



Report of the Cabinet Member for Investment, Regeneration & Tourism

Cabinet - 19 March 2020

Leisure Partnerships Annual Report 18/19

Purpose:	To advise Cabinet of the partnership operations of key facilities within the Cultural Services portfolio
Policy Framework:	Creating an Active and Healthy Swansea; City of Sport; Medium Term Financial Plan
Consultation:	Legal, Finance, Access to Services.
Recommendations :	It is recommended that: - 1) Cabinet notes the report.
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1. Introduction

- 1.1 A report on the performance of partner operators of key Council facilities within the Cultural Service portfolio is reported annually.
- 1.2 This report details some of the key partnership arrangements in providing leisure and cultural services for the benefit of the residents and visitors to Swansea during 2018/2019 and identifies some significant achievements during the year along with some issues and challenges. Reporting performance outturns for the previous period (17/18) has been retained in the report for comparative purposes for these key partnerships.
- 1.3 The key arrangements outlined within this report include.
 - 1.3.1 Wales National Pool Swansea (WNPS).
 - 1.3.2 National Waterfront Museum Swansea (NWMS)

- 1.3.3 The LC – Bay Leisure Ltd
- 1.3.4 The LC – Freedom Leisure
- 1.3.5 Community Leisure Centres – Freedom Leisure
- 1.3.6 Plantasia – Parkwood Leisure Ltd
- 1.3.7 Other Partnership facilities for information
(Swansea Tennis Centre & Swansea Bowls Stadium)

- 1.4 Each partnership has differing arrangements regarding reporting, monitoring and data collation. This report includes performance information for each partner and is an attempt to bring together the key financial and usage information to demonstrate the overall performance of each operation.
- 1.5 The data includes information on key income drivers, overall expenditure including staffing costs and repairs, net cost / profit and associated costs to the Council.
- 1.6 Due to the timings and financial years of all the partnerships, not all figures presented are the externally audited accounts, but represent the internal out-turns agreed with respective organisations.
- 1.7 Overall usage of the facilities is shown, with key areas of specific use where appropriate.
- 1.8 Key service outcomes, highlights and snap shots from each partner during 2018/19 have been included for information. However the purpose of the report remains to evidence partner performance from a financial and visitor number perspective.

2. Wales National Pool Swansea

- 2.1 The partnership arrangement at WNPS is based on a tri-partite agreement between the Council, Swansea University and Wales National Pool Swansea Limited, underpinned by lease and management agreements.
- 2.2 WNPS operates on a financial year that is aligned to the University, therefore runs August –July, as opposed to the Councils which runs April- March. The out-turn reflects the WNPS pools financial year and the Council costs in that period.
- 2.3 WNPS is a not for profit organisation and is managed by a board of directors including three Council members and three University representatives, chaired by Anne Ellis MBE, with advice given by the Head of Cultural Services, and the University Financial Accounting Manager. The current Council representatives are Councillors Mark Child, Robert Francis-Davies, and Robert Smith.
- 2.4 Day to day management is through the General Manager who reports to the Board. The General Manager is supported by a Management Group with representation by the Council and Swansea University Officers.

- 2.5 The funding of WNPS is on a 50% share of net cost after income received, by both the Council and Swansea University. As part of the agreement, Swansea Council also provides the schools swimming programme under a Service Level Agreement (SLA), devolved funding for the Free Swimming Initiative (FSI) under the Welsh Governments Free Swim grant and support towards Swim Swansea's programme costs for use of the facility.
- 2.6 WNPS purchase Service Level Agreements from both the University and the Council for many support services. Through the SLA arrangements, the Council provides support for delivering HR, Payroll, PR/Media and Water Safety.
- 2.7 As part of the terms of funding from Sport Wales, a hierarchy of bookings policy is referred to when programming as elite sport retains a precedent as a high performance facility, however all clubs and users are catered for under the arrangement. WNPS follow the Council's pricing policy including Standard, Concession and Passport to Leisure.
In addition to the set programme, WNPS hosted the British Masters in March 2019 and a number of Swim Wales events throughout the year.
- 2.8 18/19 was a challenging year financially, with increasing costs, delivery of maintenance projects and the commencement of the procurement and delivery of a new Leisure Management System.
- 2.9 From an income perspective WNPS have had a good year financially with income is up on the previous year by approx. 14% overall, with all income streams contributing.
- 2.10 Visitor numbers are up on the previous year by almost 15% and over 30,000 more visitors.
- 2.11 Expenditure, as expected is higher than the previous year, areas such as salaries and maintenance has influenced this. Within other costs, utilities continue to contribute considerably, and through monitoring it has been noted that there was a billing cycle issue and charging errors within this financial year, which are likely to benefit WNPS and its funding partners in 19/20 through credits.
- 2.12 WNPS lifeguards competed in a National competition testing their lifeguard knowledge, fitness and skills. One team member came second out of 211 men and the facility was the fifth best performing centre in the whole of the UK. A great achievement for staff, the facility and the Council's Water Safety team who train and test the staff.

2.13 Wales National Pool Swansea Performance (Table 1)

WNPS	2017/18	2018/19
Recreational Swim	£329,847	£354,558
Aqua School	£263,953	£289,160
Other Income	£565,731	£677,898
Total Income	£1,159,531	£1,321,616
Staff Costs	£922,009	£950,754
Repairs & Maintenance	£179,944	£213,828
Other Expenditure	£635,455*	£761,296*
Sinking Fund	£79,032	£81,391
Total Expenditure	£1,816,440	£2,007,269
Net Cost / (Surplus)	£656,909	£685,653
Council Contribution	£328,454	£342,826
Visitor numbers	209,325	240,429

*includes equipment depreciation

3. National Waterfront Museum Swansea

- 3.1 The National Waterfront Museum, Swansea (NWMS), operated by Amgueddfa Cymru-National Museum Wales, is now in its fifteenth year of operation.
- 3.2 The high level of visitor support has steadily increased since opening with an average of over 245,000 per year in the three years from 2006 to an average of 273,407 in the three years from 2016/17 (36.5% higher than was predicted in the original business plan). This good performance is thanks largely to the museum's extensive programme of around 300 events each year and around 20 temporary exhibitions. Another factor in this success is that the museum continues to expand its links and informal partnerships with organisations; educational institutions and communities throughout the Swansea Bay region and beyond, resulting in a range of joint events that help showcase the area's vibrant cultural and intellectual life as well as its industrial heritage.
- 3.3 The Museum continues to be funded through an innovative public-sector partnership between Amgueddfa Cymru and Swansea Council, set up in 1999 to develop the museum and is fully defined in the Operational Agreement signed by both parties on the 6th October 2005 prior to the opening of the Museum.
- 3.4 Under the terms of this partnership agreement, Swansea Council contributes a proportion of the museum's annual revenue costs. The partnership is overseen at a strategic level by a not-for-profit company, NWMS Ltd, the Board of which is made up of three elected members of Swansea Council (Cllrs Robert Francis-Davies, Joe Hale and Erika Kirschner) and three trustees of Amgueddfa Cymru, together with an independent chair (Mr Roy Phelps). Operational issues are monitored by a group of officers from both the Council and Amgueddfa Cymru (The Operational Review Team). Both the Board and Operational Review Team meet twice a year.
- 3.5 Major repairs, renewals and maintenance are the responsibility of Amgueddfa Cymru/National Museum Wales, funded from the Museum's core budget and its ring-fenced Renewals & Refurbishment Fund, as required.
- 3.6 During 2018/2019, planning and specifications have been drawn up for a complete over-haul of the museum's computerised building management, CCTV and the chiller systems. Tendering of these works is about to commence.
- 3.7 In 2018 the open space in the middle of the museum was completely transformed into a series of raised-bed vegetable patches, now branded as the GRAFT Garden.

This was devised by Swansea artist Owen Griffiths and the museum's Learning Team as an educational and social-learning resource. Much of its construction was undertaken by volunteers from a wide range of local community and care groups, and now its ongoing maintenance attracts a growing number of volunteers from these organisations.

In 2019 the GRAFT Garden was augmented by a clay oven, bee hives and a poly-tunnel. The garden's produce is used for both educational and charitable purposes and a programme of events and workshops will be trialled in 2020.

3.8 National Waterfront Museum Swansea Performance (Table 2)

National Waterfront Museum	2017/18 Actual	2018/19 Actual
National Museum Wales grant	£787,000	£811,000
Welsh Government grant	£500,00	£550,000
CCS contribution	£564,850	£463,877
Earned income	£189,746	£266,870
Total income	£2,041,596	£2,091,747
Staff costs	£1,183,775	£1,225,263
Repairs & maintenance	£238,307	£324,577
Other expenditure	£482,841	£425,890
Total expenditure	£1,904,923	£1,975,730
Carry forward (to)/from Renewals & Refurbishment Fund	(£136,673)	(£116,017)

Total visits	276,444 (Easter = 16 April)	285,148 (Easter = 1 April)

4. The LC

- 4.1 The operation of the LC was transferred under a partnership arrangement to Freedom Leisure Ltd on the 1st of October 2018. However this report will detail the final 6 months under the outgoing arrangement with Bay Leisure Ltd (1st April to 30th September 2018) and the first 6 months under Freedom Leisure Ltd (1st October 2018 to 31st March 2019).
- 4.2 Bay Leisure's (BLL) original contract was due to expire on the 28th February 2018. To allow the procurement process to conclude there was a necessity to extend Bay Leisure's contract for a further 7 months. As part of this extension, the management fee for this period was renegotiated and factored an increase business risk to the operator for running the facility over a short period. In previous years a sinking fund was set aside by the Council for the LC, funds were not set aside during the final 7 months as it was used to cover the increased management fee.
- 4.3 Throughout the final 7 months with BLL as the operator, the Council undertook its obligations for some additional lifecycle replacement of assets as part of the premises.
- 4.4 The new arrangements at the LC with Freedom Leisure from 1st October 2018 are on a fully repairing basis under the lease, an improved long-term position for the Council from a liability perspective.
- 4.5 Following Freedom Leisure commencing operation of the LC on 1st October 2018, the mobilisation period was a success. The key focus for this period was to maintain an uninterrupted service from public perspective and maintain current income levels, controlling costs. All eligible BLL staff were transferred to Freedom under TUPE, which was managed professionally and successfully between parties. In addition, a vast amount of business data and system transfer had to be completed, which was managed between parties successfully.
- 4.6 Within the first 6 months of the contract, a £600,000 refurbishment to the fitness suite commenced, seeing the very latest high spec gym equipment and fitness technology introduced.
- 4.7 The previous LC General Manager became the new Area Manager for the Swansea Contract and a new General Manager was appointed following an Freedom Leisure recruitment process.
- 4.8 A new Active Communities Manager position has been introduced to the Swansea contract. The post will endeavour to grow the vast range of existing

programmes and develop new programmes which encourage the hard to reach and inactive communities and groups to maintain an active and healthy lifestyle.

- 4.9 The Active Communities Manager will lead on the Active Communities Development Plan, working alongside the Councils Sport and Health section to support those areas and hard to reach groups where access to opportunities is not great. Through priorities and programmes identified within the plan there's an impact on the Sport Wales' vision and Community Sport Strategy priorities and a contribution to delivering key outcomes within the Wellbeing of Future Generations Act
- 4.10 The LC maintenance team has expanded its remit and now covers all sites across the contract for general maintenance tasks. An Area Technical Manager has been appointed to cover the portfolio.
- 4.11 The LC received recognition from Trip Advisor with the Travellers Choice and Centre of Excellence awards in 2018. The LC is ranked in the top 5 best waterparks in Europe at present.
- 4.12 The LC and Community Leisure Centres will be reported together with the future (19/20) report as they are all managed by Freedom Leisure under the one contract. For now, the reporting for both BLL and Freedom Leisure for 18/9 are presented within Table 3 in respective columns, with a total combined performance that can be more easily compared with the 17/8 position. It is not intended to make representative comparison between operators performance, as the periods provide different opportunity and challenges, as April-Sept covers the summer holiday periods, and also New year period is included in one but not the other, which is expectantly high for membership sign up.
- 4.13 Income comparison between period periods is down by approx. 2.1%, considered negligible considering the potential impact of transferring a multi-million pound operations in year. Water Park and fitness continue to be key contributors, with waterpark income marginally up on 17/18 by 5.1%
- 4.14 Expenditure was tightly controlled and 18/19 was within £5k of the previous year.
- 4.15 The Councils contribution and liability altered in-year 18/9, therefore additional columns in Table 3 show total costs to the Council between period and in comparison between BLL and Freedom Leisure
- 4.16 Whist Councils management fee for 18/19 was higher overall when compared to 17/18, this reflected the renegotiated position with BLL as covered in 4.2 and the increased risk to the operator. Overall cost to the Council decreased by 11.4% between 17/8 and 18/9. Further savings under the new arrangements with Freedom are anticipated in current and future years.

4.17 There was a marginal decrease in overall recorded visitor numbers by 6%, but gym membership increased by 135, a 4.3% Net gain in members at year end.

4.18 LC Performance (Table 3)

LC	2017/18	BLL 2018/19 (1 April to 30 Sept)	Freedom Leisure 2018/2019 (1 Oct to 31 March)	2018/9
Edge (Water park)	£1,254,548	£786,321	£532,663	£1,318,984
Peak (Fitness Suite)	£1,177,931	£565,859	£557,267	£1,123,126
Core (Dry Sports)	£286,341	£129,896	£133,828	£263,724
Other Income	£705,500	£373,534	£271,198	£644,732
Total Income (Excl Mgt Fee)	£3,424,320	£1,855,610	£1,494,956	£3,350,566
Total Expenditure	£3,754,153	£1,959,479	£1,789,842	£3,749,321
Sinking Fund (Council)	£8,750	£0	£0	£0
Management Fee	£337,996	£270,000	£162,090	£432,090
*Other Council Contribution	£247,479	£94,254	£0	£94,254
Total Council subsidy	£594,225	£364,254	£162,090	£526,344
Visitor Numbers	805,882	424,823	327,586	752,409

Gym Membership (as at end of period)	3118	2882	3253	3253
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*Other CCS contributions include buildings Insurance and any building renewal or replacement obligations under the outgoing arrangements

5. Community Leisure Centres

- 5.1 Freedom Leisure took over the operation of the Community Leisure Centres (Penlan Leisure Centre, Penyrheol Leisure Centre, Morryston Leisure Centre, Bishopston Sport Centre, Cefn Hengoed Leisure Centre and Elba Sports Complex) from Swansea Council on the 1st October 2018. The contract for these facilities and the LC is for 19.5 years. This report details their first 6 months of operation from 1st October 2018 to 31st March 2019 .
- 5.2 This is the first time these facilities have been included within this report, and therefore no comparative partnership data is available and will feature in subsequent annual reports
- 5.3 A successful mobilisation period was completed with the key focus being to maintain an uninterrupted public service, and joint use provision at all facilities and school sites, by maintaining current income levels and controlling costs.
- 5.4 A key part of the mobilisation was the transferring of 75.5 Full Time Equivalent members of staff to Freedom Leisure, which was undertaken successfully on agreed terms as set out by the preceding procurement process and in liaison and cooperation with the Joint Trade Unions, which now deal with Freedom Leisure directly and meet regularly or as required.
- 5.5 Furthermore, as a number of the Community site are joint use, school relationships have been established and processes for future sustained communication between Schools and Freedom discussed. In some cases, communication pathways have been identified and regular meetings set, others are likely to follow similar models.
- 5.6 £5.16M Capital Investment has been allocated from prudential borrowing to deliver significant investments and deal with backlog maintenance across all facilities, including the LC. Works will be complete within the first 2 years of the contract, the major works on dual use sites will be completed during School holidays. Significant progress of planning and project development was delivered within the first 6 months of the contract, as projects were anticipated to complete between June 2019 and May 2020.
- 5.7 Each facility has slightly different arrangements in relation to proposed legal occupancy, with the principles of Penlan Leisure Centre, Penyrheol

Swimming Pool and the Elba Sports complex being under a fully repairing lease as Freedom have exclusivity. The remaining dual school use facilities are likely to be under licences to operate or partial leases owing to the joint use nature of the buildings which can't provide exclusivity.

- 5.8 In order to ensure continued compliance within the joint use sites, Freedom Leisure have a service level agreement (SLA) with the Council's Corporate Building Services for mechanical and electrical annual service contracts for specific mechanical and electrical elements which are joint with us. This is to ensure the plant equipment that is the responsibility and services both the schools and Freedom Leisure sites are serviced by one contractor and have continued compliance to the necessary standard.
- 5.9 In a collaborative bid to Welsh Government, the Council, Freedom Leisure, Cefn Hengoed School and the Swans Community Trust have developed a master plan for significant investment and improvement to Cefn Hengoed Leisure Centre and the schools PE facilities. The scheme is likely to continue to develop through 2019/20, seeking additional and significant funding through the premier league as a further showing of effective collaboration and partnership working.
- 5.10 In line with their bid submission, a management fee of £802,506 was paid to Freedom Leisure for October 18 to March 19 for the Community Leisure Centres.
- 5.11 Total visitor numbers for the Community sites in the 6 month period was 644,194 and with a gym membership of 4943 members
- 5.12 The operation of the Leisure Centres is now considered to be treated as one contract. A combined management fee was paid to Freedom of £162,090 (LC) and £802,506 (Community), totalling £964,596 for period 1st October 2018 to 31st March 2019.
- 5.13 The required management fee is linked directly to the anticipated level of subsidy required for the operation of the services, i.e. total expenditure less total income. Within period October to March expenditure totalled £3,848,590 and income totalled £2,901,051, therefore the actual required subsidy for the period was £947,539, and was within 2% of submitted business plan bid and management fee paid. Over/under performance to contract will be monitored over the required annual periods and dealt with under the relevant clauses of the contract to adjust future management fees or share surplus.
- 5.14 Combined with the LC, the membership base of Freedom leisure centres is 8196, a considerable large proportion of the city's population, and considering the growing and competitive gym and fitness offering nearby. With the future investments, introduction of a Citywide offer, Freedom anticipate this growing in line with their performance to enable sustainable delivery for the planned reduction in Council management fee and ensuring that the facilities continue to drive visitor numbers and be key contributors for Swansea being an Active and Healthy city.

5.15 Community Leisure Centre Performance (Table 4)

	2018/2019 (1 st October to 31 st March)					
	Penlan	Penyrheol	Morrison	Bishopston	Cefnhengoed	Elba
Total Income (Excluding Management Fee)	£471,608	£479,472	£245,516	£134,596	£35,019	£39,884
Total Expenditure	£705,677	£607,670	£408,850	£187,588	£81,403	£67,560
Management Fee	£290,460	£115,734	£217,836	£78,846	£61,080	£38,550
Total Use	154,605	218,620	160,408	58,226	32,627	19,698
Gym Membership	1,870	1,611	767	505	190	N/A

6. Plantasia

6.1 Parkwood Leisure Ltd were awarded a 15-year contract to operate Plantasia in 2019. They took over the operation from the Council on the 1st of February 2019.

6.2 Following on from the planned January closure of Plantasia for annual maintenance and safety works. Plantasia remained closed until April 2019 in order for Parkwood Leisure to carry out some significant capital works and clear some of the backlog maintenance. This was enabled by prudential borrowing through the Council and a sum of £1.1 was agreed to be invested as part of the arrangements.

6.3 In 18/19, a key element of the mobilisation period was the transferring of 7.5 Full Time Equivalent members of staff to Parkwood Leisure, which was undertaken successfully on agreed terms as set out by the preceding procurement process and in liaison and cooperation with the Joint Trade Unions, which now deal with Parkwood Leisure directly and meet regularly or as required.

6.4 As the operation of the facility did not commence until April 2019. Plantasia will not be reported on within this report. Parkwood Leisure's first year of operation will be reported on in the 2019/2020 partnership report.

7. Other Partnership Facilities

7.1 The Local Authority has a number of other successful partnership arrangements with Leisure facilities. The most significant of these are the Swansea Indoor Bowls Centre and Swansea Tennis Centre.

- 7.2 The performance of each of these sites individually indicates a productive partnership with benefits to Swansea Council, management partners and Swansea residents and visitors.
- 7.3 As with the previously mentioned key partnership sites, each agreement is operated in differing ways in terms of monitoring, data collection and facility operation. The flexible approach allows the partnership to operate in the most appropriate way, given the resources of partners, scale of operation and needs of the customers.
- 7.4 Swansea Indoor Bowls enters its 6th year as a limited company. They operate under a fully repairing lease agreement and the Council provides zero subsidy towards the operation of the Bowls Stadium.
- 7.5 Swansea Indoor Bowls Club is largely reliant on membership subscriptions and indoor rink fees. Annual membership has remained at around 650 since the Stadium opened in 2008, but in 2018/19 boasting a healthy total of 693 members and a 6.6% increase. This figure (as with previous years) represents a retention level of roughly 85% with 15% accounting for new members.
- 7.6 The club has 170 teams participating in the club's leagues, which compares very favourably with other bowls stadia. The club also boast a thriving ladies section and a large group of visually impaired bowlers who compete, with success, in the regular league.

Unlike other clubs, Swansea Indoor Bowls Stadium remains open between April and August due to the ongoing success of their summer leagues, which in 2019 saw 2509 participants.

- 7.7 The Board Members responsible for the day-to-day running of the stadium continue to invest in the facility. In 2019 a new underlay was installed and the existing carpet was cleaned and relayed at a cost of over £15,000. The unreliable heating system in the main green underwent a significant overhaul. These has been achieved without having to increase fees, which have remained the same for the past 5 years.
- 7.8 Whilst the club once again reported losses in 18/19, these were considerably less than in 17/18 and once again, reflect the necessary long term repair costs of the aging asset. The company will again capitalise spend as necessary and may need to fund major repairs from the capital reserve held.
- 7.9 Tennis Swansea 365 (TS365) are the operators of Swansea Tennis Centre. They operate under a fully repairing lease and the Council provide zero subsidy towards the operation of the facility.
- 7.10 TS365 provide a sustainable business model and service, delivering Tennis for Swansea. The facility has a thriving busy programme that caters for all ages and abilities; they are known as a Regional Performance Centre and are often used as a benchmark or case study for similar facilities across the UK.

- 7.11 The Tennis Centre is the host of numerous successful events that bring children from across the County to participate in Tennis. Including the Tennis Festival organised by South Wales Police and both the Annual Summer Tennis Competition and the Development Festival organised by the Councils Cultural Services AYP officers.
- 7.12 The financial performance of the Tennis Centre was a near break-even position in 18/19, a significant improvement on the 17/18 position. Junior and adult course income remained strong contributors to income bottom line, bringing income up by approximately 17% overall.
- 7.13 With a growing programme and more demanded product staff costs continue to rise and are up 20% on the previous period, but overall expenditure being controlled elsewhere and total expenditure only increased by 3.4% on the previous year.
- 7.14 Total visitor numbers show a small decrease from the previous reported period, down 4%, but with increased registered members to Ace Fitness up over 2000.
- 7.15 **Other Partnership financial information (Table 5).**

Swansea Indoor Bowls Stadium	2017/18	2018/19
Bowls Income	£100,449	£94,636
Bar & Catering Income	£25,263	£17,127
Other Income	£14,134	£19,902
Total Income	£139,846	£131,665
Staff Costs	£39,523	£39,295
Building and Maintenance	£131,286*	£50,333
Other Expenditure	£54,612**	£67,084***

Total Expenditure	£225,421	£156,712
Total Use	67,547	64,796

2017/2018 - *£56k Capitalised expenditure. **£35k Utilities and cleaning costs
2018/2019 - ***£42k Utilities and cleaning costs

Swansea Tennis Centre	2017/18	2018/19
Junior Course Income	£119,746	£153,423
Adult Course Income	£14,930	£27,216
Other Income	£157,659	£162,176
Total Income	£292,335	£342,815
Staff Costs	£96,070	£116,242
Repairs and Maintenance	£10,929	£5,307
Other Expenditure	£223,635	£220,529
Total Expenditure	£330,634	£342,079
Total Ace Fitness Members	1613	2088
Total Usage	55,978	68,076

8. Monitoring Arrangements

8.1 Officers will continue to monitor these facilities to ensure that they are complying with the terms of the various agreements and leases that are in place, as well as to ensure that they are contributing towards the objectives of the Council's ambitions as identified in the agreed Policy Commitments. Of particular interest are the contributions made to:

- The City of Sport and Culture
- Well-being of Future Generations
- A Healthy City
- Area of inequality
- The support of the tourism economy
- Creating an Active and Healthy Swansea

9. Summary

9.1 This report identifies the various agreements that are in place with each of the key partners operating Leisure and Cultural Services. The report also highlights the rationale for the variations due to the differing circumstances and requirements of other bodies involved in each partnership.

9.2 With the differing models it is also clear that standardising monitoring and reporting is not straight forward, but measures are taking place to use the accepted good practice, based upon compliance to the relevant agreement and performance management.

9.3 This report is also a mechanism of identifying the successes and challenges and a transparent approach to displaying the delivery of services by the various partnerships, the outcomes and the cost of supplying those services.

9.4 It also demonstrates that the Council is challenging the partners to maintain quality and improved services to which all partners reported are working towards delivering and achieving such improvements.

10. Equality and Engagement Implications

10.1 The Council is subject to the Public Sector Equality Duty (Wales) and must, in the exercise of their functions, have due regard to the need to:

Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.

Advance equality of opportunity between people who share a protected characteristic and those who do not.

Foster good relations between people who share a protected characteristic and those who do not.

Our Equality Impact Assessment process ensures that we have paid due regard to the above. Any changes of service or introduction of new services are subject to the Council EIA process. This includes partnership operations of key facilities within the Cultural Services portfolio. EIA's have been or will be undertaken when appropriate.

11. Legal Implications

11.1 There are no specific legal implications at this stage.

12. Financial implications

12.1 There are no specific financial implications.

Background Papers: None.

Appendices: None