

**ACTIVE BELFAST LIMITED BOARD**

**WEDNESDAY, 31st August, 2016**

**MEETING OF ACTIVE BELFAST LIMITED BOARD**

**(Held in the Lavery Room, City Hall)**

**Attendees**

**Directors:** Councillor McAteer (Chairperson)  
Councillor Reynolds  
Mr. M. McGarrity  
Mr. J. McGuigan  
Mr. R. Stewart and  
Mr. G. Walls.

**Officers:** Mr. N. Grimshaw, Director of City and  
Neighbourhood Services;  
Mrs. R. Crozier, Assistant Director  
(City and Neighbourhood Services);  
Mr. N. Munnis, Partnership Manager; and  
Mr. H. Downey, Democratic Services Officer.

**Welcome**

The Chairperson welcomed Councillor Reynolds, who had replaced Alderman McKee on the Board, to his first meeting.

**Apologies**

Apologies were reported on behalf of Councillors Boyle and Long and Mr. Mitchell.

**Minutes**

The minutes of the meeting of 9th June were approved, subject to Mr. Mitchell being added to the list of apologies.

**Matters Arising**

**Submission of Annual Return**

It was noted that the annual return, which provided information on the Active Belfast Limited Board, had now been submitted to Companies House.

**Declarations of Interest**

No declarations of interest were reported.

**Update on Performance and Contract Compliance**

The Board considered the following report which provided information on GLL's performance and compliance for the first quarter of 2016/2017:

**“1.0 Purpose of Report**

**1.1 To confirm receipt from GLL and present the board with details of the Quarter 1 2016/2017 performance and contract compliance report.**

**2.0 Recommendations**

**2.1 The board is requested to consider the content of the Quarter 1 2016/2017 performance and contract compliance report.**

**2.2 The Board is requested to formally record the receipt of the report for the purposes of demonstrating contract compliance.**

**3.0 Main Report**

**3.1 The service contract requires that GLL provides the trust with written quarterly service reports.**

**3.2 The information contained within this report has been supplied by GLL and GLL representatives will be in attendance to respond to any questions from board members.**

**3.3 Executive Summary**

**3.3.1 Quarter 1 2016/2017 saw the first annual comparison between the BCC and transferred LGR centres within the portfolio. This now allows some year on year tracking and benchmarking to be created for future reference.**

**3.3.2 The KPI dashboard has now been completed and will also set benchmark data for the centres moving forward.**

**3.3.3 Overall performance has been positive within quarter one, with targets achieved across the business and growth in usage.**

**3.3.4 Key Successes in Q1 2016/2017**

**3.3.4.1 First Belfast GSF awards announced with 57 athletes supported across 23 sports. Total financial awards of £16,450 within a total support package of £39,450. The partnership with the Mary Peters Trust and Belfast City Council ensures significant platforms for athlete support across the city. A celebration event was delivered on 7th July 2016 in the City Hall.**

**3.3.4.2 Falls Leisure centre reached the final of the UK Active FLAME awards, which recognises the best leisure centres across the UK. Falls Leisure Centre placed in the top five**

**'best centres' and was represented at the awards night by local staff from the centre.**

- 3.3.4.3 GLL has supported various NGBs and delivery organisations (Disability Sport NI, Irish Bowls Federation, Ulster Tennis, Ulster Badminton) in the development of proposals to Sport NI's Everybody Active 2020 programme. Proposals were developed in May – June with delivery expected to commence in September 2016.**
- 3.3.4.4 RCSM Ronan McKenna attended the companies first Health and Wellbeing Conference in April at Porchester Hall, London. Participated in workshops on governance, customer service and mental health.**
- 3.3.4.5 Level III exercise referral refresher training scheduled for all qualified Fitness Instructors to ensure delivery of Healthwise contract in 2016-17. A Healthwise membership category is included in the new architecture to incentivise members after initial 12 week programme.**
- 3.3.4.6 'Move More' physical activity project developed with MacMillan Cancer for delivery of a 3 year project, with £120k contract to GLL for delivery. Application finalised, awaiting letter of offer from MacMillan. Aim to start the project October 2016. This is a specialist Belfast role.**
- 3.3.4.7 2016 Summer Scheme was successfully delivered across all centres. Over 50 staff were involved in delivering the programme with attendance from over 1000 participants.**
- 3.3.4.8 Workshop held with all interested sports clubs regarding allocation of slots for new Girdwood 4G pitch. Based on the BCC pitches strategy and in consultation with BCC, criteria was agreed to inform programming and allocation of bookings.**
- 3.3.4.9 Personal training model launched across the city in June, with initial focus at Better Gym Connswater and roll out plan for most centres.**
- 3.3.5 Challenges**
  - 3.3.5.1 Industrial action resulting in strike action by Unite the Union across the leisure centres. The majority of centres remained open and a service was maintained across the city.**
  - 3.3.5.2 Agreement with Unite the Union has been agreed on pensions and position to be agreed on NOPs.**
  - 3.3.5.3 A letter has been received from NIPSA the union to request meetings to discuss pay review for 2016/2017 and these meetings are scheduled to proceed.**

**3.3.5.4** Developments are now well underway for Olympia and Church Lane. Resourcing and mobilisation plans have now been developed for both centres. Although these present opportunities the challenges are to ensure that mobilisation is smooth and that we maximise the business impacts.

**3.3.5.5** There has been evaluation of the aquatics delivery across the city and a requirement for the development of a city wide aquatic strategy to be shaped and endorsed by the Active Belfast Board. A GLL/ABL working party has been established specifically to deliver the Aquatics Strategy.

**3.3.6** KPI year to date statement and year end projection

**3.3.6.1** Overall financial and surplus position is tracking as per the targets, with income missing target slightly but savings delivered in expenditure to offset the miss in income. Income is slightly off target in adult health and Fitness throughout the period, and plans are in place to increase marketing activity. However there was a spike in income in April as a number of accruals were accounted for. Expenditure savings have been delivered in utilities despite the CHP's at a number of centres still not being operational.

**3.3.6.2** Total prepaid members has plateaued which is normal as part of seasonal trend within the industry, and pay and play cards were issued for free to customers throughout the period. This will help in starting to create more accurate reporting data.

**3.3.6.3** There were 123 reported accidents and incidents, below the benchmark set of 150.

**3.3.6.4** Total throughput was 496,311 which is 60,000 visits ahead of the quarterly target and highlights positive movement for year-end position.

**3.3.6.5** 60+ visits for the period totalled 52,644 which is ahead of target position.

**3.4** The following format and content is as set out in Clause 38.2.1 and Schedule 19 of the service contract:

**3.4.1** Performance

The Quarter 1 KPI balanced scorecard spreadsheet has been circulated to the Board in the approved format.

**3.4.2** Usage Statistics

As above in 3.4.1

**3.4.3** Consumables Log

A consumables log has been agreed with GLL. The log records and retains a schedule of all 'signed over' equipment write offs/disposals and replacements items. The existence, format and content of the log are now confirmed as part of the year end performance and contract compliance report.

The log is required as all equipment transferred to GLL at commencement of the contract period together with any replacement items remains in Council ownership. All such equipment would transfer back to Council at the end or termination of the contract.

The consumables log is not required as part of the standard reporting schedule but must be maintained and be available for inspection on request. The existence and content of the log will be checked once in each financial year and confirmed within the year end performance and contract compliance report.

#### **3.4.4 Cleaning and Maintenance**

##### **3.4.4.1 Cleaning**

BBC conducted the scheduled twenty eight facility inspections in Quarter 1. Two visits per centre per quarter. The inspections are specifically to evaluate facility management in terms of cleaning, maintenance and Health and Safety.

BCC inspections established that there are some excellent cleaning standards and evidence of effective cleaning routines in some centres. However, there are inconsistencies in standards across the fourteen centres.

GLL are in receipt of all inspection reports and a service improvement action plan has been agreed.

It was agreed that Q1 inspections would be treated as an introductory pilot to establish the inspection process, standards criteria and reporting mechanisms. It was also agreed that for Q1 no formal rectification notices would be issued.

##### **3.4.4.2 Internal and External Maintenance Schedule**

Centre inspections are conducted as set out in 3.4.4.1 above. These include a visual assessment of building maintenance purely from a customer perspective. Professional/technical inspections form part of a comprehensive annual programme of delivered by BCC property maintenance section.

Planned maintenance continues to be delivered by BCC. De minimus maintenance falls within GLL's responsibilities. Over the first eighteen months of the contract period BCC has spent approximately £1m on planned maintenance.

Consistent with the cleaning standards there are inconsistencies across the fourteen centres. This can largely be attributed to the aging building stock. Resulting from our contract monitoring inspection reports it has been agreed that all discretionary maintenance spend (Planned and de minimus) be prioritised to deliver projects where maximum customer impact can be achieved.

#### **3.4.5 Damage to Facilities and/or Assets**

Excluding normal minor operational damage/breakdowns and sporadic acts of vandalism arising from anti social behaviour there has been no major damage to facilities or assets in Q 1 2016/2017.

For the purposes of this report we have defined major damage as something that results in a temporary or long term interruption to service. For example, the closure of an entire centre or a key facility or service area within a centre (Pool, gym, main hall, etc).

Facility and service issues are a routine agenda item at fortnightly update meetings between GLL and BCC. All service interruptions are reported as they arise directly to the Partnership Manager

#### **3.4.6 Utility Consumption**

As below in 3.4.10 and in the scorecard spreadsheet.

#### **3.4.7 Staffing and Sub Contractor Update**

As above in 3.4 and in the scorecard spreadsheet.

#### **3.4.8 Health and Safety**

As in the scorecard spreadsheet.

#### **3.4.9 Environmental Concerns**

Utility consumption specifically for Gas, Electricity and Water are embedded within the KPI scorecard. Year on Year reduction has been agreed as a target and is as reported above in 3.3.6.1 and in the scorecard spreadsheet.

The Partnership Manager continues to work with BCC Environmental Services to establish robust and meaningful measures for water management. These may take some time to agree and will probably result in new waste

management protocols and measurement tools. We do not anticipate having these measures in place before the end of 2016/2017.

#### **3.4.10 Catering**

External catering contracts are in place in Andersonstown, Avoniel and Grove Leisure Centres. A procurement exercise to secure an external provider for Girdwood Community Hub is currently being considered. It was previously anticipated that a concession could be in place at Girdwood by October 2016. Due to technical issues, this will not be possible and it is unlikely that a service will be operational before the end of 2016/2017.

When the new Olympia Centre opens (anticipate December 2016/January 2017) GLL will introduce their own 'Coffee Corner' brand. Coffee Corner is an established and successful operation at other GLL sites throughout GB. The Olympia cafe will be the first Coffee Corner operation in Belfast and will become the first 'in house' catering operation delivered by GLL in Belfast.

#### **3.4.11 Marketing**

A marketing plan has been developed and will be presented to the board in a separate report in August 2016. There has been a large amount of marketing activity across the centres with a strong focus in establishing a brand presence across the city.

The launch of the new membership architecture has been driven through social media channels and in centre communication to widen the membership offers available to customers. There has been a significant uplift in the number of twitter followers to over 750 with very strong interaction based on community stories across the city.

#### **3.4.12 The information required pursuant to clause 31.6.3 (Whistleblowing)**

Within the period 01 April 2016 – 30 June 2017, no disclosures were made.

#### **3.4.13 Compliance with the Equality Requirements**

GLL is contractually obliged to comply with BCC strategic policy in relation to Equality.

Any policy or significant service changes proposed by GLL are subject to BCC equality screening and potentially full EQIA.

**There has been no equality related issues reported arising from normal operational procedures (NOPs) in 2015/16. Any such issues would be identified through the agreed three stage complaints handling process and would have been brought to the attention of BCC, by the complainant, as part of that process.**

**The Partnership Manager works closely with the BCC Equality Section to ensure that the leisure operation is consistent with BCC strategic policy. The leisure service, although directly managed by GLL, is included the BCC annual equality returns and reports.**

#### **3.4.14 A.O.B**

**None to report for Q1 2016/2017.”**

The Partnership Manager provided an overview of the report and highlighted the fact that overall performance during the quarter had been generally positive. In response to a question raised by Directors around the cleanliness of facilities, he explained that the centres at Andersonstown, Avoniel and Grove had fallen short of the required cleanliness standards primarily due to those standards not having been applied consistently across all centres. He confirmed that a plan had now been agreed with GLL which should, over the next quarter, lead to a marked improvement in the cleanliness of those centres. Should that improvement fail to materialise, the Council would escalate the issue. In response to a further question, he undertook to investigate the feasibility of installing in centres ‘real time’ meter reading software for tracking utility consumption in order to monitor usage trends and develop improved housekeeping to further reduce costs and environmental impact.

(At this point, the Chairperson welcomed to the meeting Mr. G. Kirk, GLL’s Regional Director, and Mr. M. Kearney, Trainee Manager.)

Mr. Kirk reviewed the circumstances which had contributed to the aforementioned centres failing to meet the required cleanliness standards and outlined the measures which had since been put in place by GLL to address the issue. Those had included increasing the number of staff and the time allocated to cleansing duties and the deployment of an external organisation to monitor cleanliness standards, in a role similar to that played by the Council. He then provided clarification on other aspects of the performance and compliance report, including the catering contracts in place across GLL-managed facilities and on health and safety issues.

The Board acknowledged receipt of the Performance and Compliance report for the first quarter of 2016/2017 and the associated findings and agreed that further information on the future provision of catering at the Girdwood Hub be submitted to its next meeting.

#### **GLL Positive Impact Summary**

The Partnership Manager reminded the Board that, at its meeting on 9th June, it had, in considering GLL’s Customer Satisfaction Survey for 2015/2016, agreed that it would be beneficial to receive on a quarterly basis an update on the positive impacts being achieved by GLL across its four strategic elements of Better Business, Better Communities, Better People and Better Services.

Accordingly, Mr. Kirk highlighted the success of the 2016 Summer Schemes, the Better Olympic Day of Sport, the Commonwealth Games Day and the GLL Sport Foundation Awards Evening. He highlighted also the Disability Sports Hub at the Girdwood facility, the ongoing Trainee Management Scheme, the MacMillan 'Move More' Programme and the Talent Identification Scheme and pointed out that there had been a significant increase in the use of social media to improve customer communications and promote events and services.

The Board commended GLL on the positive impacts which it had achieved during the previous quarter and noted the information which had been provided.

### **GLL Service Modernisation Programme**

Mr. Kirk circulated for the Board's consideration GLL's service modernisation plan for the next two years, under the five key principles of New Centre Resourcing, Current Centre Reviews, Staff Role Reviews, Workforce Development and Leadership and Talent Development. In terms of New Centre Resourcing, he explained that work had commenced around the development of a new staffing structure and the recruitment and training of staff, in preparation for the opening in early 2017 of the new facilities at Olympia Leisure Centre and Church Lane. Staff employed within the existing Olympia Leisure Centre were in the process of being informed of the proposed structure for the new facility and would receive the training required to better prepare them to meet the assessment criteria for the new posts which would be created.

He provided a brief overview of the work which would be undertaken around the four remaining key principles and sought the Board's endorsement of the overall Modernisation Programme for the coming two years.

Mr. Kirk then responded to questions raised by Directors by confirming that discussions were taking place between GLL and the Trades Unions to address issues relating to those staff employed within the existing Olympia Leisure Centre and that GLL would be seeking to work in partnership with surrounding hotels to promote its new facility in Church Lane.

The Board agreed to defer the endorsement of the Service Modernisation Programme until its next meeting to allow Directors time to consider the proposal in greater detail and for an update to be provided on the outcome of GLL's discussions with current staff and the Trades Unions in relation to the Olympia Leisure Centre.

### **Annual Marketing and Communications Plan 2016/2017**

The Board noted the contents of the Annual Marketing and Communications Plan, which set out the core marketing activity which GLL would utilise in 2016/2017 in delivering its key partnership objectives during that period, particularly around raising brand awareness, increasing its customer base and retaining existing users.

### **Update on Aquatics Strategy Working Group**

The Board was reminded that, at its meeting on 9th June, it had agreed that a working group should be established to oversee the development of an Aquatics Strategy, which would seek to increase participation in aquatic activity. The Board had, at that meeting, nominated Councillor Long, Mr. McGuigan and Mr. Walls to serve on the Working Group and Mr. Mitchell had since confirmed that he wished to participate.

The Programme Manager reported that the Aquatics Strategy Working Group was now comprised of the following representatives of the Active Belfast Limited Board, the Council and GLL:

Cllr. Michael Long	ABL
Mr. John McGuigan	ABL
Mr. Niall Mitchell	ABL
Mr. Gerard Walls	ABL
Mr. Nigel Grimshaw (tbc)	BCC
Mrs. Rose Crozier	BCC
Mr. Noel Munnis	BCC
Mr. Gareth Kirk	GLL
Mr. Ronan McKenna	GLL
Mr. Andrew Clark	GLL

He explained that the initial meeting of the Working Group was planned for late September/early October, which would consider the Group's terms of reference, key outputs/performance indicators and a timeframe for the development and presentation of the Aquatics Strategy. That would be followed on 25th and 26th October by visit to a number of sites in East London to observe aquatic activities and programmes in action and to meet with key stakeholders.

The Board noted the information which had been provided and that it would, in due course, receive an update on the outcome of the initial meeting of the Aquatics Strategy Working Group and its visit to London.

#### **Update on Recruitment of Directors for the Active Belfast Limited Board**

The Partnership Manager reminded the Board that, at its meeting on 9th June, it had been advised that a recruitment exercise had been initiated to fill the vacant positions of an independent Chairperson and three Directors on the Board and had approved a timeframe for that process. He reported that, following discussions with Volunteer Now, around communications opportunities, publication of the advertisement had been delayed until early August in order to maximise impact and potential applicant numbers. As a result, the closing date for the submission of applications had been rescheduled to 2nd September and interviews were now due to take place in the week commencing on 19th September. He added that he would, immediately following the closing date for applications, be seeking two Directors to participate in the selection panel and that it was anticipated that the newly appointed Directors would attend their first Board meeting in October/November.

Noted.

#### **Schedule of Meetings**

The Board agreed that the number of scheduled meetings which it held each quarter should be reduced from three to two, in order to allow for adequate time to progress project work between meetings and for the presentation of all annual reports and consideration of the associated decisions/actions.

On that basis, the Board agreed to hold its meetings for the following quarter at 4.30 p.m. on Thursday, 13th October and Monday, 5th December and noted that further dates would be confirmed, once the Council's meeting schedule for 2017 had been approved.

### **Other Business**

The Assistant Director reported that a tour of the new Olympia leisure facility had been arranged for 5.30 p.m. on Tuesday 6th September for the benefit of Elected Members and the Active Belfast Limited Board.

Noted.

Chairperson