

**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

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

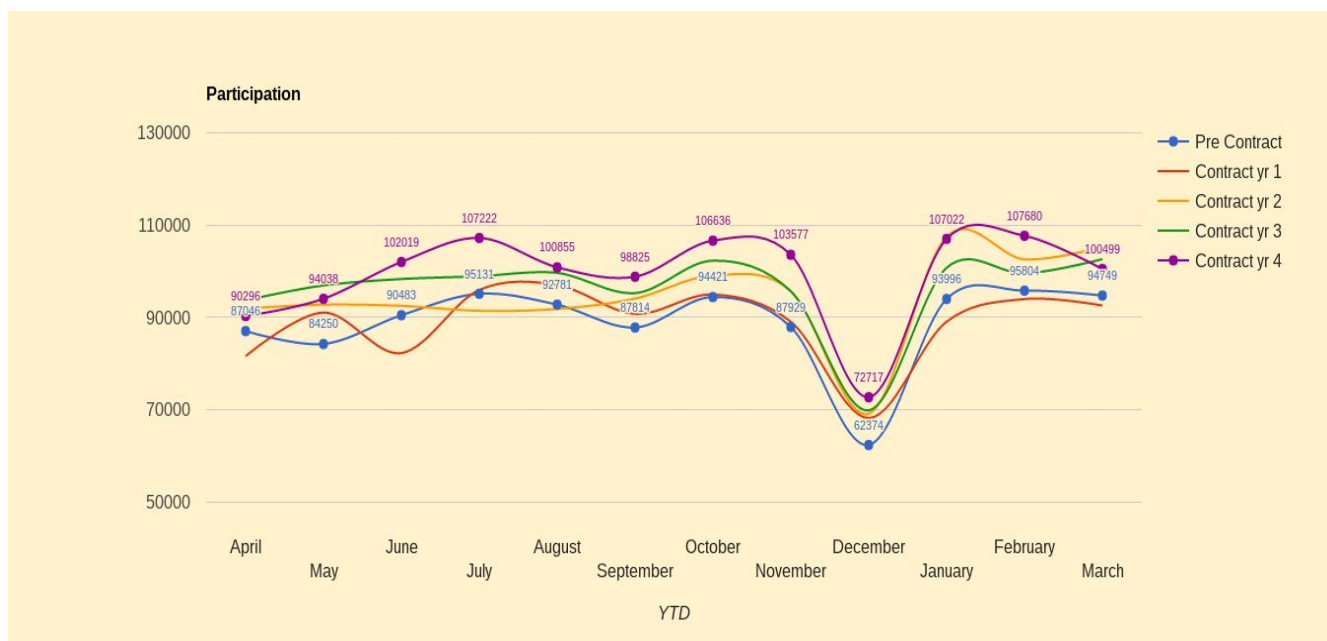
### General Participation

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

#### 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
<b>Total income</b>	<b>1,496</b>	<b>1,513</b>	<b>1,504</b>
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
<b>Total expenditure</b>	<b>1,548</b>	<b>1,460</b>	<b>1,588</b>
<b>Net surplus / (deficit)</b>	<b>(50)</b>	<b>52</b>	<b>(84)</b>

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
<b>Total income</b>	<b>5,882</b>	<b>5,903</b>	<b>5,828</b>
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
<b>Total expenditure</b>	<b>5,884</b>	<b>5,866</b>	<b>6,042</b>
<b>Net surplus / (deficit)</b>	<b>(2)</b>	<b>37</b>	<b>(213)</b>

**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.

	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
<b>2015-16 Total</b>	<b>87</b>	<b>79</b>	<b>61</b>	<b>102</b>	<b>227</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>
<b>2014-15 Total</b>	<b>79</b>	<b>88</b>	<b>78</b>	<b>70</b>	<b>315</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>