

# BRIDGEND HEALTHY LIVING PARTNERSHIP PLAN 2015-2016

## TO INSPIRE FULLER LIVES



Working in partnership for the people of Bridgend County Borough  
Yn gweithio mewn partneriaeth er mwyn pobl Bwrdeistref Sirol Pen-y-bont ar Ogwr



## Halo Vision, Mission, Values & Strategic Themes

<b>VISION:</b>	<b>Creating Healthier Communities</b>
<b>MISSION:</b>	<b>To make a sustainable and positive difference to the people in our communities by encouraging physical activity and healthier lifestyles</b>
<b>VALUES:</b>	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>	We do what we say we will do We are trustworthy We are honest
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<b>Professionalism</b>	We are positive role models for our organisation We strive to improve our skills and knowledge through learning and development We take ownership of problems and always seek to maintain excellent customer service standards
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<b>Innovation</b>	We look for new ways of doing things and welcome positive change We embrace others' ideas positively We strive to improve ourselves, our colleagues and Halo
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<b>Passion</b>	We approach our responsibilities with drive and enthusiasm We show a "can do" attitude to our work We positively recognise the success of Halo and colleagues
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<b>Respect</b>	We treat everyone with respect and will not tolerate inappropriate behaviour in others We listen, understand and respond positively to the needs of our customers and communities We show care and understanding and value individual differences in others.
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## STRATEGIC THEMES

<b>Our Service</b>	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.
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<b>Our Business</b>	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 compliment this to become more financially secure to deliver on our social objectives.  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 compliment this to become more financially secure to deliver on our social objectives.
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<b>Our Communities</b>	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.
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<b>Our People</b>	We believe that a productive, motivated and engaged workforce that live the values of the organisation 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.
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<b>Section</b>	<b>Healthy Living</b>				
<b>Halo Theme</b>	<b>Healthy Communities</b>				
<b>Overall Partnership Outcome</b>	People of all ages in Bridgend to live healthy, independent lives				
<b>Service Outcome</b>	1) Increased participation in healthy living programs				
	2) Promotion of physical activity and healthy lifestyles				
	3) People exiting programmes with reduced need for health intervention				
	4) Increased participation in physical activity and sport for all				
	5) Increased participation in physical activity and sport for disadvantaged groups				
<b>Service Objective</b>	Implement Strategies and actions that contribute to increasing the participation in physical activity and healthy living programmes for all				
<b>Impact Measured By</b>	Balanced Scorecard - Profit and Loss Account - Customer Surveys - National Indicators - Net Promoter Score Card - Customer Feedback - Participation - Equality Impact Assessments				
<b>Number</b>	<b>Action</b>	<b>Links to Service Outcome</b>	<b>When</b>	<b>Resources</b>	<b>Lead Officer</b>
1.1	Support development programmes in areas of deprivation linked to Welsh Government and local programmes.	1,2,3	Q1	Core / Non Core	HLPM / CDM
1.2	Expand the range of partners that access our workplace health initiatives and increase corporate membership base	1,2,4	Q2	Core / Non Core	HLPM / CDM
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)	1,2,5	Q1	Core / Non Core	HLPM / CDM
1.4	Visits to Halo facilities where the customer is participating in physical activity will increase by 1% per annum	1	Q4	Core	HLPM / CDM
1.5	Increase retention and graduation participation for those being referred into the National Exercise Referral Scheme.	2,3	Q4	Core	HLPM / CDM
1.6	Explore, with appropriate partners, the mainstreaming of low level referrals into a broader range of appropriate activity based opportunity.	2,3	Q3	Non Core	HLPM / CDM
1.7	Support increased usage by disadvantaged groups through the 'Access to Leisure' scheme.	5	Q1 - 4	Core	HLPM / CDM
1.8	Maintain high levels of participation by the over 60's in the National Free Swimming Initiative.	2	Q1 - 4	Core	HLPM / CDM
1.9	Increase the overall complete membership base to exceed 7,500 members	4	Q4	Core	HLPM / CDM

<b>Section</b>	<b>Children &amp; Young People</b>				
<b>Halo Theme</b>	<b>Healthy Communities</b>				
<b>Overall Partnership Outcome</b>	<b>All children and young people in the borough to thrive, learn and achieve their potential</b>				
<b>Service Outcomes</b>	<b>1) More young people joining and participating in sports clubs</b>				
	<b>2) More young people playing competitive sport and achieving success</b>				
	<b>3) Increased numbers of young people who participate in physical activity and sport</b>				
	<b>4) More Young People in talent development programmes and learning to play sports</b>				
	<b>5) People aged over 16 will have continued participation in sport and physical activity</b>				
<b>Service Objective</b>	<b>Implement strategies and actions to enable children to increase participation in physical activity and sport.</b>				
<b>Impact Measured By</b>	<b>Balanced Scorecard - Profit and Loss Account - Customer Surveys - National Indicators - Net Promoter Score Card - Customer Feedback - Participation - Equality Impact Assessments</b>				
<b>Number</b>	<b>Action</b>	<b>Links to Service Outcomes</b>	<b>When</b>	<b>Resources</b>	<b>Lead Officer</b>
2.1	Improve the sustainability of the Halo Sport foundation by engaging and securing a wider range of partners and support.	4	Q3	Core / Non Core	HLPM / CDM
2.2	Support the development of the national disability sport community programme expanding community based opportunities.	3	Q2	Core / Non Core	HLPM / CDM
2.3	Develop a range of activities and initiatives that support increases in participation by girls and young women.	1,2,3	Q1	Core / Non Core	HLPM / CDM
2.4	Develop the Halo Kids membership to achieve 500 members and increase overall junior participation by 2 %	3	Q2	Core	HLPM / CDM
2.5	Support the achievement of In Sport Silver Accreditation based on inclusive services and activities.	3	Q4	Core / Non Core	HLPM / CDM
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.	1,2,3,4,5	Q2	Core	HLPM / CDM
2.7	Take the strategic lead for developing an aquatic plan with key performance targets and regular review of progress	1,2,3,4	Q1	Core	HLPM / CDM
2.8	Deliver and effective Schools swimming programme that works towards achieving the targets outlined by Sport Wales and the Welsh Government	3	Q1	Core	HLPM / CDM
2.9	Increase the amount of children who take part in swimming lessons	3	Q4	Core	HLPM / CDM
2.10	Work with the Bridgend County swim squad to support their development as a performance club	2	Q4	Core	HLPM / CDM
2.11	Deliver the Halo Sport Stars Programme aimed to develop physical literacy and increase sports participation by young children	1,2,3	Q2	Core	HLPM / CDM
2.12	Street Games – support the implementation of doorstep sports opportunities including targeted work with girls (US Girls Programme).	1,3	Q2	Core / Non Core	HLPM / CDM
2.13	Deliver the National Free Swimming Initiative for children and young people with an emphasis on structured activity.	3,5	Q1-Q4	Core / Non Core	HLPM / CDM
2.14	Support activity programmes that deliver the Play Sufficiency Statutory Duty including low cost and no cost programmes with key partners.	3	Q2	Core / Non Core	HLPM / CDM
2.15	Continue the development of Welsh medium activities with URDD and Menter Bro Ogr.	3	Q3	Core / Non Core	HLPM / CDM
2.16	Support BCBC and partners to develop opportunities for looked after children and young carers.	3	Q4	Core / Non Core	HLPM / CDM

<b>Section</b>	<b>Strong Communities</b>				
<b>Halo Theme</b>	<b>Healthy Communities</b>				
<b>Overall Partnership Outcome</b>	<b>Strong, Cohesive and sustainable communities</b>				
<b>Service Outcomes</b>	1) Greater community links and partnerships				
	2) More qualified and experienced volunteers in sport				
	3) More volunteers supporting local clubs and facilities				
	4) Increased awareness of the facilities and services in the community through outreach work				
	5) Greater participation in club based activities at community facilities				
	6) Developing a sense of ownership and cohesion amongst local communities				
<b>Service Objective</b>	<b>Implement strategies and actions that contribute to strong, sustainable communities through engaging with volunteers and supporting club / group participation</b>				
<b>Impact Measured By</b>	<b>Balanced Scorecard - Profit and Loss Account - Customer Surveys - Net Promoter Score Card - Customer Feedback - Participation - Equality Impact Assessments</b>				
<b>Number</b>	<b>Action</b>	<b>Links to Service Outcomes</b>	<b>When</b>	<b>Resources</b>	<b>Lead Officer</b>
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.	1,4,6	Q1	Core	HLPM / CDM
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	1,3,4,5,6	Q1	Core / Non Core	HLPM / CDM
3.3	Work in partnership with BAVO to investigate the opportunity to build stronger communities and share best practice amongst third sector organisations.	1,3,4,5,6	Q2	Core / Non Core	HLPM / CDM
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.	1,3,4,5,6	Q1	Core	HLPM / CDM
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.	4	Q1	Core	HLPM / CDM
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.	2,3	Q4	Core / Non Core	HLPM / CDM
3.7	Support Community Clubs, Organisations and partners to maintain and where appropriate expand participation levels.	1,2,3,5	Q4	Core / Non Core	HLPM / CDM
3.8	Increase awareness by underrepresented groups via Want a Piece of the Action marketing.	1,4,5,6	Q4	Core / Non Core	HLPM / CDM
3.9	Develop club based usage at new facilities at Garw and Pyle.	1,2,3,4,5,6	Q1	Core / Non Core	HLPM / CDM
3.10	Support the implementation of 'Calls for Action' programmes in partnership with Sport Wales and BCBC.	4,5	Q2	Core / Non Core	HLPM / CDM
3.11	Develop a Welsh Language Policy / Scheme.	4,6	Q2	Core / Non Core	HLPM / CDM

<b>Section</b>	<b>Cost Effective Delivery</b>				
<b>Halo Theme</b>	<b>Healthy Business</b>				
<b>Overall Partnership Outcome</b>	<b>Ensure the costs of delivery are commercially developed to support service outcomes</b>				
<b>Service Outcomes</b>	1) More people involved in designing, commissioning and promoting sports provision				
	2) Increase the efficiency and productivity in the delivery of sport				
	3) More people in paid and unpaid work within sport				
<b>Service Objective</b>	<b>Implement strategies and actions that drive efficiency and provide opportunities for engagement in service design, delivery and employment</b>				
<b>Impact Measured By</b>	<b>Balanced Scorecard - Profit and Loss Account - Customer Surveys - National Indicators - Net Promoter Score Card - Customer Feedback - Participation - WAM - Facility Audit Program</b>				
<b>Number</b>	<b>Action</b>	<b>Links to Service Outcomes</b>	<b>When</b>	<b>Resources</b>	<b>Lead Officer</b>
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	3,2	Q2	Core	HLP / CDM
4.2	Achieve Investors in People (IIP) accreditation	2	Q3	Core	HLP / CDM
4.3	Better engage with the Older Persons agenda via liaison with the local 'Shout' group and develop an action plan that increases usage amongst older adults	1	Q1	Core	HLP / CDM
4.4	Continually review and evaluate operational arrangements in order to optimise delivery and meet the needs of the local communities	2	Q4	Core	HLP / CDM
4.5	Undertake a Social Return On Investment (SROI) assessment on an agreed programme of delivery	1	Q4	Core / Non Core	HLP / CDM
4.6	Explore the use of the Healthy Living Outcome module of the Quest Assessment process to monitor relevant performance.	2	Q4	Core / Non Core	HLP / CDM
4.7	To conduct a non user survey with a relative sample and ensure that specific user groups views are adopted into future service delivery.	1	Q2	Core	HLP / CDM
4.8	Work with BCBC to identify further efficiencies in operating costs by identifying opportunities for mutual benefit.	2	Q3	Core / Non Core	HLP / CDM

<b>Section</b>	<b>Sustainable Facilities</b>				
<b>Halo Theme</b>	<b>Healthy Business</b>				
<b>Overall Partnership Outcome</b>	<b>Deliver high quality, sustainable facilities with high levels of satisfaction for customers and residents</b>				
<b>Service Outcomes</b>	1) Reduced CO2 emissions form culture and sport facilities				
	2) Increased growth and capacity of local culture and sport organisations				
<b>Service Objective</b>	<b>Implement strategies and actions that drive efficiency and provide opportunities for engagement in service design, delivery and employment</b>				
<b>Impact Measured By</b>	<b>Balanced Scorecard - Profit and Loss Account - Customer Surveys - National Indicators - Net Promoter Score Card - Customer Feedback - Participation - WAM - Facility Audit Program - Staff Surveys - Staff Appraisals</b>				
<b>Number</b>	<b>Action</b>	<b>Links to Service Outcomes</b>	<b>When</b>	<b>Resources</b>	<b>Lead Officer</b>
5.1	Maintain the Green Dragon Level 5 for Energy Management	1	Q4	Core	HLPM / CDM
5.2	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	1	Q4	Core	HLPM / CDM
5.3	Develop a range of community facility development proposals that include links to sustainable design, increasing facility mix, increasing employment and participation opportunities	2	Q2	Core	HLPM / CDM
5.4	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	2	Q4	Core	HLPM / CDM
5.6	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 performance feedback	2	Q3	Core	HLPM / CDM
5.7	Work in partnership with the library service to maximise footfall and outcomes for local communities	2	Q1	Core / Non Core	HLPM / CDM
5.8	Continual increase in visitor numbers to Bridgend Life Centre (physical activity and general use) based on capital investment.	2	Q4	Core	HLPM / CDM
5.9	Commence, monitor and manage effectively the CHP agreement at Ynysawdre Pool and Fitness Centre.	1	Q2	Core / Non Core	HLPM / CDM