



Subject:	GLL Leisure Management Contract – Six monthly update on contract compliance and performance.
Date:	Thursday 2 <sup>nd</sup> May 2024
Reporting Officer:	Jim Girvan, Director of Neighbourhood Services, CNS
Contact Officer:	Noel Munnis, Partnership Manager, CNS

<b>Restricted Reports</b>	
Is this report restricted?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<b>Please indicate the description, as listed in Schedule 6, of the exempt information by virtue of which the council has deemed this report restricted.</b>	
Insert number	<input type="text" value="3"/>
<ol style="list-style-type: none"><li>1. Information relating to any individual</li><li>2. Information likely to reveal the identity of an individual</li><li>3. Information relating to the financial or business affairs of any particular person (including the council holding that information)</li><li>4. Information in connection with any labour relations matter</li><li>5. Information in relation to which a claim to legal professional privilege could be maintained</li><li>6. Information showing that the council proposes to (a) to give a notice imposing restrictions on a person; or (b) to make an order or direction</li><li>7. Information on any action in relation to the prevention, investigation or prosecution of crime</li></ol>	
<b>If Yes, when will the report become unrestricted?</b>	
After Committee Decision	<input type="checkbox"/>
After Council Decision	<input type="checkbox"/>
Sometime in the future	<input type="checkbox"/>
Never	<input checked="" type="checkbox"/>

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
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1.1	To report on contract compliance assurances and key performance indicators for the GLL leisure management contract. Quarter 3 and Quarter 4 2023/24
<b>2.0</b>	<b>Recommendations</b>
2.1	<p>Members are requested to consider:</p> <ul style="list-style-type: none"> <li>• the information provided below at 3.2.1 in relation to contract compliance,</li> <li>• the information provided below at 3.2.2 in relation to key performance indicators,</li> <li>• the supporting narrative presented at 3.2.3,</li> <li>• the facility asset management monitoring information set out at 3.2.4 and</li> <li>• the Health &amp; Safety compliance assurances presented at 3.2.5.</li> </ul>
<b>3.0</b>	<b>Main report</b>
3.1	<p><u>Background</u></p> <p>The Council's contract with Greenwich Leisure Limited (GLL) commenced on 1<sup>st</sup> January 2015. Since dissolution of Active Belfast Limited in June 2022, Council has assumed direct responsibility for contract management. SP&amp;R committee agreed on 18<sup>th</sup> November, subsequently ratified by Council on 1<sup>st</sup> December 2022, that future reports will be presented through the People and Communities committee.</p> <p>Members further agreed that contract compliance and performance reports would be presented, at a strategic level, to Committee on a six-monthly basis in November and May. This would allow for sufficient time to collate and verify management information data related to the preceding six-month periods of April to September and October to March.</p> <p>Six monthly reports will include detailed quarterly information on the two relevant quarters within each six-month period.</p> <p>An extensive schedule of reports is defined within the conditions of contract. A routine schedule has evolved since 2015 and is now well established. Contract governance and performance reporting mechanisms have always been subject to review by the Council's Audit, Governance &amp; Risk Services unit.</p> <p>CNS will continue to collate contract compliance and performance related information. More detailed data analysis will be readily available should members require additional insight.</p> <p>The information presented below is intended to provide members with a strategic overview of the management of the GLL contract and provide contract compliance assurances alongside key performance indicator outputs.</p>
3.2	<p><u>Outcomes and proposals</u></p> <p>The following information relates to the period from 1<sup>st</sup> October 2023 to 31<sup>st</sup> March 2024 (Quarter 3 and Quarter 4).</p>

### 3.2.1 Contract compliance

CNS has continued to monitor and record contract compliance assurances since the dissolution of ABL in June 2022. The Council's Partnership Manager maintains daily contact with GLL on operational matters and has unrestricted access to all members of the GLL Regional Leadership Team (RLT). Key components of our monitoring activities include, recorded fortnightly meetings with the GLL Head of Service and their Partnership Manager, monthly Strategic Meetings with the GLL RLT chaired by the Director of Neighbourhood Services and detailed centre inspections carried out (unannounced) by the CNS Partnership Manager.

Within the reported time period (Q3 and Q4), GLL demonstrated compliance with all terms and conditions of the contract with no areas of concern reported to, or identified by, CNS.

Quarter 3 and Quarter 4 financial transactions were completed in compliance with the contract. All management fees due were paid to GLL by BCC within budget. GLL provided all financial data required under the terms of the contact and have operated within the agreed budgets. Throughout the last six months, GLL have not required any additional financial support to deliver the service.

GLL have provided all quarterly H&S incident/accident statistics for inclusion in quarterly BCC H&S corporate update reports.

GLL have maintained open lines of communication with BCC in relation to all aspects of the contract and have responded in a timely manner to all queries raised by BCC.

Contract compliance related to facility/asset management and performance related reporting are set out below.

### 3.2.2 Key performance indicators

GLL are required to provide monthly management information to demonstrate performance outputs on a centre-by-centre basis. A suite of Key Performance Indicators (KPIs) has evolved over the last eight years. The current scorecards are well established and are providing insights into key business drivers, monthly comparators, year to date performance and year on year movement. As reported to committee in December 2022, KPI reports are built around the following nine measures within three performance themes:

- a) Business (financial)
  - Labour cost recovery
  - Expenditure recovery
  - Cost per visit
  
- b) Membership
  - Pre-Paid monthly membership net gain
  - Pay & Play membership net gain
  - Swim School membership net gain

c) Occupancy

- Main hall occupancy to capacity ratio
- Studio occupancy to capacity ratio
- Synthetic Pitch occupancy to capacity ratio

CNS continues to collate more detailed data, beyond the nine listed KPI's, which is retained on file should additional or more specific ad-hoc performance analysis be requested. KPI scorecard definitions are presented at Appendix 1 below.

The resulting scorecards for Q3 and Q4 are as follows:

Quarter 3

OVERALL SERVICE

BUSINESS				Movement Comparisons			
KPI	Measure	Actual	Q3	Last Q	Q3 LY	23/24 YTD	
1	<b>Labour Cost Recovery</b>	Income	£3,091,231	114%	120%	115%	118%
		Labour cost	£2,716,380				
2	<b>Expenditure Recovery</b>	Expenditure	£4,688,464	66%	70%	65%	68%
		Income	£3,091,231				
3	<b>Cost Per Visit</b>	Throughput	765,733	£6.12	£5.84	£6.07	£6.03
		Expenditure	£4,688,464				

MEMBERSHIP				Movement Comparisons			
KPI	Measure	Actual	Q3	Last Q	Q3 LY	23/24 YTD	
4	<b>Pre-Paid M'ship Net Gain</b>	Pre-paid m'ships	22,873	-625	1140	-973	550
		Quarter start point	23,498				
5	<b>Pay &amp; Play M'ship Net Gain</b>	Pay & play m'ships	8,030	-155	60	-1018	-1802
		Quarter start point	8,185				
6	<b>Swim School M'ship Net Gain</b>	Swim School m'ships	5,177	-115	311	-20	-82
		Quarter start point	5,292				

OCCUPANCY				Movement Comparisons			
KPI	Measure	Actual	Q3	Last Q	Q3 LY	23/24 YTD	
7	<b>Main Hall Occupancy to Capacity Ratio</b>	Main hall occupancy	21,008	45%	40%	34%	41%
		Main hall capacity	46,214				
8	<b>Studio Occupancy to Capacity Ratio</b>	Studio occupancy	8,078	29%	21%	20%	25%
		Studio capacity	27,901				
9	<b>3G Pitch Occupancy to Capacity Ratio</b>	Pitch occupancy	11,738	36%	26%	25%	29%
		Pitch capacity	32,404				

## Quarter 4

### OVERALL SERVICE

BUSINESS					Movement Comparisons		
	KPI	Measure	Actual	Q4	Last Q	Q4 LY	23/24 YTD
1	Labour Cost Recovery	Income	£3,329,690	125%	114%	136%	120%
		Labour cost	£2,664,430				
2	Expenditure Recovery	Expenditure	£5,195,479	64%	66%	69%	67%
		Income	£3,329,690				
3	Cost Per Visit	Throughput	787774	£6.60	£6.12	£5.58	£6.17
		Expenditure	£5,195,479				

MEMBERSHIP					Movement Comparisons		
	KPI	Measure	Actual	Q4	Last Q	Q4 LY	23/24 YTD
4	Pre-Paid M'ship Net Gain	Pre-paid m'ships	23,609	736	-625	1211	1286
		Quarter start point	22,873				
5	Pay & Play M'ship Net Gain	Pay & play m'ships	8,487	457	-155	218	-1345
		Quarter start point	8,030				
6	Swim School M'ship Net Gain	Swim School m'ships	5,275	98	-115	454	16
		Quarter start point	5,177				

OCCUPANCY					Movement Comparisons		
	KPI	Measure	Actual	Q4	Last Q	Q4 LY	23/24 YTD
7	Main Hall Occupancy to Capacity Ratio	Main hall occupancy	20,070	42%	45%	45%	41%
		Main hall capacity	47,950				
8	Studio Occupancy to Capacity Ratio	Studio occupancy	9,432	33%	29%	23%	26%
		Studio capacity	29,007				
9	3G Pitch Occupancy to Capacity Ratio	Pitch occupancy	8518	25%	36%	39%	31%
		Pitch capacity	33,512				

#### 2023/24 Quarterly RAG performance tracker

#### OVERALL SERVICE

Scorecard KPI	2023-24 YE Target	Q1	Q1 YTD	Q2	Q2 YTD	Q3	Q3 YTD	Q4	Q4 YTD
<b>Business</b>									
Labour cost recovery	113%	120%	120%	120%	120%	114%	118%	125%	120%
Expenditure recovery	62%	67%	67%	70%	69%	66%	68%	64%	67%
Cost per visit	< £6.00	£6.14	£6.14	£5.84	£5.99	£6.12	£6.03	£6.60	£6.17
<b>Membership</b>									
Pre-paid membership net gain	24,500	22,358	22,358	23,498	23,498	22,873	22,873	23,609	23,609
Pay & play membership net gain	8,000	8,125	8,125	8,185	8,185	8,030	8,030	8,487	8,487
Swim School membership net gain	6,000	4,981	4,981	5,292	5,292	5,177	5,177	5,275	5,275
<b>Occupancy</b>									
Main Hall occupancy to capacity ratio	42%	36%	36%	40%	38%	45%	41%	42%	41%
Studio occupancy to capacity ratio	26%	23%	23%	21%	22%	29%	25%	33%	26%
Synthetic Pitch occupancy to capacity ratio	35%	32%	32%	26%	31%	36%	29%	25%	31%

### 3.2.3 Supporting narrative

The following narrative relates to the period from October 2023 to March 2024 (Q3 & Q4) and covers three areas of overall service performance – Business, Membership and Occupancy. 2022/23 was unaffected by operating restrictions and delivered significant business growth. Pre-paid memberships dropped slightly in Q3 over the winter period but increased again in Q4. Swim School membership followed a similar pattern.

Pay & Play membership has stabilised at around 8,000 as there continues to be an increasing trend of members opting for and migrating to Pre-paid memberships . A large proportion of the Pay & Play memberships are made up of Over 60s who avail of the free access before 11am Monday to Friday.

Utilisation of main halls, studios and pitches improved on last year (apart from pitch occupancy in Q4 due to adverse weather and cancelling of training and matches). Centre teams will continue to grow programmes in the coming year to further increase these key utilisation percentages.

Templemore Baths opened in June 2023 and has exceeded expectations in terms of memberships and utilisation figures. It was predicted that current growth at Templemore would begin to stabilise in Q3 and level off in Q4 to an optimal level in terms of membership size, programming and utilisation. However, in recent months membership growth has exceeded expectations as Templemore moves closer to a 2,000 pre-paid membership position. Templemore Baths has been a fantastic addition to the facility mix within Belfast and importantly has not had a negative impact on the performance of Avoniel, Better Gym Connswater or Lisnasharragh in the East of the city.

Performance against current KPIs in Belfast for 2023/24 compare very favourably with other local authorities in Northern Ireland, England, Scotland and Wales. Within the last two quarters of 2023/24 there has been investment into new products and programmes with the opening of a new strength and conditioning area at Brook Leisure Centre, a refurbished outdoor gym at the Indoor Tennis Centre and Ozone Complex and plans underway for new additions to the thermal spa and spa treatments at Olympia Leisure Centre. There are plans to further develop the health and fitness offer across seven locations in 2024. Significant marketing activity sits alongside these projects to ensure growth across all performance measures.

Council LTP investment of £105 million has undoubtedly been the main contributing factor in the substantial increase in throughput and participation. The industry leading standards set by the new facilities has provided GLL with the catalyst to drive all areas of participation in pursuit of our strategic aim of getting 'more people, more active, more often'.

GLL business activities in the areas of product development, programme design, and marketing and promotions have increased footfall, maintained membership growth, and is improving attendance at lessons and participation in group activities. Overall business performance is stable and is projected to improve further in Q1 and Q2 of 2024/25.

In comparing individual centre performance, it is important to compare like with like. Accordingly, we look at centres in the following clusters:

Cluster 1 (Wet)

Andersonstown  
Ballysillan  
Brook  
Falls  
Grove

Cluster 2 (Dry)

Avoniel  
Belvoir  
Girdwood  
Loughside  
Ozone

Cluster 3 (Gyms)

Better Gym Belfast  
Better Gym Connswater

Lisnasharragh  
 Olympia  
 Shankill  
 Templemore  
 Whiterock

Even within the above clusters, size/age of the building, operating model and location all impact significantly on performance and act to make each centre unique in its own right.

The following sections explore the key output themes in a little more detail:

Business:

Quarter 3 (October – December 2023)

BUSINESS				Movement Comparison			
	KPI	Measure	Actual	Q3	Last Q	Q3 LY	23/24
1	Labour Cost Recovery	Income	£3,091,231	114%	120%	115%	
		Labour cost	£2,716,380				
2	Expenditure Recovery	Expenditure	£4,688,464	66%	70%	65%	
		Income	£3,091,231				
3	Cost Per Visit	Throughput	765,733	£6.12	£5.84	£6.07	
		Expenditure	£4,688,464				

Quarter 4 (January – March 2024)

BUSINESS				Movement Comparison			
	KPI	Measure	Actual	Q4	Last Q	Q4 LY	23/24
1	Labour Cost Recovery	Income	£3,329,690	125%	114%	136%	
		Labour cost	£2,664,430				
2	Expenditure Recovery	Expenditure	£5,195,479	64%	66%	69%	
		Income	£3,329,690				
3	Cost Per Visit	Throughput	787,774	£6.60	£6.12	£5.58	
		Expenditure	£5,195,479				

Staffing was at normal operating levels throughout Q3 and Q4. Staff expenditure has risen due to GLL pay awards and delivering on a real living wage employer mandate.

Income is the key driver in the above KPI ratios. Income continues to grow steadily month on month linked to strong performances in throughput and membership sales. Income recovery has been strong across the estate led by the new LTP centres. Compared to the same six-month period in 2022/23, income in 2023/24 is up by 14% and throughput by 8%.

Membership:

Quarter 3 (October – December 2023)

MEMBERSHIP				Movement Comparison			
	KPI	Measure	Actual	Q3	Last Q	Q3 LY	23/24
4	Pre-Paid M'ship Net Gain	Pre-paid m'ships	22,873	-625	1140	-973	
		Quarter start point	23,498				
5	Pay & Play M'ship Net Gain	Pay & play m'ships	8,030	-155	60	-1018	
		Quarter start point	8,185				
6	Swim School M'ship Net Gain	Swim School m'ships	5,177	-115	311	-20	
		Quarter start point	5,292				

Quarter 4 (January – March 2024)

MEMBERSHIP					Movement Comparison		
	KPI	Measure	Actual	Q4	Last Q	Q4 LY	23/24
4	<b>Pre-Paid M'ship Net Gain</b>	Pre-paid m'ships	23,609	736	-625	1211	
		Quarter start point	22,873				
5	<b>Pay &amp; Play M'ship Net Gain</b>	Pay & play m'ships	8,487	457	-155	218	
		Quarter start point	8,030				
6	<b>Swim School M'ship Net Gain</b>	Swim School m'ships	5,275	98	-115	454	
		Quarter start point	5,177				

Pay and play memberships have increase over Q3 and Q4 by 302 (4%) and exceeded year end target (8,000) by 487. Swim School memberships declined over Q3 and Q4 by 17 and increased by 16 year on year from 5,259 to 5,275. Swim School membership missed year end target (6,000) by 725. Year on year, pre-paid membership (excluding Swim School) increased by 1,286 from 22,323 to 23,609 but missed year end target (24,500) by 891. The majority of the pre-paid membership increase can be attributed to the opening of Templemore Baths. Memberships at Avoniel, Better Gym Connswater and Lisnasharragh have not been adversely affected. It should be noted that membership levels in Belfast are very high and exceeding industry norms for market penetration. We anticipate continued growth in memberships throughout 2024/25 but at a slower rate than last year and leading to a levelling off at optimum numbers going forward.

The new LTP centres continue to contribute hugely to the improved overall performance. GLL now operates 17 BCC leisure centres with the six LTP centres (Andersonstown, Avoniel, Brook, Lisnasharragh, Olympia and Templemore Baths) together, at the end of March 2023, accounting for 58% of overall income, 62% of overall pre-paid memberships and 60% of overall throughput (headcount).

Apart from the 60+ age group who can access the centres free of charge before 11.00am, pay and play members are migrating to, or opting in the first instance for, pre-paid memberships as they represent substantially better value for the regular use customer. As previously stated, it is believed that pay and play memberships will stabilise or continue to decrease slightly in popularity as a greater number of people opt for pre-paid memberships.

Swim School membership has decreased slightly by 17 in the last six months. Year on year, Swim School membership increased by 16 from 5,259 to 5,275 but missed year end target (6,000) by 725. GLL are currently recruiting Swimming teachers to further expand the programme. GLL will continue to expand the Swim School programme which now also includes Templemore Baths with the target of 6,000 members by year end 2024/25.

Occupancy:

Quarter 3 (October – December 2023)



OCCUPANCY					Movement Comparison		
	KPI	Measure	Actual	Q3	Last Q	Q3 LY	23/24
7	<b>Main Hall Occupancy to Capacity Ratio</b>	Main hall occupancy	21,008	45%	40%	34%	
		Main hall capacity	46,214				
8	<b>Studio Occupancy to Capacity Ratio</b>	Studio occupancy	8,078	29%	21%	20%	
		Studio capacity	27,901				
9	<b>3G Pitch Occupancy to Capacity Ratio</b>	Pitch occupancy	11,738	36%	26%	25%	
		Pitch capacity	32,404				

Quarter 4 (January – March 2024)

OCCUPANCY					Movement Comparison		
	KPI	Measure	Actual	Q4	Last Q	Q4 LY	23/24
7	<b>Main Hall Occupancy to Capacity Ratio</b>	Main hall occupancy	20,070	42%	45%	45%	
		Main hall capacity	47,950				
8	<b>Studio Occupancy to Capacity Ratio</b>	Studio occupancy	9,432	33%	29%	23%	
		Studio capacity	29,007				
9	<b>3G Pitch Occupancy to Capacity Ratio</b>	Pitch occupancy	12,422	37%	36%	39%	
		Pitch capacity	33,512				

It should be noted that the Air Venture product (inflatable indoor soft play) at Brook is operational Thursday to Sunday. No main hall occupancy or capacity is recorded at these times as this would significantly impact on the figures above.

All three areas measured are subject to peak and off-peak variations in occupancy. Most main halls, studios and pitches are operating at 100% capacity at peak hours (5pm to 10pm weekdays, and between 9am to 12pm and 3pm to 5pm at weekends. Daytime Monday to Friday is much quieter, however with some successes where local schools can utilise the dry facilities at BCC centres. GLL continues to deliver daytime programmes to promote participation by targeting user groups who are more likely to have free time during the day. These include active mornings and drop-in sports sessions such as pickleball, table tennis and badminton.

3.2.4

Synthetic pitch provision within the leisure estate has grown rapidly since 2020. GLL now operates 8 full size pitches and 15 small-sided games cages at 9 separate sites. LTP developments at Brook and Avoniel have been hugely successful and along with improvements at Ballysillan and Whiterock in 2022 have had a positive impact on overall pitch utilisation ratios. GLL will work with Belfast City Council to provide input into the current pitches strategy and will make adjustments in line with this strategy to ensure pitch utilisation increases.

#### Facility/asset management

Facility/asset management is a key element of the contract. GLL are required to invest substantially in facility maintenance, cleaning and H&S compliance and maintain the highest industry standards in each. Investment by GLL is accepted as including financial resources, staff levels, staff training, method statements and monitoring.

The centres remain in Council ownership and as such responsibility for ensuring their upkeep and safe operation sits with the Council. Frequent and ongoing monitoring along with timely reporting of any issues is critical to maintaining standards. The relationship between Council and GLL is essential in all aspects of contract compliance and particularly in facility/asset

management. Monitoring and quality assurance is delivered through established mechanisms including:

- Constant inspections and monitoring during opening hours by GLL with issues captured in end of shift reports.
- Monthly inspections at all sites conducted by GLL Regional Leadership Team managers.
- Council insurers inspections by British Engineering Services (BES) of all plant and equipment subject to statutory maintenance inspections.
- Regular inspections by Council Property Maintenance officers.
- Formal contract compliance inspections (unannounced) at every site conducted twice in each quarter by CNS. These result in detailed inspection reports, quality/compliance scores and action lists.
- Facility inspections are a routine agenda item at fortnightly operational meetings between CNS and GLL.
- BCC Property Maintenance, CNS and GLL meet six monthly to review maintenance arrangements including the contractual 'division of responsibilities', current maintenance issues and project planning.

The CNS contract compliance inspections are scored for each site. The inspections are designed to provide assurance for Council on cleaning, maintenance and H&S standards. Inspections cover over 350 measures and involve visual inspections of every space (internal and external) at each site. All measures are scored out of 5 with a score of 4 (or 80%) representing full contract compliance standards. The following CNS monitoring scores were recorded for Q3 and Q4:

- Q3 overall average score 81.38%
- Q3 12 of 15 centres scored over 80%
- Q3 Highest scores were Templemore (86.56%), Better Gym Belfast (84.16%) and Avoniel (83.14%)
- Q3 Lowest scores were and Belvoir (79.52%) and Grove (79.24%) – however both scores still represent high standards in cleaning, maintenance and health & safety.
- Q4 overall average score 81.45%
- Q4 13 of 15 centres scored over 80%
- Q4 Highest scores were Templemore (86.56%), Better Gym Belfast (84.26%) and Avoniel (83.28%)
- Q4 Lowest scores were Grove (79.59%) and Belvoir (79.52%) – however both scores still represent high standards in cleaning, maintenance and health & safety.

From a CNS governance perspective, we can confidently state that facility asset management assurance mechanisms are robust, and that current standards are contract compliant and exceeding industry norms.

3.2.5	<p><b><u>Health &amp; Safety</u></b></p> <p>H&amp;S is categorised as a key BCC corporate risk. As such, protocols and mitigating procedures need to be closely monitored/reviewed and supported by a robust staff training regime.</p> <p>H&amp;S protocols, including safeguarding, are included in the contract documentation and are under joint Council/GLL responsibility. CNS is in receipt of all current GLL H&amp;S method statements which are reviewed annually and updated when necessary. H&amp;S inspections, at various levels, are included in the facility monitoring mechanisms set out in 3.2.4 above.</p> <p>In addition to routine monitoring, Council commissioned an independent H&amp;S audit by Quadra Consulting Limited. Completed in 2022, the audit covered all Council leisure facilities managed by GLL. The final report confirmed that GLL H&amp;S processes were robust and effective. All 16 centres were audited with 12 of the 16 recording 'high' or 'excellent' H&amp;S assurance ratings with the remaining 4 recording 'moderate' assurance' levels. None were rated as 'low'.</p> <p>GLL have provided all quarterly H&amp;S incident/accident statistics for inclusion in quarterly BCC Corporate H&amp;S reports.</p> <p>All H&amp;S issues reported in the Q3 and Q4 2023/24 reporting period were fully investigated at the appropriate levels. None were found to present significant risks and any actions recommended were implemented.</p> <p><b><u>Summary</u></b></p> <p>Members are requested to consider:</p> <ul style="list-style-type: none"> <li>• the information provided at 3.2.1 in relation to contract compliance,</li> <li>• the information provided at 3.2.2 in relation to key performance indicators,</li> <li>• the supporting narrative presented at 3.2.3,</li> <li>• the facility asset management monitoring information set out at 3.2.4 and</li> <li>• the Health &amp; Safety compliance assurances presented at 3.2.5</li> </ul>
3.3	<p><b><u>Communications &amp; Public Relations</u></b></p> <p>None</p>
3.4	<p><b><u>Financial &amp; Resource Implications</u></b></p> <p>None</p>
3.5	<p><b><u>Equality or Good Relations Implications</u></b></p> <p>None</p>
4.0	<p><b>Appendices – Documents Attached (below)</b></p>
	<p>Appendix 1 Key Performance Indicator definitions</p>

## APPENDIX 1

People and Communities Committee – 7<sup>th</sup> November 2023

GLL Leisure management contract – Six monthly update on contract compliance and performance

### PERFORMANCE MEASURE DEFINITIONS

Scorecard data is collated monthly on an individual centre basis and presented in a service wide quarterly scorecard summary.

Detailed centre data is retained by CNS for the purposes of in-depth performance analysis and for the preparation of ad hoc reports as required.

The scorecard covers 9 priority KPI's under each of 3 output areas (Business, Membership & Occupancy) as follows:

#### **BUSINESS**

1. **LABOUR COST RECOVERY.** Labour cost per quarter presented as the % labour cost recovered by income generated.

**Total Income:** Total operational income per quarter. Based on income 'earned' rather than income 'received'. Including pay & play entrance/booking fees, pre-paid membership fees, pay and play membership fees, etc. Excluding contract management fee and external programme funding (ie Healthwise, etc).

**Staff Costs:** Total staff costs per quarter, inclusive of real time salary apportionment and casual/part time expenditure. Inclusive of directly employed FT and PT staff on costs (NI, pensions, etc.). Exclusive of GLL regional and national staff costs.

2. **EXPENDITURE COST RECOVERY.** Income per quarter expressed as the % of the total expenditure recovered by income generated.

**Total Expenditure:** All operational costs directly associated with the site. Exclusive of GLL central team costs and BCC maintenance costs.

**Total Income:** As above

3. **COST PER VISIT.** Total expenditure per quarter divided by the total throughput (headcount). Expressed as a £ value.

**Total Throughput:** The total number of customer visits per site per quarter. Each visit will be recorded as a unique customer entry irrespective of how many activities the customer participates in on that visit.

**Total Expenditure:** As above

#### **MEMBERSHIP**

4. **PAY & PLAY MEMBERSHIP NET GAIN.**

**Total Pay & Play memberships:** Closing 'live member' totals at the end of each quarter for all Pay & Play individual junior and adult membership categories.

**Pay & Play Membership Net Gain:** Net gain per quarter expressed in membership numbers +/- compared with the total at the end of the preceding quarter.

#### 5. PRE-PAID MEMBERSHIP NET GAIN.

**Pre-Paid Membership Total:** Closing 'live member' totals at the end of each quarter for all pre-paid individual junior and adult membership categories. Excluding Pay & Play registration memberships. Excluding swim school memberships.

**Pre-Paid membership Net Gain:** Net gain per quarter expressed in membership numbers +/- compared with the total at the end of the preceding quarter.

#### 6. SWIM SCHOOL MEMBERSHIP NET GAIN.

**Total Swim School Membership:** Closing 'live member' totals at the end of each quarter for all swim school memberships irrespective of payment arrangements. Including 'swim lesson' memberships coded under boost legacy categories.

**Swim School Net Gain:** Net gain per quarter expressed in membership numbers +/- compared with the total at the end of the preceding quarter.

### OCCUPANCY

#### 7. MAIN HALL OCCUPANCY TO CAPACITY RATIO.

**Main Hall Capacity:** Total hourly booking slots per quarter available based on badminton court units. Example – A 4 court main hall open for 10 hours per day for 90 days in a quarter will have a quarterly capacity of 3,600 slots. This allows for the accurate capture of part and whole main hall occupancy data.

**Occupancy Percentage:** The number of booking slots occupied per quarter expressed as a % of the total capacity available.

#### 8. STUDIO OCCUPANCY TO CAPACITY RATIO.

**Studio Capacity:** Total hourly booking slots per quarter available based on a single total for all studios on site. Example – A centre with 2 studios (1 group exercise and 1 spin) open for 10 hours per day for 90 days in a quarter will have a quarterly capacity of 1,800 slots. This allows for the accurate capture of all studio occupancy data.

**Occupancy Percentage:** The number of booking slots occupied per quarter expressed as a % of the total capacity available.

#### 9. SYNTHETIC PITCH OCCUPANCY TO CAPACITY RATIO.

**Synthetic Pitch Capacity:** Total hourly booking slots per quarter available based on a single total for the smallest bookable space available. Example – A centre with a synthetic pitch which is available to book in ½ pitch units will have 2 units per hour. 2 units open for 10 hours per day for 90 days in a quarter will have a quarterly capacity of 1,800 slots. This allows for the accurate capture of part and whole synthetic pitch occupancy data.

**Occupancy Percentage:** The number of booking slots occupied per quarter expressed as a % of the total capacity available.