

ACTIVE BELFAST LIMITED BOARD

Thursday, 20th April, 2017

MEETING OF ACTIVE BELFAST LIMITED BOARD

(Held in the Lavery Room, City Hall)

Attendees

- Directors:** Mr. J. McGuigan (Chairperson)
Councillor Long
Councillor Reynolds
Mr. P. Boyle
Mr. J. Higgins
Mr. M. Keenan (Unite the Union)
Mr. C. Kirkwood
Ms. K. McCullough
Mr. M. McGarrity
Mr. N. Mitchell
Mr. K. O'Doherty (NIPSA)
Mr. R. Steward and
Mr. G. Walls.
- Officers:** Mrs. R. Crozier, Assistant Director,
City and Neighbourhood Services;
Mr. N. Munnis, Partnership Manager; and
Mr. H. Downey, Democratic Services Officer.
- GLL:** Mr. G. Kirk, Regional Director; and
Mr. R. McKenna, Regional Community Sports Manager.

Apologies

Apologies were reported on behalf of Councillors Boyle and Corr and Mr. C. Webster.

Minutes

The minutes of the meeting of 21st March were approved.

Matters Arising

Induction Training

The Board noted that induction/refresher training for Directors would be taking place in the City Hall at 4.30 p.m. on the following evening, details of which had been circulated.

Update on Performance and Contract Compliance

The Board noted that the pay offer proposed by GLL had been rejected by the Trades Unions and that the issue was ongoing.

The Board noted also that the financial data for December 2016 had now been collated and been included within the KPI scorecard to be considered at this meeting, as part of the Quarter 4 Performance and Contract Compliance report.

GLL Annual Customer Satisfaction Survey

The Unite the Union representative informed the Board that the Trades Unions had been unable to draft, within the required timeframe, the joint document outlining the staffing issues which they had raised at the last meeting and confirmed that it would be forwarded in sufficient time for it to be considered at its next scheduled meeting on 15th June.

Noted.

Review of Active Belfast Limited Business Plan 2017 – 2020

The Board noted that no additional comments on the Business Plan had been received from Directors since the last meeting and that it would in May be presented to the Strategic Policy and Resources Committee for approval.

Olympia Leisure Centre

The Board noted that information on the pricing policy for the use of the spa facilities in the new Olympia Leisure Centre had been forwarded to all Directors.

Declarations of Interest

Mr. Mitchell declared an interest in that he was a volunteer coach with St. Brigid's GAC and a volunteer with the City of Belfast Swimming Club, which required discussions periodically with GLL around the use of Council facilities and resources.

Submission of Documentation

The Partnership Manager reported that he was in the process of circulating to all Directors a Declaration of Interests form, which they were required to complete on an annual basis, and invited the new Directors to return to him their Registration of Director form for submission to Companies House.

Update on Performance and Contract Compliance

The Board considered the following report:

“1.0 Purpose of Report

- 1.1 To confirm receipt from GLL and present the board with details of the Quarter 4 2016/2017 performance and contract compliance report.**

1.0 Recommendations

2.1 The Board is requested to consider the content of the Quarter 4 2016/2017 performance and contract compliance report.

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

2.0 Main Report

3.1 The service contract requires that GLL provides the board 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 present the report and to respond to any questions from board members.

3.3 Executive Summary

3.3.1 Overall performance has been positive in quarter three with targets achieved across the business driven by growth in centre throughput and occupation.

3.3.2 Key Successes in Q4 2016/2017

3.3.2.1 The new Olympia Leisure Centre underwent a successful soft opening to the general public on the 2nd January utilising the swimming pools, fitness centre and sports hall. The Coffee Corner and Better Spa Experience opened at the end of January.

3.3.2.2 The Belfast region was the first partnership to roll out the poolside Personal Extraction Board (PXB) in GLL across all 8 wet side centres. On 2nd January 2017 as part of the phase 1 roll out the New Olympia LC, Andersonstown LC, Whiterock LC and Shankill LC became the first centres in the partnership to replace the Ferno Aqua Board on poolside with the PXB. Remaining centres replaced their existing Ferno Aqua Boards with PXB as part of a phase 2 roll out on 16th January.

3.3.2.3 On 24th January, the New Olympia Leisure Centre was officially launched by the Lord Mayor. The event was coordinated by Belfast City Council and facilitated by the centre management team. Over 100 people were in attendance to hear speeches delivered by the BCC Chief Executive (Suzanne Wylie), Lord Mayor (Alderman Brian Kingston) and GLL Belfast Regional Director (Gareth Kirk).

- 3.3.2.4 Social Enterprise NI held the annual Social Value Conference at Girdwood Community Hub on 26th January. Over 220 delegates attended from social enterprises, local authorities, charities and private sector companies. Members of the GLL Belfast regional leadership team and BCC Director of City and Neighbourhood Services were in attendance.**
- 3.3.2.5 The 'Swim for a Mile' programme was launched across the city with two weekly coaching sessions established at the new Olympia Leisure Centre to drive swimming for fitness. A celebration event was held in partnership with Swim Ireland on 23rd March 2017 at the new Olympia.**
- 3.3.2.6 The GLL Trainee Manager 2017 intake assessment day took place on 19th January with 6 internal staff and 5 external candidates attending.**
- 3.3.2.7 On Thursday 23rd February the Upper Springfield Development Trust (USDT) hosted a youth Assembly debate and mock election in Whiterock Leisure Centre ahead of the pending NI assembly elections on 2nd March 2017. The event was attended by 100 people including local political representatives contesting the upcoming election and local broadcaster and journalist Stephen Nolan.**
- 3.3.2.8 After a successful first month of soft opening at the New Olympia Leisure Centre, a second staff launch day was held on Tuesday 7th February. The main focus was to celebrate the successes from the opening of the centre and provide staff an opportunity to feedback on their own personal experiences. Over 30 staff attended the 2 hour session which included all full time and key sessional staff.**
- 3.3.2.9 The Belfast Partnership have been issued with an extended contract of £38,000 to continue cardiac rehab services in 2017/18.**
- 3.3.2.10 The 'Swim for a mile' coaching clinic delivered by ex international swimmer and Swim Ireland ambassador Bethany Carson took place on Sunday 26th February at Olympia Leisure Centre.**
- 3.3.2.11 The Belfast review of 2016 which showcases GLL's impact in Belfast in 2016 was produced. Key highlights include the significant growth in Better Swim School, leisure centre usage and increases across our Better memberships. The document will be used for B2B events to promote GLL's work as a social enterprise.**
- 3.3.2.12 The GLL Sports Foundation (GSF) received 132 applications for athlete support from NI region. This represents 35% year on year increase in GSF applications in NI. Profiling was completed in partnership with Mary Peter's Trust with 95**

athlete awards set to be made in 2017/18. An awards ceremony has been scheduled for Thursday 8th June in Belfast City Hall.

- 3.3.2.13** The 'Swim for a mile' event took place in the new Olympia Leisure Centre on Thursday 23rd March 2017. Over 30 participants took part in the event with 75% of the participants being female another success given our growing 'Active Women' agenda. The 'Swim for a Mile' project was delivered in partnership with Swim Ireland and Swim Ulster, with ex-international swimmer Melanie Knocker supporting the event. Aquatics Officer Pat Webb had delivered a 10 week training programme for registered participants 2 days per week since January in preparation for the event.
- 3.3.2.14** GLL in partnership with WISPA NI (Women in Sport and Physical Activity) have set a number of activity sessions which welcomed over 200 women into a series of female only, studio and aqua based fitness classes. Classes were delivered throughout January, February and March in seven Belfast centres.
- 3.3.2.15** A partnership has been set up with Belfast City Council and Disability Sports NI to develop a Disability Sports Hub for the city. Girdwood Community Hub has been identified as the central location with some minor alterations to the centre to allow for delivery from September 2017.
- 3.3.2.16** A Girdwood Community Football programme was developed in partnership with local clubs St Patricks FC and Shankill Juniors. A 6 week coaching programme with a cross community U-9 team established to play at half time during two Irish League games (Cliftonville and Crusaders FC)
- 3.3.2.17** The Community Sports Manager attended an Active Women Conference with 100 delegates to identify opportunities around the growing female sport agenda in NI
- 3.3.2.18** In the context of cleaning, maintenance and health & Safety all leisure centres have now moved up to Category 2 (9 centres) or Category 1 (4 centres) as reported following BCC quarterly client inspection visits. Category 2 is the standard set as the minimum target rating for acceptable facility management at the start of 2016/2017 as defined under the category headings which have been forwarded to the Board. There has been substantial improvement in this area throughout the year.

3.3.3 Challenges

- 3.3.3.1** A meeting was held with shop stewards and TU officials on 13th February to discuss challenges with staff completing

NOP tests. A follow up meeting is to be scheduled in April with issues raised to be resolved

- 3.3.3.2 GLL and TU's met on 27th February to announce closure of Andersonstown Leisure Centre and the proposed approach to staffing and communication.**
- 3.3.3.3 Meeting held on Monday 27 February and pay offer rejected by unions – GLL to review position on this**
- 3.3.3.4 A Plant Fitters meeting took place on 28th February to update them on the future of plant fitters' role across the city, and to discuss general health and safety items and plant operations across the city**
- 3.3.3.5 Andersonstown LC closure remains as planned for the 28th May. As part of the demobilisation one to one meetings were held in March with all the staff at Andersonstown regarding voluntary redundancy and redeployment options**
- 3.3.3.6 The city wide voluntary redundancy (VR) offer went out on Monday 27th March and will close on Monday 10th April. To date there has been a positive response in applications**
- 3.3.3.7 A further meeting was held on 22nd March with BCC regarding the continuation of the payroll service in light of deferral of implementation of Core HR. Although there was agreement in principle to continue to deliver a 'business as usual' payroll service there are still issues to resolve in relation to what BCC are able to deliver in relation to changes required and transition to Core HR**
- 3.3.4 KPI Quarter 3 commentary, year to date statement and year end projections.**

3.3.4.1 Swim School Membership Data Capture

The table below provides an overview of swim school performance April 2016 - March 2017

The previous report in quarter 3 showed a negative position based upon seasonal trend. Based upon figures in March 2017 it indicates that the Better Swim School has now grown through 3,000 for the first time since GLL commenced in Belfast in 2015.

Month	Numbers	Net Growth
April 16	2518	
May	2562	44
June	2469	-93
July	2476	7
August	2626	150

Month	Numbers	Net Growth
September	2794	168
October	2737	-57
November	2771	34
December	2636	-135
January 17	2908	+272
February	3030	+122
March	3086	+56
		Annual net gain +568

3.3.4.2 Pre-Paid Health and Fitness Membership

Health and fitness pre-paid monthly memberships rose through 12,000 in February for the first time since GLL commenced in January 2015. The decline in March may be attributed to the customer communications sent out to all monthly members regarding the annual price increase starting on 1st April 2017

3.3.4.3 Centre Throughput and Participation

The Quarter 4 KPI balanced scorecard spreadsheet, in the approved format, has been circulated to the Board.

3.3.4.4 Any other KPI highlight

The Quarter 4 KPI balanced scorecard spreadsheet, in the approved format, has been circulated to the Board.

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 4 KPI balanced scorecard spreadsheet, in the approved format, has been circulated to the Board.

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

BCC completed the scheduled twenty eight facility inspections in Q4. Centre inspections are designed to specifically evaluate facility management in terms of cleaning, maintenance and Health and Safety.

Consistent with previous quarterly inspections, GLL are in receipt of all inspection reports and a continuous improvement action plan is in place.

Q3 inspections identified improvements in standards with many of the issues identified in Q1 and Q2 being successfully addressed. This improvement has continued through Q4 resulting in substantially improved inspection reports. All fourteen centres are on rated in category 1 or category 2. The category ratings have been circulated to the Board.

Where identified, deep cleans have been completed with some high level work ongoing. A review and update of cleaning matrices has been undertaken in all centres to ensure improved standards are maintained. GLL and BCC are in agreement that standards are improving across the estate.

Action plans have been developed and are being implemented for any area's which are still below the required standard.

GLL have successfully revised centre cleaning and maintenance regimes and refocused management attention onto facility management. The positive impact of these changes indicates that it is realistic to expect that facility management standards will continue to improve.

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 an aesthetic/customer perspective.

Professional/technical inspections form part of a comprehensive annual programme delivered by BCC property maintenance section.

All centres have a monthly maintenance plan which includes Planned Preventative Maintenance (PPM) works carried out by Belfast City Council.

For reactive work centres will raise the relevant Purchase Orders through locally approved contractors, or where relevant to Belfast City Council.

GLL provide quarterly and YTD maintenance expenditure for discussion at quarterly property maintenance management meetings between GLL and the BCC facility maintenance section.

Minor maintenance work relating to the fabric of the buildings and in particular redecoration contributes significantly to the aesthetics of the facilities and ultimately to the customer experience.

Throughout 2016/17 GLL have delivered substantial redecoration programmes across the estate with extensive/high impact work completed in Avoniel, Andersonstown, Shankill, Falls and Brooke.

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 4 2016/17.

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).

- Avoniel: Sauna closed from 25th January – 23rd March – Customer misuse
- Avoniel: Jacuzzi closed between January 2017 – Present - Water management remedial actions
- Avoniel: Squash Courts closed from October 2016 – Present – Roof leak leading to floor damage
- Falls: Sauna closed between 22nd February – 8th March – Mechanical fault

- Shankill: Spa closed – 2 weeks - Water management remedial actions
- Whiterock: Sauna closed between 2nd February – 4th February – Mechanical fault

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 Quarter 4 KPI balanced scorecard spreadsheet.

3.4.7 Staffing and Sub Contractor Update

As above in 3.3.2.1 and in The Quarter 4 KPI balanced scorecard spreadsheet.

3.4.9 Health and Safety

Health and Safety incident statistics are reported in .

Health and Safety observations and related file/administration reviews form part of the quarterly centre site inspections.

The Partnership Manager liaises directly with the BCC corporate H&S section to ensure that GLL H&S policies and practices are aligned to those of BCC.

Health and Safety files including, COSHH registers, risk assessment files, emergency action plans, etc. are routinely reviewed during site inspections.

3.4.10 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 reported the Quarter 4 KPI balanced 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 Q2 2017/2018.

3.4.11 Catering

External catering contracts remain in place in Andersonstown, Avoniel and Grove Leisure Centres.

As reported in Q2, the new Olympia Centre café is being operated directly by GLL under their own 'Coffee Corner' brand.

3.4.12 Marketing

January	Olympia official opening City wide global offer (50% off first month)	Official opening of New Olympia	<ul style="list-style-type: none"> Officially open and launch new facility in south of the city Achieve extensive media coverage surrounding opening events Raise Better brand profile Capitalise on New Olympia marketing campaign to achieve 1000+ membership base Promote Global offer to encourage maximum participation and use of 14 centres across Belfast 	<ul style="list-style-type: none"> Local Press/media Digital and Print advertising Social Media Better Website Cross promotion with local partners and public bodies Global materials – Banner, Leaflets, digital marketing
February	GLL Sport Foundation 2017 City wide global offer (50% off first month)	Officially announce programme for GSF 2017	<ul style="list-style-type: none"> Raise profile of GSF in Belfast to assist in growth and development of the scheme Encourage and promote applications from local athletes Promote success of GSF 2016 campaign Promote Global offer to encourage maximum participation and use of 14 centres across Belfast 	<ul style="list-style-type: none"> Local Press/media Social Media Better Website Cross promotion with local partners and public bodies Global materials – Banner, Leaflets, digital marketing
March	Swim a mile	Official event to promote swimming facilities	<ul style="list-style-type: none"> Encourage wider participation in swimming Develop relationships with local sporting bodies 	<ul style="list-style-type: none"> Local Press/media Social Media Better Website Cross promotion with local partners and public bodies

3.4.13 The information required pursuant to clause 31.6.3 (Whistleblowing)

Within the period 01 January 2017 – 31 March 2017 no disclosures were made.

3.4.14 Compliance with the Equality Requirements

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

Any policy review 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 Q4 or year to date in 2016/2017. 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 within the BCC annual equality returns and reports.

A formal review to establish policy and operating procedure alignment in relation to Equality and Diversity between GLL and BCC was completed in March 2017. A separate report to provide a policy alignment statement will be presented to the ABL board later in the meeting.

3.4.15 A.O.B

None.”

During discussion, the Unite the Union representative highlighted the fact that GLL had yet to respond to a number of ongoing serious health and safety issues which had been raised by the Trades Unions.

Mr. Kirk explained that GLL had discussed those issues with the Health and Safety Executive for Northern Ireland and that it was in the process of issuing a response to the Trades Unions. He added that he would be content to discuss the matter further at a forthcoming meeting of the Trades Union Forum.

The Partnership Manager reported that health and safety had been one of six policy areas included within a programme which the Board, at its meeting in January, had agreed for the evaluation and reporting of key compliance and policy alignment assurance statements. He pointed out that the purpose of that work was to ensure that GLL's operating policies and procedures were aligned to those of the Council and that health and safety would, in line with the programme, be reviewed in the first quarter of

2017/2018. Officers should be in a position to present a definitive statement of alignment to the Board in August/September.

The Assistant Director confirmed that health and safety was considered to be a high priority by both the Active Belfast Limited Board and the Council and highlighted, in particular, the role of the Audit, Governance and Risk Panel, which received regular reports on the Council's risk management process. She suggested that, should the Trades Unions still have concerns around health and safety, following their receipt of the response from GLL and the discussions in the Trades Unions Forum, they should include that issue within the joint document on staffing matters which they were planning to submit to her in advance of the next Board meeting.

Following discussion, the Board acknowledged receipt of the Performance and Contract Compliance report for the fourth quarter of 2016/2017 and the associated findings, endorsed the suggestion by the Assistant Director around the issue of health and safety and noted that GLL would, in response to a request from a Director, forward to the Board information on female participation rates across the City.

Update on the Aquatics Strategy

The Partnership Manager reminded the Board that it had, over a number of meetings, been advised of the progress being made towards the delivery of a Belfast-wide Aquatics Strategy.

He reported that the Aquatics Strategy Working Group, which had been tasked with developing the Strategy, had met again on 30th March and that it had given further consideration to the vision statement and to the eight strategic priorities which it had drafted previously. The Working Group had agreed that the vision statement should be shortened to read as: ***'To promote the development of top class aquatics facilities and deliver a programme designed to maximise participation and ensure affordable equitable access for all'***. It had agreed also that the eight strategic principles should remain unchanged, however, they should, for presentation purposes, be presented under the following four broad thematic headings:

- **How We Do Things**
(Primarily covering management and operational policies);
- **What We Do**
(Primarily covering activities and bookings);
- **Who We Do It For**
(Primarily focusing on accessibility); and
- **What We Want To Achieve**
(Primarily focusing on driving increased participation).

He explained that the revised Vision Statement and Strategic Principles, together with the Introduction and Executive Summary, which had been agreed previously, would form the basis of a draft framework and that it would, in June, be circulated to selected key stakeholders, under Phase 1 of the consultation process. It was envisaged that a first draft of the aquatics strategic document would be developed by the Working Group by late July and be circulated for approval by the Board by mid-September. That would be followed by a twelve-week consultation period, with the public launch of the Strategy being planned for January/February, 2018.

After discussion, during which it was confirmed that the Strategy would be closely linked to the Council's Sports Development Strategy, the Board noted the information which had been provided.

Update on Equality and Diversity Policy Alignment

The Partnership Manager reminded the Board that, at its meeting on 16th January, it had agreed a programme for the evaluation and reporting of key compliance and policy alignment assurance statements for six policy areas, with a view to ensuring that GLL's operating policies and procedures were aligned to those of the Council.

He reminded the Board further that, at its meeting on 21st March, it had been provided with an update on the work which was being undertaken around one of those policy areas, namely, Equality and Diversity. Since that meeting, officers from the Council and from GLL had met separately to give further consideration to two key areas where some additional background work and the exchange of material would be required, firstly, GLL equality and diversity staff training around the Section 75 legislative framework and, secondly, evidence of activity programming service delivery models and output monitoring. Both groups had identified key evidence, which had led to overall agreement on both activity programming and staff awareness training.

He explained that the Council's equality and diversity requirements and leisure centre operating procedures were continually under review and that it was important to ensure that any changes to those were reflected immediately within GLL's operating procedures. The Partnership Manager concluded by pointing out that, at the conclusion of the review process for the policy area of Equality and Diversity, the officers involved had been largely satisfied that the current arrangements and outputs supported the following statement:

“At 31st March 2017, Belfast City Council and Active Belfast Limited policies and operational procedures in relation to Equality and Diversity are closely aligned, with no significant variances or areas of concern to address.”

The Board noted the information which had been provided.

Charitable Status

The Board agreed to defer until its next meeting consideration of a report on the potential for seeking charitable status to allow Directors to review the legal and financial advice referred to within the report and for potential funding streams which could be accessed exclusively by charities to be identified.

Other Business

Date and Venue for Next Meeting

The Board agreed that its next meeting, which was due to take place at 4.30 p.m. on Thursday, 15th June, be held in the Brook Activity Centre, rather than in the Andersonstown Leisure Centre, which was due to close on 28th May for refurbishment.

Chairperson