

# Leisure, Culture, and Outdoor Recreation Strategy

2023 - 2033

# WHAT **COULD** IT LOOK LIKE IN 2033?

- **A more integrated and integral service, fundamental to delivering on corporate and national outcomes**
- **Everybody able to access our Leisure, Cultural and Outdoor Recreation services**
- **Every child on the path to an active, healthy, engaged life**
- **More people engaged in thriving, caring, active communities**
- **A stronger Carmarthenshire Cultural identity**
- **A healthier Carmarthenshire**
- **A better place to live, work and visit**
- **People looking after and making better use of our outdoor environment**
- **A more efficient, cost-effective service, allowing us to pro-actively re-invest in people's health and well-being**
- **A stronger, more prosperous, self-sustaining economy**

# TIMELINE AND PROCESS FOR DEVELOPING THE NEW STRATEGY

## Decision to Development Strategy

- Autumn 2021 - Decision to develop a new Strategy

## Developing A Strategic Framework

- February - May 2022 - Initial Internal Consultation: Leisure Scrutiny Committee, Senior Leadership Team, Leisure Management teams
- June - Present Draft Strategic Framework to Department Management Team
- September - Nov - Present Draft Strategic Framework to Corporate Management Team, Pre-Cabinet, & Scrutiny

## Consultation with External Partners

- Jan-Apr 2023 - External Consultation on Draft Strategic Framework to Stakeholders & Partners
- Spring / Summer - External Consultation with Public, Service users & local clubs / groups

## Member Consultation

- September - Presentation of final draft to Cabinet Member
- September / Oct - Presentation to Pre-Cabinet

## Council Decision

- October - Cabinet approval
- November 2023 - Implement strategy

# STRUCTURE AND CONTENT OF PRESENTATION

## Where have we been?

- Our Journey 2007 - 2022

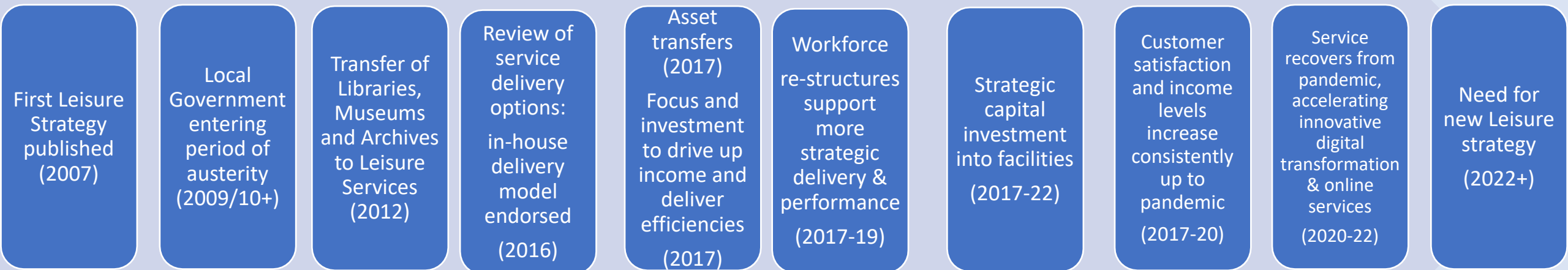
## Where Are We Now?

- The Leisure Service today
- Stakeholder Map
- Strategic Alignment of the Service
- Intelligence data / trends influencing the Strategy
- Internal Stakeholder Consultation – feedback to date

## Where Are We Going?

- Emerging Themes from Internal Consultation
- Strategic Framework
- Leisure Service Priorities
- A Vision for 2032 - What does Success Look Like

# WHERE HAVE WE COME FROM? 2007 - 2022



# WHERE ARE WE NOW? The Leisure Service today

**Purpose of service:** Leisure, Culture and Outdoor Recreational services help create places where people want to live, work and visit. They play a vital part in public health and well-being whilst developing cultural identity and community cohesion.

- Actif Sport & Leisure - Indoor/ Outdoor Facilities, Actif Community Sports Development Team, Health & Fitness Team
- Cultural Services - Theatres, Archives, Galleries, Libraries, Museums, & Arts
- Outdoor Recreation - Country Parks, Strategic Coastal sites, Local Nature Reserves, & Outdoor Education

## 'Steady state' position (controllable budgets)

- **Expenditure:** CCC spends approximately £18.01m on Leisure, Outdoor Recreation and Culture annually (21/22 actuals)
- **Income:** circa £10.33m per annum across the service
- **Net costs:** £7.68m per annum
- **Operational Recovery Rate:** 57.36% (Inc/Exp)
- **Cost per head of population:** £40.40 (population 190,073)
- **Workforce:** The service employs 162 F/T staff, 138 P/T staff and 146 casual staff.
- **Energy costs:** circa £859k pa (water, electric / gas etc)
- **User visits:** Pre-covid the service welcomed over 3 million user visits pa.
- **Social Value:** The Actif Sport & Leisure Services generates a SV of over £5m pa for the £2m (net) invested. This includes: over £4m of benefit to general well-being; and £800k of direct health benefits associated with reducing the risk of strokes, cancer, diabetes, depression and general GP visits

# WHERE ARE WE NOW? Market forces

## Leisure Service – ‘live’ position

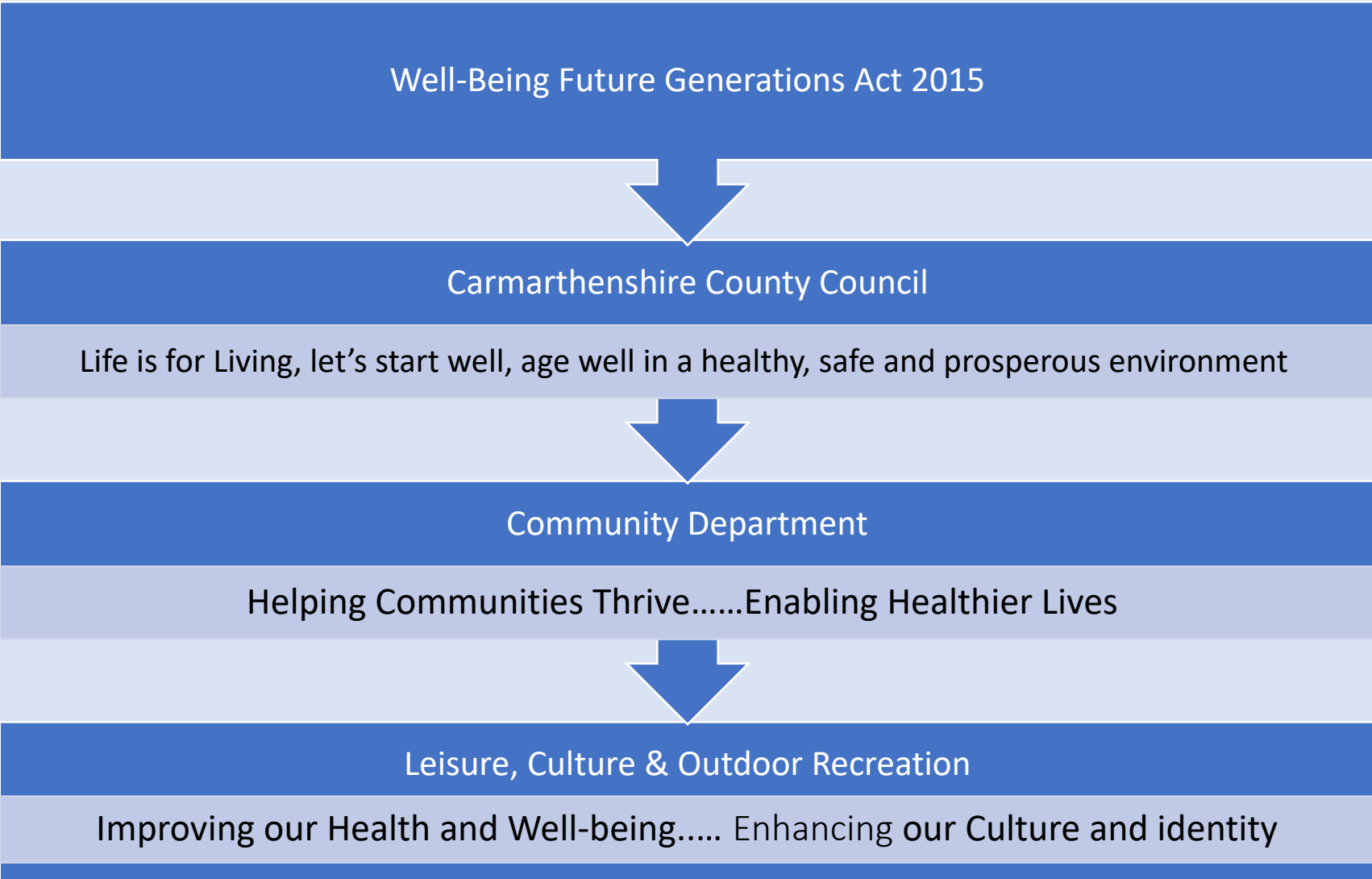
- **Financial forecast:** tough settlements anticipated over the coming years. All services individually, and collectively will need to evidence ongoing, improved social and financial value. Current values below, with baseline SV figures to be established for Cultural and Outdoor Recreation services.
- Actif Sport & Leisure - Cost per head of population £ 11.10; Operational Recovery Rate 71.66%; Social Value £5m
- Cultural Services - Cost per head of population £ 25.88; Operational Recovery Rate 20.18%; Social Value £TBC
- Outdoor Recreation - Cost per head of population £ 1.18; Operational Recovery Rate 93.83%; Social Value £TBC
- **Future provision:** Not a choice of one service before another - all these services bring social value to Carmarthenshire, however they differ in terms of their ability to operate ‘commercially’ - cross subsidy a key principle
- **Expenditure challenges:** We have many built assets across the portfolio, and these cost. Energy costs have a huge bearing on our large buildings, with costs increasing 150-185% over recent and projected years. Using less energy and making best use of (any) existing assets are key to meeting these challenges. Mobile / online / streamed alternatives to be considered
- **Workforce:** recruitment and retention challenges, especially in specialised front of house roles at rural sites e.g. swim / exercise referral instructors. Seasonal challenges too.
- **Income challenges:** £4.5m of overall £10.3m income for service comes from Health & Fitness, and Aquatics. Current income at 90-100% of pre-covid (and increasing). New services coming online e.g. Caban at Pendine
- **Sustainable development:** A continuous review and improvement approach is key to sustainable future service delivery modelling – delivering better outcomes with less resource.

# KEY STAKEHOLDERS





# Strategic Alignment of the Service



# CURRENT CORPORATE DATA AND TRENDS INFLUENCING THE STRATEGY

Childhood Obesity	<ul style="list-style-type: none"><li>• Projections suggest an increase in trends for childhood obesity with figures showing males between the ages of 2 – 15 being at greatest risk.</li><li>• Carmarthenshire has the highest levels of overweight or obese children in Wales with 31.4% of 4-5 year-olds being overweight or obese. (Ref: Child Measurement Programme for Wales 2021/22, Public Health Wales)</li></ul>
Adverse Childhood Experience (ACE)	<ul style="list-style-type: none"><li>• Adverse Childhood Experiences (ACEs) have harmful impacts on health and well-being across the life course.</li><li>• Children in workless households are more likely to experience ACE's. 8.7% of children in Carmarthenshire are living in workless households (Ref: Carmarthenshire Plan 21/22)</li></ul>
Tackling Poverty	<ul style="list-style-type: none"><li>• 33.8% (27,691) of households in Carmarthenshire can be defined as living in poverty, 13th highest in Wales (Welsh average 32.9%).</li><li>• The COVID-19 Pandemic may have impacted more significantly on the most deprived communities. (Ref: Carmarthenshire Plan 21/22)</li></ul>
Create More Jobs & Growth	<ul style="list-style-type: none"><li>• Providing secure and well-paid jobs for local people is central to everything we are seeking to achieve. Increasing employability is fundamental to tackling poverty, reducing inequalities and has a dramatic impact on our health and ability to function in everyday society. (Ref: Carmarthenshire Plan 21/22)</li></ul>
Help People Live Healthy Lives	<ul style="list-style-type: none"><li>• There is a significant gap in life expectancy and a healthy life expectancy. In Carmarthenshire Healthy life expectancy of both males and females are below the Welsh average of 65.3 and 66.7 years. (Ref: Carmarthenshire Plan 21/22)</li></ul>
Community Cohesion	<ul style="list-style-type: none"><li>• Only half (51.5%) of Carmarthenshire residents feel they live in cohesive communities, where people treat each other with respect and consideration, where people from different backgrounds get on well together, and feel they belong to their local area. (Ref: Carmarthenshire Plan 21/22)</li></ul>
Supporting Older People to age well and maintain dignity	<ul style="list-style-type: none"><li>• Current projections suggest that the population of people over 65 living in Carmarthenshire is growing and by 2030 this will increase by 60%.</li><li>• It is essential that we lay robust foundations to future proof the availability of services that promote and support ongoing well-being and independence for our frail older adult population. (Ref: Carmarthenshire Plan 21/22)</li></ul>
Looking After the Environment Today – For Tomorrow	<ul style="list-style-type: none"><li>• The Natural Environment is a core component of sustainable development. The Environment (Wales) Act 2016 expands the duty placed on public bodies, requiring them to maintain &amp; enhance biodiversity &amp; promote ecosystem resilience (Ref: Carmarthenshire Plan 21/22)</li></ul>

# CONSULTATION - PERCEPTION OF THE SERVICE

## Perception of Leisure, Culture, and Outdoor Recreation (LCOR) Service

- Service is valued, trusted & respected
- Competes well as a non-statutory service
- Confidence in the management
- Major Facilities (including Pentre Awel when operational) are well distributed across the County
- Services have survived austerity & pandemic
- Income (pre-Covid) rising – reduction in public subsidy / demonstrate financial resilience
- No appetite to outsource e.g. Trust or Third Party Operator
- Critical contribution to (post Covid) economic recovery, (continued) regeneration and future prosperity
- Health & Well-being of citizens is of high importance
- Capital investment has been (strategically) well planned, managed and is having a positive impact on users & growth
- General feeling of pride and enthusiasm to make a difference to people's lives
- Workforce re-structuring has improved delivery & performance
- Working well with corporate well-being services
- Service performed during pandemic and is recovering well
- Lessons learnt from pandemic – accelerated innovative approaches and aspects of digitalisation

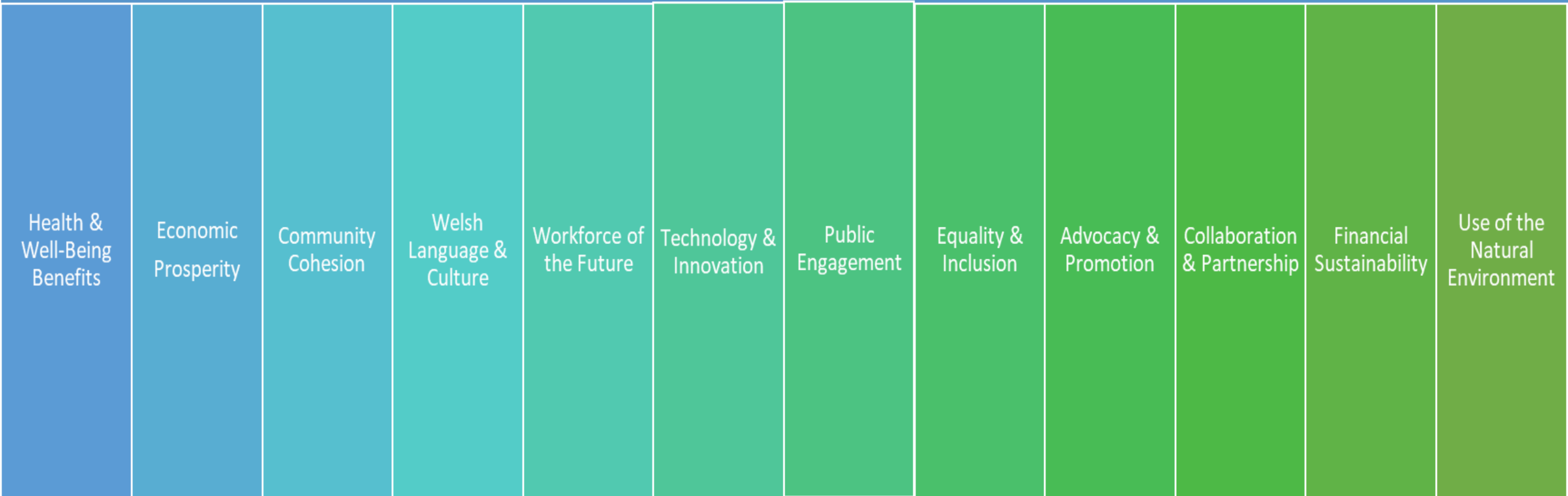
# CONSULTATION - CHALLENGES TO THE SERVICE

- Focus on social and population values – improving mental health & physical well-being leading to lifelong (better) health, positively impacting on health and economic regeneration (and post covid recovery)
- Continue to contribute to corporate direction and add value to CCC corporate objectives – One Team philosophy
- Help to reduce levels of childhood obesity
- Contribute to tackling poverty - must ensure people in poverty have access to services
- Risks related to rising energy costs for facilities and the service in general / awareness of green agenda and targets
- Cost of living increases to existing & future service users – charging and social pricing policies key issues identified from public consultation
- How to engage & support an ageing population
- Develop approaches to connect & support rural communities
- Help to support communities to be more cohesive and to thrive
- Evidence needed that tax-payers value the service and it meets their needs & expectations
- Continue to ‘invest to save’ and develop the offer
- Continuous improvement on customer focus, service delivery & consistency of standards across the service
- Challenges with agility of current workforce / recruitment post Covid - what does the workforce of the future look like?
- Ensure the service continues to innovate e.g. programme delivery, technology & digitalisation, facility improvements and ‘green agenda’, balancing:- Commerciality/Efficiency v Social/Equality/Diversity/Inclusion
- Challenges of working in certain listed, deteriorating, or ageing building stock, whilst public consultation highlights desire for better facilities
- Recognition of differing booking systems, data collection & recording systems across service

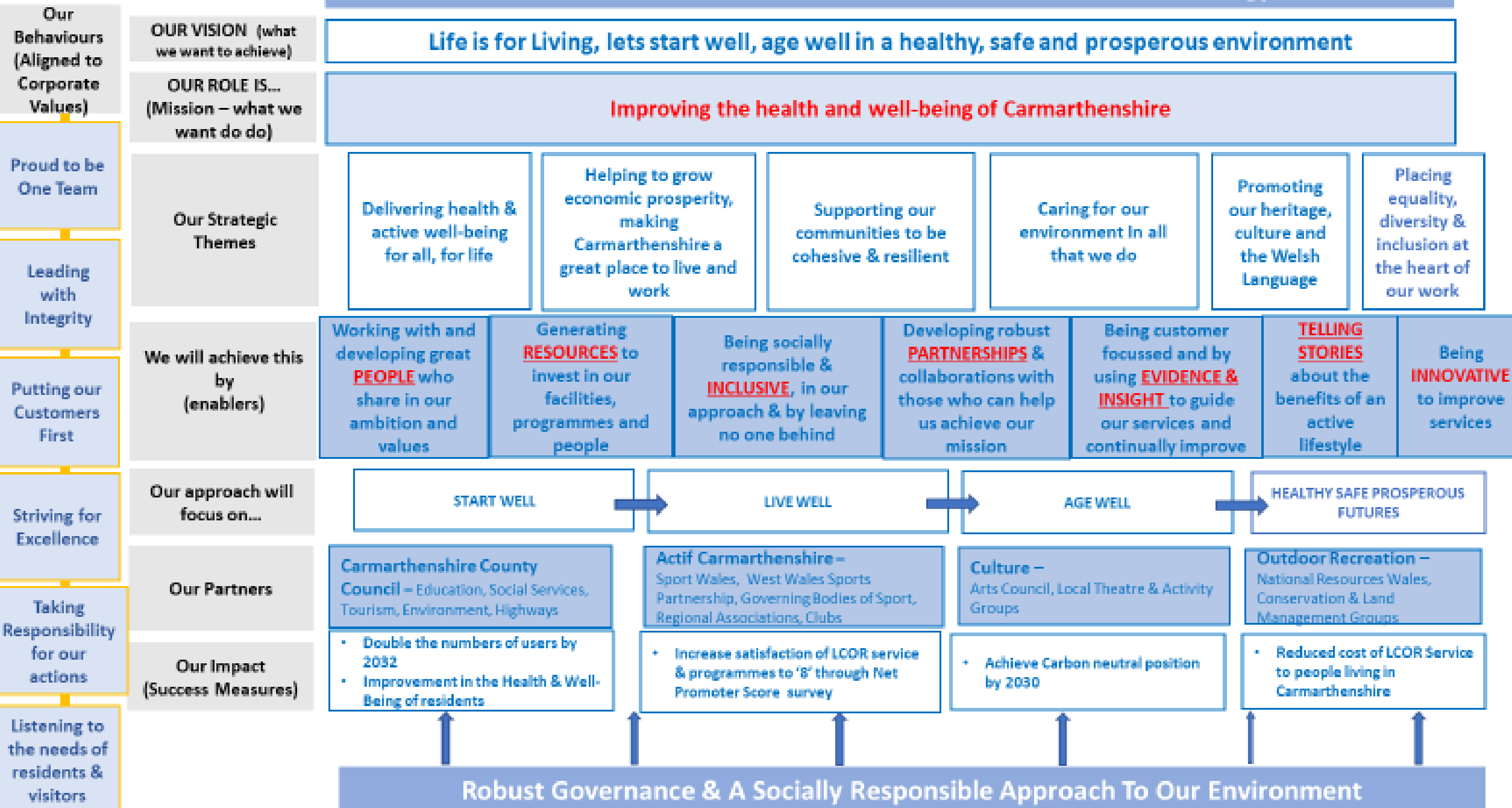
# CONSULTATION - OPPORTUNITIES FOR THE SERVICE

- Team Carmarthenshire – support / strengthen / add value to the corporate strategy & brand, add value and embed in core statutory services e.g. education, social services, tourism, economy, environment etc.
- Become powerful advocates for the service and celebrate the achievements of people and the Council (storytelling)
- Potential for future capital investment into the service, led by the needs of Carmarthenshire residents, and impacting on the corporate direction & ambition of CCC
- Potential for further collaboration, shared projects / services and intelligence between CCC departments
- Leisure departments working more closely together e.g. outdoor theatres, active story time in library outlets, sporting culture & heritage exhibitions displayed in leisure centres, physical well-being activity delivered in places of culture e.g. yoga/dance/movement
- Maximising the strong and unique heritage, culture and identity of Carmarthenshire enabling it to thrive, and helping to tell positive stories about the County
- Maximise the opportunity for residents to value and use the outdoors – both formal & informal (free to use) opportunities
- Connect to stakeholder strategies to maximise future investment into the service – Sport Wales, Arts Council for Wales, NRW/Conservation organisation, Regional Forums, Public Service Boards
- Maximise additional sources of investment including commercial investment & sponsorship
- Continue to forward plan & horizon scan
- Learn the lessons from Covid – adaptable / flexible services
- Strategic investment continues where it makes biggest impact on people's health and well-being e.g. Pentre Awel, Llanelli
- Further use and development of technology & innovation e.g. 73% of public preferred to access Archive services online
- Improved customer journey and experience, and clear communication with citizens is key

# WHERE ARE WE GOING? EMERGING STRATEGIC THEMES



# Carmarthenshire Leisure Culture & Outdoor Recreation Strategy



# STRATEGIC PRIORITIES

Well Being For All	Helping to Grow Economic Prosperity	Supporting Our Communities to Thrive	Caring for Our Environment	Promoting our Heritage, Culture and Language	Placing Equality and Inclusion at the Heart of all that we do
<p><b>We will:-</b></p> <ul style="list-style-type: none"> <li>• Provide a service which listens &amp; responds to the needs of our residents (&amp; visitors to our county)</li> <li>• Set ambitious 10 year targets to double existing levels of activity &amp; participation by our residents leading to improved health &amp; well-being</li> <li>• Reduce levels of obesity, particularly amongst children between the ages of 2 – 15 years.</li> <li>• Work with partners to contribute to the reduction in poverty, loneliness &amp; poor mental health amongst our residents</li> <li>• Monitor customer satisfaction levels on an annual basis, with the ambition of continuous service improvement</li> <li>• Take a person centred approach to the delivery of our service, where possible, delivering programmes based on demand.</li> <li>• Make use of both built facilities &amp; the natural environment in order to maximise our offer</li> <li>• Offer a range of programmes that enable our residents to ‘start well’, ‘live well’ and ‘age well’</li> <li>• Use of technology to improve service delivery and accessibility</li> <li>• Use insight &amp; evidence to help shape our service</li> </ul>	<p><b>We will:-</b></p> <ul style="list-style-type: none"> <li>• Support economic regeneration and post Covid recovery within the county by delivering:- <ul style="list-style-type: none"> <li>➤ cultural activities &amp; events</li> <li>➤ sporting events of regional, national &amp; international significance</li> <li>➤ Outdoor events which attract visitors to our parks &amp; open spaces</li> <li>➤ Continue to reduce levels of public subsidy into our service</li> <li>➤ Attract additional revenue and external resource to support service delivery</li> <li>➤ Support tourism initiatives that add value to the local economy and perception of the Carmarthenshire</li> </ul> </li> <li>• Deliver a workforce strategy to ensure the service is agile, fit for the future, drives service improvement &amp; meets the expectations of our customers through:- <ul style="list-style-type: none"> <li>➤ workforce planning &amp; recruitment</li> <li>➤ staff training programmes</li> <li>➤ staff retention strategies</li> <li>➤ building a ‘Team Carmarthenshire’ approach</li> <li>➤ exploring how the workforce can be more inter-changeable across the service</li> </ul> </li> </ul>	<p><b>We will:-</b></p> <ul style="list-style-type: none"> <li>• Develop a range of services and programmes which can be accessed from across the County by: <ul style="list-style-type: none"> <li>➤ Be innovative with our use of technology &amp; digitalised services to further enable people to connect &amp; engage</li> <li>➤ Collaborate with traditional and non-traditional community partners and front line services that can help us deliver health and well-being</li> </ul> </li> <li>• Understand the needs of our rural communities, specifically addressing issues which prevent or hinder participation in our services</li> <li>• Add value to the Council’s ‘community hubs’ programme</li> <li>• Develop an outward facing communications strategy to ensure that our communities feel valued and are connected with our services</li> <li>• Continue to deliver education and training opportunities that champion and enable the young leaders of tomorrow</li> <li>• Develop robust community volunteer networks to maximise formal and informal opportunities to improve health and well-being</li> </ul>	<p><b>We will:-</b></p> <ul style="list-style-type: none"> <li>• Develop a ‘green’ action plan for leisure</li> <li>• Commit to supporting the successful implementation of the Council’s Net Zero Carbon action plan across our services</li> <li>• Achieve a Net Zero Carbon position for our facilities by 2030</li> <li>• Apply circular economy principles to everything we do.</li> <li>• Work toward achieving zero waste across our services</li> <li>• Work with and educate people &amp; our partners to help them understand and support the implantation of ‘our ‘green’ action plan</li> <li>• Be sympathetic to the needs of the environment when developing future facilities, programmes &amp; activities</li> <li>• Support active travel schemes &amp; safe walking routes to our facilities &amp; community activities</li> </ul>	<p><b>We will:-</b></p> <ul style="list-style-type: none"> <li>• Actively promote the unique &amp; proud heritage and culture of Carmarthenshire</li> <li>• Use ‘story-telling’ to promote the importance of culture, sport/physical activity and the great outdoors to improve health and well-being</li> <li>• Celebrate the success of our residents who achieve on the local, national &amp; world stage, inspiring our residents to become more active and engaged in our programmes</li> <li>• Provide a bi-lingual service to our customers, supporting and enabling our Welsh language to flourish &amp; thrive</li> </ul>	<p><b>We will:-</b></p> <ul style="list-style-type: none"> <li>• Develop an Equality, Inclusion and Diversity action plan to support &amp; improve our services</li> <li>• Continue to provide EDI training to our staff and delivery network</li> <li>• Review and continuously improve how our service is delivered to ensure it is available and accessible to all</li> <li>• Balance the need for commerciality with the ambition of being socially responsible in all that we do</li> <li>• Develop an EDI support network to advise on matters of equality and inclusion e.g., Disability Arts/Sport Wales, LGBTQ+ Network, Race Equality network</li> </ul>



# GENERAL SERVICE-WIDE THEMES

## Manage Well

### HUMAN

- Align with corporate workforce strategy – focus on recruitment, training and retention
- Personalised / people centred offers and services
- Equalities, Diversity & Inclusion (EDI): pro-active approach to making services accessible / affordable to all, with a focus on programmes, activities, charges and social pricing
- User satisfaction and feedback key
- Getting people more active, engaged and healthier
- Collaborating and aligning with services: e.g. Education; Health; Regen; Marketing & Media

### ENVIRONMENTAL

- Towards net zero carbon corporate target by 2030 – Green champions throughout service
- Apply circular economy principles to everything we do
- Zero waste principles

### TECHNOLOGICAL

- Digital services to support and compliment physical engagement
- Connected services

### FINANCIAL

- Performance management measures for income, costs and user numbers;
- Commercially efficient & Socially valuable services (both co-exist)

### PREVENTION

- Pro-actively work with partners to sustain and enhance population health, with a strong emphasis on developing preventative services to meet the demands of an ageing population, and to address our acute health inequality challenges. Prevention rather than cure

### ASSETS

- Clear framework of facility management. Enabling - Delivering.
- Asset management planning key

### Key Measures

- People Outcomes
- Recruitment / Retention measures
- Customer satisfaction: NPS scores above 8
- Social Values generated for all service areas
- Population Health measures (by age / gender / locality):
- Physical activity;
- Mental Health;
- Community engagement;
- Obesity levels (focus on children)
  
- Place Outcomes
- Facility management frameworks in place
- Well maintained, accredited, efficient sites
  
- Environmental Outcomes
- Energy usage / Net zero Carbon measures improved
  
- Economic Outcomes
- Commercial opportunities plan produced
- Cost recovery up 10%: Exp / Inc

# ACTIF SPORT & LEISURE

## FOCUS AREAS

- Work with the Education department to implement recommendations from Task & Finish groups work to help reduce childhood obesity levels and to set healthy habits for life:
- - Developing a sustainable Planning, Preparation and Assessment (PPA) cover model for schools including access to the Actif Anywhere Schools online platform;
- - Improving physical literacy standards as the foundation for life-long activity and well-being
- - Developing a new schools and community aquatics plan for the County
- - Develop a sports pitch strategy for the County with the aim of getting an all-weather pitch at every secondary school
- New Pentre Awel Leisure Centre completed and open
- A 24/7 universal health and well-being offer – as you want it, when you want it, wherever you want it
- Develop a sport for all approach to support a broad range of participation in sports, from beginners to elite, working to support all Community Sports Clubs to become self-sustaining with development support, aligned to:
  - County Sport plans; and Club accreditation
- Expand the scope Exercise Referral and Social prescribing schemes as a recognised, efficient, and pro-active approach to supporting and reducing primary care pressures.
- Develop Actif Anywhere bi-lingual online Leisure platform used in: Schools, community centres, health settings, & other local authorities
- Regenerating towns and communities:
  - New Swimming Pool and Health & Fitness offer for Ammanford
  - Accessible 24/7 health and fitness, and commercial leisure offer in Carmarthen Town Centre

## Key Measures

### People Outcomes

Number of service users doubled by 2032  
Childhood Obesity reduced by 50%  
Every child able to swim 25m by age 11  
Net Promoter Score customer satisfaction scores above '8'

### Place Outcome

All facility plans delivered

### Environmental Outcome

Contributing to Corporate Net zero carbon target for 2030  
Waste management strategy implemented

### Economic Output

Additional £5m investment into the service  
Cost of Service to the rate payer reduced

# CULTURAL SERVICES

## FOCUS AREAS

- **Libraries & Archives:**

- Develop a new Libraries strategy in line with evolving National Public Library Standards with a focus on reviewing outreach services
- Hybrid delivery model of online and in person services
- Develop themes of: Connect; Engage; Evolve; Partner; and Anchor (regenerating town / rural locations)
- New Country Archive THE focus for the history and collections of Carmarthenshire, recognised as a place of learning, creativity, and discovery.

- **Museums, Galleries & Arts**

- New Museums Strategy
- New expanded, independent Oriel Myrddin gallery offer
- New Museum of Land Speed at Pendine
- Agreed long term plan for Kidwelly Industrial Museum
- Further development of partnerships with Trusts, user groups and 3<sup>rd</sup> sector
- New Arts development plan
- Continued investment into Carmarthen and Parc Howard Museum sites

- **Theatres**

- Thriving creative and social hubs, playing an active role in sustaining and supporting flourishing, creative communities
- Developing Carmarthenshire's unique bilingual identity and culture, impacting and inspiring audiences, in our physical venues, and beyond through our outreach and digital programmes.

## Key Measures

- People Outcomes
- Number of service users doubled by 2032
- Net Promoter Score customer satisfaction scores above '8'
- Formal engagement and partnerships with education / schools to access and utilise learning resources from our Cultural services
- Place Outcome
- All facility improvement plans delivered
- Environmental Outcome
- Contributing to Corporate Net zero carbon target for 2030
- Waste management strategy implemented
- Economic Output
- Additional £5m investment into the service
- Cost per user reduced by 10%

# OUTDOOR RECREATION SERVICE (ORS)

## FOCUS AREAS

- **Outdoor Education:** New re-purposed County-wide Outdoor Education service in place, with a particular emphasis on a range of residential learning opportunities for children and young people.
- **10 year Sites Masterplans:**
  - Pembrey Country Park
    - a. Upgraded infrastructure: Electric; water; waste; broadband; depot, BMX track
    - b. Diverse accommodation offer: Log cabins / pods
    - c. Indoor play and activity facility
    - d. New beach sports / café / heritage facility
  - Millennium Coastal Park
    - a. New Motorhome facilities and coastal facilities in place and linked all along our coastline
    - b. Enhanced watersports offer at North Dock
    - c. Development of fishing offer
    - d. Burry Port East redevelopment
  - Llyn Llech Owain Country & Mynydd Mawr Woodland Parks
- **Pendine Attractor Project operational**
  - New 44 bed 'Y Caban' accommodation offer
  - Development of income generating beach sports / activities
  - Events programme developed with key stakeholders
- **Green space and conservation management plan across all sites**
- **ORS Net Carbon Zero and Waste Strategy**
- **ORS Event Strategy, with 1 major event pa driving tourism economy**
- **New skatepark for South of County**

## Key Measures

- People Outcomes
  - Number of service users doubled by 2032
  - Net Promoter Score customer satisfaction scores above '8'
- Place Outcome
  - All facility improvement plans delivered
- Environmental Outcome
  - Contributing to Corporate Net zero carbon target for 2030
  - Waste management strategy implemented
  - Green space and conservation management plans across all sites
- Economic Outcome
  - Additional £10m investment into the service
  - The service is cost neutral

# WHAT **WILL** IT LOOK LIKE IN 2032?

- **A more integrated and integral service, fundamental to delivering on corporate and national outcomes**
- **Everybody accessing our Leisure, Cultural, and Outdoor Recreation services**
- **Every child on the path to an active, healthy, engaged life**
- **More people engaged in thriving, caring, active communities**
- **A stronger Carmarthenshire Cultural identity**
- **A healthier Carmarthenshire**
- **A better place to live, work and visit**
- **People looking after and making better use of our outdoor environment**
- **A more efficient, cost-effective service, allowing us to pro-actively re-invest in people's health and well-being**
- **A stronger, more prosperous, self-sustaining economy**

**Diolch / Thank you**

Cyngor **Sir Gâr**  
**Carmarthenshire**  
County Council

