

BRIDGEND COUNTY BOROUGH COUNCIL

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

8 OCTOBER 2015

REPORT OF THE CORPORATE DIRECTOR, SOCIAL SERVICES AND WELLBEING

HEALTHY LIVING PARTNERSHIP PROJECT

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

1. Purpose of Report

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

2. Connection to Corporate Improvement Plan / Other Corporate Priority

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

3. Background

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

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

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

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

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

- **Healthy Living**

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

- **Children and Young People**

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

- **Strong Communities**

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

- **Sustainable Facilities**

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

- **Cost effective delivery**

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

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

4. Current situation / proposal

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

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

Headline Performance

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

Healthy Living

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

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

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

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

Children and Young People

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

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

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

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

Strong Communities

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

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

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

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

Sustainable Facilities

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

Cost Effective Delivery

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

Service Delivery Plan

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

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

5. Effect upon Policy Framework and Procedure Rules

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

6. Equality Impact Assessment

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

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

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

7. Financial Implications

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

8. Recommendation

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

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

Susan Cooper
Corporate Director, Social Services and Wellbeing
September 2015

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