

# Quarterly Partnership Report



Quarter 4  
Contract Year 3

2014 /15



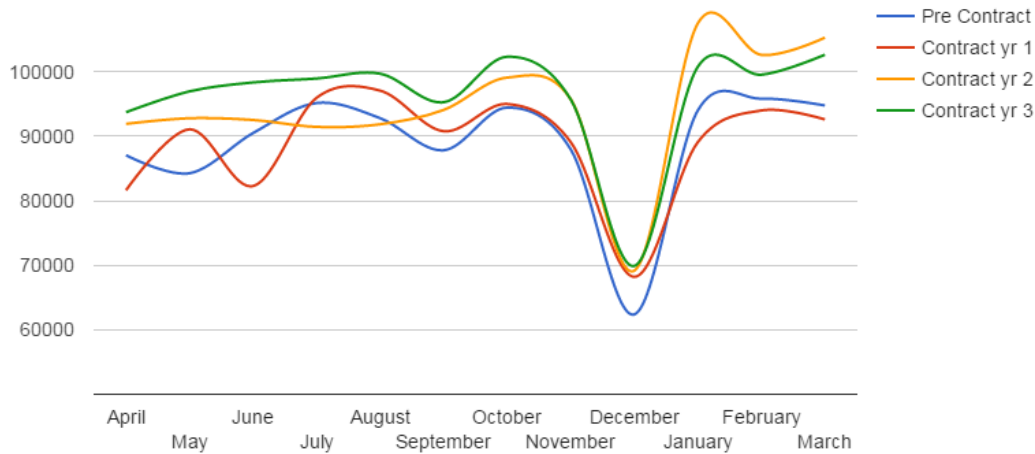
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# Outcomes Framework



Contract Participation

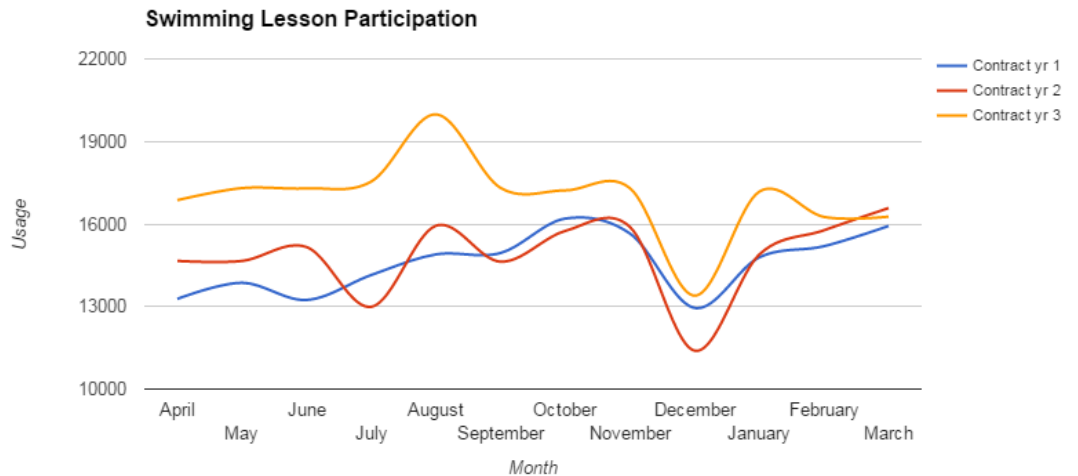
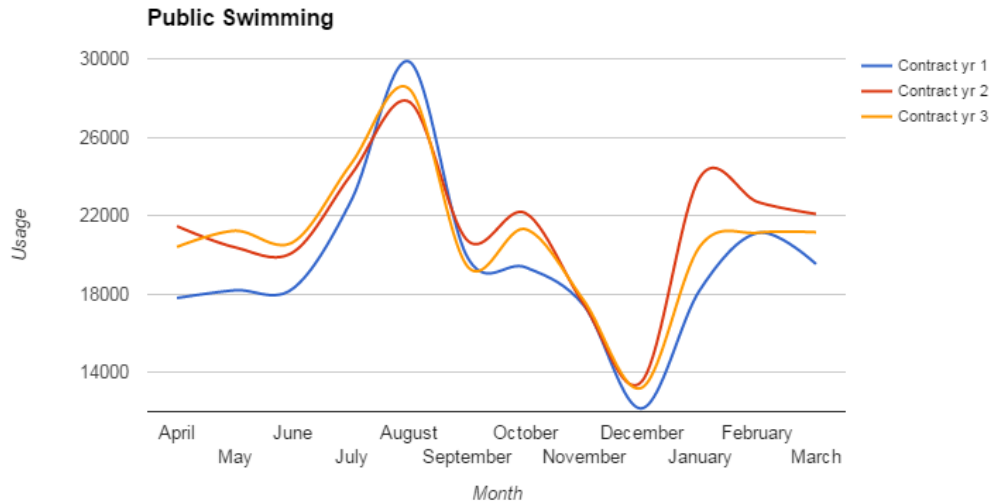


	JAN	FEB	MARCH	Q4	End of Year
Growth against previous year	<b>-6.26%</b>	<b>-2.99%</b>	<b>-2.51%</b>	<b>-3.92%</b>	<b>+1.74%</b>
Growth against Target	<b>+0.49%</b>	<b>+0.56%</b>	<b>+5.12%</b>	<b>+2.06%</b>	<b>+2.53%</b>

Overall participation in Q4 performed negatively when compared to the same period for the previous year **(-12,434 visits)** however participation for the contract year exceed both last year **+1.74% (19,783 visits)** and target **+2.53% (28,474 visits)** figures.

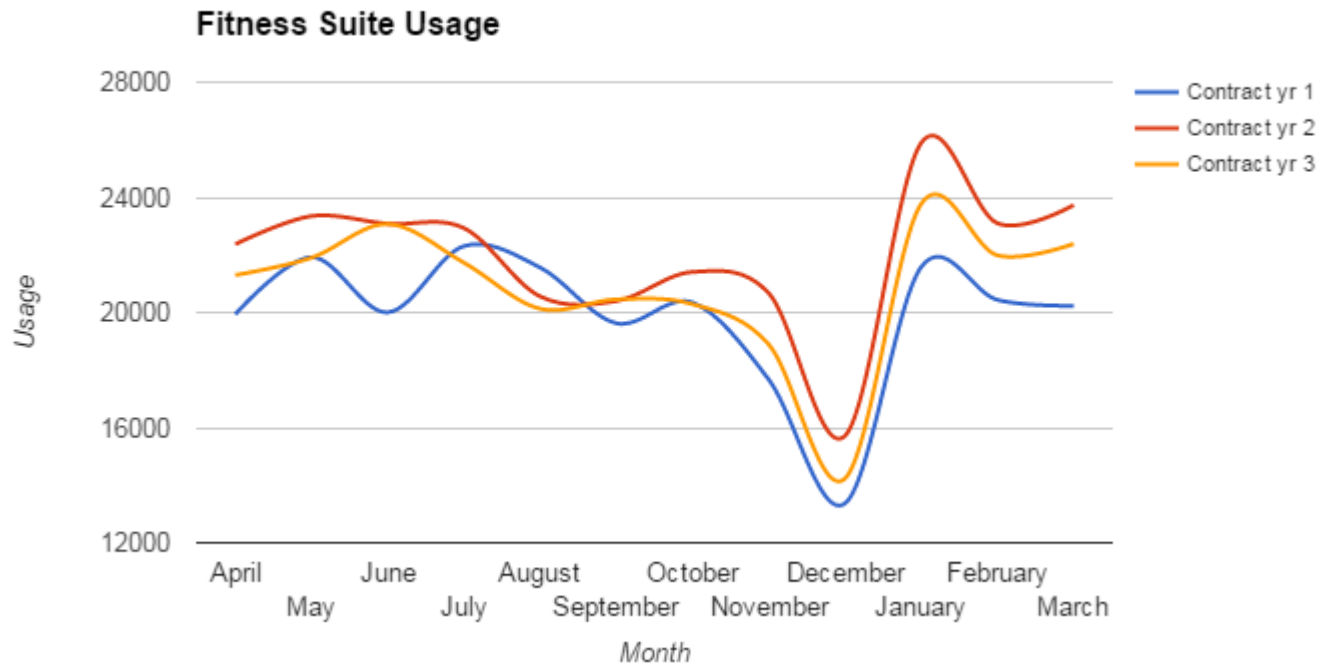
## Participation Cont'd

In overall in comparison to the last contract year, Public Swimming is down by **-2.64% (-6777 visits)** however swimming lessons attendance up by **+ 14.36% (an extra 25,611 lessons being attended over the year)**.



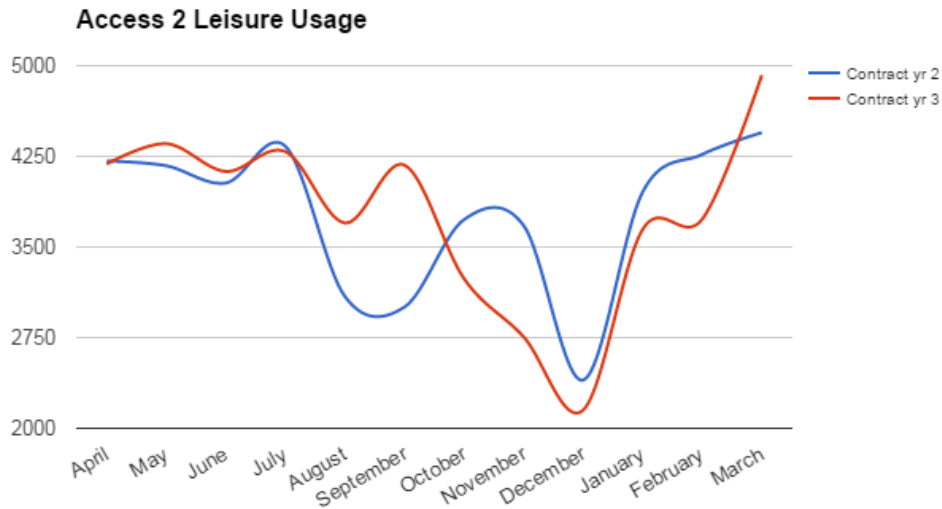
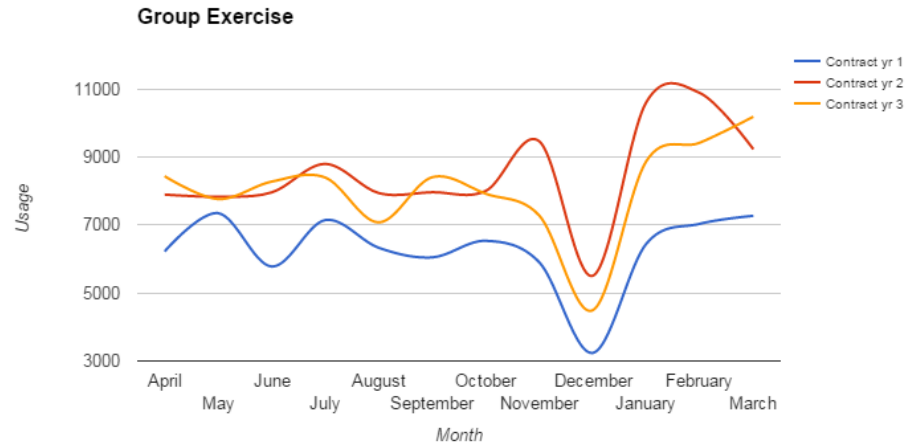
## Participation Cont'd

Fitness Suite participation (gym usage) for the year produced a negative **-4.96% (-13,063 visits)** return when compared to the previous year. Whilst this represents a reduction in gym usage compared to last year, when measured against the first contract year there has been an increase of +4.67% in the number of gym visits which equates to an extra 11,155 visits.



## Participation Cont'd

Unlike Fitness usage, there were more visits to our Group exercise classes (fitness classes) when compared to the previous year. 6 out of the 8 contract sites all increased their group exercise participation when compared to the previous year, generating an extra **14,559 visits (+17.76%)** Ynysawdre & Pyle's programme attendance reduced by **-5.43% (-746 visits)** & **-8.93% (-123 visits)** respectively.



Access to Leisure membership (Direct Debit) grew over the year (+27.89%) despite a period of revalidation where we saw a 'cleansing' of the system to ensure that those who were receiving discounts were entitled to do so.

In terms of usage, because of the revalidation process that took place in September / October after a good start to the year we failed to recover fully from the drop off in numbers. However, March showed a +9.67% increase in usage compared to the previous year. Overall we welcomed 37 less visits by Access 2 Leisure users than we did over during the previous contract year. After changing our revalidation processes it is unlikely that this drop off will be seen again.

# Partnerships



Wales National Exercise Referral Scheme (NERS)  
Cynllun Atgyfeirio Cleifion i Wneud Ymarfer Corff Cymru



HALO SPORT FOUNDATION  
SUPPORT DEVELOPACHIEVE



STOP SMOKING  
WALES DIM  
SMYGU CYMRU



Community Economic Development



WELSH ATHLETICS  
ATHLETAU CYMRU



communities first  
cymunedau yn gyntaf



mend



sportwales  
chwaraeon cymru



# Financial Performance

The management accounts for Q4/ Year to 31 March are in preparation and not available for presentation.

The following results and themes, however, are expected when the results are finalised.



- The contract will have generated a net loss for the year.
- Excluding management fees, income will be significantly up against the prior year, but down against budget.
- 2014/15 was a year with a large reduction in the management fee. The underlying income performance gives confidence that the reduction in management fees can be covered by improved income performance in subsequent years.
- Employee costs are broadly in line with budget. Had the phase III proposals been accepted at the start of the year (with a knock on impact on the implementation of Phase IV) more saving could have been achieved. The full year benefit will be felt next year.
- Finance costs are above budget due to increases in the level of irrecoverable VAT suffered by the contract and lease costs associated with the £500k investment in air handling equipment. reorganisation costs of £47k will not recur next year.
- Premises costs higher than budget, primarily arising from the non operation of the Ynysawdre CHP unit.



# Customer Services

## Weekly Customer Survey and Customer Comments

We sent 2,590 post-visit surveys and received 276 responses, an acceptable 11% response rate. We received 97 unsolicited comments via cards, the website or in person. Overall these 368 comments represent 1 comment for every 1000 visits. This is below our target of 3 per 1000.

The Net Promoter Score, based on solicited feedback only, for the quarter for each centre is shown in the table.

Halo Rank	Centre	Score
1	Ogmore Valley Life Centre	100%
2	Garw Valley Life Centre	83%
4	Maesteg Sports Centre	60%
8	Pencoed Swimming Pool	43%
9	Ynysawdre Swimming Pool	39%
10	Maesteg Swimming Pool	38%
15	Bridgend Recreation Centre	30%
16	Pyle Swimming Pool	-5%
1	Bridgend Region	37%

# Marketing

Introduction		Activities in support of awareness, participation, reputation, partnership building, lead generation, membership sales and retention
Quarter 4 Highlights	Activity	Outcome
New Years membership recruitment drive	Mixed channel campaign - print, radio, online, social, member referral	2386 new joiners across all membership categories during Q4
Halo Sport Foundation awareness campaign	Promotion of application process and deadlines	112 local athletes across 31 sporting disciplines being supported by Foundation funding in 2015/16
Engaging children	Promotion of activities during February half term - free learn to swim crash courses, multi skills activities across all Halo sites	Retention of existing juniors and attracting new children to participate
Mothers Day colouring competition	Lead generation activity - 7 day passes issued to mums of children using our sites who returned a Mothers Day colouring sheet	Encouraging female visitors to Halo centres to try facilities for 7 days free of charge with view to converting them to regular exercisers and members
Halo website	Final stage of build and redesign of Halos new website for launch early in Q1	
National Stop Smoking Day	Communication to support the smoking cessation programme Halo run in partnership with NHS and Stop Smoking Wales	Referrals onto programme

**Sales and retention performance summary** (figures in brackets are for previous quarter)

- Total sales 2386
- 56 above target of 2330
- 86% increase on previous quarter (1284)
- 17% increase on same quarter previous year (2041)
  
- Total leavers – 1027
- 1236 (55%) fewer leavers than previous quarter (2263)
- 686 fewer leavers on same quarter previous year (1713)
- Positive growth of 1359 members over the quarter
- **Attrition** - left quarter at average attrition - overall 3.7%, HFD 4.2%, **BCB 3.4%** against KPI of 5% - a very strong month in terms of member retention



**Live Subscriptions**

(members with Direct Debit agreements, excludes cash pay as you go users)

	Entered Q4	Left Q4	Difference
<b>TOTAL LIVE SUBS</b>	9578	10855	+1277 (+13%)
<b>Membership breakdown</b>			
<b>Complete</b>	6329	7269	+940 (+15%)
<b>Swim</b>	595	646	+51 (+9%)
<b>Courses</b>	2572	2940	+368 (+14%)

# Human Resources - annual performance

## **Honest employee engagement survey**

Completion rate headlines for the company sat at 64% for 2014.

Bridgend partnership sat at 79% on average, in comparison with 21% in Bridgend for 2013, a great performance improvement.

Ynysawdre, Garw and Ogmores all achieved 100% completion ratios for contracted team members.

## **Appraisal completion**

A new appraisal process was introduced across the partnership in 2014.

Completion ratio across the partnership was 79 % on average for contracted team members.

The highest completion ratio across the partnership were the Maesteg facilities at 97.2%.

## **Phase 3/4 Management Structure proposal**

Service transformation and structure changes took place in 2014/2015, this work is now completed and provides the platform to drive organisational performance forward.

## **My Reward Card**

The card provides access to the following benefits, free access to facilities for colleagues, discounts on membership prices for partners and children resident at the same address, discounts on swimming lessons, birthday parties, food and beverage and retail products.

Participation ratios as at end March 2015 stood at 53 partner memberships, 10 child complete and 32 child course direct debit in Bridgend, with a revenue of £11 400 per annum.

**Sickness and turnover** - sickness levels stood at 2.79 %, against a target of 3%, voluntary turnover at 0.5 % compared with 5% target.

# Human Resources - annual performance

## **Future Managers development programme**

20 colleagues were selected for a development programme run in partnership with our preferred training partner Lifetime to assist succession planning and skills development across the company at Duty Manager and Supervisor level. 8 candidates from the Bridgend partnership were selected for the programme.



## **Apprenticeship programme**

The launch of the apprenticeship programme took place on the 19 March across the Company. In partnership with our preferred training provider Lifetime, we will be using funded apprenticeship programmes to help upskill the current workforce at level 2 and 3 NVQ and recruit new apprentices into the Company. A pilot of 20 people (minimum one per centre) have already started this workforce development programme, these will help to inform the wider rollout through the appraisal process later in 2015.

## **Auto-enrolment pensions**

The Company successfully completed the requirements of pensions auto-enrolment.

# Free Swim Initiative (FSI)

## FSI Performance

The following is inline with the performance measurements asked for by BCBC in the FSI claim form.



## C&YP Core Program

- Free Swimming (splash) Holiday periods 16% down (1,486 attendances)
- Free Swimming (structured) Holiday periods 35% up (1,304 attendances)
- Free Swimming (splash) Weekends (throughout the year) - 18% up (964 attendances)

## Additional FSI Program's

- Free holiday swimming lessons 47% up (1,074 attendances)
- 'Free Swim Friday's' 12% up (565 attendances)
- Free swimming for swimming lesson pupils paying via DD 49% up (1,192 attendances)



## Junior Swimming

- Total Junior swims (paid & free) 2% up (874 attendances)

## Junior LTS Program

Month	Jan	Feb	March
No. of Pupils	3291	3404	3448

## **60+ Core Program**

- 60+ Free swims (splash) 8% down (6,457 attendances)
- 60+ Structured swims 15% down (987 attendances)

## **60+ Structured swims breakdown**

- 60+ Free swimming lessons 0.002% down (5 attendances)
- 60+ Hydrogym (BLC) 24% down (982 attendances)



# National Exercise Referral Scheme (NERS)



Wales National Exercise  
Referral Scheme (NERS)  
Cynllun Atgyfeirio Cleifion  
i Wneud Ymarfer Corff Cymru

## **NERS Quarter 4 Summary:**

The National Exercise Referral Scheme continues to receive more referrals than our targets. Our end of year figure is 1990 new referrals which is 40% above our target of 1416. 16 week completions for the year stood at 438 against our target of 531(82%) and makes our overall retention rate on the scheme at 43%, which is below our target of 50% set by WG, but above last years figure of 41%.

## **Q4 Key Information**

- New referrals: 517
- Numbers starting: 337
- 16 week completions: 87
- DNA's:171

## **Foodwise Programme**

The Exercise Referral Scheme ran 3 programmes during this period, one in Bridgend Life Centre, one in Maesteg Sports Centre and another on behalf of Communities First and in the Carers Centre in Bridgend. The Key information is below:

Numbers starting the programme: 20

Numbers completing the programme 10

Average Weight at Week 1:103.43kg

Average Weight at Week 8: 101.72

## **Staffing**

During the quarter 1 staff member continued on her career break, and another left on maternity leave. It is anticipated that another staff member will leave on maternity leave during Q2 of 2015-2016.



# **National Exercise Referral Scheme**

## **Attendances**

Total attendances for the year were 26452 compared to 24050 for 2013-2014. This is an increase of 2402 attendances and represents an increase of 10%

## **Grant**

The final Quarter 4 claim was £45,652.81, and the grant allocation of £188,000 has been fully utilised. Next year will see a reduction in the grant of 1%.



# **Asset Management**

## **Defects/PPM**

Average for all 8 facilities on completion of defects to a target of 80 % = 94%

Average for all 8 facilities on completion of PPM to a target of 80 % = 94%

## **Works undertaken**

The spa at Pyle has been totally refurbished, CWS tank at MSP decommissioned and the roof overlaid at GVLC

## **Energy**

Electricity Jan = - 8% , Feb = +1%, Mar = not all figures in for March waiting on British Gas electric invoices to arrive.

Gas for all 8 facilities Jan = +8%, Feb = -7%, Mar = -7%

Water for all 8 facilities Jan = +19%, Feb/Mar = unable to give accurate data, 4 facilities have metering issues and we are in discussion with Aqualogic to resolve.

## **Water Testing**

All facilities have had consistently clear results with the exception of MSP which we are dealing with bather load management issues currently.

## **Fire Safety**

We are in the process of following up secondary fire safety door audit action points.

## **Electrical safety**

All facilities periodic fixed electrical testing is in progress this month undertaken by Bureau Veritas.

## **Contract Exceptions**

Some cancelled Sports Hall activities at GVLC due to roof leaks - this has now been addressed and a complete roof overlay undertaken.

## **Financial Summary**

We have not yet closed P12 figures, at the end of P11 we are currently 8% below budget, however there are some large bills in P12 still to be accounted for.



# Health & Safety

TBC

	Jan	Feb	March	Total for Q4	Total for Year
Bridgend Life Centre	2	7	3	12	85
Garw Valley Life Centre	2	0	0	2	7
Maesteg Sports Centre	6	3	1	10	60
Maesteg Swimming Pool	3	0	0	3	18
Ogmore Valley Life Centre	1	0	0	1	4
Pencoed	8	9	0	17	65
Pyle	5	6	1	12	25
Ynysawdre	6	7	0	13	51
<b>Grand Total</b>	<b>33</b>	<b>32</b>	<b>5</b>	<b>70</b>	<b>315</b>

# Quest

<u>Centre</u>	<u>Next Intervention</u>	<u>Due Date</u>
BLC	Quest Plus	July 2015
GVLC	Directional review with Jeremy Bradbury on <b>13th April</b> - overall feeling that the centre has improved since assessment and would maintain . Mystery experience score was <b>90%</b>	April 2016
MSC	Re-Qualification <b>9th &amp; 10th</b> April with John Watson feedback was that we would get a strong good pass with elements of the assessment being scored excellent. awaiting report	April 2015
MSP	Re - Qualification is due February 2016	Feb 2016
PEN	Quest Plus	June 2015
PYLE	Quest Plus	Oct 2015
OVLC	Re - Qualification is programmed with Danny Paterson previous score was <b>Satisfactory</b>	29th June 2015
YSP	Directional Review	July 2015

# Site Participation v Last year

Garw	Ynysawdre	MSP	Pyle	Ogmore	Pencoed	MSC	BLC
-8.31%	9.49%	-3.86%	-7.27%	-10.00%	-2.00%	-0.24%	8.08%
-2528	19126	-4870	-10046	-5833	-2599	-278	2636

Contract Participation Performance

