

# Public Document Pack

**Democratic Services Section  
Legal and Civic Services Department  
Belfast City Council  
City Hall  
Belfast  
BT1 5GS**

2nd December, 2022

## **MEETING OF PEOPLE AND COMMUNITIES COMMITTEE**

Dear Alderman/Councillor,

In addition to those matters previously notified to you, the following item(s) will also be considered at the meeting to be held at 5.15 pm on Tuesday, 6th December, 2022.

Yours faithfully,

John Walsh

Chief Executive

### **AGENDA:**

#### **2. Restricted**

- (f) Installation of Gates at Crescent Park (Pages 1 - 38)
- (g) Capacity and Revenue Funding 2023/26 (Pages 39 - 74)

#### **4. Committee/Strategic Issues**

- (f) Leisure Contract Compliance and Performance Reporting Schedule (Pages 75 - 84)

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<b>Subject:</b>	Leisure management contract governance and performance reporting
<b>Date:</b>	6 <sup>th</sup> December 2022
<b>Reporting Officer:</b>	David Sales, Director of Neighbourhood Services
<b>Contact Officer:</b>	Noel Munnis, Partnership Manager

<b>Restricted Reports</b>	
Is this report restricted?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If Yes, when will the report become unrestricted?	
After Committee Decision	<input type="checkbox"/>
After Council Decision	<input type="checkbox"/>
Some time in the future	<input type="checkbox"/>
Never	<input type="checkbox"/>

<b>Call-in</b>	
Is the decision eligible for Call-in?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	To present proposals for reporting on performance and contract compliance in relation to GLL and the leisure management contract.
<b>2.0</b>	<b>Recommendations</b>
2.1	<p>The Committee is asked to consider:</p> <ul style="list-style-type: none"> <li>The proposed contract compliance and performance report schedules presented below at 3.5, 3.6 and in Appendices 1 and 2.</li> <li>To consider the recommendation that GLL only attend committee meetings as required to present or be available to respond to queries in relation to specific reports or topics.</li> </ul>
<b>3.0</b>	<b>Main report</b>
	<u>Background</u>
3.1	In November 2020 SP&R agreed to review the tri-partite leisure model and the Active Belfast Limited (ABL) Board, including its membership and governance arrangements. Terms of

reference were approved in June 2021 and First Point Management and Consultancy Limited were appointed to conduct the review.

The final review report was presented to the SP&R Committee on 25<sup>th</sup> March 2022. After consideration the committee approved Option 3 as the preferred way forward. Namely, to bring Contract Compliance and Performance Monitoring of GLL back into the Council and commence the winding up of ABL. The committee decision was subsequently ratified by Council on 4<sup>th</sup> April.

ABL has been dormant since 6<sup>th</sup> June and will remain so until formally dissolved.

Contract compliance, performance management and financial transactions have been managed through City and Neighbourhood Services (CNS) (previously as Parks & Leisure) since the contract with GLL commenced on 1<sup>st</sup> January 2015. Until June 2022 reports were present to ABL and into Council through SP&R. On 18<sup>th</sup> November SP&R agreed that future governance and reporting would be through the People and Communities Committee (P&C). The decision was ratified by Council on 1<sup>st</sup> December.

Proposals for committee consideration include general oversight arrangements, periodic reports, key performance indicators, budgets and financial transactions and audit/risk assurances.

### 3.2 Outcomes and proposals

This paper sets out proposed report schedules for governance and performance monitoring of the leisure management contract. The process will be delivered through CNS including the preparation of committee reports.

CNS will continue to gather and collate contract compliance evidence and performance data as previously required for reporting through ABL.

### 3.4 Committee reporting and governance overview

Following the decision to bring management of the GLL leisure contract back under direct Council control, all related reports will be presented through the P&C committee.

An extensive schedule of reports is defined within the conditions of contract. An established 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 & Risk unit.

3.5

Contract compliance

CNS takes the central role in collating information and works with Corporate H&S, Corporate finance, Audit, Governance and Risk Services and BCC Legal Services to review and present assurances.

Contract compliance requirements are set out within the legally binding contract between BCC and GLL. As these contractual requirements will remain unchanged, it is proposed that the same suite of check mechanisms and assurance reports be retained as part of direct Council governance procedures. For example, existing mechanisms include:

- a) Assurances on key BCC/GLL policy alignments
- b) Health and Safety (including Safeguarding) reporting
- c) Timelines for submission of key annual proposals around, pricing, programming, marketing and promotion, sports development, community engagement, etc.

3.6

Performance reporting

Periodic performance report measures and formats have evolved since contract commencement in January 2015. The current scorecard format has provided consistent and comparable management information for the last four years. Nine key performance indicators (KPI's) are presented under the following three 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

A sample scorecard (quarter 1 2022/23 example) is presented at Appendix 1. Quarterly scorecards present current quarter, last quarter, same quarter last year and current year to date data for comparative purposes.

The above KPI's present a solid overview of contract performance. All three themes are accepted within the wider leisure industry as key drivers of overall performance.

To provide the above, CNS would continue to collate more detailed data, beyond the nine listed KPI's, which would be retained on file should additional or more specific ad-hoc performance analysis be requested.

3.7 It is recommended that contract compliance and performance reports be presented at a strategic level to Committee on a six-monthly basis presented 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.

Additional annual reports requiring approval by specific dates will be presented as set out below in the Appendix 2.

Given the timeline around the transfer of contract governance from ABL to Council, the first report covering April to September 2022 will be presented to committee in January 2023. The routine biannual report cycle (November and May) will resume from May 2023.

CNS would continue to collate monthly management information data on a centre-by-centre level. Unless otherwise requested, six monthly committee reports would be presented at a strategic overall service level supported by centre specific performance examples where appropriate.

An annual report schedule is presented for consideration below at Appendix 2. The schedule reflects the sequence of reports historically presented through ABL.

3.8 Summary

Members are requested to consider the contract compliance and performance report schedule proposals set out above and below in Appendices 1 and 2.

Key elements of the proposed schedule are:

- a) Six monthly reports on contract compliance and performance at a strategic level.



	<p>b) Annual reports on specific issues requiring approval by defined dates as set out in the conditions of contract.</p> <p>c) CNS will continue to gather detailed data and will present all reports to P&amp;C committee.</p> <p>d) At members discretion GLL will be available to attend meetings to respond to questions relating to relevant reports.</p> <p>Members are requested to consider:</p> <p>The proposed contract compliance and performance report schedules presented above at 3.5, 3.6 and below in Appendices 1 and 2.</p> <p>The recommendation that GLL attend committee meetings as required to present or be available to respond to queries in relation to specific reports or topics.</p> <p><u>Communications &amp; Public Relations</u></p>
3.9	None
	<u>Financial &amp; Resource Implications</u>
3.10	None
	<u>Equality or Good Relations Implications/Rural Needs Assessment</u>
3.11	None
<b>4.0</b>	<b>Appendices – Documents Attached</b>
	Appendix 1 Blank Sample KPI Scorecard
	Appendix 2 Proposed annual report schedule

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## APPENDIX 1

Blank sample KPI scorecard (quarter 1 2022/23 example)

### OVERALL SERVICE

BUSINESS					Movement Comparisons		
	KPI	Measure	Actual	Q1	Last Q	Q1 LY	21/22 YTD
1	<b>Labour Cost Recovery</b>	Income	£0				
		Labour cost	£0				
2	<b>Expenditure Recovery</b>	Expenditure	£0				
		Income	£0				
3	<b>Cost Per Visit</b>	Throughput					
		Expenditure	£0				

MEMBERSHIP					Movement Comparisons		
	KPI	Measure	Actual	Q1	Last Q	Q1 LY	21/22 YTD
4	<b>Pre-Paid M'ship Net Gain</b>	Pre-paid m'ships					
		Quarter start point					
5	<b>Pay &amp; Play M'ship Net Gain</b>	Pay & play m'ships					
		Quarter start point					
6	<b>Swim School M'ship Net Gain</b>	Swim School m'ships					
		Quarter start point					

OCCUPANCY					Movement Comparisons		
	KPI	Measure	Actual	Q1	Last Q	Q1 LY	21/22 YTD
7	<b>Main Hall Occupancy to Capacity Ratio</b>	Main hall occupancy					
		Main hall capacity					
8	<b>Studio Occupancy to Capacity Ratio</b>	Studio occupancy					
		Studio capacity					
9	<b>3G Pitch Occupancy to Capacity Ratio</b>	Pitch occupancy					
		Pitch capacity					

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## APPENDIX 2

### Proposed annual report schedule

1. Policy and procedure alignment reports covering:  
(To be presented annually in May)
  - a. Equality & Diversity
  - b. Health & Safety (including safeguarding)
  - c. Human Resources
  - d. Emergency Support & PSNI/BCC Public Safety
  
2. Quarterly Key Performance Indicator (KPI) Reports covering:  
(To be presented biannually in November and May)
  - 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 ration
    - Studio occupancy to capacity ratio
    - Synthetic Pitch occupancy to capacity ratio

The above KPI's and report format are subject to annual review and amendment.
  
3. Six monthly reports on key business areas and shared priorities:  
(To be presented biannually in November and May)
  - a. Facility management & centre inspection report
  - b. Healthwise and Physical Activity Referral programmes
  - c. 3G Pitch Utilisation & Business Performance
  
4. Annual reports on key business areas and shared priorities:  
(To be presented annually in April)
  - a. Community Engagement
  - b. Underrepresented Target Groups
  
5. GLL periodic review updates and proposals covering:
  - a. GLL Annual service report for previous year  
(To be presented annually April)
  - b. GLL Annual schedule of charges review proposal for following year  
(To be presented annually in October)
  - c. GLL Annual review customer survey outcomes  
(To be presented annually in April)

The above reports would be prepared by CNS and presented as routine reports to Committee. To maintain and demonstrate effective governance, while controlling the volume of reports being presented to committee, the above suite of reports would be packaged with the aim of presenting leisure contract related reports at four specific monthly meetings in each year. Namely April, May, October and November

CNS would continue to collate contract management data on a much broader and more detailed level. Additional ad-hoc reports on specific areas of interest could be prepared and presented on request.