

Living in Hackney Scrutiny Commission

Hackney Leisure Management Contract

1. Introduction

Background

- 1.1 Through a partnership with [Greenwich Leisure Ltd \(GLL\)](#) the Council provides 7 sport and leisure facilities that offer a range of programmes and pricing policies which supply the mass / community markets and the Council's target groups:
- Britannia Leisure Centre (BLC)
 - Clissold Leisure Centre (CLC)
 - Hackney Marshes Centre (including Gainsborough Playing Fields, Mabley Green and wider pitch booking of other facilities) (HMC)
 - Kings Hall Leisure Centre (KHLC)
 - London Fields Lido (LFL)
 - Queensbridge Sports and Community Centre (QSCC)
 - West Reservoir Centre (WRC)
- 1.2 The Council commenced the Leisure Management Contract with GLL on 1 April 2009 for an initial period of 15 years. In April 2016, the Contract was extended by 5 years to 2029, as part of a wider renegotiation, which now means that the operation of the leisure facilities is being delivered at nil management fee to the Council.
- 1.3 This paper provides a broad overview of performance of the leisure facilities and also addresses particular items the Commission has identified that it wants to cover.

Customer Satisfaction

- 1.4 Commencing in 2010, an Annual User Survey (AUS) was conducted to capture feedback from customers on how satisfied they were with the service being provided at the leisure facilities. The figures for the Hackney partnership were consistently high, with the percentage of customers satisfied with the overall performance of the leisure facilities as follows (individual facility satisfaction levels are also available):

2010	2011	2012	2013	2014	2015	2016	2017	2018
88%	81%	87%	81%	88%	89%	88%	80%	86%

- 1.5 During 2019, GLL completed a review of the Customer Service Excellent (CSE) assessment (that the AUS formed part of), and found the following:
- Customer experience was already being comprehensively assessed through the Quest assessment process (Quest is the quality standard for the sport and leisure industry - see section below);
 - CSE was duplicating the work associated with Quest; and

- The CSE assessment required lots of additional resources and provided limited benefits to operational teams, the business as a whole and customers.

- 1.6 Given the above, GLL took the decision to use Quest as the primary external, independent system to monitor customer experience. Quest remains the leisure industry's only recognised Quality Assured Tool for leisure facilities - designed to measure how effective organisations are at providing high quality customer service. Quest is supported by Sport England, UKactive, CIMSPA (Chartered Institute for the Management of Sport and Physical Activity) and CLUK (Community Leisure UK, formerly known as SpoRTA).
- 1.7 In addition to the Quest assessment, GLL introduced 'Listen 360', a customer feedback management solution where regular emails are sent to leisure centre users. The email asks the user to provide a score, called the 'Net Promoter Score' (how likely you are to refer a friend), and also asks for feedback on the service. This acts as a "real time customer feedback" mechanism, allowing leisure facility managers to address issues daily rather than waiting annually for feedback.
- 1.8 Following the start of the pandemic in March 2020, Listen 360 was placed on hold along with Quest, due to the various closures and restrictions in place. Since reopening the leisure facilities in July 2020 (Restart 1), GLL have been operating the Moving Communities platform as part of the Government's National Leisure Recovery Fund, which includes quarterly surveys of customers and generates a Net Promoter Score for each individual facility.

Quality Accreditation (Quest)

- 1.9 Quest is the quality standard for the sport and leisure industry. All Hackney's leisure facilities are Quest Accredited and the results from the latest assessments (assessed as Unsatisfactory, Satisfactory, Good, Very Good and Excellent) were as follows:

Centre	Grade
Britannia Leisure Centre	Very Good
Clissold Leisure Centre	Excellent
Hackney Marshes	Very Good
Kings Hall Leisure Centre	Very Good
London Fields Lido	Excellent
Queensbridge Sports and Community Centre	Very Good
West Reservoir Centre	Very Good

Fees & Charges

- 1.10 The Council sets the fees and charges for the leisure facilities, annually, as part of its wider fees and charges process, with the exception of a small number of GLL memberships such as the Better UK Swim Membership. The fees and charges are generally increased in line with inflation on 1 April each year.

- 1.11 The fees and charges are the same for all of Hackney's leisure facilities as the Council and GLL do not support differential pricing in Hackney based on where you live in the Borough. The benchmarking, outlined in Appendix 1 to this report, shows how Hackney's fees and charges for popular activities and memberships compare with other surrounding Boroughs' fees and charges for the same activities / memberships.
- 1.12 Where appropriate for each of the popular activities and memberships shown, the lowest price from each of the Boroughs is highlighted in green. The benchmarking demonstrates that Hackney's fees and charges compare extremely favourably with other surrounding Boroughs' offers, and reflect the Council's desire to make its facilities as accessible and affordable as possible to its residents.

Social Impact

- 1.13 Sport and physical activity are widely proven to generate social benefits to society. There is a long history of academic and evaluation research into the social impacts of sport and physical activity, but attempts at measuring and valuing these impacts in monetary terms have been more limited.
- 1.14 The Social Value Calculator (SVC) has been developed by sector-recognised partners (Sheffield Hallam University; Experian; and 4 global), to ensure the robustness and credibility of results.
- 1.15 The SVC allows providers to reliably evidence a relationship between sport, physical activity and four categories of social impact:
- Improved health;
 - Reduced crime;
 - Increased educational attainment; and
 - Improved life satisfaction or 'subjective wellbeing'.
- 1.16 Social Value is only generated by repeat behaviour, so the prerequisite for any facility user to contribute to the social value generated by a leisure facility in a month is that the person participates in physical activity 4 times or more in the month (equivalent to once a week). The physical activity must involve exercise, so watching an event or visiting the café does not count.
- 1.17 The Council and GLL started using the SVC in 2019, before the pandemic, to assess the wider impact of its partnership and the leisure facilities.
- 1.18 In September 2019 (the last time the full SVC was run before the pandemic), the social value of the Hackney partnership and leisure facilities was over £20m in a 12 month rolling period, which was one of the highest of any GLL partnership (there are 59 GLL partnerships across the country).
- 1.19 The SVC dashboard report for the Hackney partnership for the period October 2018 - September 2019 can be found in Appendix 2 to this report.

Usage

1.20 The number of visits to the leisure facilities per annum has increased significantly since the Contract with GLL commenced in April 2009 (see table below).

1.21 In reviewing the usage data the following should be noted:

- **Hackney Marshes Centre (including ancillary facilities):** Accurate usage data was not captured until 2015/16 due to the nature of the facilities / usage;
- **London Fields Lido:** The Lido was closed for refurbishment from April - December 2017; and
- **Pandemic:** Usage during March 2020 and 2020/21 was significantly impacted by facility closures and / or restrictions related to the COVID-19 pandemic.

YEAR	BLC	CLC	KHLC	LFL	QSCC	WRC	HMC	All
2009/10	203,964	463,153	312,442	171,603	40,558	20,470	N/A	1,212,190
2010/11	193,493	476,512	256,259	184,980	43,861	32,193	N/A	1,187,298
2011/12	249,749	552,126	322,816	191,032	51,671	27,182	N/A	1,394,576
2012/13	289,886	617,756	303,991	198,101	67,048	31,898	N/A	1,508,680
2013/14	349,802	748,154	365,234	224,475	80,625	36,209	N/A	1,804,499
2014/15	379,710	781,063	378,668	240,236	84,200	42,250	N/A	1,906,127
2015/16	351,675	621,147	308,738	244,306	72,582	33,682	259,994	1,892,124
2016/17	414,582	781,553	386,462	285,980	95,634	50,010	293,225	2,307,446
2017/18	340,898	770,471	368,103	61,559	117,635	54,162	262,547	1,975,375
2018/19	337,849	781,595	357,908	341,670	113,634	64,881	387,146	2,384,683
2019/20	301,427	814,261	369,598	328,620	104,075	62,215	374,450	2,354,646
2020/21	105,106	313,473	131,548	145,786	44,763	174,143	200,076	1,114,895

1.22 The users of the leisure facilities generally fall into the two main groups:

- Direct Debit and Prepaid Members; and
- Pay-and-Play Members.

1.23 Details of the categories and numbers of members in each are outlined in Appendix 3 to this report.

1.24 The demographics of leisure facility users (with the exception of Hackney Marshes and ancillary facilities where this data is not captured due to the nature of use) are also outlined in Appendix 3 to this report.

2. Accessing the Leisure Facilities

2.1 There are a variety of ways people can access the leisure facilities. These include:

- **Block Bookings:** Community groups, clubs or groups of friends are able to make block bookings each quarter in any of the facilities or for any activity. These bookings can be made for 13 weeks at a time (3 months) and, in addition to the current discount applied to community groups, a further discount is realised for any booking over 10 weeks as VAT is not applied;
- **Drop In:** Whilst GLL promotes pre-booking of activities to ensure people secure a slot for their activity, customers are also able to attend on an ad-hoc (casual) basis. Customers of the leisure facilities can attend any session they wish and, if space is available, bookings can be made at reception; and
- **Pre-Booking:** GLL operates a 7 day in advance booking system. Bookings can be made via the Better UK App, GLL's Website or in person at the leisure facility. Online bookings currently make up 97.1% of total bookings, with the remaining 2.9% of bookings made in the leisure facilities.

2.2 All leisure facilities in Hackney accept cash payments as well as card payments for activities. Payments can be taken at reception, in order to ensure there are no barriers to customers using the facilities and to gaining access. During the initial stages of the pandemic no cash payments were being taken in the leisure facilities based on Government advice.

3. Community Initiatives

3.1 The Council and GLL are committed to working with local community groups and organisations to increase participation in sport and physical activity by residents, or to support other local initiatives that benefit the community. Some examples include:

- **Hackney Foodbank:** The team at London Fields Lido have been supporting the Hackney Food Bank - installing a collection point at the facility in December 2020. The donation point has been extremely popular with Lido users and has generated over 2,500 meals for some of Hackney's most vulnerable residents;
- **Ivy Street Family Centre:** Since the opening of the new Britannia Leisure Centre in June 2021, the Partnership has been working with Hoxton based *Ivy Street Family Centre* to support provision for local families. At Christmas, this took the form of the Giving Tree which encouraged BLC users to donate presents to children who might be unlikely to otherwise receive one. Altogether, BLC helped to provide 174 presents and support over 300 parents on Christmas Day. In January 2022, this work was followed up by introducing a free weekly soft play session for families using Ivy Street's services.

As part of Ivy Street's opening of their new building, BLC also committed to donating their full takings on Saturday 29 January 2022 and topping this up to the value of £5,000;

- **Mama Swims:** The team at the West Reservoir Centre are supporting a local community group of parents to keep physically active by providing space, free of charge, for their childcare provision. This allows members of the group to swim whilst others look after the children.
- **Mansford College:** QSCC supports the College to deliver adult education, training and workforce programmes through the use of the Centre. 50% of the cost of the facilities is given in-kind to Mansford College;
- **Mental Health Swims:** Since the end of 2021, the Partnership has been supporting the social enterprise *Mental Health Swims* to organise gatherings at London Fields Lido and West Reservoir Centre by providing free spaces. The programme at West Reservoir is unique in that volunteers take referrals for those struggling with their mental health from local organisations and support them to learn how to swim in open water. The popularity of this programme means a second group is now being formed at the Centre.
- **Suvai Deaf East:** From March the Partnership will be supporting the small charity *Suvai Deaf East* to facilitate physical activity for their service users by providing them with a swimming lane at Kings Hall Leisure Centre. The charity works with different groups of deaf people across London to provide activities and help them avoid isolation. Their swimming at KHLC will, in particular, encourage their 40+ users to stay active;
- **The Sharp End:** Provision for older people is supported at QSCC. QSCC currently hosts 17 weekly sessions run by the Sharp End, as well as providing a permanent office space for the charity. 60% of the cost of the facilities is given in-kind to The Sharp End; and
- **Tricky Period:** All of the leisure facilities in Hackney have been supporting the *Tricky Period* charity with donation points located in reception areas. The London based charity is aimed at supporting women's shelters, refuges, and mother and baby assessment units with free sanitary wear.

4. Community Organisations

- 4.1 Hackney's leisure facilities are integral to the Borough's delivery of its wider strategies, both at a community and individual level. The Borough's leisure facilities are used through formal bookings by a wide range of clubs, community organisations and schools.
- 4.2 Examples of some of the community organisations that use the leisure facilities are outlined in Appendix 4 to this report.
- 4.3 To further support local community organisations using the leisure facilities, and to continue to increase usage by the community, GLL offers a significant "in-kind" support package across all of the facilities on a monthly basis. This is delivered through a number of initiatives, including but not limited to: discounted bookings, free room usage and free swimming for borough residents. The approximate monthly value of this in-kind support is £20,000 (or £240,000 per year).

5. Concessions, Free Swimming and Targeted Programmes

Concessions

- 5.1 The Council and GLL offer a significant discount for concessionary memberships (direct debit and pay-and-play). These various concessionary memberships are available to people to access the facilities off-peak who are:
- In receipt of benefits (statement of proof required in the last 3 months);
 - A student (of any age);
 - Disabled or are a carer (you must have received carers allowance in last 3 months); and
 - Over 60 or if you are under 16 and your parent(s) or guardian are in receipt of benefits (in the last 3 months).
- 5.2 These various concessionary memberships are outlined within Appendix 1 to this report and demonstrate an average discount of 50% on the normal member rate. It is worth noting that neighbouring Boroughs generally offer a 30% discount for concessions.
- 5.3 The Council and GLL are also committed to providing affordable activities for local clubs and offer up to a 50% discount for bookings at the leisure facilities for adult and youth facility hire fees for football, cricket and rugby if a club has been designated as a 'community club' by the Council i.e. it is helping it deliver its wider sports and physical activity development objectives.

Free Swimming

- 5.4 The Council and GLL still offer free swimming at Britannia Leisure Centre (excluding the leisure water area), Clissold Leisure Centre and Kings Hall Leisure Centre, to residents of the Borough with a pay-and-play card who are:
- Under 18;
 - Over 60; and
 - Disabled or a Carer.
- 5.5 Free swimming is only offered as a normal option by 8 other GLL partnerships in London (GLL operates 25 partnerships across the capital) - but none to the extent of Hackney. The nature of these other offers for Children & Young People and Over 60's is outlined in the table below. It should be noted that some other Boroughs do offer free swimming for Under 5's; disabled people and carers:

Borough	Children / Young People Resident Offer	Older Resident Offer	Notes
Barnet	Under 8's	N/A	-
Camden	N/A	Over 60's	Time restrictions apply
Hillingdon	N/A	Over 65's	-
Islington	N/A	Over 60's	-
Kensington & Chelsea	Under 8's	N/A	Holidays only
Lewisham	N/A	Over 60's	-
Waltham Forest	Under 18's	Over 60's	Holidays only

Targeted Programming or Initiatives

5.6 The Council and GLL operate or facilitate a number of targeted programmes and sessions in the leisure facilities to help increase participation in sport and physical activity. Some examples of these programmes or sessions are outlined below:

- Better Club 50:** The Partnership provides discounted activities for adults that are 50+ - one of the only GLL partnerships to do this. The programme allows 50+ adults to access some of the leisure facilities for £2 a day. At BLC, the programme runs twice a week and provides a total of 34 hours of activities. At KHLC, the programme runs every day with a total of 56 hours across 7 different activities. As part of this provision there is also 12 hours of social time, as we recognise that, for many of our 50+ users, this interaction is just as important as physical activity;
- Better Inclusive Membership:** The Better Inclusive membership gives disabled people full, anytime access to GLL gyms, pools and fitness classes. This includes over 200 Better leisure centres, across the UK;
- Black Swimming Association (BSA):** The Council and GLL have developed a partnership with the BSA to deliver programmes at BLC that focus on teaching basic water safety and learn to swim programmes targeted at under-represented groups in aquatics activities. Following the graduation of the first cohort, GLL have provided free pay-and-play memberships and discounted swimming lessons, allowing those who participated in the programme to continue their learn to swim journey and feel confident in the water.
- Community Sports Manager:** GLL employs a Community Sports Manager in Hackney, who is dedicated to increasing participation in sport and physical activity in the leisure facilities, with specific focus on target groups (children & young people; disabled people & people with long-term health conditions; people

from Asian & Black backgrounds; people in lower socio-economic groups; and women & girls;

- **GLL Sport Foundation:** The GLL Sport Foundation is an organisation operated by GLL to support talented athletes across the UK. The Foundation supports young people with athletic talent to achieve their full sporting potential by reducing the financial burden of training and competition costs. In Hackney, the Foundation has supported 30 athletes on an annual basis;
- **Healthier Together Hackney (HTH):** GLL has been working in partnership with the Council's Public Health Team and the East London Integrated Care Team for the last 12 years. The current HTH contract is now in its fourth year and offers Hackney adult residents (or non-residents who are registered with a Hackney GP) who are obese, or overweight with weight-related risk factors (and who are suitable for a lifestyle weight management service) access to a structured programme to prevent the onset or deterioration of obesity and/or physical inactivity related conditions;
- **Ivy Street Family Centre:** BLC offers free weekly soft play sessions to families in need from the Family Centre;
- **Junior Gym:** Sessions are delivered at each of the Leisure Centres in the Borough after school and extended hours during school holidays. KHLC is the only facility that allows participants from 8 years of age, with all others being based on 11-15 years. KHLC boasts a programmable gym that is exclusive for the younger generation. The partnership offers 450 bookable slots per week with an average uptake of 82%;
- **New Age Games (NAG):** NAG is the Council's free weekly exercise programme open to Hackney residents aged 50 +. It is currently delivering 18 sessions per week across the borough, 11 of which take place in the leisure facilities;
- **Orthodox Jewish Community (Jewish Community Council and North London Jewish Youth Community):** The Partnership works with Orthodox Jewish community groups to provide suitable programming space in the leisure facilities. At present, groups from the Orthodox Jewish community have a total of 24.5 hours of exclusive facility use each week, taking place at BLC, CLC and KHLC;
- **Trans & Gender Diverse Swimming:** BLC has developed a Trans & Gender Diverse swimming session which is exclusive use of the pool on a Friday evening between 7.30 - 9.00pm. The sessions are continually growing and now see over 20 people attend on a weekly basis; and
- **Women Only Sessions:** There are currently 10 hours of dedicated women only swimming sessions across the Borough. In addition, a range of women only fitness classes are offered each week, along with women only health suite sessions.

6. Customer Service

- 6.1 In 2019/20 (prior to the pandemic) usage of the Borough's leisure facilities had reached nearly 2.4m visits. It is expected that the level of usage will increase to 3m+ visits in 2022/23.
- 6.2 In an average year prior to the pandemic (average taken from 2016 - 2019) the leisure facilities received 465 customer comments directly in the facilities, from the 2.4m visits. Of these 67% were complaints, 28% were compliments and 5% were suggestions.
- 6.3 Prior to the pandemic, complaints (email and telephone) were directed to each facility and dealt with by relevant leisure facility staff. However, this often meant that concierges / receptionists and other staff were dealing with complex telephone calls, rather than dealing with customers visiting the facility in person.
- 6.4 Following the start of the pandemic, the closure of facilities during lockdowns and the furloughing of staff, GLL made the decision to reallocate all telephone calls and customer correspondence to a central department at Head Office (in Greenwich), that had over 60 dedicated staff. GLL made this decision to allow leisure facility managers and staff to focus on customer admissions, bookings and COVID secure procedures in the facilities.
- 6.5 However, it became clear that GLL's Head Office department was unable to deliver the service we expected due to the volume of calls that were being experienced from across the UK. Therefore, the decision was made that Hackney and all other GLL Partnerships would implement their own call centres (Hackney's went live in September 2021). This call centre is based at Kings Hall Leisure Centre and is directly managed by GLL's Partnership Manager for Hackney. On average the call centre experiences in excess of 180 calls per day, of which the team are currently answering over 98% of calls, the highest answering rate in all of GLL's locally based call centres.
- 6.6 In preparation for the reopening of leisure facilities after the initial lockdown, GLL developed the Better App to help customers make bookings more easily (whilst also retaining the option for customers to make bookings via the website or book in facilities directly). The Better App has proved extremely popular in Hackney with over 218,989 downloads, the highest in GLL.

7. Marketing and Promotion

- 7.1 GLL has a clear marketing plan for its wider business and Hackney specifically. This plan focuses on the following four key objectives:
 - Reposition the Better brand to become synonymous with health & wellbeing;
 - Increase brand loyalty with both existing and new users;
 - Attract new users of the leisure facilities by promoting the benefits of health, wellbeing and fun; and

- Accelerate the ongoing development of the digital channels.

7.2 Despite various restrictions (lack of suitable banner and poster sites) in terms of external marketing within the local area, GLL have used the following methods to further promote the leisure facilities:

- A number of the facilities have dedicated “user groups”, who work alongside GLL to promote the facilities but also provide helpful feedback in terms of ongoing programme matters;
- Dedicated Community Sports Manager: A dedicated resource is allocated to the Hackney Partnership and focuses on engaging the wider community and reaching target groups;
- GLL engages with a number of stakeholders to promote the facilities and programmes to a wider audience;
- GLL has a strong paid media presence. Additionally all facilities have a social media presence (Twitter and Instagram) and regularly make posts;
- GLL works with a number of medical centres in the Borough to gain referrals to the HTH scheme; and
- Local press releases: GLL and the Council regularly issue press releases that promote sessions, activities, new initiatives and good news across the Partnership. These items include things such as free family swimming lessons, open days etc.

7.3 It is acknowledged that more needs to be done to significantly raise awareness of the opportunities and programmes available at our leisure facilities, particularly in relation to concessions, free swimming and targeted programming.

8. **Website**

8.1 GLL provides a website that covers all of its partnerships and facilities (<https://www.better.org.uk/>). The website includes a Hackney specific landing page (<https://www.better.org.uk/london/hackney>) and individual leisure facility and activity pages:

- [Britannia Leisure Centre](#)
- [Clissold Leisure Centre](#)
- [Hackney Marshes Centre](#) (including Gainsborough Playing Fields, Mabley Green and wider pitch booking of other facilities)
- [Kings Hall Leisure Centre](#)
- [London Fields Lido](#)
- [Queensbridge Sports and Community Centre](#)
- [West Reservoir Centre](#)

8.2 It's acknowledged that the GLL website can be difficult for residents to navigate and find the specific information they are seeking (particularly those new to it). However, with the development of the Better App (which most activity bookings now take place

via), it gives GLL the opportunity to improve the website and for it to become a much easier source of information for residents who want to understand their activity and payment options.

9. Conclusions

9.1 Since the commencement of the contract in April 2009 (and also for a number of years prior to that), the partnership with GLL has significantly improved sport and leisure provision throughout the Borough and has also resulted in a strong and trusted relationship developing between the two organisations.

9.2 However, over the coming years the Partnership needs to place a renewed focus on:

- Continuing to increase usage of the leisure facilities;
- Developing a learner pool at London Fields Lido;
- Ensuring equality of access;
- Getting more inactive people active (particularly amongst the Council's target groups);
- Improving and maintaining customer standards;
- Improving GLL's website, access to information and awareness of programmes;
- Improving West Reservoir and opening it up as a new publicly accessible green space;
- Making our buildings and services more sustainable;
- Refurbishing key areas of Clissold Leisure Centre; and
- Developing plans for the refurbishment of Kings Hall Leisure Centre.

Appendix 1 - Fees and Charges Benchmarking

Activity	Item	Hackney (£)	Waltham Forest (£)	Tower Hamlets (£)	Islington (£)	Greenwich (£)	QEOP (£)	Barnet (£)	Camden (£)
Athletics	Junior Non Member	3.90	Not Comparable	Not Comparable	N/A	4.05	N/A	N/A	N/A
Athletics	Better Junior	3.90	Not Comparable	Not Comparable	N/A	2.60	N/A	N/A	N/A
Athletics	Better Junior Conc.	2.80	Not Comparable	Not Comparable	N/A	2.60	N/A	N/A	N/A
Athletics	Better HF Junior	2.80	Not Comparable	Not Comparable	N/A	2.60	N/A	N/A	N/A
Athletics	Better HF Junior Conc.	2.80	Not Comparable	Not Comparable	N/A	2.60	N/A	N/A	N/A
Club Wellness Bowls	Club Better Adult	2.00	3.00	N/A	N/A	3.40	N/A	N/A	N/A
Club Wellness Bowls	Club Better HF	Included	Included	N/A	N/A	3.20	N/A	N/A	N/A
Creche Play & Learn 2 Hr	Non Member	3.25	4.10	N/A	N/A	4.40	N/A	N/A	13.00
Creche Play & Learn 2 Hr	Better Adult	2.50	2.90	N/A	N/A	4.40	N/A	N/A	9.20
Creche Play & Learn 2 Hr	Better Adult Conc.	1.75	2.90	N/A	N/A	4.40	N/A	N/A	5.20
Holiday Play Scheme Full Day	Non Member	15.65	21.40	17.55	19.20	N/A	N/A	N/A	N/A
Holiday Play Scheme Full Day	Better Junior	15.65	17.30	17.55	17.10	N/A	N/A	N/A	N/A
Holiday Play Scheme Full Day	Better Junior Conc.	11.90	14.30	17.55	15.60	N/A	N/A	N/A	N/A
Holiday Play Scheme Full Week	Non Member	109.25	N/A	127.20	N/A	N/A	N/A	N/A	N/A
Holiday Play Scheme Full Week	Better HF	76.50	78.15	100.20	N/A	N/A	N/A	N/A	N/A
Holiday Play Scheme Full Week	Better HF Conc.	54.60	64.10	70.20	N/A	N/A	N/A	N/A	N/A
Sauna Off Peak	Better Adult	7.20	7.35	12.00	7.70	7.30	N/A	12.50	10.55
Sauna Off Peak	Better Adult Conc.	3.05	3.55	5.80	5.00	7.30	N/A	8.65	4.95
Sauna Off Peak	Better HF	5.05	5.50	5.80	7.70	7.30	N/A	8.65	10.55
Sauna Off Peak	Better HF Conc.	3.05	3.40	4.20	5.00	7.30	N/A	4.55	4.95
Sauna Peak	Better Adult	7.20	10.15	N/A	7.70	7.30	N/A	12.50	10.55
Sauna Peak	Better Adult Conc.	3.05	10.15	12.00	7.70	7.30	N/A	4.55	4.95
Sauna Peak	Better HF	5.05	10.15	7.55	7.70	7.30	N/A	8.65	10.55
Sauna Peak	Better HF Conc.	3.05	10.15	6.45	7.70	7.30	N/A	4.55	4.95
Shower	Non Member	1.20	N/A	3.00	N/A	N/A	3.00	8.65	2.75
Shower	Better Adult	1.20	N/A	3.00	N/A	N/A	3.00	4.55	2.75
Shower	Better Adult Conc.	1.20	N/A	3.00	N/A	N/A	3.00	7.15	2.75
Shower	Better HF	Included	Included	Included	N/A	N/A	3.00	5.05	Included
Shower	Better HF Conc.	Included	Included	3.00	N/A	N/A	3.00	3.10	Included
Spectator (Entry) Fee	Non Member	1.40	1.95	1.00	N/A	2.55	2.00	2.00	1.00
Spectator (Entry) Fee	Junior Non Member	0.80	0.50	1.00	N/A	1.55	2.00	2.00	1.00
Parties - Soft Play per child	ALL	12.30	14.40	7.00	20.10	15.55	N/A	12.30	Not Comparable
Soft Play	Concessionary Member	3.10	8.45	Not Comparable	Not Comparable	9.65	N/A	6.40	Not Comparable

Activity	Item	Hackney (£)	Waltham Forest (£)	Tower Hamlets (£)	Islington (£)	Greenwich (£)	QEOP (£)	Barnet (£)	Camden (£)
Badminton Off Peak	Non Member	10.05	9.70	13.00	11.30	10.35	N/A	15.45	11.35
Badminton Off Peak	Junior Non Member	6.05	5.70	6.00	9.00	7.80	N/A	8.20	5.90
Badminton Off Peak	Better Junior	4.30	4.00	4.30	9.00	7.05	N/A	5.55	3.70
Badminton Off Peak	Better Junior Conc.	2.95	3.25	4.30	9.00	4.65	N/A	4.05	2.70
Badminton Off Peak	Better HF Junior	Included	Included	Included	9.00	Included	N/A	Included	Included
Badminton Off Peak	Better HF Junior Conc.	Included	Included	Included	9.00	Included	N/A	Included	Included
Badminton Off Peak	Better HF UK	Included	Included	Included	9.00	Included	N/A	Included	Included
Badminton Off Peak	Better Adult	10.05	8.15	9.70	9.50	10.35	N/A	10.70	7.80
Badminton Off Peak	Better Adult Conc.	5.05	4.95	8.60	9.05	7.05	N/A	8.20	7.80
Badminton Off Peak	Better HF	Included	8.15	10.35	9.50	9.35	N/A	10.70	7.80
Badminton Off Peak	Better HF Conc.	Included	4.95	8.65	9.05	7.05	N/A	8.20	7.80
Badminton Peak	Non Member	10.05	13.55	13.00	16.60	13.40	N/A	19.30	17.00
Badminton Peak	Junior Non Member	4.85	13.55	13.00	16.60	8.40	N/A	10.20	8.85
Badminton Peak	Better Junior	3.45	11.70	10.35	16.60	8.40	N/A	6.90	5.50
Badminton Peak	Better Junior Conc.	2.35	11.70	10.35	16.60	6.80	N/A	5.05	3.55
Badminton Peak	Better HF Junior	Included	11.70	Included	16.60	6.80	N/A	6.90	5.50
Badminton Peak	Better HF Junior Conc.	Included	11.70	9.60	16.60	6.80	N/A	5.05	3.55
Badminton Peak	Better Adult	10.05	11.70	13.00	13.30	13.40	N/A	13.35	11.65
Badminton Peak	Better Adult Conc.	5.05	11.70	10.35	13.05	10.50	N/A	10.25	5.00
Badminton Peak	Better HF	7.20	11.70	13.00	13.30	12.20	N/A	13.35	7.80
Badminton Peak	Better HF UK	Included	Included	Included	13.30	12.20	N/A	Included	Included
Badminton Peak	Better HF Conc.	5.05	11.70	10.35	13.05	10.50	N/A	10.25	5.00
Football Astroturf Full Pitch Off Peak	Non Member	42.80	Not Comparable	144.55	82.75	54.55	N/A	68.05	112.90
Football Astroturf Full Pitch Off Peak	Better HF UK	42.80	Not Comparable	82.30	70.80	54.55	N/A	68.05	89.00
Football Astroturf Full Pitch Off Peak	Better Adult	42.80	Not Comparable	103.20	70.80	54.55	N/A	68.05	89.00
Football Astroturf Full Pitch Off Peak	Better Adult Conc.	42.80	Not Comparable	82.30	67.50	54.55	N/A	39.30	89.00
Football Astroturf Full Pitch Off Peak	Better HF	42.80	Not Comparable	82.30	70.80	54.55	N/A	68.05	89.00
Football Astroturf Full Pitch Off Peak	Better HF Conc.	42.80	Not Comparable	82.30	67.50	54.55	N/A	39.30	89.00
Hire - Racquet	Non Member	2.65	2.80	N/A	2.70	N/A	N/A	3.00	2.60
Hire - Racquet	Junior Non Member	2.65	2.80	N/A	2.55	N/A	N/A	3.00	2.60
Hire - Racquet	Better Junior Conc.	2.65	2.80	N/A	2.55	N/A	N/A	3.00	2.60
Hire - Racquet	Better HF Junior	2.65	2.80	N/A	2.55	N/A	N/A	3.00	2.60
Hire - Racquet	Better HF Junior Conc.	2.65	2.80	N/A	2.55	N/A	N/A	3.00	2.60
Hire - Racquet	Better Adult	2.65	2.80	N/A	2.70	N/A	N/A	3.00	2.60
Hire - Racquet	Better Adult Conc.	2.65	2.80	N/A	2.55	N/A	N/A	3.00	2.60

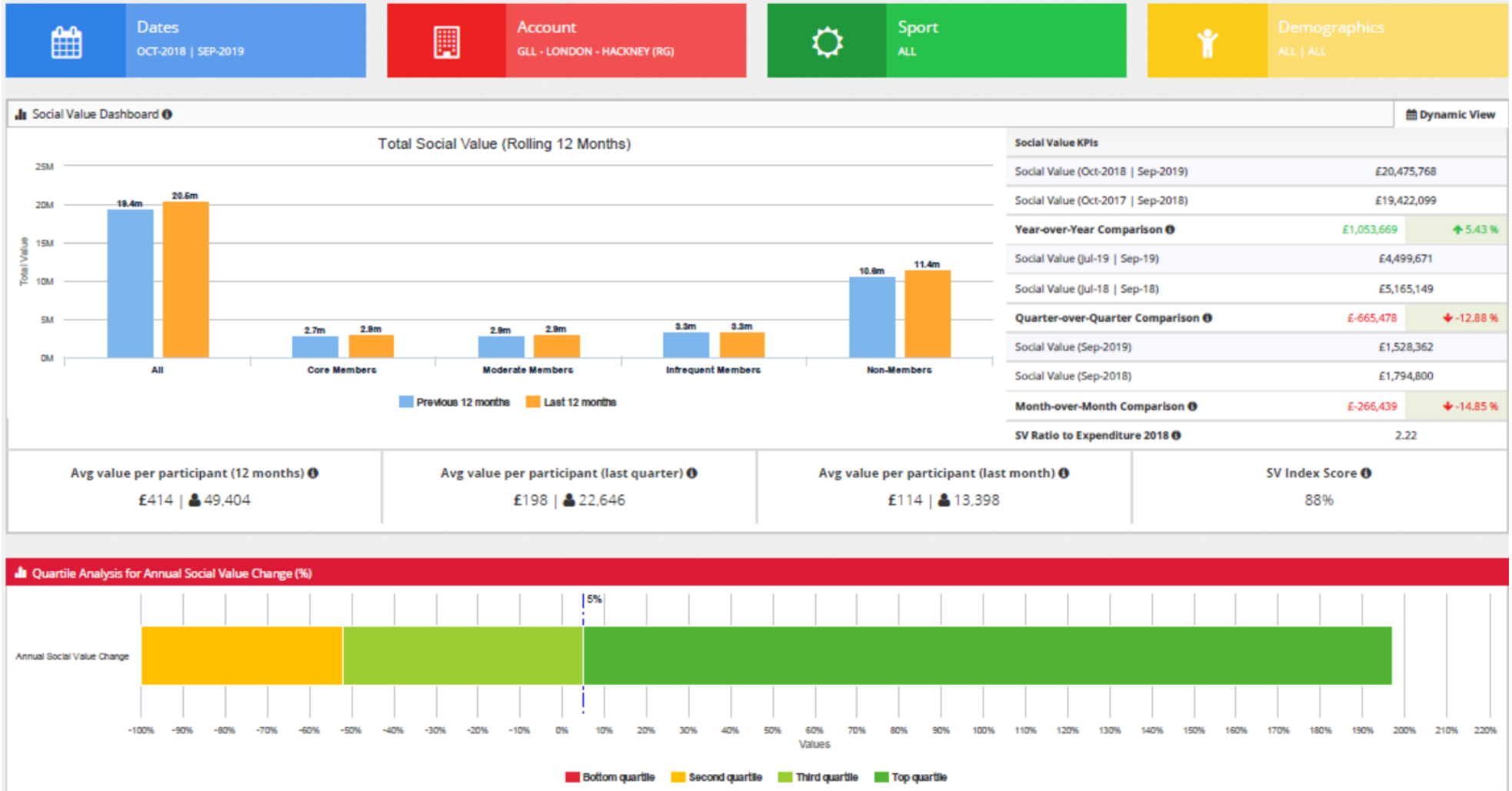
Activity	Item	Hackney (£)	Waltham Forest (£)	Tower Hamlets (£)	Islington (£)	Greenwich (£)	QEOP (£)	Barnet (£)	Camden (£)
Hire - Racquet	Better HF	2.65	2.80	N/A	2.70	N/A	N/A	3.00	2.60
Hire - Racquet	Better HF Conc.	2.65	2.80	N/A	2.55	N/A	N/A	3.00	2.60
Squash Peak	Non Member	8.05	9.95	N/A	10.00	10.50	N/A	N/A	15.45
Squash Peak	Better Junior	6.05	9.95	N/A	13.65	6.80	N/A	N/A	5.65
Squash Peak	Better Junior Conc.	2.95	9.95	N/A	10.50	6.80	N/A	N/A	3.55
Squash Peak	Better HF Junior	3.45	9.95	N/A	10.50	6.80	N/A	N/A	5.65
Squash Peak	Better HF Junior Conc.	2.95	9.95	N/A	10.50	6.80	N/A	N/A	3.44
Squash Peak	Better HF UK	Included	Included	N/A	11.00	Included	N/A	N/A	Included
Squash Peak	Better Adult	5.80	9.95	N/A	11.00	13.40	N/A	N/A	11.20
Squash Peak	Better Adult Conc.	2.95	9.95	N/A	10.50	10.50	N/A	N/A	5.45
Squash Peak	Better HF	5.80	9.95	N/A	11.00	10.50	N/A	N/A	11.20
Squash Peak	Better HF Conc.	4.05	9.95	N/A	10.50	10.50	N/A	N/A	5.45
Fun Swim	Better Booking	5.25	6.00	6.00	6.30	7.30	7.50	8.50	6.55
Fun Swim	Better Junior Booking	Included	4.60	4.00	3.10	5.30	5.00	8.50	2.15
Fun Swim	Better Junior	Included	3.60	3.00	1.55	Included	5.00	5.80	2.00
Fun Swim	Better Junior Conc.	Included	3.60	3.00	1.55	Included	5.00	4.20	2.00
Fun Swim	Better HF Junior	Included	3.60	Included	1.55	Included	5.00	Included	Included
Fun Swim	Better HF Junior Conc.	Included	3.60	3.00	1.55	Included	5.00	Included	Included
Fun Swim	Better Adult	3.70	4.60	5.00	4.55	7.30	7.50	8.50	4.75
Fun Swim	Better Adult Conc.	1.40	4.60	5.00	2.55	4.50	7.50	5.80	2.30
Fun Swim	Better HF	Included	Included	Included	Included	Included	7.50	Included	Included
Fun Swim	Better HF Conc.	Included	Included	Included	Included	Included	7.50	Included	Included
General Swim Off Peak	Better Booking	5.25	4.60	6.00	5.20	7.30	6.00	7.15	6.55
General Swim Off Peak	Better Junior Booking	Included	2.50	4.00	2.90	5.30	4.00	4.40	2.15
General Swim Off Peak	Better Junior	Included	2.20	3.00	1.00	Included	4.00	3.00	2.00
General Swim Off Peak	Better Adult	3.70	3.80	5.00	4.30	7.30	5.00	5.05	4.75
General Swim Off Peak	Better Adult Conc.	1.40	2.70	5.00	2.55	4.50	2.75	3.10	2.30
General Swim Off Peak	Better HF	Included	Included	Included	Included	Included	Included	Included	4.75
General Swim Off Peak	Better HF Conc.	Included	Included	Included	Included	Included	Included	3.10	2.30
General Swim Peak	Better Booking	5.25	5.30	6.00	5.20	7.30	6.00	7.15	6.55
General Swim Peak	Better Junior Booking	Included	2.50	4.00	2.90	5.20	4.00	4.40	2.15
General Swim Peak	Better Junior	Included	2.20	3.00	2.50	Included	4.00	3.00	2.00
General Swim Peak	Better Adult	3.70	4.20	5.00	4.30	5.20	6.00	5.05	4.75
General Swim Peak	Better Adult Conc.	1.40	4.20	5.00	4.30		5.00	3.10	2.30
General Swim Peak	Better HF	Included	Included	Included	Included	Included	Included	Included	Included
General Swim Peak	Better HF Conc.	Included	3.70	5.00	4.30		5.00	Included	Included
121 Swimming Lessons 30 Minutes	ALL	10.80	23.65	30.00	30.00	25.00	30.00	22.10	28.00
121 Swimming Lessons 30 Minutes * 5	ALL	54.00	115.65	99.50	150.00	125.00	157.50	38.70	118.75
121 Swimming Lessons 60 Minutes	ALL	39.00	47.35	N/A	60.00	50.00	N/A	110.50	56.00

Activity	Item	Hackney (£)	Waltham Forest (£)	Tower Hamlets (£)	Islington (£)	Greenwich (£)	QEOP (£)	Barnet (£)	Camden (£)
121 Swimming Lessons 60 Minutes * 5	ALL	195.00	204.95	N/A	300.00	250.00	N/A	193.50	237.50
GE Class 60 mins Off Peak	Non Member	8.75	8.60	12.00	7.95	10.40	13.50	13.50	10.45
GE Class 60 mins Off Peak	Better Adult	6.15	6.00	10.00	6.15	10.40	13.00	9.45	7.30
GE Class 60 mins Off Peak	Better Adult Conc.	4.40	4.30	2.60	3.70	4.95	13.00	4.80	3.70
GE Class 60 mins Off Peak	Better HF	Included	Included	Included	Included	Included	Included	Included	Included
GE Class 60 mins Off Peak	Better HF Conc.	Included	Included	Included	Included	Included	Included	Included	Included
GE Class 60 mins Off Peak	GP Referral year 1.2.3.4	Included	4.00	Included	3.70	Included	N/A	4.80	3.70
GE Class 60 mins Peak	Non Member	8.75	9.50	12.00	9.50	10.40	13.50	13.15	10.45
GE Class 60 mins Peak	Better Adult	6.15	8.55	10.00	7.75	8.70	13.00	9.45	7.30
GE Class 60 mins Peak	Better Adult Conc.	4.40	8.55	10.00	5.10	5.65	13.00	9.45	3.70
GE Class 60 mins Peak	Better HF	Included	Included	Included	Included	Included	Included	Included	Included
GE Class 60 mins Peak	Better HF Conc.	Included	8.55	10.00	7.75	Included	13.00	Included	Included
GE Class 60 mins Peak	GP Referral year 1.2.3.4	Included	4.00	Included	3.70	Included	N/A	4.80	3.70
GE Yoga Off Peak	Non Member	8.75	9.05	12.00	9.75	10.40	13.50	13.15	10.45
GE Yoga Off Peak	Better Adult	6.15	6.70	12.00	8.45	10.40	13.00	9.45	7.30
GE Yoga Off Peak	Better Adult Conc.	4.40	4.55	4.00	5.20	4.95	13.00	4.80	3.70
GE Yoga Off Peak	Better HF	Included	Included	Included	Included	Included	Included	Included	Included
GE Yoga Off Peak	Better HF Conc.	Included	Included	Included	Included	Included	Included	Included	Included
GE Yoga Peak	Non Member	8.75	11.35	12.00	11.65	10.40	13.50	13.15	10.45
GE Yoga Peak	Better Adult	6.15	8.80	10.00	9.90	10.40	13.00	9.45	7.30
GE Yoga Peak	Better Adult Conc.	4.40	8.80	3.00	5.60	4.95	13.00	9.45	3.70
GE Yoga Peak	Better HF	Included	Included	Included	Included	10.40	Included	Included	Included
GE Yoga Peak	Better HF Conc.	Included	8.80	10.00	5.60	4.95	13.00	9.45	Included
Fitness Centre - Basic Induction	Better Adult	14.20	23.25	18.90	17.35	21.65	16.50	35.25	38.15
Fitness Centre - Basic Induction	Better Adult Conc.	9.95	22.55	5.45	17.35	11.20	22.55	18.40	17.00
Fitness Centre - Basic Induction	Better HF	Included	Included	Included	Included	Included	Included	Included	Included
Fitness Centre - Basic Induction	Better HF Conc.	Included	23.25	18.90	Included	Included	N/A	18.45	Included
Fitness Centre - Junior Induction	Better Junior Conc.	Included	3.60	3.90	Included	Included	N/A	13.10	18.50
Fitness Centre - Junior Induction	Better HF Junior	Included	Included	Included	Included	Included	N/A	Included	Included
Fitness Centre - Off Peak	Better Adult	7.70	6.75	10.00	5.35	9.60	12.00	9.45	8.95
Fitness Centre - Off Peak	Better Adult Conc.	5.25	3.90	6.00	5.00	4.95	5.25	4.80	3.90
Fitness Centre - Off Peak	Better HF	Included	Included	Included	Included	Included	Included	Included	Included
Fitness Centre - Off Peak	Better HF Conc.	Included	Included	Included	Included	Included	Included	Included	Included
Fitness Centre - Peak	GP Referral Yr 1, 2 & 3	Included	4.00	Included	3.90	Included	N/A	Included	3.70
Fitness Centre - Peak	Better Adult	7.70	8.80	12.00	8.50	9.60	12.00	9.45	8.95
Fitness Centre - Peak	Better Adult Conc.	5.25	8.80	10.00	5.00	9.60	8.50	9.45	3.90
Fitness Centre - Peak	Better HF	Included	Included	Included	Included	Included	Included	Included	Included
Fitness Centre - Peak	Better HF Conc.	Included	8.80	12.00	5.00	Included	8.50	9.45	3.90
Fitness Centre - Peak	GP Referral Yr 1, 2 & 3	Included	4.00	Included	3.90	Included	N/A	Included	3.90
Fitness Centre - Total Induction	Better Adult	28.40	36.85	25.00	39.40	39.40	N/A	43.25	45.60

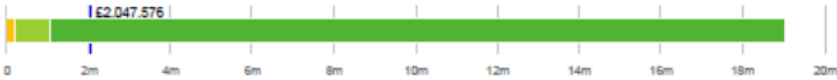

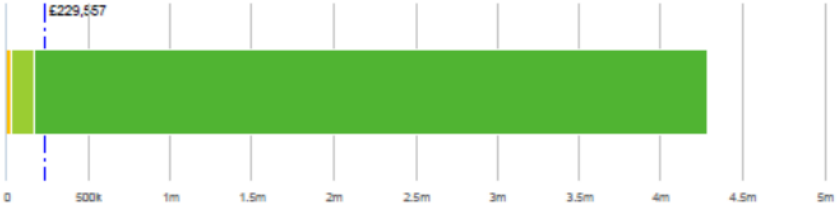



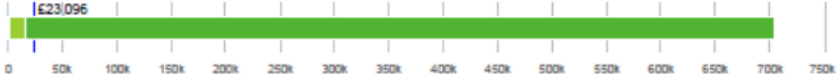

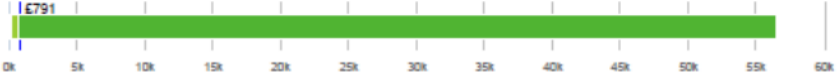
Activity	Item	Hackney (£)	Waltham Forest (£)	Tower Hamlets (£)	Islington (£)	Greenwich (£)	QEOP (£)	Barnet (£)	Camden (£)
Fitness Centre - Total Induction	Better Adult Conc.	19.90	20.35	18.90	19.55	19.55	N/A	22.55	20.20
Fitness Centre - Total Induction	Better HF	Included	Included	Included	Included	Included	N/A	Included	Included
Fitness Centre - Total Induction	Better HF Conc.	Included	Included	18.90	Included	Included	N/A	Included	Included
Junior Gym	Better Junior	3.70	3.60	3.50	4.50	3.70	3.75	4.80	5.20
Junior Gym	Better Junior Conc.	2.60	3.60	3.50	3.25	3.55	3.75	3.35	3.25
Junior Gym	Better HF Junior	Included	Included	Included	Included	Included	Included	Included	Included
Junior Gym	Better HF Junior Conc.	Included	Included	Included	Included	Included	Included	Included	Included
Activation Fee	Better Health	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Activation Fee	Better Health Saver	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Activation Fee	Better Health Borough	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Activation Fee	Better Health UK	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Activation Fee	Swim UK	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Activation Fee	All Inclusive	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Activation Fee	Better Student	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Activation Fee	Better Health Junior	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Activation Fee	Better Health JR Concession	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Membership Fees	Better Health	40.00	51.50	36.00	40.00	36.00	45.00	40.00	N/A
Membership Fees	Better Health Saver	35.00	41.20	30.00	35.00	30.00	N/A	32.00	N/A
Membership Fees	Better Health Borough	50.00	54.40	52.95	51.45	51.95	50.00	49.95	N/A
Membership Fees	Better Health UK	60.00	60.00	60.00	60.00	60.00	60.00	60.00	71.00
Membership Fees	Swim UK	35.00	35.00	35.00	35.00	35.00	35.00	35.00	35.00
Membership Fees	All Inclusive	21.00	21.00	21.00	21.00	21.00	21.00	21.00	32.50
Membership Fees	Better Student	36.00	36.00	36.00	36.00	36.00	36.00	36.00	36.00
Membership Fees	Better Health Junior	15.85	16.65	16.10	16.35	16.80	14.95	19.95	17.10
Membership Fees	Better Health JR Concession	13.15	14.50	13.90	11.35	14.10	N/A	15.95	13.40
Membership Fees	Pay & Play Standard	39.70	32.50	20.00	61.45	44.45	25.00	28.00	40.55
Membership Fees	Pay & Play Concession	1.35	15.90	20.00	28.95	2.15	10.00	N/A	5.50
Membership Fees	Pay & Play Senior	1.35	15.90	20.00	5.80	9.25	N/A	10.00	5.50
Membership Fees	Pay & Play Junior	1.35	5.30	2.00	11.50	9.25	10.00	10.00	16.40
Membership Fees	Pay & Play Junior Concession	1.35	3.10	2.00	5.75	2.15	2.00	-	2.90
Better Swim School 30 mins Lessons & Courses Wet DD	Better Junior	18.60	24.70	19.15	19.20	28.75	30.00	35.00	25.00
Better Swim School 30 mins Lessons & Courses Wet DD	Better Junior Conc.	9.55	17.00	11.85	14.60	16.85	15.00	28.00	17.30
Better Swim School 45 mins Lessons & Courses Wet DD	Better Junior	21.00	32.15	27.35	29.80	43.15	35.00	45.00	N/A
Better Swim School 45 mins Lessons & Courses Wet DD	Better Junior Conc.	11.00	22.10	17.15	22.40	25.30	19.50	36.00	N/A
Better Swim School 45 mins Lessons & Courses Wet DD	Better Adult	10.00	33.85	25.35	23.80	32.50	40.00	45.00	N/A

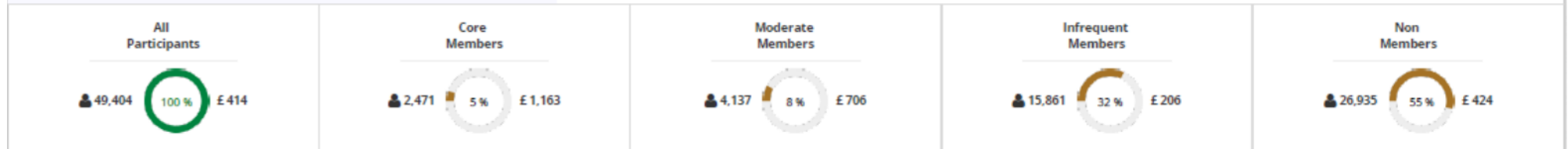
Activity	Item	Hackney (£)	Waltham Forest (£)	Tower Hamlets (£)	Islington (£)	Greenwich (£)	QEOP (£)	Barnet (£)	Camden (£)
Better Swim School 45 mins Lessons & Courses Wet DD	Better Adult Conc.	3.00	20.40	17.80	22.40	18.85	N/A	36.00	N/A
Junior Football 30 minutes	Better Junior	2.90	4.20	3.00	N/A	N/A	N/A	N/A	N/A
Junior Football 60 mins	Better Junior	2.10	6.20	4.60	N/A	N/A	N/A	7.28	32.00
Junior Gymnastics	Better Junior	3.90	6.80	6.80	4.50	6.50	N/A	8.50	23.30

Appendix 2 - Social Value Calculator Report: Hackney



 Sector Benchmarking Based on Profile of Value Generated 

	Value	Index	Graphs	
TOTAL	£20,475,768	88%	Total	
 Improved health <div style="display: flex; justify-content: space-between; font-size: small;"> <div> CHD Stroke £643,974 Diabetes £241,040 Depression £61,159 </div> <div> Breast Cancer £55,452 Dementia £898,207 Reduced GP Visits £328,583 </div> <div> Colon Cancer £67,155 </div> </div>	£2,295,573	82%	Health	
 Improved subj. wellbeing	£17,941,318	89%	Wellbeing	
 Increased educational attainment <div style="display: flex; justify-content: space-between; font-size: small;"> <div> 11-18 educational attainment £1,403 </div> <div> Enhanced human capital £229,557 </div> </div>	£230,961	81%	Education	
 Reduced crime	£7,915	78%	Crime	



Leisure Centre	Social Value (Previous 12 months)	Social Value (Last 12 months)	Year on Year Impact	Avg. SV per Person (Previous 12 months)	Avg. SV per Person (Last 12 months)	Year on Year Avg. SV per Person
BRITANNIA LEISURE CENTRE	£2,637,754	£2,383,508	-9.64%	£396	£389	-1.89%
CLISSOLD LEISURE CENTRE	£6,321,360	£6,663,780	5.42%	£431	£425	-1.35%
HACKNEY MARSHES CENTRE	£2,727,876	£3,067,814	12.46%	£424	£424	0
HACKNEY PARKS	£695,397	£795,308	14.37%	£423	£423	0.05%
KING'S HALL LEISURE CENTRE	£3,180,035	£3,248,559	2.15%	£416	£413	-0.87%
LONDON FIELDS LIDO	£2,426,580	£2,852,299	17.54%	£373	£415	11.21%
MABLEY GREEN	£260,658	£332,596	27.60%	£424	£424	0.00%
QUEENSBRIDGE SPORTS & COMMUNITY CENTRE	£983,655	£920,300	-6.44%	£395	£404	2.43%
WEST RESERVOIR CENTRE	£188,779	£211,601	12.09%	£348	£312	-10.40%

Appendix 3 - Users of the Leisure Facilities

1. Direct Debit and Prepaid Memberships

Membership Type	Number
Better Fitness Class (Unlimited access to fitness classes only in home centre)	29
Better Funded (GLL Sports Foundation Athletes - unlimited access to GLL centres, all activities)	164
Better Gym (Gym only usage in home centre)	425
Better Gym Plus (Gym only usage in any Hackney Leisure Centre)	188
Better Health & Fitness (Unlimited access to gym, swim and classes in Hackney)	1,136
Better Health & Fitness Concessionary (Unlimited access to gym, swim and classes in Hackney - Off peak)	756
Better Health & Fitness Corporate (Unlimited access to all activities across Hackney Centres)	949
Better Health & Fitness Health (Unlimited access to gym, swim and classes in Hackney - GP Referral)	1,625
Better Health & Fitness Junior (Unlimited access to gym, swim and classes during Junior sessions in Hackney)	407
Better Health & Fitness Junior Concessionary (unlimited access to gym, swim and class during Junior sessions in Hackney)	83
Better Health & Fitness Senior (Unlimited access to gym, swim and Classes in Hackney - Off peak)	384
Better Health and Fitness UK (Unlimited access to all activities in all GLL based centres, racket spots including in home borough)	855
Better Health and Fitness UK Plus (Unlimited access to all activities in GLL based centres, racket sports included in home borough)	7

Better Health Centre (Unlimited access to all centre based activities in home centre)	5,480
Better Inclusive (Unlimited access to gym, swim and classes in any GLL centre)	656
Better Racquets (unlimited racket sports in Hackney Leisure Centres)	50
Better Staff (unlimited access to all activities in all GLL centres)	199
Better Student (Unlimited access to gym, swim and classes in any GLL centre)	2,285
Better Swim (Unlimited access to any pool in any GLL centre)	5,280
Better Swim Plus (Unlimited access to any pool in any GLL centre)	105
Total	21,063

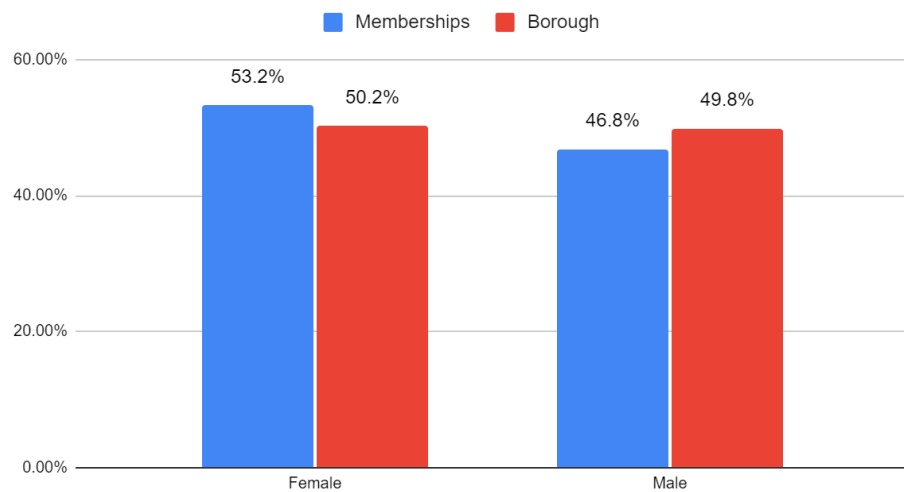
2. Pay-and-Play Memberships

Membership Type	Number
Better Adult (30% discount on all activities in Borough)	3,682
Better Adult Concessionary (50% discount on all activities in Borough)	3,760
Better Health (30% discount on all activities in Borough - GP)	6
Better Junior (30% discount on all activities in Borough)	12,220
Better Junior Concessionary (50% discount on all activities in Borough)	885
Better Lessons & Courses Adult Wet (30% discount on all activities in Borough)	2
Better Lessons & Courses Junior Concessionary Dry (50% discount on all activities in Borough)	16

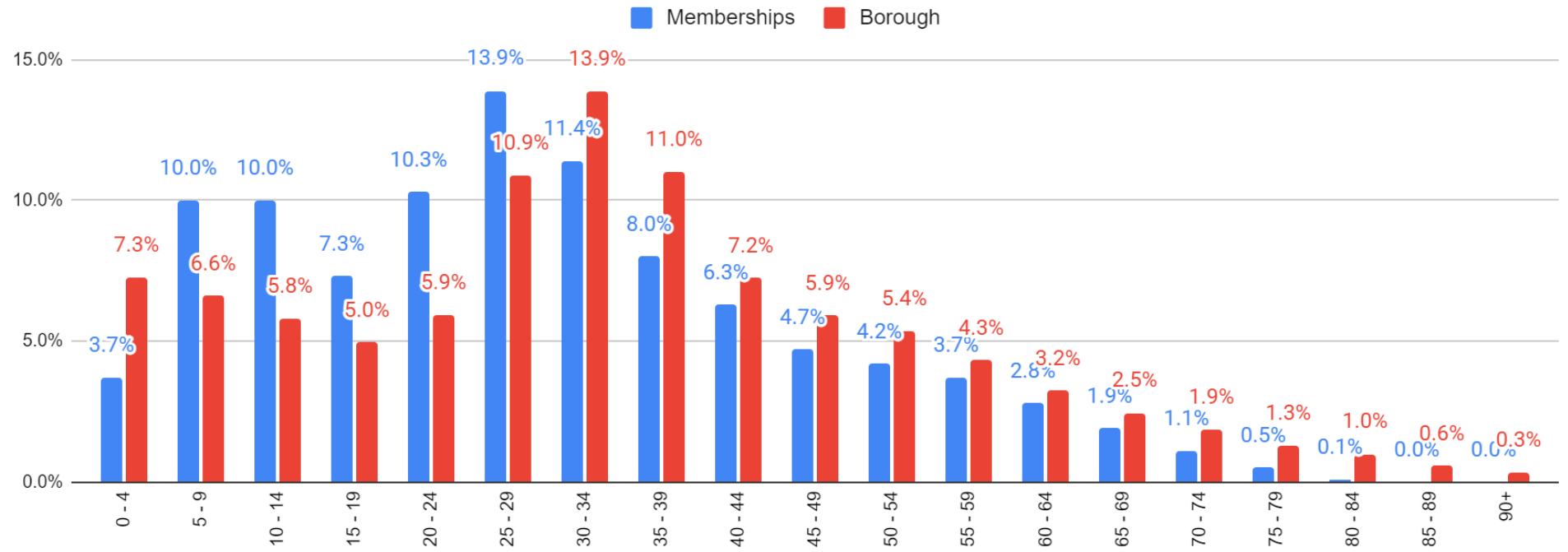
Better Lessons & Courses Junior Concessionary Wet (50% discount on all activities in Borough)	1,329
Better Lessons & Courses Junior Dry (30% discount on all activities in Borough)	10
Better Lessons & Courses Junior Wet (30% discount on all activities in Borough)	2,895
Better Lessons & Courses Swimbies Wet (30% discount on all activities in borough)	597
Better Squads (30% discount on all activities in Borough)	1
Total	25,403

3. Memberships Demographics

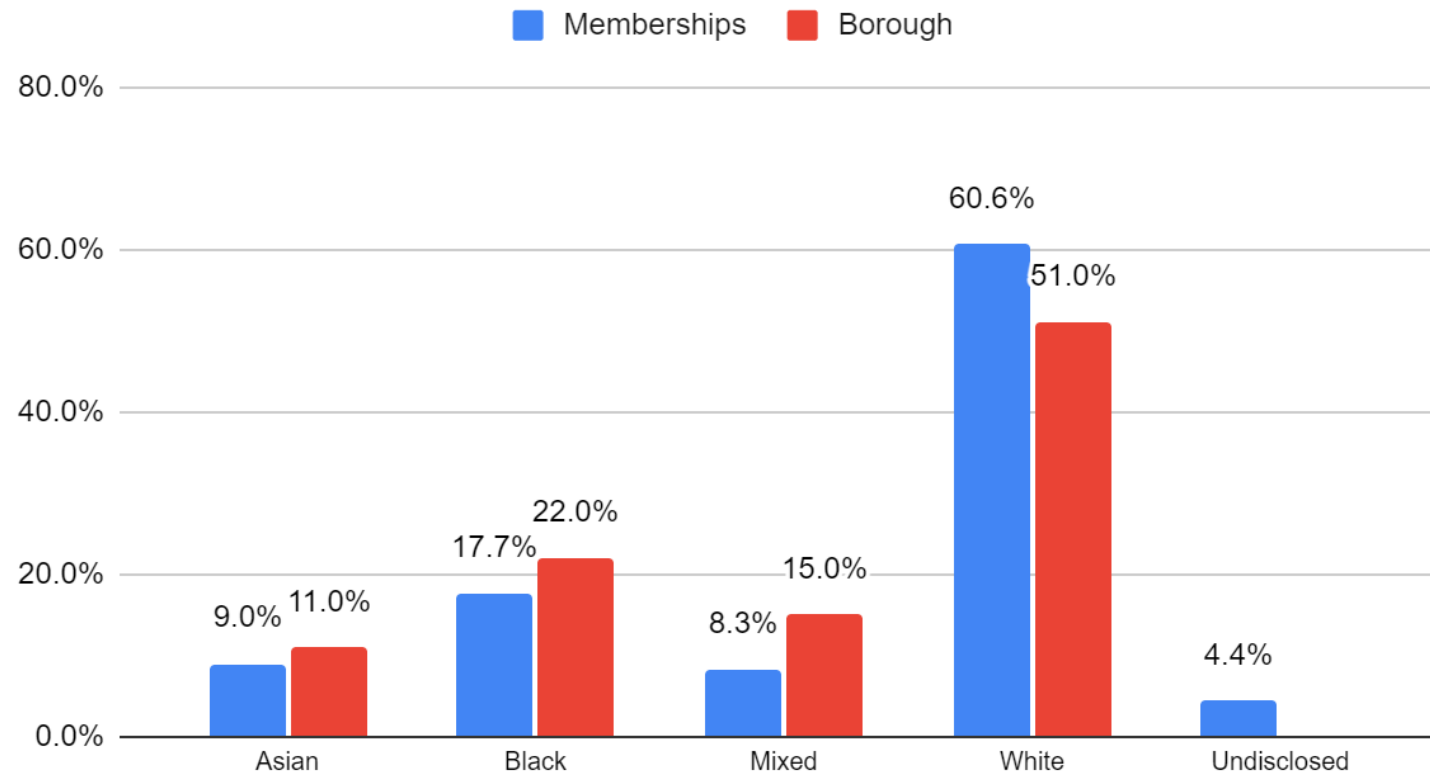
Gender



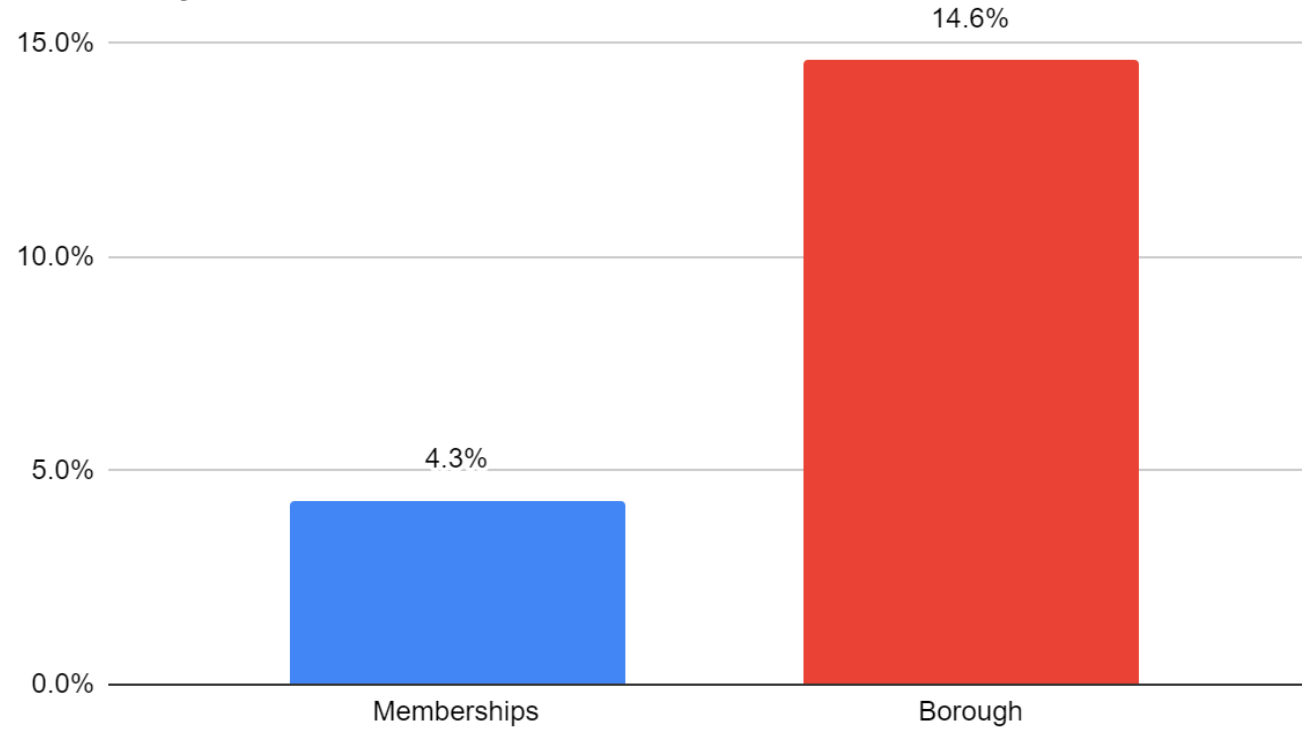
Age



Ethnicity

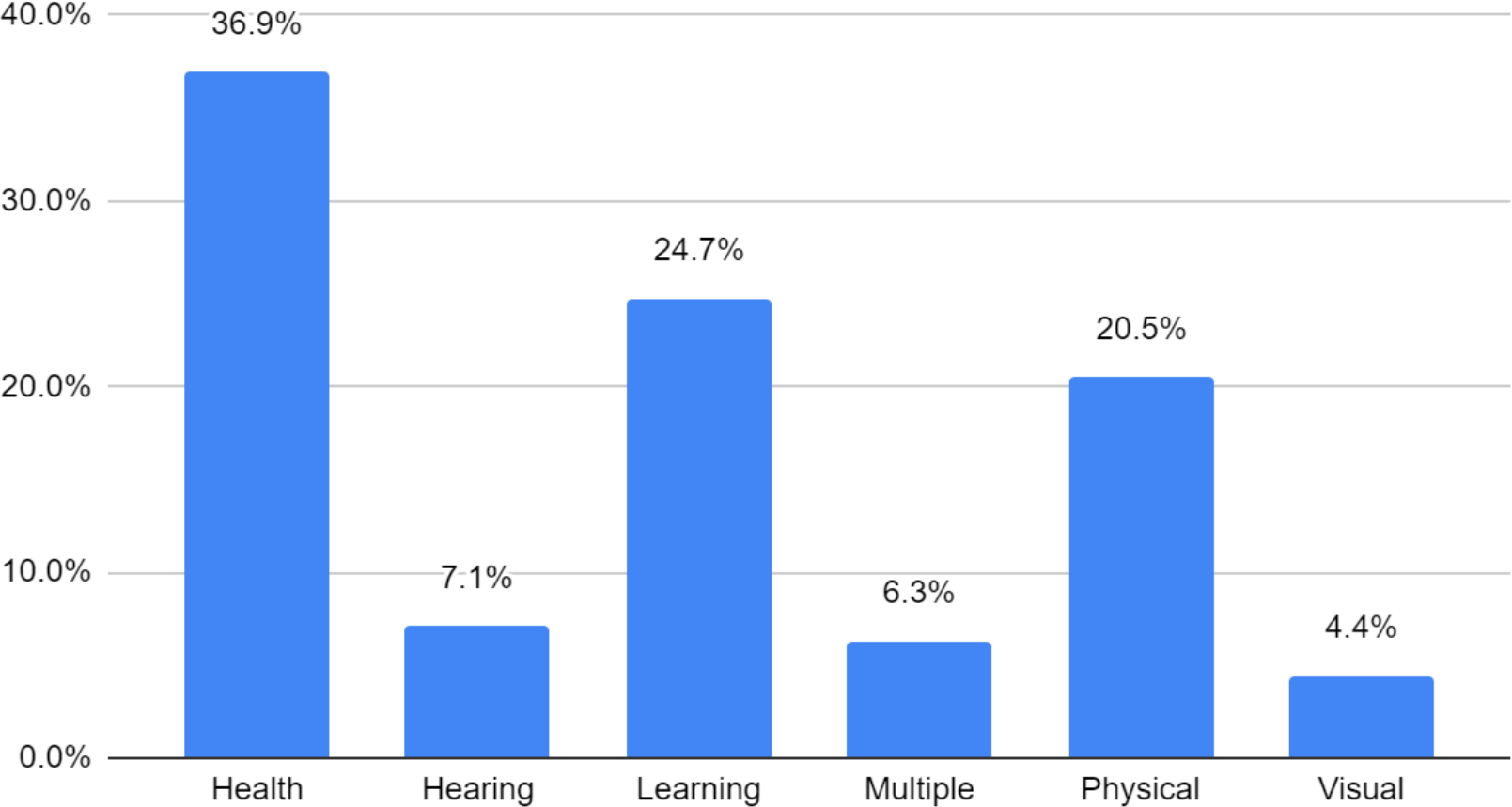


Disability



*It should be noted that the membership figures are based on self completion forms. There is a significant proportion of customers who put 'undisclosed' or 'unknown' on the form, as not everyone wants to disclose a disability. In addition, there are a considerable number of block bookers i.e. Fit 4 Health, Healthy Together Hackney, NHS, New Age Games, Sharp End etc where data on individual users is not captured in the membership data.

Member Disability



Appendix 4 – Use of Leisure Facilities by Community Organisations

1. Community Group Usage Examples (these lists are not exhaustive)

(a) Britannia Leisure Centre - Community Organisation Usage Examples (there is use by other Clubs)

Community Organisation	Area	Day
ACE Cricket	Sports Hall	Wednesday
Black Swimming Association	Training Pool	Thursday
Hackney Aquatics	Main Pool	Monday, Tuesday & Friday
Hackney New School	Sports Hall & Outdoor Courts	Monday to Friday
Ivy Street Family Centre	Soft Play	Tuesday
New Age Games	Sports Hall, Studio & Training Pool	Monday, Wednesday & Thursday
Jewish Community Council	All Pools & Football Pitch	Wednesday & Sunday
Young Hackney	Sports Hall & Pitches	Tuesday, Wednesday & Friday

*** In addition there are 15 schools that used Britannia Leisure Centre prior to the pandemic, a number have yet to return**

(b) Clissold Leisure Centre - Community Organisation Usage Examples

Community Organisation	Area	Day
Grazebrook Community Group	Swimming Pool	Saturday
Hackney Aquatics Club	Swimming Pool	Every Day
Hackney City Tennis Club	Sports Hall	Tuesdays, Saturday & Sunday
Leaways School	Training Pool	Friday
North London Jewish Youth Club	Swimming Pool	Monday, Tuesday, Wednesday & Sunday

Step by Step	Swimming Pool	Wednesdays
New Age Games	Training Pool	Friday

*** In addition there are 21 schools that used Clissold Leisure Centre prior to the pandemic, a number have yet to return**

(c) Kings Hall Leisure Centre - Community Organisation Usage Examples

Community Organisation	Area	Day
BADU Limelight Sports	Main Pool	Monday
Disability Cricket	Sports Hall	Tuesday
Hackney Aquatics Club	Swimming Pool	Tuesday
Laburnum Boat Club	Swimming Pool	Saturday
Fit for health	Programmable gym	Tuesday & Thursday
New Age Games	Sports Hall, Studio & Programmable Gym	Wednesday, Thursday & Saturday
North London Jewish Youth Club	Swimming Pool	Monday & Sunday
Safe Haven Basketball	Sports Hall	Wednesday
Stormont House School	Junior Gym	Wednesday
Suvai Deaf East	Teaching Pool	Tuesday

*** In addition there are 26 schools that used Kings Hall Leisure Centre prior to the pandemic, a number have yet to return**

(d) London Fields Lido - Community Organisation Usage Examples

Community Organisation	Area	Day
Hackney Aquatics Club	Swimming Pool	Wednesday & Saturday
London Fields Triathlon Club	Swimming Pool	Saturday & Sunday
Mental Health Swims	Swimming Pool	Friday
Red Top	Swimming Pool	Sunday
NHS Trust - University Hospital Coventry	Swimming Pool	Tuesday
Swim For Tri	Swimming Pool	Monday, Tuesday, Wednesday, Saturday & Sunday

*** In addition there are 4 schools that used London Fields Lido prior to the pandemic, a number have yet to return**

(e) Queensbridge Sports and Community Centre - Community Organisation Usage Examples

Community Organisation	Area	Day
Disability Sports Coach	Sports Hall	Thursday
Hackney Schools Athletics Association	Sports Hall	Thursday
Inspire Education	Sports Hall	Monday
LSE Student Union	Sports Hall	Wednesday, Saturday & Sunday
Mansford College	Various	All days
Mapledene Children's Centre	Sports Hall	Friday
Olympic Karate	Sports Hall	Thursday & Sunday

The Sharp End	Various	All days
Unihockey Group	Sports Hall	Tuesday & Thursday

(f) West Reservoir Centre - Community Organisation Usage Examples

Community Organisation	Area	Day
Castle Canoe Club	Reservoir	Weekend
Mama Swims	Meeting Rooms & Reservoir	Friday
Mental Health Swims	Reservoir	Thursday
North London Sailing Association	Reservoir	Weekend
S Pinter Youth Group	Reservoir	Weekday

***In addition there are approximately 27 schools that used the Centre prior to the pandemic, a significant number have yet to return**