

QUARTERLY MONITORING REPORT – JANUARY 2023

Performance Indicators

Participation

<i>Number of visits from residents participating at leisure centres in the last quarter</i>	<i>72,237 visits</i>	+8% YoY
<i>Number of visits from residents aged 65+ participating at leisure centres in the last quarter</i>	<i>9,310 visits</i>	+19% YoY
<i>Number of visits from residents aged below 16 participating at leisure centres in the last quarter</i>	<i>33,640 visits</i>	+12% YoY

Customer Retention Data

Direct Debit line has grown by £2676 in quarter three. Assuming an average yield of £23 per membership per month, this is a net gain of approx. **116 members** in Q3.

- 3007 total members inc lessons
- 2442 on Direct Debit, 565 paid in full
- 1238 swimming lesson memberships; 1005 at ASLC and 233 at BSP (mship includes free junior swim outside of lessons)
- Non swim lesson members: 1437 at ASLC, 238 at CGSC and 94 at BSP
- Most popular membership is Home Centre (all facilities at one centre) – 852 members
- 331 on swim only, 196 on gym only, 72 on multi use memberships
- 172 on Passport to Leisure
- 105 junior memberships (non-swim lessons)

Customer and Partner Satisfaction Indicators

Site	Item	Who	What	Action Needed
All Seasons	Studio Space	Members, Instructors	Same as previous complaints – members and instructors are not happy with the current space available for yoga and pilates classes.	Refurb of studio spaces
All Seasons	Pool	Member	Unhappy with NPLQ taking up a lane (other lanes open for public), lane speeds not being enforced	Request sent to IT to add booking tile to app in April but not yet actioned
All Seasons	Out of Action Areas	Members	As previously – café, bubble pool, water features	Café and bubble pool need refurbishment. Water features being dealt with by property, in process of confirming date for works
All Seasons	Memberships	Members	Very happy with new 12 month memberships – think they represent good value and are happy to see their price come down instead of up	Continue
All Seasons	Members	General	Positive comments re staff behaviour, cleanliness and helpfulness of Duty Managers	Continue

All	Staff	Printers and Scanners	Staff frustrated that still out of action at all sites – around 6 months	Resolve issues or replace with hardware that works
Clayton Green	Members	General	New gym kit, good group ex instructor, enjoyed Clayton Cup	
Clayton Green	Members	General	Would like to have punchbag	

Assets and Maintenance

- Julian is doing a good job of supporting leisure with preventative and reactive maintenance since he has joined the CBC Property team
- CLL now have access to service records. There are some gaps and some concerns around failed inspections where remedial works completed, and so the asset has continued to fail year after year compromising safety and insurance
- PPM schedule provided but requires asset review to take place in order to ensure it meets requirements – with Chris G to action
- Still no PPM schedule in place for West Way
- No SLA in place between CLL and CBC
- Still awaiting Fire Risk Assessment remedials from the 2021 and 2022 inspections
- Height barriers have been damaged three times by lorries attending Home Bargains since the store opened in Nov, each time rendering them unusable and needing costly repairs. On this occasion (9th Jan) travellers have been able to set up on the overflow carpark due to the barrier being open because it is damaged and unable to be closed

SERVICE DELIVERY & OPERATIONS

Service Closure or Limitations

- Reduction in service at Brinscall Pool which CBC are aware of following discussions. Operating for swim lessons only and hire only, all public swim has been moved to All Seasons. Successful so far, members have been understanding
- West Way pitches closed for a week in December during the period of extreme cold due to pitches being frozen making play impossible. No negative feedback but resulted in lost income
- All Seasons had short closure due to power cut during the period of extreme cold, same fault that closed centre in July 2022 during the heatwave. Fault is with Electricity North West
- Increase in cancelled group exercise classes, particularly at Clayton Green. Struggling to recruit new freelance instructors – same issues in industry as ongoing swim teacher

challenge. Have been working with comms and Les Mills but not making much progress so far

Health and Safety

Health and Safety audits carried out by Right Directions at All Seasons, Clayton Green and Brinscall Pool. Last year achieved 64% on the same audit.

- All Seasons - 80%
- Clayton Green – 80%
- Brinscall Pool - 82%

Venue	Accidents	RIDDORs	Near Misses	Changes Made Due to Repeat Accidents	Accident Rate Per Visit
All Seasons	12	0	1	None required	0.0002
Clayton Green	3	0	0	None Required	0.0005
Brinscall	3	0	0	None Required	0.0001

One safeguarding incident occurred at All Seasons Leisure Centre, this has been reported to the Corporate Safeguarding Lead (Jennifer) and company MD (Chris M).

AOB

1. **** Redacted - Confidential Staffing information ****
2. Would like the opportunity to review the requirements for the Quarterly Monitoring Meeting with CBC and Company – it is incredibly lengthy, particularly for a meeting that is only 90 mins long. Some of the items listed are not relevant to Quarterly Monitoring and are annual requirement. Some points appear to be duplicate of others already in there.

The agenda published on ModGov is for the Strategic Partnership Board meeting which doesn't follow the agenda set out in the Service Spec, need some clarity and consistency.

No. Item

- 1 *Minutes from Previous Meeting 28 November 2022 (attached)*
- 2 *Quarterly Monitoring Report - to follow*
- 3 *Progress on Annual Service Plan*
- 4 *Progress against Strategic Priorities and contribution towards wider local Strategic Outcomes*
- 5 *Financial performance*
- 6 *Communications, Branding and Marketing*
- 7 *Service improvement opportunities*
- 8 *Variations to contract and commissioning opportunities*
- 9 *Other matters of a strategic nature considered appropriate for discussion by the Board.*
- 10 **AOB**
- 11 *Date of Next Meeting - 11 April 2023*

Can we review and streamline based on balancing what CBC would like to gain from the reports and what is feasible for Gemma to be able to put together in a reasonable time frame 4 x a year. The current description from the Service Spec is detailed on the page below as 'Appendix One'

APPENDIX ONE – QUARTERLY MONITORING REQUIREMENTS AS SET OUT IN SERVICE SPECIFICATION

Quarterly meetings: Within two weeks of the end of the quarter. 1 ½ hours

Purpose: Review quarterly performance monitoring report.

Present: As above

This report should include:

1. The performance indicators in Table 3 of the service specification which are designed to help measure the CLL's performance against the Council's Strategic Priorities. This requires quantitative evidence of how the CLL is delivering the Council's Strategic Priorities for the service and contributing to wider local Strategic Outcomes.
2. The CLL shall include its response to Quest assessments via an improvement plan within the appropriate Quarterly Performance Monitoring Report.
3. The CLL shall maintain a daily log of hours that the relevant Facility or area within it is not open and submit details of any performance failures, closures or service limitations during the Minimum Opening Hours, setting out the details of the closure, the reasons for such closure and any remedial action taken by the CLL as part of the Quarterly Performance Monitoring Report.
4. The CLL shall carry out a range of innovative and robust monitoring evaluation and reporting activities to demonstrate:
 - Customer satisfaction from a representative sample covering all aspects of the service
 - Comparative performance through a recognised benchmarking approach
 - An understanding of changes to the communities' needs reflected in the programming of facilities and services.
5. The CLL shall provide a report to the Council on a quarterly basis detailing all complaints and action taken. The CLL shall ensure that a summary of this report and details of any failure to maintain the required Overall Requirement set out above are included within the Quarterly Performance Monitoring Report.
6. The CLL shall submit details of any failure to implement the required website and booking system as part of the Quarterly Performance Monitoring Report.
7. The CLL shall provide monitoring data on sources of bookings (e.g. in person, online, via a smart app etc) as part of the Quarterly Performance Monitoring Report.
8. A Programme of Use Progress Update must be supplied to the Council as part of the Quarterly Performance Monitoring Report.
9. The CLL shall submit details of any failure to honour any events, functions and hire arrangements that are pre-booked at the commencement of this Contract as part of the Quarterly Performance Monitoring Report.
10. The CLL shall maintain a record concerning actual use of all of the Facilities and activities and shall submit details of the outcome of programming reviews, activity usage, and of any

failure to meet the specified Performance Standards, as part of the Quarterly Performance Monitoring Report.

11. The CLL must provide proposals for pricing as listed in Appendix 2 Current Pricing/Fees & Charges annually to the Council no later than three months prior to the start of each financial year and such increases are not to be implemented without the written consent of the Council, such consent not to be unreasonably withheld. Additional variations can be made with written agreement between both parties.
12. The CLL shall provide an annual Workforce Monitoring report to the Council designed to demonstrate the extent to which the workforce is representative of the local demographic profile.
13. The CLL shall submit details of any failure to maintain the required Performance Standards set out above and any safeguarding incidents as part of the Quarterly Performance Monitoring Report.
14. The CLL shall submit an annual Equalities Monitoring Report to the Council providing a breakdown of equalities information relating to staff employed and users of the services.
15. The CLL shall ensure that as a minimum, the existing catering and vending areas provided at each Facility continue to be provided, unless otherwise agreed with the Council.
16. The CLL shall ensure that a report on progress against the Marketing Plan and any failure to deliver the Overall Requirement set out above is submitted as part of the Quarterly Performance Monitoring Report.
17. The CLL is required to commission at its own cost, an annual independent health and safety review and audit of each Facility for submission to the Council and must submit this report to the Council's Authorised Officer. The CLL shall submit details of any failures to maintain the required Performance Standards as set out above as part of the Quarterly Performance Monitoring Report.
18. As part of the Quarterly Performance Monitoring Report and incident reporting, The CLL shall provide a summary of:
 - all RIDDOR notifications along with investigation findings and preventative actions taken
 - incident and accident trends and statistics including near misses (non-injurious incidents), incidents resulting in damage or injury, and a summary of action taken to address any trends
 - health and safety inspections and monitoring activities, including non-compliances, best practice, remedial actions and demonstrable improvements in health and safety performance
 - regulatory visits and interventions
19. The CLL shall devise and provide a Maintenance Programme Progress Update as part of the Quarterly Performance Monitoring Report.

20. The CLL shall submit details of any failures to follow the Schedule of Programmed Maintenance or achieve the required Overall Requirement as part of the Quarterly Performance Monitoring Report. The CLL shall submit the Schedule of Programme Maintenance to the Council two months prior to the start of each year.
21. The CLL will record and report on all energy consumption (electricity, gas and water) and the amount of non-recyclable waste collected from the Facilities on a monthly basis included total metered consumption and cost. Details of energy consumption shall be provided to the Council as part of the Quarterly Performance Monitoring Report.
22. The CLL shall report inspections and results of all non-compliant measurements on the ICT Asset Management system. The CLL shall ensure that non-conformance is reported to the Council.
23. The CLL shall ensure that an Annual Service Plan Progress Update is provided to the Council on a quarterly basis as part of the Quarterly Performance Monitoring Report.

Consolidated Customer Complaints and Feedback Summary
Consolidated Major Accidents, Incidents, Insurance Claims and near misses Report
KPIs - performance against targets
Energy consumption data
Membership numbers broken down by type including concessionary fee categories
Income and Expenditure accounts broken down by budget headings and for each facility
Maintenance Programme Progress Update
Service Plan Progress Report
Marketing Plan Progress Report
Service Review Summary Report
Sport England Quest and National Benchmarking Service outputs and subsequent improvement plans.