation policy and the importance of it reflecting groups in priority need such as looked after children.

The Committee asked what progress had been made regarding changes to the policy. The Committee were advised that the policy would be presented to the November Cabinet meeting and a briefing note could be sent to them to update them on the amendments to the policy after it has been approved. An update on the proposed Building for the Future Programme (BFF) could also be included.

Further Information

The Committee requested that a briefing note be sent to them to update them on the amendments to the policy after it has been approved at the November Cabinet meeting and also an update on the proposed Building for the Future Programme (BFF)

Recommendations

The Committee strongly supported the engagement with Registered Social Landlords and stated that the Authority should encourage them to apply for the Grants to relieve pressure on the Common Housing Register

The Committee encouraged that an amendment be made to the policy to extend the boundary in order to increase more take up in the Grant

The Committee recommends that there is no reduction in staffing resource so that appropriate support can continue to be provided to applicants to support them through the formal application process

66. FORWARD WORK PROGRAMME UPDATE

The Scrutiny Officer presented a report which detailed the items to be considered at the next meeting of the Committee and sought confirmation of the information and invitees required.

RESOLVED

The Committee

- i) Noted the topics due to be considered at the meeting of the Committee on 20 October 2016 and confirmed the specific information to be provided by the invitees.

- ii) Revisited and considered the list of future potential items for the Committees Forward Work Programme and reprioritised accordingly.

67. URGENT ITEMS

There were no urgent items.

The meeting closed at 5.00 pm

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO COMMUNITY, ENVIRONMENT AND LEISURE OVERVIEW AND SCRUTINY COMMITTEE

20 OCTOBER 2016

REPORT OF THE CORPORATE DIRECTOR, SOCIAL SERVICES AND WELLBEING

HEALTHY LIVING PARTNERSHIP PROJECT

(A report on performance for 2015/16 and service objectives for 2016/17)

1. Purpose of Report

- 1.1 To inform the Committee 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 Programme.
- 1.2 To advise the Committee of the service objectives set for 2016/17 and the areas of focus within the service development plan.

2. Connection to Corporate Improvement Plan / Other Corporate Priority

- 2.1 The Council's support for the Healthy Living Partnership Programme contributes to all corporate priorities:
 - Supporting a successful economy;
 - Helping people to be more self-reliant;
 - Smarter use of resources; and
 - in particular, 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 second report to be produced for the Community, Environment and Leisure Overview and Scrutiny Committee but the first to be considered at a meeting.
- 3.2 This report provides detail on the fourth annual year of performance of Halo Leisure Ltd. and the objectives that have been identified for year five 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 achievement of the Council's performance targets including

increased levels of participation, improved customer experience and investment into assets.

3.5 Bridgend County Borough Council has worked with GLL/Halo to produce a service development approach 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.

3.6 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. As such, the Healthy Living Partnership is well placed to deliver the corporate priorities.

4. Current situation / proposal

4.1 The contract performance is monitored by the Group Manager for Prevention and 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 2015/16 demonstrates that Halo Leisure Ltd has made good progress in the achievement of performance targets. The contract gives focus to a number of outcomes and the annual report evidences related achievement.

- 4.4 The service delivery plan (**Appendix B**) for 2016/17 illustrates the approach that Halo Leisure Ltd will take to deliver the outcomes framework specified by the Council. The impact of maintaining an outcome based approach to the Healthy Living Partnership Programme and related 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.

Headline Performance

- 4.5 There are two higher level performance measures that are used to evaluate the achievement of contractual objectives. Firstly there is the volume of physical activity based visits to facilities per 1000 population, currently exceeding targets and secondly the quality of service being delivered in comparison to national standards.
- 4.6 The quality of service is externally assessed through 'Quest', the UK Quality scheme for sport and recreation that includes a range of outcome focused themes. The Council has set a target whereby all facilities will be assessed as good or higher by 2016/17.

Helping People to Be More Self-Reliant

- 4.7 The Healthy Living Partnership Programme has a focus on increasing levels of physical activity including those who are from under-represented groups:
- 4.7.1 There were 1,191,386 physical activity based visits to Halo run facilities during 2015/16 with 36% of visits being supported at Bridgend Life Centre. Sport Wales have identified a 7% increase in young people regularly participating in sport. However, the Welsh Health Survey identifies the need to increase adult physical activity rates with only 52% of adults deemed sufficiently active.
- 4.7.2 In partnership with Public Health Wales, the National Exercise Referral Scheme has successfully supported 1,186 people to access services including people with chronic conditions. The programme evidences a reduction in sedentary behaviour and improvements in physical wellbeing including reduced blood pressure and weight reduction. Additional investment has been provided via Abertawe Bro Morgannwg University Health Board to support community programmes based on Cardiac Rehabilitation over a period of 2 years.
- 4.7.3 There have been 8 Foodwise programmes that have promoted improved nutrition to 68 participants supporting people to maintain a healthy weight. The Welsh Health Survey indicates a 2% reduction in obesity in Bridgend since 2012.
- 4.7.4 The "over 60" Free Swimming initiative has continued to achieve the highest participation rate in Wales with 83,000 visits. This supports the loneliness and isolation reduction targets of the Ageing Well plan for Bridgend and also the development of Age Friendly Communities.
- 4.7.5 In addition, Halo Leisure has been supportive of the pilot phase of the WLGA initiative to provide free swimming as part of the Armed Forces Community

Covenant scheme attracting 23 scheme participants with 98 visits during the first phase of this initiative.

- 4.7.6 Halo Leisure has supported the Social Services and Wellbeing Directorate to provide 214 looked after children with free membership to leisure facilities with evidence suggesting 86% are regularly making use of this support.
- 4.7.7 A similar initiative is being developed for young carers in partnership with 'Action for Children' with group voucher approaches being trialled and with positive initial results.
- 4.7.8 The Access to Leisure programme supports the removal of price as a barrier to participation with 1962 people making use of this support. This focus on increasing use by disadvantaged groups is showing continued growth.
- 4.7.9 Halo has supported Public Health Wales to deliver smoking cessation programmes that have supported local people and assisted with health promotion campaigns. The Welsh Health Survey indicates a 4% reduction in smoking rates with Bridgend being below the Welsh average.
- 4.7.10 There is also work developing to support health and fitness interventions in social care settings and to connect people to community opportunities. A pilot programme is being taken forward to support increased understanding of needs and to contribute to the prevention and wellbeing agenda.

Smarter Use of Resources

- 4.8 The key objectives of establishing the Healthy Living Partnership programme were to develop an affordable indoor leisure service, to secure capital investment, to ensure that assets would be maintained and to increase levels of physical activity and usage of leisure facilities.
 - 4.8.1 The partnership has contributed to achieving financial efficiencies linked to the medium term financial strategy. The agreed levels of efficiencies have been achieved with the overall cost of the provision of indoor sports and leisure services payable by BCBC being 37% lower than the transfer of services in 2012, inclusive of capital repayment costs. The overall cost of the partnership to the Council will be further reduced over the next three years.
 - 4.8.2 Within this context, it is notable that all facilities have remained open and overall visits to facilities have increased beyond target since contract commencement.
 - 4.8.3 Where further efficiencies have been progressed, they have been identified as mutually beneficial to the Council and contractor requiring no compensatory payment.
 - 4.8.4 Most of the capital investment secured has been made at Bridgend Life Centre and this facility has secured 520,028 overall visits during 2015/16.
 - 4.8.5 The co-location of library services within premises contracted to Halo Leisure (e.g. Maesteg, Pontycymmer, Ogmores Vale and Bridgend) has reduced the volume of library specific premises whilst enhancing the quality of facilities and resources required to support library provision.

- 4.8.6 The integration of the full repairing lease aspect of the contract ensures annual scheduled and reactive maintenance into the Council's leisure facilities is monitored in association with corporate property colleagues and GLL, the main contractor. During 2015/16 a sum of £509,000 was invested into asset management by Halo Leisure and this investment has not required additional funding via Council resources.
- 4.8.7 There is a specific focus on energy efficiency and investing early into the contract period to reduce carbon and utility costs also. Examples of such investment during 2015/16 include installation of LED lighting across facilities, replacement of air handling units, use of combined heat and power technology and more. The Council benefits from a 2 % reduction in volume of utility consumption per annum as part of the contract.
- 4.8.8 Halo Leisure continue to coordinate the aquatic development programmes of our swimming pools including schools swimming with 100% of primary schools now engaged in the intensive schools swimming model. This has delivered a 5% increase in young people meeting curriculum standards over the past year and this approach supports effective use of transportation budgets for partners.
- 4.8.9 Halo Leisure support the Council to deliver a range of programmes and initiatives such as holiday activity programmes with partnerships from supportive Town and Community Councils. These programmes generated 5,519 visits during 2015/16 at 4 locations.
- 4.8.10 The contract includes a focus on quality and service improvement as part of the performance framework. Seven facilities have currently achieved a good rating as part of the Quest Scheme with Ynysawdre Swimming Pool and Fitness Centre scheduled to achieve the specified standard during October 2016.
- 4.8.11 The recruitment and retention of memberships is a core business target that supports sustainability and allows added value to be integrated within services. During 2015/16 there were 12,157 members of Halo membership schemes representing a 12% growth from the previous year.
- 4.8.12 Making best use of human resources is an area of focus for Halo Leisure. The staff honest survey identified the following results and secured responses from 83% of the workforce. The survey provides some positive results:
- 80% express being proud to work for Halo Leisure;
 - 83% express belief in the Halo Vision to create healthier communities;
 - Halo Leisure has a sickness absence rate of only 2.5% of income generated, but an average of 6.5 days per FTE during 2015/16 due to a small number of long term absences recorded. There were 22 employees recorded as absent beyond a 3 week period and with 12 varying recorded reasons.

Supporting a Successful Economy

- 4.9 The broader leisure industry supports 9% of UK employment which exceeds sectors such as manufacturing, transport, construction or financial services. The leisure sector shows positive results in relation to employment of 16-25 year olds and is also strong in gender balance amongst employees.

- 4.9.1 Halo Leisure remains a significant local employer of a workforce that includes 278 people and 123 full time equivalents (FTE). The workforce includes full time, part – time and casual roles. There is also evidence of supporting young people for the world of work with 1,463 hours of work experience recorded during 2015/16.
- 4.9.2 In addition, young people who have completed the BCBC Leadership Pathway have secured employment with Halo Leisure. A volunteer pathway has also been established by Halo Leisure.
- 4.9.3 Halo Leisure has developed an Apprenticeship programme and currently has two apprentices in place with plans to commence support for two additional posts within the Bridgend contract.
- 4.9.4 The British Heart Foundation identifies the negative impact of physical inactivity on health and wellbeing and the economy, placing a significant burden on health and social care costs. The reduced incidence and costs of a range of chronic conditions can be supported through increased physical activity. During 2015/16, Halo Leisure achieved 1,191,386 physical activity based visits to services and facilities. The investment in these services is contributing to reducing the risk of premature all-cause mortality. There has been a growth of 11.6% in physical activity visits to local leisure facilities since 2012.
- 4.9.5 Correspondingly, the integration of library facilities within 4 Halo run centres supports educational attainment, promotion of digital inclusion, access to welfare information and support for loneliness and isolation. They are also well placed to support the skills and employability objectives for older people as part of the Ageing Well plan for Wales.
- 4.9.6 Halo Leisure provides support for the local business community to invest in the wellbeing of their employees. Currently there are 96 corporate partners and 2,264 scheme members. Halo have received a national Flame award for their work in this area in partnership with Sony UK Tec and are keen to develop similar arrangements with other employers.
- 4.9.7 Halo Leisure has supported BCBC to operate the first “Get on Track” programme in Wales as part of the Dame Kelly Holmes Foundation. This has developed capability in 16 young people identified as NEET. A number have progressed to training and employment opportunities.
- 4.9.8 Halo continues to support third sector development with 88,315 club based visits achieved during 2015/16.
- 4.9.9 In addition to its core services, Halo Leisure accommodates and supports a number of small to medium enterprises and franchises that provide local employment and training opportunities. These include hair and beauty services, spa and wellbeing, sports tuition and activity franchises, Welsh language activity provision.
- 4.9.10 The Halo Athlete Support Foundation continues to generate investment from partners and suppliers that provides grants, access to facilities and development workshops for local talented young people. There are 145 athletes benefitting from the foundation. The support benefits 82 females, 63 males and includes 13 people with disabilities with investment value exceeding £80,000 per annum.

4.9.12 During 2015/16 the annual expenditure by Halo Leisure will also have supported local suppliers and companies in relation to asset management, equipment supply, resources whilst also providing employment opportunities.

Key Challenges

4.10 The key challenges identified for the current year include the following:

- Continuing to grow public usage of leisure facilities and to achieve agreed participation targets.
- To ensure that all sectors of the community continue to access services and facilities and that price is not a barrier to participation for the most needy.
- To further develop the sustainability of the business and to secure additional external investment to further develop activities and services.
- To review further opportunities to improve the efficiency of facilities and opportunities to enhance the design of services to improve customer experience.
- To develop services that contribute to the wellbeing of local people and communities linked to related legislation.
- To comply with the requirements of the Welsh Language Act.

Service Delivery Plan

4.11 The annual service delivery plan (**Appendix B**) presents the work that Halo Leisure Ltd will take forward in 2016/17 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.

4.11.1 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.

4.11.2 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.

4.11.3 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.

4.11.4 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.

4.11.5 The sustainable facilities framework contains a review of 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 assessment has been carried out on the contract to assess its relevance to the authority's public sector equalities duty and potential impact on people with 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;
- Continued focus on data collection around equalities groups and duties will help to 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 Strategy and makes a significant contribution to the challenging savings required by the Directorate over the forthcoming years.

7.2 2016/17 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. BCBC have worked with Halo Leisure to identify additional savings to contribute to the pressures on Council resources.

8. Recommendation

8.1 The Committee are asked to note the report and comments as appropriate on contract performance for financial year 2015/16 and on the service development plan for 2016/17.

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 2016

Contact Officer: Andrew Thomas
Telephone: (01656) 642692
E-mail: Andrew.r.thomas@bridgend.gov.uk

Postal Address Level 2, Civic Offices
 Angel Street
 Bridgend
 CF31 4WB

Background documents
None

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Halo Leisure

Quarterly Bridgend Contract Report

January to March 2016 (Q4)

Executive Summary

The contract continues to perform to targets in financial budgets and over in participation performance.

During December we planned a closure to the main pool at Ynysawdre to undertake scheduled maintenance. Unfortunately, as we recommissioned the main pool towards the end of this program we experienced a significant failing which has resulted in numerous tiles detaching. This has extended our closure and meant the pool was closed until middle of April.

Financially this impact on the contract with both the additional costs of the works and the loss of income. At a point in quarter 3 and the end of Period 7 the contract had look to show a surplus for the year and despite the costs incurred great performance across a number of the centres meant the contract came in roughly break even.

Despite the financial impact the participation for the quarter and year against previous shows a significant growth. This is continued work from the development at Bridgend Life Centre, strong swimming lesson performance across the board and the impact of tweaks to programmes and a collaborative approach with AYPD (Active Young People's Department)

A collaboration between partners during the period saw a repayment of the loan from GLL by BCBC and a reduction then in the management fee from BCBC to Halo.

Concessionary memberships now make up over 60% of all memberships out of the 12,000 we have within the contract.

Partnership Plan

Key achievements during the quarter included:.

- Continued support and engagement with the LV20 project around nutrition and weight management and physical activity.
- Maesteg Swimming Pool obtained Quest score of Good with highlighted areas of community outcomes and swimming lessons.
- Partnership Plan, Maintenance Plan, Marketing and Pricing Plan were all agreed by Bridgend County Borough Council (BCBC) for 2016 / 2017 and now form part of the current year delivery.
- Applications for the Sports Foundation programme opened in December and by the end of the application process we had 145 awards to be given. This scheme continues to grow from strength to strength and is now the 3rd biggest linked to the GLL scheme.
- The National Exercise Referral (NER's) team continues to perform extremely well and in all but one area beat the National Public Health Wales targets for the scheme by the end of the year. Additional funding of pulmonary rehab and maternal obesity grants were obtained totally over £70,000.
- Supported the Dame Kelly Holmes Trust first in Wales project.

Usage

This section covers the key usage areas and links to key themes within the partnership between GLL, BCBC and Halo. There is an agreement within the contract to increase participation by 1% each year with a greater increase at Bridgend Life Centre linked to the capital investment.

Against Target Outcomes

2

	January	February	March
Growth against previous year	6.22%	8.20%	-2.07%
Growth against Target	6.92%	5.70%	0.08%

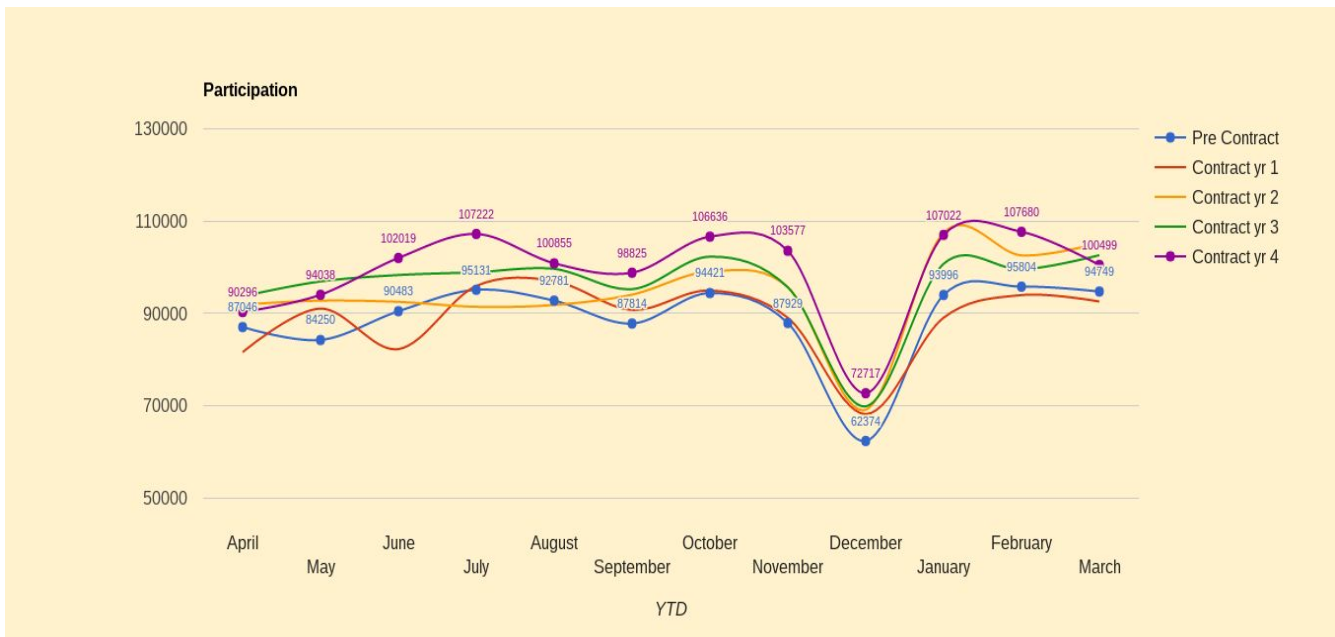
General Participation

Overall participation is up by 13,000 against the target for the quarter which is a 4% growth. Whilst at year end Ogmores and Garw show a drop in participation against the previous year the last quarter respectively have shown 9.5% and 22% growth.

Year to date the participation within the centres shows an average of 3,150 additional activities undertaken against the previous year. This is 37,800 at the end of the year and 67,000 over the targets sent at the beginning of the contract of year by year growth.

Some key centre specifics show Bridgend Life Centre and Pencoed showing remarkable 16% growth on the previous year.

We have now continued to grow Access to Leisure and MTB complete members to 965. Linked to this are 20 MTB Swim members. The non members accessing us through the scheme now stand at 675 with a further 302 using our lesson programme.



Overall currently 1962 people using centres on Access to Leisure scheme or MTB and we have had 37616 uses through the last quarter and over 134,000 over the year.

Fitness has had an extremely strong year. Focus from frontline teams, improved service standards and developed programmes across the centres saw growth of over 50,000 from the previous year - 21.5%

Particularly strong performers were Bridgend Life Centre with a staggering 46% growth followed by Garw, Ogmere, Pencoed and Maesteg Swimming Pool all have over 12% growth.

Public swimming had improved in the middle of the year after a weak first quarter. The impact of closing Ynysawdre affected the year end with the centre being £16,000 down on visits against previous year. However strong performance from Maesteg and Pencoed Swimming Pools and the Life Centre saw the swims only being down 10,000 on 2014/15 actuals.

Site Usage Year to Date -

	2014/15	2015/16	Diff	%
GLC	27890	26821	-1,069	-3.83%
YSP	220628	172535	-48,093	-21.80%
MSP	121309	132661	11,352	9.36%
Pyle	128199	126900	-1,299	-1.01%
OGLC	47456	37616	-9,840	-20.73%
Pen SP	117095	135437	18,342	15.66%
MSC	117568	126689	9,121	7.76%
BLC	373441	432727	59,286	15.88%
Total	1153586	1191386	37,800	3.28%

Finance Performance

Linked to the changes to the loan repayment to GLL of the refurbishment of Bridgend Life Centre there was a further 3.2% reduction in the management fee from BCBC to Halo last year. The next year will see this offset by another 5.3% linked to the loan repayment. An agreement linked to the CHP recommissioning was also agreed and this will reduce the management fee by a further £14,000 moving forward.

The financial performance of the Partnership in the last quarter has been dominated by the repair works at Ynysawdre and the knock on impact. Repair costs of £113k were incurred in the quarter at the pool in addition whilst the long term nature of the main pool closure had a negative impact particularly on membership sales.

Careful and effective management, however, mitigated the impact on both course income, principally swimming lessons, and on staff costs with staff being redeployed where possible. The net result for the quarter was a loss of £50k, which tipped the whole year performance from a possible surplus to a small loss - effectively break even . This represents significant progress from last year with total costs - even allowing for the impact of Ynysawdre - lower.

Appendix 2 - Summary Finance quarter reports

£'000	Q4 2015/16 (Actual)	Q4 2015/16 (Budget)	Q4 2014/15 (Actual)
Food and Beverage	42	44	43
Memberships	477	527	486
Health and Fitness	76	54	63
General Leisure	414	435	417
Other income	487	450	495
Total income	1,496	1,513	1,504
Staff costs	778	815	821
Finance costs	262	271	297
Utility costs	131	159	170
Maintenance and premises	226	104	149
Purchased goods	63	54	62
Purchased services	86	55	88
Total expenditure	1,548	1,460	1,588
Net surplus / (deficit)	(50)	52	(84)

The impact of Ynysawdre makes the identification of additional particular trends from the Q4 results difficult. The full year comparison against the prior year noted above seems the best guide.

Appendix 3 - Summary Finance full year report

£'000	2015/16 (Actual)	2015/16 (Budget)	2014/15 (Actual)
Food and Beverage	160	167	153
Memberships	1,958	2,029	1,915
Health and Fitness	224	210	210
General Leisure	1,665	1,665	1,591
Other income	1,875	1,832	1,958
Total income	5,882	5,903	5,828
Staff costs	3,170	3,246	3,315
Finance costs	1,106	1,089	1,108
Utility costs	585	568	565
Maintenance and premises	509	418	459
Purchased goods	236	231	247
Purchased services	277	312	347
Total expenditure	5,884	5,866	6,042
Net surplus / (deficit)	(2)	37	(213)

Customer Services

Net Promoter Score

We received 318 solicited responses to our 'how was your visit' email. The comments were generated as a result of 2096 request emails sent, representing a good response rate of 16%.

The overall NPS for the Bridgend County centres was 38, a positive result against a target of 35. Five centres met and exceeded their NPS target.

Mystery Visits

We continued our mystery shopping trial with monthly visits at Bridgend Life Centre and Ynysawdre

Swimming Pool. These have provided useful information and areas for improvement for each centre.

NPS Scores

	NPS	Customers Surveyed
Halo Centre		
Garw Valley Leisure Centre	67	9
Maesteg Sports Centre	56	45
Maesteg Swimming Pool	50	18
Pencoed Swimming Pool	46	26
Bridgend Recreation Centre	45	141
Ogmore Valley Life Centre	29	7
Ynysawdre Swimming Pool	6%	48
Pyle Swimming Pool	-4	24

Marketing

Keeping young people active - we promoted a fun programme of activities during February half term and Easter break. Children had the opportunity to enjoy swimming, assault courses, balance bikes and ball skills etc. Alongside that we continue to **support girls and women to be more active more often** - we ran a Mother's Day campaign offering free swimming for mums and their families on Mother's day and also enter a competition to win a year's free Halo membership. We continued to support the Girls Network.

New year campaign - we ran a 'new year new you' newspaper and social media campaign to encourage new joiners - resulting in 1,301 new members in January and February.

Customer Relationship Management (CRM) developments - this included the launch of a new online monthly newsletter, replacing the static quarterly customer newsletters with live monthly newsletters with links to videos, online articles and websites. This is issued to 13,662 users of the centres who have provided us with an email address. We also launched a new automated email communication system with triggered email messages for new joiners, main member base and users identified as high risk of leaving. The content and tone of the messages are tailored to make the most impact with these groups. Both activities are part of our retention measures which are successfully achieving the attrition KPI of sub 5%, (currently standing at 4.3%).

Media coverage - As a result of issuing news releases and organising photo and interview opportunities with the local, regional and trade media, we secured 26 media spots generated £5,725 worth of free coverage. 100% of coverage was positive and reputation enhancing. Figures for YTD 123 media spots, £41,000 free coverage.

Outreach activity

To support community engagement, profile raising and lead generation Halo takes the 'creating healthier communities' message beyond the centres. During 2016/17 we had a presence at 56 external events with partners such as education, charities, supermarkets, local employers, public health, police, Communities First, BCBC Active Young Persons Department.

Social Media - We continue to use the powerful platforms of facebook and twitter to communicate with

members and users. Facebook following in Bridgend County currently stands at 7237 (8.75% growth on previous quarter). Facebook activity across all sites in BCB for the quarter had an impressive reach of 287,371. We used Facebook Pay Per Click campaigns to successfully market the membership special offer at Ogmore and Garw facilities and a membership sale at the Maesteg sites.

New Welsh Language Standards - we updated the current Halo Welsh Language Policy to reflect the work that is planned to address the key expectations from the new standards in terms of internal staff and customer communications.

2015/16 Year end Sales and retention performance summary

- Over the 12 month period Halo successfully achieved its mission of 'Creating Healthier Communities' by attracting 7016 **new joiners** across all age groups, membership types and centres in Bridgend County.
- **Joiner rate** - Complete membership sales expressed as a % of previous quarters closing membership base
- Yearly average of 4.9% which is just below UKActive's national benchmarking KPI of 6%
- **Total Leavers** across all membership categories and sites- 5871. A 1% reduction on cancellations for the previous year.
- Complete membership - with a yearly average joiner rate of 4.9%% against an attrition rate of 4.3% - resulted in **yearly growth** of 6.75%
- **Attrition** (a measurement of Complete members who leave) - with a low of 2% and a high of 7%, this averaged out at 4.3% at year end - achieving the KPI of sub 5%. Another strong year in terms of member retention.
- **Live Subs** (the number of members who pay monthly by direct debit, illustrating an ongoing relationship - does not include casual pay-as-u-go users) - we entered at 10,855 as we entered 2015/16 and it grew to 12,072 (a 11% uplift) at the end of March.

Human Resources

Sickness and turnover.

An increase in long term sickness rates has been experienced in the partnership. All cases are being referred and actively managed.

Working hours tracker.

A working hours tracker has been introduced company wide to help manage additional hours worked.

Honest survey completion and action planning.

A corporate action plan has been developed and this is being monitored each month.

E learning completions.

A target has been set for 50% of the workforce to have completed their online corporate induction by the end of March, Bridgend stood at 62% which is a good result.

Disciplinary and absence case outcomes.

One long term absence case has been resolved.

There were two disciplinary cases brought to a conclusion this quarter.

Apprenticeships.

The first new apprentice recruitment has taken place at Pencoed.

Appendix 4 - Summary HR quarter reports

Item (M - Monthly) (Q - Quarterly)	% or number	Target or cost	Commentary
Sickness (Q)	3.87	3%	Above target, cases at Ynysawdre, Pyle and Pencoed.
Turnover (Q)	0.33	5%	
Grievance/discipline	2		Two disciplinary cases resolved in the quarter.
Appraisal completion			Not applicable
Apprenticeships (Q)	6.66%	5%	Good progress on future manager intake.
Payroll errors			Not applicable.
Honest 2015	83.03%	75%	Separate report on results available.

Free Swimming Initiative

FSI Performance

The data provided complies with the performance measurements asked for by BCBC in the FSI claim form and shows a reduction in attendances in all areas except the junior learn to swim program and 60+ structured activity. This links to a reduction in the number of junior free swim sessions offered as part of the scheme and the impact of the closure of the main pool at Ynysawdre.

C&YP Core Program (all figures are when compared to 2014/15 participation)

- Free Swimming (splash) Holiday periods 11% down (837 attendances)
- Free Swimming (structured) Holiday periods 22% down (1,094 attendances)
- Free Swimming (splash) Weekends (throughout the year) 19% down (1,211 attendances)

Additional FSI Program's (all figures are when compared to 2014/15 participation)

- Free holiday swimming lessons 22% down (751 attendances)
- 'Free Swim Friday's' 9% down (477 attendances)
- Free swimming for swimming lesson pupils paying via DD 14% down (506 attendances)

Junior Swimming (all figures are when compared to 2014/15 participation)

- Total Junior swims (paid & free) 7% down (3,437 attendances)

Junior LTS Program

- Junior learn to swim program 5% up (181 pupils)
- Utilisation 85%
- Course DD 94%

60+ Core Program

- 60+ Free swims (splash) 1% down (1,041 attendances)
- 60+ Structured swims 13% up (690 attendances)

60+ Structured swims breakdown

- 60+ Free swimming lessons 11% up (265 attendances)
- 60+ Hydrogym (BLC) 14% up (425 attendances)

National Exercise Referral Scheme

Quarter 4 has been a quiet period for the NERS scheme in Bridgend with no new initiatives starting during this period.

Our second group involved in the Parkinson's project completed their programme and their results are in line with the first group, with improvements made in their functional assessments which relates to an increase in their ability to complete daily tasks. Their results are available if required.

We completed 2 Foodwise For Life programmes, 1 in Bridgend Life Centre and 1 in Maesteg Sports Centre. Weight loss for the 2 groups combined was 31lbs(13 participants).

Attendances for the period were 6740, up 7% on the same period last year, and for the full year we were 6% up on our target.

Appendix 5 - Summary NERS quarter reports

	NEW REFERRALS	1ST CONSULTATIONS	TAKE UP	16 WEEK COMPLETIONS	NON ATTENDANCES
January	134	81	74	41	74
February	171	113	84	49	128
March	149	115	74	40	10
Total	454	309	232	130	212
Target	354	249	198	99	< 86

For the full year our performance is as follows:

- New Referrals: 132%
- 1st Consultations: 122%
- Take Up: 137%
- 16 Week Consultations: 120%
- 12 month Consultation: 20%

Our full year completion rate was 57% set against our target of 50% and 55% of the clients finishing the scheme went on take out our discounted Fit For Life membership.

	NERS 16 Week Pass	NERS Buddy	Fit For Life
January	64	2	31
February	69	2	20
March	60	0	20
Total	193	5	71

Asset Management

Works Undertaken:

- Major service of chemical dosing system at all site.
- Filter and balance tank inspections at all sites
- Assessments undertaken on lightning conduction systems waiting for reports.
- New Daikin A/C unit fitted in studio Ynys.
- Pool tank tiling and re commission Ynys.

Works Planned

- Auto door & shutter service all sites.
- Annual Fire risk assessment at BRC.
- Electrical installation testing wet sites only.
- Legionella Risk Assessments all sites.
- Inspection of cold water storage tanks all sites.
- New boilers MSC.

Appendix 6 - Summary Maintenance quarter reports

Bridgend	Jan	Feb	Mar
Completed On Time	521	455	448
Completed Late	36	15	22
Incomplete	7	1	3
Total PPM	564	471	473
Balanced Scorecard			94.43%
Completed Overdue	0	0	0
Total Task completed	68	59	31
Total Task completed on time	68	59	31
Balance Scorecard			100%

CONTRACT EXCEPTION REPORT 2015/16 - QUARTER 4						
DATE	DURATION	SITE	ZONE	CRITERIA	PERFORMANCE FAILURE	EXCUSING CAUSE
14.12.15	On Going	YNYS	Main Pool	Access	Closed to Public	Pool Leak Repairs
19.03.16	3 Days	BRC	Spa	Access	Closed to Public	Tile/ Leak Repairs
19.03.16	2.5 Hrs	BRC	Main Pool	Access	Closed to Public	Faecal Release.

Health and Safety

The last quarter of the year is generally the quieter quarter, the main focus is on completing the annual internal audit which is completed by the onsite competent person. The results of this audit and the findings from the document review that takes place in Q3 are used to create the health and safety plan for 2016-17.

Accidents

Total accidents for Q4 compared to previous quarters is higher, but this is inline with increased attendance, the actual % of accidents compared to attendances was lower for the quarter (0.12) and for the year it was 0.16. The national average for 2015-16 was 0.18.

For Q4 there were no reportable accidents or incidents and 3 staff accidents, none of which were of any concern. Compared to 2014-15 the partnership saw a decrease in the number of accidents reported from 315 to 227 (38%)

Appendix 7 - Summary Accident quarter reports

Quarterly Summary	Accidents					Riddor				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
<i>Bridgend Life Centre</i>	25	29	7	48	61	0	0	0	0	0
<i>Garw Valley Life Centre</i>	5	0	0	1	5	0	0	0	0	0
<i>Maesteg Sports Centre</i>	16	14	12	9	42	0	0	1	0	1
<i>Maesteg Swimming Pool</i>	4	7	17	9	28	0	0	1	0	1
<i>Ogmore Valley Life Centre</i>	3	3	3	3	9	0	0	0	0	0
<i>Pencoed Swimming Pool</i>	20	9	9	14	38	0	0	0	0	0
<i>Pyle Swimming Pool</i>	8	6	7	14	21	0	0	0	0	0
<i>Ynysawdre</i>	6	11	6	4	23	0	0	0	0	0
2015-16 Total	87	79	61	102	227	0	0	2	0	2
2014-15 Total	79	88	78	70	315	3	0	0	0	3

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BRIDGEND HEALTHY LIVING PARTNERSHIP PLAN 2016-2017

CREATING HEALTHIER COMMUNITIES



Introduction

In partnership with Greenwich Leisure Limited (GLL), Halo Leisure run 8 leisure facilities in Bridgend, South Wales on behalf of Bridgend County Borough Council. With a 15 year contract agreement to focus on key themes such as Healthy Living, Children and Young People and Strong Communities, a collaborative approach to delivery is key.

As part of the contract significant investment has been undertaken in centres with GLL funding the works at Bridgend Life Centre as well as council support to develop other centres such as Garw Life Centre. These works have supported delivery of activities and facilities including libraries, National Assembly health programmes with National Referral Schemes (NERS), Free Swimming Initiatives, group exercise and climbing and a host of others.

The contract each year has challenges to delivery the greatest possible impact on people's health within the region, with a focus on equalities, well being of the nation, older people and inclusive sport plans being just part of the picture.

In an area that has a number of socially deprived and economically challenged wards being accessible is key and partnership work involving BCBC AYPD department, volunteer organisations such as BAVO, Public Health Wales and Sport Wales is key in achieving this.

This document outlines the collaborative approach for the next year in delivery, outcomes and targets linked to key documents.

Contribution

Participation in sport, leisure and cultural activities in its widest sense has a major impact on the quality of life of the community and can generate significant economic, commercial and social benefits, both locally and nationally. It allows people to have fun, fulfil their potential, meet others and broaden their horizons. Participation in cultural and sporting activities improves skills and confidence, enhances social networks, strengthens social cohesion and has positive impacts on health and wellbeing.

Company Structure

Halo is the major leisure provider and enabler within the county of Herefordshire and County Borough of Bridgend, and, as a company limited by guarantee and a not for profit organisation, has the potential to develop and broaden that influence. The importance of this role should not be underestimated and as such Halo needs to adopt a strategic approach in its organisation and planning to ensure that it achieves business success by encouraging, enabling and increasing the number of people who experience the benefits of sport and leisure participation on a regular basis.

Strategic Aims

This document supports Halo's business strategy and provides the vision and the framework as to how Halo partnerships can develop over the next five years.

The aim of this business strategy is to provide a long term vision for the organisation that is supported by a framework of values, strategic aims and objectives that will guide our work. It is a living document which is based on proactive stakeholder consultation, business development and analysis of market trends. As such both the strategy and partnership plans will be evaluated on an annual basis and revised and updated where necessary.

Funding

In addition to providing employees and partners with a reference point for development, the strategy and partnership plan will also underpin any applications for external funding to support our work and those of our stakeholders including our partner Bridgend Council. As a consequence, this strategy paints a portrait of Halo and its ability to trade successfully and significantly contribute to partnership strategic priorities and shared outcomes.

Halo Vision, Mission, Values & Strategic Themes

VISION: Creating Healthier Communities

MISSION: To make a sustainable and positive difference to the people in our communities by encouraging physical activity and healthier lifestyles

VALUES: 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.

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

STRATEGIC THEMES

- **Our Service**

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.

- **Our Business**

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 complement this to become more financially secure to deliver on our social objectives.

- **Our Communities**

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.

- **Our People**

We believe that a productive, motivated and engaged workforce that live the values of the organisation and 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.

Section Healthy Living			
Number	Action	Expected Outcomes to be delivered	Activities to be delivered
1.1	Support development programmes in areas of deprivation linked to Welsh Government and local programmes.	<p>Work on LV20 project for delivery against nutrition and weight management</p> <p>Support Foodwise programmes within 2 centres</p> <p>Work with KPC project in Pyle</p> <p>Work with Communities First in Maesteg area linked to LV20 project</p>	<p>Run additional Food Wise for Life programmes in areas identified by the LV20 workstream.</p> <p>Work with the British Lung Foundation on their "Your Lungs Your Choices" project, and to establish/ re-establish 2 Breathe Easy groups(North and East GP Cluster)</p> <p>Classes at KPC delivered weekly with membership scheme support into centres</p> <p>Food wise garw and ognore</p>
1.2	Expand the range of partners that access our workplace health initiatives and increase corporate membership base	<p>Integrate 2 companies into the health and wellbeing programme we run</p> <p>Increase corporate membership and partnerships by 5% from end 2015 / 16 base</p>	<p>2 new programmes at Bridgend Academy developed</p> <p>Identification of new corporate sites</p> <p>Explore potential to further support BCBC.</p>
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)	<p>Work on LV20 project for delivery against nutrition and weight management.</p> <p>Develop internal capacity to deliver partner initiatives including Family Active Zone and Mini Play 4 life</p>	<p>Continue to run NERS Foodwise sessions on a quarterly basis in at least 3 venues.</p> <p>Explore the possibility of making weight management programmes accessible to all customers and on a rolling basis.</p>
1.4	Visits to Halo facilities where the customer is participating in physical activity will increase by 1% per annum and achieve 1,141,958 visits	<p>Achievement of national performance indicator for BCBC (lcs 0002)</p> <p>Achieve 1,141,958 visits in the year.</p>	<p>Regular marketing and promotions of services and activities</p> <p>Link to partners in delivery of programmes and activities including supported promotion of activities..</p>

			Engage local communities and clubs in programme development. Support community events and mass participation programmes.
1.5	Increase retention and graduation participation for those being referred into the National Exercise Referral Scheme.	Increase retention by 1% of those on membership scheme for a year Improve 52 week continued participation to 20% Achieve and aspire to exceed targets set for NERS scheme by Public Health Wales. 10% of all attendees become members. Promote external opportunities for physical activity beyond centre programmes e.g. walking/cycling.	Look to increase participation and graduation in lower referring areas (OVLC/GVLC) Further support public health wales with initiatives for delivery through sites that provide sustainable and consistent healthy living messaging.
1.6	Explore, with appropriate partners, the mainstreaming of low level referrals into a broader range of appropriate activity based opportunity.	Deliver on the maternal obesity project with public health wales Support ABMU to deliver community based pulmonary rehabilitation programmes over next year at outreach location and evaluate performance. Support Dementia training for all staff linked to dementia friendly communities initiative.	Look to upskill existing No Limits staff in Exercise Referral Provide support to the NERS team and deal with referrals not requiring the intervention of a NERS team member. (Linked to the introduction of PARQ+) Add to scorecard - ners Build skills and capacity in workforce to support a broader range of chronic conditions and illnesses or impairments
1.7	Support increased usage by disadvantaged groups through the 'Access to Leisure' scheme with an increase of 1% against target	Access to Leisure 3% of population using centres	Write to all people that are eligible to access to leisure scheme

		<p>Target of 2200 members linked to A2L scheme 140,000 related visits</p> <p>Support Emmaus Trust with increasing activity for members</p>	<p>Increase marketing to target these groups</p> <p>Identify any previous members that have left and follow up</p> <p>Survey regarding the design of the programme and any remaining barriers.</p>
1.8	Maintain high levels of participation by the over 60's in the National Free Swimming Initiative	Look at 85,000 visits for over 60s using both structured and free swimming sessions	The performance of this aspect of free swimming is top quartile (highest in wales currently) .Maintaining performance is the focus.
1.9	Increase the overall complete membership base to exceed 7,800 members	Increase member base per site by 1%	Review quarterly the retention and new sales performance data evaluating the demographic take up.
1.10	Formal research public health opportunities in all partnerships to assess potential of additional third party financial support to support new or existing programmes of use.	<p>Link to public health wales with programmes on sites with best delivery impact .</p> <p>Continue the improvement in performance demonstrated by Welsh Health Survey.</p>	<p>Support a smoking cessation class at either YSP, OGLV or GLC</p> <p>Develop and sustain the maternal obesity programme at MSP and BLC</p>

Section		Children & Young People	
Number	Action	Expected Outcomes to be delivered	Activities to be delivered
2.1	Improve the sustainability of the Halo Sport foundation by engaging and securing a wider range of partners and support.	<p>130 athletes from Sports Foundation Funding</p> <p>Increase finance support for Sports Foundation by 5%</p> <p>Continue to monitor equalities characteristics of beneficiaries.</p>	<p>Deliver an event like to Rio 2016 with Athletes</p> <p>Offer promotion linked to Rio 2016.</p> <p>Schedule workshops to support athlete development and career planning.</p>
2.2	Support the development of the national disability sport community programme expanding community based opportunities.	<p>Inclusive and integrated approaches developed- disabled / disadvantaged groups - expand gymnastics / trampolining in centres</p> <p>Support BCBC to develop the Calls for Action initiative supported by Sport Wales</p>	<p>Plan events including a focus on disability with paralympians to raise profile of disability activity.</p> <p>Support development of inclusive bowls with indoor bowls club at BLC</p> <p>Support ASD trampolining programme</p> <p>Disability programme of wheelchair activity (ogmore)</p>
2.3	Develop a range of activities and initiatives that support increases in participation by girls and young women.	<p>Link to US girls scheme to develop programme</p> <p>Increase usage in girls ages 14 - 19 to achieve set baseline target in agreement with BCBC - link to school sport survey report</p> <p>Support the development of the Bridgend Girls Network Group and the ongoing programmes to develop improved gender equity.</p>	<p>Support US Girls in joining a customer forum group on centres</p> <p>Support an US Girl event at one centre</p> <p>Provide outreach support to secondary and primary schools</p>

			Launch junior exercise programme specifically geared to young females
2.4	Develop the Halo Kids membership to achieve 500 members and increase overall junior participation by 2 %	Swimming Participation in junior swimming initiative to improve current participation in programme. Develop and promote a programme of dry activities that increase visits to facilities by children and young people.	Junior structured swims to be reviewed Improver programme to identify new swimmers Targeted responses made to engage underrepresented groups at a community level.
2.5	Support the work towards achievement in 2017 of In Sport Gold Accreditation based on inclusive services and activities.	Work with AYPD and disability sport wales to further embed inclusive approaches in service planning and activity delivery. Support clubs to gain In-Sport accreditation.	Continuous improvement review as IN-Sport partnership. Development of evidence portfolio for accreditation.
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.	Lead on specific aspects of the plan as requested by BCBC in relation to the priority themes.	Performance data to contribute to Bridgend reporting to Sport Wales and periodic review processes.
2.7	Take the strategic lead for developing an aquatic plan with key performance targets and regular review of progress	Aquatics plan created by April 2016	Continued delivery review of FSI data Address areas of concern in relation to swimming ability and participation rates.
2.8	Deliver an effective Schools swimming programme that works towards achieving the targets outlined by Sport Wales and the Welsh Government	75% primary school to achieve 25 metres . Monitor new assessment scores against differing criteria introduced.	Baseline for new assessment measure established and impact reviewed. Top up swimming to target areas of low performance
2.9		Increase swimming lessons participation by 2%	Provide link to local club delivery

	Increase the amount of children who take part in swimming lessons	Achieve 75% utilisation of crash course lessons Increase 1 to 1 swimming lessons by 5%	Work in partnership with lifesaving clubs and promote water safety generally. Level Water swimming programme to support disabled access to lessons
2.10	Work with the Bridgend County swim squad to support their development as a performance club	Maintain status as a regional performance centre whilst monitoring individual and group achievement.	Provide access to additional dry side rooms for training support
2.11	Deliver the Halo Sport Stars Programme aimed to develop physical literacy and increase sports participation by young children	Continued growth in participation in programmed activities. Promotion of broader opportunities to participants to build new skills and confidence. Workforce development to meet industry standards.	A broad menu of sports stars activities developed and promoted.
2.12	Deliver the National Free Swimming Initiative for children and young people with an emphasis on structured activity.	Maintain current programme but evaluate how growth can be achieved in participation within the reduced programme time now being allocated.	Focus on increasing lesson programme linked to 2.8 New targeted initiatives introduced for under represented groups e.g. disability.
2.13	Support activity programmes that deliver the Play Sufficiency Statutory Duty including low cost and no cost programmes with key partners.	Aim to increase participation by 1% on 2015 use. The need for accreditation for identified activities determined. Develop team of key qualified staff with partners	Play 4 Life programme for holidays and summer Look at legislation and be compliant Focus on leadership programmes locally to lead

2.14	Support BCBC and partners to develop opportunities for looked after children and young carers.	Target 100 members/households to benefit from the scheme	Evaluate potential for membership option to support young carers alongside current scheme with looked after children.

Section		Strong Communities	
Number	Action	Expected Outcomes to be delivered	Activities to be delivered
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	<p>Improvement targeted in relation to specific national performance indicators for libraries.</p> <p>Strong working relationship to be developed with Awen Trust in relation to library based activities and performance review.</p>	<p>Library - supporting participation - knit and natter groups at each centre with a library once a year</p> <p>Support increased use of digital services for customers in libraries through training sessions by staff</p>
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	Improved alignment of services and activities with the priorities and strategic plans of key partners and national organisations.	<p>Support the AFCC with the delivery of veterans free swimming</p> <p>Support the older people's strategy with staff trained in dementia</p> <p>Attend ageing well events with staff and support awareness of delivery of service</p> <p>Provide a sustainable approach to services within identified local communities</p> <p>Support the DKH Get on Track initiative targeting NEETs.</p>
3.3	Work in partnership with BAVO to investigate the opportunity to build stronger communities and share best practice amongst third sector organisations.	<p>Action plan with clarity over the role of Halo Leisure within the partnership approach in the LLynfi Valley.</p> <p>KPI,s established for partnership working.</p>	Participate in the project steering group structure and related workstreams

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.	<p>Identify 4 leaders from Girls Network Group to gain experience in Leisure Centres.</p> <p>Have 2% of workforce as volunteers.</p> <p>Apprenticeship opportunities in place</p>	<p>Raise profile of volunteering and opportunities for Older People to reduce NEETS</p> <p>Us Girls and Dys -Bridgend- volunteering and provide access to Lifetime training</p> <p>Link to job centres</p>
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.	<p>Access to Leisure 3% of population -</p> <p>Target of 2200 members linked to A2L scheme 140000 related visits</p>	Marketing plan to recognise the need to engage better with this population group and related promotional activity.
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. Develop leadership and employability within contract.	<p>Increase volunteering scheme by 5% on 2015/ 16 performance</p> <p>Have 5% workforce engaged in the apprenticeship scheme</p>	<p>Volunteering taking place and recorded.</p> <p>Review approach and drive engagement of volunteers, schools ,colleges, hvoss and bavo</p> <p>Work experience taking place and recorded</p>
3.7	Support Community Clubs, Organisations and partners to maintain and where appropriate expand participation levels.	<p>Support Bridgend Bowls in increasing participation by 5%</p> <p>Club participation rates to meet or exceed agreed targets.</p> <p>Centre based clubs/groups accessing community chest/support funding.</p>	<p>Identifying other target groups such as disability</p> <p>Support KPC in delivery of activity programme</p> <p>Support special families .</p> <p>Community chest promoted to community</p>

			groups.
3.8	Increase awareness by underrepresented groups via Want a Piece of the Action marketing.	Record site visits on piece of action and increase hit by 5% Diverse disability groups engaging in community based activity.	Expand the website to target other disadvantaged groups (e.g. girls) Contribute to site content. Utilise in-house resources to promote the site to database.
3.9	Develop club based usage at new facilities at Garw and Pyle.	Increase club usage by 5%	Develop programmes as per the sport wales development plan.
3.10	Support the implementation of 'Calls for Action' programmes in partnership with Sport Wales and BCBC.	Support 2 programme delivery areas within the centres.	Develop workforce skills and confidence. Support schools initiatives-the Box project Develop specific activity opportunities.
3.11	Develop a Welsh Language Policy / Scheme linked to Welsh Language legislation	Ensure compliance with Welsh Language Policy Maintain a programme of welsh language based activities and learning experiences. Partnership with the Urdd continued.	Create a policy document outlining what is reasonable and deliverable at a local level with support from BCBC
3.12	Develop the workforce development plan to cover the whole workforce in partnership with training provider(s), to include management development expectations, with focus areas on key goals in business to maximise	Have 25% of workforce on NVQ schemes through Lifetime Have 5 staff on the internal aspiring managers programme Develop multi skilled staff across a range of roles	Workforce to meet accredited standards as per the contractual commitment and requirements of national bodies/professional standards.

	revenue, customer satisfaction and participation.		
3.13	Research the feasibility of expanding a Halo outreach activity programme to serve isolated communities.	Once complete collate research and present finding and proposal to SMT.	Develop a self –sustaining approach based on available funding or identified business model.
3.14	Work with local providers on the wellbeing act and focus on prevention and well being.	Work with BAVO on delivery of 2 well being programmes within Bridgend	Social services and wellbeing act recognised including vulnerable groups as part of prevention and wellbeing agenda.

Section		Cost Effective Delivery	
Number	Action	Expected Outcomes to be delivered	Activities to be delivered
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	Contractual standards of workforce continued to be met in all aspects of the business.	All centres to ensure 100% staff have had skills needs analysis undertaken and link to training plan and budget
4.2	Enter a national awards scheme such as Flame or top 100 companies to work for	Deliver one centre into the Flame Awards Link to corporate plan to be in top 100 companies to work for	Identify the strengths of the service and collate for submission of accreditations or award recognition programmes.
4.3	Better engage with the Older Person's agenda via liaison with the local 'Shout' group and develop an action plan that increases usage amongst older adults	Operate a loneliness and isolation steering group on sites . Support for regular socialisation opportunities for older people including physical activity and learning opportunities also.	Dementia Support - staff trained in dementia awareness Work with Adult Social Care in delivery of steering group. Familiarisation with Ageing Well and Older Persons strategy
4.4	Continually review and evaluate operational arrangements in order to optimise delivery and meet the needs of the local communities	An internal audit programme launched across all sites across the spectrum of service delivery Each centre achieves good at community outcomes in Quest audits	Undertake Quest audits Create new audit process linked to community engagement and recording

		<p>New balanced scorecard.</p> <p>Quest modules to focus on healthy living impact and partnership working.</p>	<p>Review and change balance scorecard to show impact</p>
4.5	<p>Undertake review of resources needed to develop our approach to community development. This may require structure changes, new appointments or a mix of the both.</p>	<p>Review of contract and potential deed of variation.</p> <p>Greater collaborative working with existing partnerships and identification of business growth opportunities.</p>	<p>To consider the options of re-employing a dedicated Community resource to help drive our growth aspirations and work with local BCBC departments</p> <p>Position must fit within current structure and deliver financial returns which are greater than the cost as well as support the acquisition of new facilities.</p>
4.6	<p>Explore the use of the Healthy Living Outcome module of the Quest Assessment process to monitor relevant performance.</p>	<p>Ensure centres through the Quest process achieve the health and well being module</p> <p>minimum of good at communities engagement module</p>	<p>Meet contractual requirement to deliver accredited quality for services.</p>
4.7	<p>To conduct a non user survey with a relative sample and ensure that specific user groups views are adopted into future service delivery.</p>	<p>Non user survey is completed by 1% of population</p>	<p>Work with BCBC in delivery of survey and identifying target groups linked to sports plan and social inclusion agenda</p> <p>Identify questions relating to key outcomes</p>
4.8	<p>Work with BCBC to identify further efficiencies in operating costs by identifying opportunities for mutual benefit.</p>	<p>Deeds of variation for areas agreed and identification of future opportunities of mutual benefit.</p>	<p>Work with BCBC on the medium term financial plan</p> <p>Review the option of asset transfer</p>

4.9	Upgrade old ICT hardware to ensure that the team can maximise the technology available through Google Hangouts.	Look to reduce travel costs by 10% year on year based on 2015 baseline	Improvements in ICT infrastructure and review of resources that offer competitive advantage.
4.10	Identify one SROI project to deliver within the partnership	Delivery of the free swimming for 60+ reviewed as part of a SROI project	Involvement of partners and customers in determining SROI.

Section		Sustainable Facilities	
Number	Action	Expected Outcomes to be delivered	Activities to be delivered
5.1	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	Reduce the Energy bills by 2% across the contract Repairs and Renewal schedule includes LED lighting and boiler replacement at Pyle, Pencoed and Maesteg Sports Centre	Work with BCBC in the development of a cost reduction plan relating to energy management. Implementation of CHP resource at Ynysawdre Pool.
5.2	Develop a range of community facility development proposals that include links to sustainable design, increasing facility mix, increasing employment and participation opportunities	Have an outline business proposal for one centre to be developed to increase participation, user satisfaction and efficiency of centre.	Look into the potential of a build project at Pyle / Maesteg / Pencoed / Explore partnership funding opportunities for capital development.
5.3	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	Ensure all centres comply with good rating and have strong directional review scores	Schedule of external inspections and internal monitoring maintained
5.4	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	Aspire to achieve 95% on staff Honest survey across all staff in permanent and casual contracts.	Continued engagement of staff in reviewing the performance and culture of the organisation.

	performance feedback		
5.5	Work in partnership with the library service to maximise footfall and outcomes for local communities	Increase visitor rates by 2% against previous year Develop a joined up approach to programmes within centres	Action plan developed to improve performance
5.6	Continual increase in visitor numbers to Bridgend Life Centre (physical activity and general use) based on capital investment.	Increase visitor rates by 2% against previous year Development of the Net Promoter Score to 50%	Promotion of the broader range of activities/opportunities at the centre. Development of new opportunities with partners.
5.7	Confirmation of final contract agreement to manage effectively the CHP agreement at Ynysawdre Pool and Fitness Centre.	Ensure CHP unit working and producing 2% energy efficiencies	Deed of variation developed and applied to contract.
5.8	The announcement of the new Living Wage (NLW) will have a considerable impact upon the organisation. Work with BCBC on the impact.	Develop a project plan to identify impact of living wage	We will need to develop a long term strategy which ensures we comply as well as maintain a financially sustainable service within the corporate parameters set for staff costs Areas which we will need to consider include structures, workforce development, roles and responsibilities.
5.9	Provide asset management data to BCBC monthly with records of progress and delivery of certificates and progress on WAM.	Provide monthly report that outlines data	Periodic asset monitoring with GLL/BCBC
5.10	Provide a reporting structure in co-operation with BCBC that links to social outcomes and delivery	New balanced score card for monthly reporting created	Review the current scorecard information and link to outcomes within plan Link to National reports and baseline figures linked to outcomes

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT OF THE CORPORATE DIRECTOR COMMUNITIES

COMMUNITY ENVIRONMENT AND LEISURE OVERVIEW AND SCRUTINY COMMITTEE

20 OCTOBER 2016

HIGHWAY SERVICES REVIEW

1. Purpose of Report

- 1.1 The purpose of this report is to advise Scrutiny Members of the impact of the Council's Medium Term Financial Strategy on Highway Services.

2. Connection to Corporate Improvement Plan/ Other Priorities

- 2.1 The report supports the Council's corporate priority of making smarter use of resources.

3. Background

- 3.1 Over past several years the Council has been introducing measures to reduce its revenue spending in line with reductions in its settlement from Welsh Government.
- 3.2 Between 2011/12 and 2015/16 there has been an ongoing programme of financial savings implemented by the Council to meet reductions in public funding which to date have meant a reduction in the Highways and Transportation services budget in the order of £2.5 million over this time period. Amongst these savings have been measures that have seen a reduction in staff and service levels, at varying levels, to meet advised savings in the following sections.

Traffic and Transportation:

- Highway Development Control
- Road Safety
- Public Transport
- Road Safety and SCP
- Client and Business (Parking)
- Traffic Management

Rights of Way:

- Maintenance of Rights of Way Network
- Enforcement of Rights of Way Network
- Determination of Modification Orders

Network Management:

- Winter Maintenance
- Highway Maintenance

- Asset management
- Invasive species and Weed control

Direct Labour Organisation (DLO):

- Hazzarding (overgrowth, sign, maintenance)
- Street Lighting (part-nighting, dimming, energy)
- Winter Maintenance (gritter reduction)
- Sign Maintenance
- Pot Holes repair times

3.3 The impact of the reductions to both staff and service levels varies subject to the specific level of financial saving and to the viewpoint of the recipient of the service who may be either internal or external to the authority.

Whilst the majority of services specified are statutory provision the exact level of service or standard is not usually specified within the statute and based around sector guidance as to service delivery. Where the function is not statutory such as school crossing patrols, these are for individual authorities to determine if they wish to support such provision and determine the service level to be provided.

Reduction in staffing has meant that teams are more reliant upon individual officers, with the requisite knowledge and experience to deal with specific requests for service. The implication of this is in the event of the officers not being in work through leave, sickness or other commitments then the service may be unable to respond or deal with specific issues until their return, as either more senior or junior members of staff may not have the knowledge base to fully deal with the matter. This 'single point of failure' means there is less resilience in the service and may impact upon the ability of the service not only to deal with service requests but also in Freedom of Information requests, and correspondence.

3.4 Examples of specific service or budget changes that members may be aware of during the period include.

3.4.1 **Reduction to bus subsidy:**

12 services removed including supported Sunday services, rationalisation of 5 local services and the rail link service from Caerau to Maesteg rail station. The services removed are identified in the following table:

CONTRACT No.	OPERATOR	ROUTE
210-210A	FIRST CYMRU	Bridgend to Betws, Evenings (Monday to Saturday)
305-210	EASYWAY	Betws to Nantymoel, Daytime (Monday to Friday)
152-210	TRAVELFINAL	Sarn to Aberkenfig Schools, (Schooldays Only)
DC810-210	EASYWAY	Bridgend to Pen-y-Fai via Brackla & Coity Morning & Afternoon (Monday to Friday)
DC607-210*	FIRST CYMRU	Porthcawl Local / Brynteg Sch / Additional Penyfai
DC815-210	FIRST CYMRU	Bridgend to Sarn, Mon-Sat, Mornings & Evenings
062-220	FIRST CYMRU	Bridgend to Pencoed - Sundays
100-220A	FIRST CYMRU	Bridgend to Maesteg, Maesteg to Maesteg Parc, Evening (Sunday)
200-220A	FIRST CYMRU	Bridgend to Blaengarw (Sunday)
300-220A	FIRST CYMRU	Bridgend to Nantymoel (Sunday)

500-220A	FIRST CYMRU	Bridgend to Porthcawl, Daytime and Evening, (Sunday)
600-220	FIRST CYMRU	Bridgend to Cefn Glas - Sundays
904-210	Llynfi Coaches	Caerau – Maesteg Railway Station, Daytime, (Monday to Saturday)

* Contract No. DC607-210 cancelled, but retendered the Porthcawl Local Bus (Service No. 61) - July 2015

3.4.2 **Review of School Crossing Patrol Provision:**

Each site is assessed as to its priority if it becomes vacant. To date the authority has not discussed the matter with schools directly regarding paying for SCP's but has begun conversations with some Town and Community Councils.

3.4.3 **Reduction in Hazzarding gangs:**

Reduction of staff engaged on removal of overgrowth from pathways - this has increased the waiting list of requests received from both the public and Members. Currently we have in excess of 200 Hazzarding job tickets outstanding; this equates to about 10 to 12 weeks work assuming no new job tickets arise.

3.4.4 **Winter Maintenance:**

A review of the winter maintenance routes has resulted in a reduction of one mainline gritter - coastal routes have been amalgamated with some of the inland low routes. This allowed for a reduction in the total number of routes and allowed us to go to 3 units rather than 4. . This arrangement no longer provides us with any slack to add any additional routes, but does mean that a saving can be achieved on both the item of plant as well as the number of drivers that need to be available on standby and overtime over the winter months. In the event of severe weather the authority does have arrangements to hire in specialised plant/vehicles or contract staff to assist with the event.

3.4.5 **Overtime and Standby:**

The levels of overtime and standby have been reviewed over the past few years and changes implemented to both working custom and practice to minimise its need. Changes in this regard have been to refer all calls to the main call centre rather than specific highways out of hours contact, and in the main deal with issues within normal office hours. However, there remains an operational requirement for overtime to deal with out of hours events such as road traffic accidents (RTA), winter maintenance, sink holes, dangerous structures, potholes, flooding and work on time restricted roads. In some circumstances such as RTAs certain costs can be recovered.

3.4.6 **Reduction in Road Safety Funding:**

The reduction in funding places a greater emphasis on scheme support from Welsh Government for road safety initiatives of locally promoted road safety schemes.

3.4.7 **Reduction in Highway Development control officers and budget:**

Reduction in number of officers impacts upon the time lines of responses able to be provided for planning purposes, with the reduction in supporting budget impacting upon the level of supporting information able to be provided.

3.4.8 **Street lighting energy consumption:**

The County Borough has in the order of 20,000 street lights - the changes in management of street lighting to achieve energy savings has been made by the use of part-nighting, dimming and by the introduction of 7,500 LED units from Local Government Borrowing Initiative (LGBI) funding, provided by Welsh Government This funding ended in 2014/15.

3.4.9 **Parking:**

In relation to the MTFS the provision of parking has been reviewed and the overall level of subsidy provided for in the budget reduced.. However, the ability to achieve the necessary increase in income required is not within the sole control of the parking management team due to car parking not being the attractor for the journey. The utilisation being at the behest of the individual towns economic prosperity and offer, weather, employment trends and alternative parking offered by the private sector. Also the proposal to increase parking charges for staff was deferred following advice that it would not be advisable to pass on the increase whilst Job Evaluation (JE) and office accommodation changes were taking place. However the overall cost was still attributed to the parking account with no additional significant increase made to staff at this stage. However it is proposed that a full review of car parking is carried out and implemented in 2017/18.

3.5 During the period 2012 - 2015 the Council benefitted from a Local Government Borrowing Initiative that permitted investment of around £6m in the highway asset and street lighting. This initiative has now ended and the repayments are ring fenced within the highway services budget for the next 20 years. The benefits of this investment related to LED programme of street lighting, bridge repairs and highway surfacing contracts.

3.6 The ending of the LGBI investment programme linked with further budget reductions is likely to result in a deteriorating highway which could be subject to an increased level of ad hoc repair / patching on a risk basis. The rate at which this deterioration will occur is predicted to return to a pre LGBI investment within 8-9 years. However, this prediction was considered against current levels of maintenance, and if these are impacted upon by further financial savings, the rate at which our roads deteriorate may significantly shorten this estimate.

3.7 The long term cumulative impact of the already implemented reductions will become more noticeable over time. Even in the comparatively simple area of weed control this has the potential for more complaints to be received in regard to the proliferation of overgrowth affecting signage as well as weed control on streets and verges. In regard to long term issues associated with reduced weed control it is not only on the visual effect but also on the root bowl of the substructure of the pavement and water ingress.

4. **Current Situation**

4.1 Future reductions in local authority budget settlements suggests that further reductions to Highway Services budgets will have to be considered by the Council to both statutory and non-statutory services which may include proposals for measures such as:

- Switching off significant amount of street lighting on residential estates, streets and towns
- Further reductions in subsidised bus services
- Review of drainage maintenance
- Reduction of weed spraying to once a year
- Review of winter maintenance/routes
- Staffing re-structures to front line services
- Further reductions in highways maintenance budget
- Response times to members and public
- Capability to respond to out of hours disruption

The suggested likelihood is that this will impact upon:

- Service satisfaction levels
- Communities with no commercial or subsidised bus services
- Increase in insurance claims
- Level of complaints
- Ombudsman complaints
- Sickness levels
- Increase use of agency to backfill sickness absence
- Cost of highway repairs being more substantial as more potholes need to be addressed
- Response times for implementing repairs
- Levels of claims received
- Time to respond on issues addressed to the Council
- Staff turnover/retention and ability to retain and employ staff in some specialist areas

4.2 In the case of some of these proposals there may be public engagement/ consultation in seeking their views but may still result in a reduction or removal of service. Until a detailed consideration is made into any one proposal the full impact may not be initially known or the extent to which it could be applied. An example of this would be reduction in bus services whereby it would be unknown whether a bus operator may wish to trial a replacement commercial service or if the affected community could utilise community transport.

4.3 With regard to the officers required to deliver services on behalf of the authority there may be a case to consider collaboration with adjoining or city region authorities to combine resources for provision over a wider geographical area.

4.4 For those skill sets that are periodically required, then these could be procured as at present through either contracted consultancy services or joint ventures similar to the current Capita Glamorgan consultancy arrangement. This may provide:

- More resilient structure
- Wider level of knowledge and experience

- Greater Pool of resources
- Rapid engagement of resources
- No need for lots of smaller procurements saving time and money

5. Effect Upon Policy Framework & Procedure Rules

None

6. Equality Impact Assessment

Nothing directly related to this report, although individual equality impact screening and assessments are carried out for each individual savings proposal.

7. Financial Implications

7.1 The Highways and Transportation Budgets have seen a reduction of £2.5 million as part of the MTFS between 2011/12 and 2015/16.

7.2 A further reduction of £417,000 was included in the MTFS against Highways for 2016/17. This primarily related to staffing restructures, some of which are still in the process of being implemented.

7.3 The 2016/17 Highways and Transportation net budget of £6.8 million will be subject to further reductions as part of the MTFS 2017/18 to 2020/21.

8. Recommendation:

8.1 That the content of the report is noted.

MARK SHEPHARD
CORPORATE DIRECTOR COMMUNITIES

Contact Officer: Kevin Mulcahy
Group Manager - Highway Services
Telephone: (01656) 642535
E-mail: Kevin.Mulcahy@bridgend.gov.uk

REPORT TO COMMUNITY ENVIRONMENT AND LEISURE OVERVIEW AND SCRUTINY COMMITTEE

20 OCTOBER 2016

REPORT OF THE CORPORATE DIRECTOR – OPERATIONAL AND PARTNERSHIP SERVICES

FORWARD WORK PROGRAMME UPDATE

1. Purpose of Report

1.1 The purpose of this report is to:

- a) present the items due to be considered at the Committee's meeting to be held on 19 December 2016; and
- b) present a list of further potential items for prioritisation by the Committee.

2. Connection to Corporate Improvement Objectives / Other Corporate Priorities

2.1 The improvement priorities identified in the Corporate Plan 2016-2020 have been embodied in the Overview & Scrutiny Forward Work Programmes. The amended Corporate Plan adopted by Council on 10 March 2016 formally set out the improvement priorities that the Council will seek to implement between 2016 and 2020. 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 28 July 2016, the Community, Environment and Leisure Overview and Scrutiny Committee determined its Annual Forward Work Programme for 2016/17.

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 19 December 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
MTFS	Mark Shephard – Corporate Director Communities Susan Cooper – Corporate Director Social Services and Wellbeing Cllr Ceri Reeves, Cabinet		

Topic	Invitees	Specific Information Requested	Research to be Undertaken by the Overview & Scrutiny Unit
	Member Communities Cllr Charles Smith – Cabinet Member Regeneration & Economic Development Cllr Hywel Williams – Cabinet Member Resources		

4.2 The table below lists all potential items that the Committee has considered during their planning workshop and, subject to any changes from the approval of the Annual Forward Work Programme, are put forward for reprioritisation as appropriate.

Topic	Proposed Date	Specific Information Requested	Research to be Undertaken by the Overview & Scrutiny Unit
Highways Update	26 January 2017		
MREC	26 January 2017		
Cultural Partnership Project	30 March 2017	Update report. To return to Committee no sooner than 1 year (March 2017)	
Rhiw Gateway	30 March 2017	Late 2016/early 2017 - Measure of Success report – to include information on any impact on the town centre, footfall, how people have moved into the town centre etc.	

Corporate Parenting

4.3 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.¹

¹ 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

- 4.4 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.
- 4.5 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.

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 wellbeing in the County Borough of Bridgend.

6. Equality Impact Assessment

- 6.1 None

7. Financial Implications

- 7.1 None.

8. Recommendations

- 8.1 The Committee is recommended to:
- (i) Note the topics due to be considered at the meeting of the Committee 19 December 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 topics, invitees to be invited to attend and any specific information it would like the invitees to provide as well as any research that it would like the Overview & Scrutiny Unit to undertake in relation to its meeting for 19 December 2016;
 - (iii) Revisit and consider the list of future potential items for the Committees Forward Work Programme and reprioritise as the Committees feels appropriate.

Andrew Jolley

Corporate Director – Operational and Partnership Services

Contact Officer: Sarah Daniel, Scrutiny Officer

Telephone: 01656 643387

Email: scrutiny@bridgend.gov.uk

Postal Address: Democratic Services - Scrutiny

Bridgend County Borough Council,
Civic Offices, Angel Street, Bridgend,
CF31 4WB

Background documents: None