

# 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

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**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.

<b>Integrity</b>	<p>We do what we say we will do</p> <p>We are trustworthy</p> <p>We are honest</p>
<b>Professionalism</b>	<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>
<b>Innovation</b>	<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>
<b>Passion</b>	<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>
<b>Respect</b>	<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 <b>Healthy Living</b>			
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>

			<p>Engage local communities and clubs in programme development.</p> <p>Support community events and mass participation programmes.</p>
1.5	Increase retention and graduation participation for those being referred into the National Exercise Referral Scheme.	<p>Increase retention by 1% of those on membership scheme for a year</p> <p>Improve 52 week continued participation to 20%</p> <p>Achieve and aspire to exceed targets set for NERS scheme by Public Health Wales.</p> <p>10% of all attendees become members.</p> <p>Promote external opportunities for physical activity beyond centre programmes e.g. walking/cycling.</p>	<p>Look to increase participation and graduation in lower referring areas (OVLC/GVLC)</p> <p>Further support public health wales with initiatives for delivery through sites that provide sustainable and consistent healthy living messaging.</p>
1.6	Explore, with appropriate partners, the mainstreaming of low level referrals into a broader range of appropriate activity based opportunity.	<p>Deliver on the maternal obesity project with public health wales</p> <p>Support ABMU to deliver community based pulmonary rehabilitation programmes over next year at outreach location and evaluate performance.</p> <p>Support Dementia training for all staff linked to dementia friendly communities initiative.</p>	<p>Look to upskill existing No Limits staff in Exercise Referral</p> <p>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+)</p> <p>Add to scorecard - ners</p> <p>Build skills and capacity in workforce to support a broader range of chronic conditions and illnesses or impairments</p>
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 &amp; 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

