

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.

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Background documents
None