

**ACTIVE BELFAST LIMITED BOARD**

**Monday, 18th September, 2017**

**MEETING OF ACTIVE BELFAST LIMITED BOARD**

**(Held in the Shankill Leisure Centre)**

**Attendees**

- Directors:** Councillor Corr  
Councillor Long  
Mr. P. Boyle  
Mr. J. Higgins  
Mr. M. Keenan (Unite the Union)  
Mr. C. Kirkwood  
Ms. K. McCullough  
Mr. N. Mitchell  
Mr. G. Walls and  
Mr. M. Webster.
- Officers:** Mr. N. Grimshaw, Director of City and Neighbourhood Services;  
Mr. N. Munnis, Partnership Manager; and  
Mr. H. Downey, Democratic Services Officer.
- GLL:** Mr. G. Kirk, Regional Director;  
Mr. G. Holland, Partnership Manager;  
Mr. R. McKenna, Regional Community Sports Manager;  
Ms. K. Morgan, Regional Manager; and  
Ms. C. Sweeney, HR Business Partner.

**Apologies**

Apologies were reported on behalf of the Chairperson (Mr. McGuigan), Mr. Kirkwood, Mr. McGarrity and Mr. Stewart.

**Chairing of Meeting**

In the absence of the Chairperson, it was agreed that Councillor Corr chair the meeting.

(Councillor Corr in the Chair.)

**Minutes**

The minutes of the meeting of 7th August were approved.

## **Matters Arising**

### **Charitable Status**

The Board noted that it was anticipated that the report on the potential for seeking charitable status would be available for its meeting on 30th October.

### **Articles of Association**

The Board noted that confirmation had been received from Companies House that the Articles of Association were now up to date.

### **Independent Review of Current Operating Model**

The Board noted that it would receive the draft report on the outcome of the independent review as soon as it had been finalised and agreed that the associated Terms of Reference, which it had approved at its meeting on 15th June, be circulated in the meantime.

### **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.

Mr. Walls reported that he had informed the Chairperson, Mr. McGuigan, recently that he would be taking up employment with GLL and had resigned from the Board in order to avoid a conflict of interest. However, he had since indicated that he would not be joining GLL and, on that basis, the Chairperson had agreed that, subject to approval by the Board, he could withdraw his resignation and remain on the Board.

The Board endorsed the Chairperson's decision.

### **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 1 2017/2018 performance and contract compliance report.**

**2.0 Recommendations**

**2.1 The Board is requested to consider the content of the Quarter 1 2017/2018 performance and contract compliance report.**

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

### 3.0 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. GLL representatives will be in attendance to present the report and to respond to any questions from board members.

3.3 The following performance data and supporting statements are presented for Quarter 1 under the six KPI Scorecard headings as set out in Appendix 1, which has been circulated to the Board and which reports full year to date performance.

### 3.4 BUSINESS

BUSINESS		QUARTER 1						
	KPI	Actual/YE March 2017	2017/18 Target	April	May	June	Q1 YTD Total	% YE @ Q1
1	Total income	5,610,067	5,629,517	464,966	535,288	518,920	1,519,174	26.99%
2	Junior Activity Income	969,240	881,671	80,297	126,857	95,717	302,871	34.35%
3	Pre Paid Adult Membership Income	2,264,085	2,806,827	218,331	226,769	223,652	668,752	23.83%
4	Synthetic Pitch Income	222,797	232,425	18,287	16,233	20,149	54,669	23.52%
5	Total Expenditure	11,995,863	11,485,956	1,082,268	995,686	964,225	3,042,179	26.49%
6	Total Staff Costs	8,001,448	7,148,719	680,079	661,184	656,010	1,997,273	27.94%
7	Total Utility Costs	1,350,510	1,456,387	109,390	92,189	83,666	285,245	19.59%
8	Total User Head Count	1,887,199	1,695,577	145,781	167,914	154,814	468,509	27.63%
9	Yield per Visit	3	3	3	3	3	3	97.69%
10	Total Pre Paid Members	13017	15771	13016	12996	12907	12,907	81.84%
11	Total Pay & Play Members	7,644	12,000	7,819	8,529	9,101	9,101	75.84%

#### KPI Comment

The business performance across the centres in quarter 1 has been positive. It is important to note that Andersonstown LC closed to the public on 28th May.

The overall 2017/2018 financial targets reflect the closure of Andersonstown LC, the voluntary redundancy scheme city wide and the late opening of Church Lane fitness centre in November 2017.

The notable increase in utility costs in April reflects settlement of a disputed NI Water bill from 2016 resulting from a substantial underground leak outside the Ozone/Indoor Tennis Centre.

Junior activity income, total staff costs and user head counts have all reduced as a result of the Andersonstown Leisure Centre closure.

The increase seen in junior activity income in May is attributed to pre-enrolment payments for the city wide Summer scheme operated at all of the Belfast centres.

It should be noted that scheduled centre closures and new centre openings over the next five years (Leisure Transformation Programme) will make it very difficult to produce meaningful year on year KPI comparisons. Future quarterly KPI narrative reports will seek to highlight and quantify all such variances.

### Challenges and Action Plan

One of the main challenges during quarter 1 arose from the requirement to accommodate substantial user groups displaced as a result of the closure of Andersonstown LC. The GLL management team successfully relocated a high proportion of Andersonstown swim school pupils, health and fitness members and centre block bookings across other centres thereby limiting the negative impact on financial, participation and customer service performance measures.

GLL are proactively drawing up opening plans for the new city centre fitness facility at Church Lane which will be state of the art with a facial recognition access control system. A first for Northern Ireland. Church Lane will support business growth through an increase in memberships.

## 3.5 OPERATIONS

OPERATIONS		QUARTER 1						
	KPI	Actual/YE March 2017	2017/18 Target	April	May	June	Q1 YTD Total	% YE @ Q1
12	Health & Safety Incidents	503	500	55	53	47	155	31.00%
13	Health & Safety Escalations	0	0	0	0	0	0	N/A
14	Service Disruptions (Closures)	33	26	2	2	1	5	19.23%
15	Centre Inspections	112	112	0	14	13	27	24.11%
16	Service Notice Escalations	0	0	0	0	0	0	N/A
17	Contract Compliance	100	100%	100%	100%	100%	100%	100.00%

### KPI Comment

Again the key challenge across the city during this quarter was the closure of Andersonstown LC on Sunday 28th May. This involved a large number of staff meetings, a complex city wide voluntary redundancy scheme, demobilisation of

the centre and the transfer of building assets to Belfast City Council.

All scheduled BCC centre inspections were completed. The reduction to 27 visits reflects the closure of Andersonstown LC. All centres maintained their 2016/17 Q4 category ratings. Q2 inspections will see the introduction of a bespoke new reporting package designed to assist centre management teams by identifying specific areas of opportunity for continuous improvement.

All other operations performance in quarter 1 is on target.

### Challenges and Action Plan

During what was a busy period GLL have maintained their position with all leisure centres being positioned either in Level 1 (top) or Level 2 (middle top) for all BCC client leisure inspections.

GLL continue to review and work closely with the BCC Partnership Manager to ensure continuous improvement is seen across all city wide leisure centres.

### HEALTH and COMMUNITY IMPACTS

HEALTH & COMMUNITY IMPACTS			QUARTER 1					
	KPI	Actual/YE March 2017	2017/18 Target	April	May	June	Q1 YTD Total	% YE @ Q1
18	BCC Resident User Head Count	1,434,271	1,319,900	113,709	128,790	120,290	362,789	27.49%
19	BCC Resident Total Membership	14,752	17,688	14,798	15,330	15,866	15,866	89.70%
20	PARS Health Referrals Commenced	914	1,550	72	63	66	201	12.97%
21	PARS Health Referrals Completed	294	880	22	37	21	80	9.09%
22	Disabled User Head Count	412,404	373,664	33,314	36,370	33,108	102,792	27.51%
23	Female User Head Count	754,880	772,000	58,312	67,166	61,926	187,404	24.28%
24	60+ yrs Total User Head Count	208,055	177,000	16,164	17,020	16,755	49,939	28.21%

### KPI Comment

Reductions in 2017/2018 target figures reflect the anticipated impact of the closure of Andersonstown LC.

The figures for physical activity referral scheme are as agreed within the contract with Belfast Health Development Unit (BDHU). Results for quarter 1 are slightly behind target largely as a result of difficulties in recruiting staff for two vacant Healthwise facilitator posts.

### Challenges and Action Plan

The Healthwise facilitator positions have now been filled. The targets have been re-profiled from quarter 2 to year end and GLL are confident that all targets will be delivered.

The GLL Community Sports Manager (CSM) will continue to work closely with BDHU over the coming year to identify further opportunities within the local communities to ensure the targets are met.

The CSM will also work in partnership with BCC and Disability Sport NI to develop the Belfast disability hub and Girdwood Community Hub in quarter 2.

The CSM will also develop phase 2 of the Active Women (WISPA) programme in quarter 2 to drive female participation across the leisure centres.

### 3.7 SPORTS DEVELOPMENT

SPORTS DEVELOPMENT				QUARTER 1				
	KPI	Actual/YE March 2017	2017/18 Target	April	May	June	Q1 YTD Total	% YE @ Q1
25	NGB Reg Sports Club Bookings	1411	1500	185	112	83	380	25.33%
26	Zero Price Booking Hours	315	500	6	6	11	23	4.60%
27	Sports Event Bookings	Not tracked in 2016/17	25	6	4	3	13	52.00%
28	Total Athlete Support Head Count	69	140	93	98	111	111	79.29%

### KPI Comment

The sports development performance in quarter 1 is on target for year end.

We are pleased with the increases seen in the GLL Sport Foundation where positive growth has been achieved.

### Challenges and Action Plan

GLL will continue to work with external stakeholders and local communities to develop and enhance relationships aimed at further developing the GLL Sport Foundation across the city.

GLL will work more closely with BCC Sports Development Unit to maximise participation through the BCC Zero Priced contractual hours.

## STAFFING and HR

STAFFING & HR				QUARTER 1				
	KPI	Actual/YE March 2017	2017/18 Target	April	May	June	Q1 YTD Total	% YE @ Q1
29	Total Staff	460	425	458	463	471	471	110.82%
30	Total FT Staff	317	289	320	320	321	321	111.07%
31	Total New Staff Recruited	32	60	5	6	12	23	38.33%
32	Total Staff Attrition	3.98	3%	0.87%	1.08%	11.04%	4.33%	144.33%
33	Total Staff Sickness Absence	8.14%	6%	7.29%	5.99%	7.53%	6.94%	115.61%
34	Total Staff Training Sessions	319	275	21	29	39	89	32.36%
35	Total Staff with Current CPD plan	58	100	100	100	100	100	100.00%

### KPI Comment

The 2017/2018 target for total staff has reduced and has taken into account the city wide voluntary redundancy scheme offered to employees in May. A total of 52 staff was released through this scheme.

Staff attrition across quarter 1 has risen to 4.33% versus a target of 3% target. This can be attributed to the voluntary redundancy scheme and reflects the number of staff leaving GLL through the process in June (11.04%).

Average staff sickness absence across quarter 1 was 6.94% representing a significant reduction of 1.2% from the YE figure of 8.14% for 2016/17. The downward trend through April and May took the figure to 5.99%. It is believed that the subsequent increase in June to 7.53% can be partly attributed to the impact of the city wide voluntary redundancy process.

### Challenges and Action Plan

GLL have recently appointed a new HR Business Partner and her initial task will be to develop a people strategy that will support the business moving forward. The people strategy will address key challenges such as succession planning for the opening of new centres, supporting the continued stabilisation of service delivery and to improve attendance levels at work.

### 3.9 SUSTAINABILITY

SUSTAINABILITY			QUARTER 1					
	KPI	Actual/YE March 2017	2017/18 Target	April	May	June	Q1 YTD Total	% YE @ Q1
36	Electricity Use (Units)	4,825,465	5,159,103	440,815	432,917	395,783	1,269,515	24.61%
37	Gas Use (Units)	17,121,375	17,593,735	1,763,741	1,122,759	1,185,935	4,072,435	23.15%
38	Water Use(units)	86,484	69,550	6,853	6,414	6,024	19,291	27.74%

#### KPI Comment

Within the utility consumption data across the quarter it is important to note that the 2017/2018 targets have been amended to take into account the difference in consumption between the old and new Olympia Leisure Centres, the closure of Andersonstown Leisure Centre and the opening of Church Lane in November 2017.

#### Challenges and Action Plan

GLL actively review utility consumption on a monthly basis and have set-up regular staff meetings to support the management and efficiency of this important agenda. Energy management plans for each centre are currently being reviewed to identify any further areas for improvement.

### 3.10 LTP IMPACTS and PROJECTIONS (if not covered above)

3.10.1 Andersonstown LC closed on 28th May. The site is scheduled to be transferred to the main contractor for demolition in September/October 2017. The new centre is due to open at the end of 2019.

3.10.2 Andersonstown, Robinson and Brook new builds will all be 'on site' by January 2018 with all three centres scheduled to open late 2019/early 2020.

3.10.3 The existing centre at Brook will remain open until the new build is complete which will limit any negative impact on income and participation during the construction phase."

During discussion, several Directors pointed out that the data contained within the six KPI scorecard headings related to all thirteen GLL-managed centres and stated that the report would be enhanced if that data could be provided also on a centre-by-centre basis.

GLL's Regional Director pointed out that, whilst it was a matter for the Board to decide on how the performance data should be presented, there would be significant resource implications associated with the collation of the information in the format which had been suggested.

The Board acknowledged receipt of the Performance and Contract Compliance report for the first quarter of 2017/2018 and the associated findings and agreed that a report be submitted to its next meeting providing a breakdown of the performance data set out within the Business KPI section of the scorecard for individual centres. It was noted that GLL's Regional Director would meet with the Council's Partnership Manager to discuss the format of that report and any resource issues associated with the collation of the management information data and that the Board would be advised of the outcome of those discussions when deciding if information should, in future, be provided on a centre-by-centre basis across all six KPI sections.

### **Update on GLL's Positive Impact**

The Board was reminded that it had, at a previous meeting, 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.

GLL's Regional Community Sports Manager drew the Board's attention to a number of notable events and initiatives which had taken place during the previous quarter. Those had included the hosting of a Summer Sports Day, which had been attended by 200 children from seven Summer Schemes across the City, and of the second annual Belfast Greenwich Leisure Sports Foundation Awards ceremony, at which ninety-three athletes had received awards, together with a funding commitment of £50,000 from GLL. In addition, the MacMillan 'Move More' Programme, which sought to deliver cancer specific physical activity and social opportunities within leisure centres, had received over 100 referrals during its first six months of operation and the Active Women Programme, which had offered a range of studio-based and aqua-based fitness classes for women of all fitness levels, had received positive feedback.

He then highlighted a number of training and development initiatives, which included the completion by the management team in the Olympia Leisure Centre of a learning and development leadership programme and the ongoing Management Academy initiative and the Trainee Management Scheme for participants across all GLL-managed centres.

Following discussion, the Board noted the information which had been provided and agreed that a copy of GLL's 'Committing to Health Strategy 2016-2020' be circulated to allow for the comparison of the positive impacts which had been outlined with those outputs set out within the Strategy.

### **Update on Better Gym Belfast**

The Board considered the following report:

#### **“1.0 Purpose of Report**

- 1.1 To provide the Board with an update on the mobilisation and opening of the new Better Gym Belfast in Church Lane.**

## **1.0 Recommendation**

**2.1 The Board is requested to note the report.**

## **3.0 Main Report**

### **3.1 Purpose of Centre**

**3.1.1 To create a city centre offering thus increasing the 'Better' brand visibility and presence supporting the partnership with BCC.**

**3.1.2 To increase the membership base by over 2,000 and getting more people more active more often, whilst offering a 5 star product for a three star price.**

**3.1.3 To create a cross subsidy in the partnership with the expectation of Better Gym Belfast generating a operating surplus.**

**3.1.4 To compete with the private sector with a prominent city centre location.**

### **3.2 Timeline to Opening**

**3.2.1 The new Better Gym Belfast located in Church Lane is due to open on 30th October, 2017.**

**3.2.2 A 16-week construction phase is currently on-going with main contractor GlasGiven who have been on site from June 2017.**

### **3.3 Staffing**

**3.3.1 All key senior management and supervisory positions have been successfully recruited.**

**3.3.2 The staffing structure for the centre is 1 x General Manager, 4 x Fitness Managers, 1 x Fitness Instructor.**

**3.3.3 To provide additional support for the opening of Better Gym Belfast, GLL trainee managers will be utilised over the first three months of operation for pre-sales, fitness instructing and membership promotion.**

### **3.4 Product Update**

#### **Health and Fitness**

**3.4.1 The centre will be a best in class facility combining cutting edge technology and state of the art equipment.**

- 3.4.2 The latest Technogym equipment will include pieces from the Excite range of CV equipment and fixed resistance machines. Technogym CV equipment is compatible with the 'my wellness' system linking 'Sufferfest' cycle program and 'Team Beats' programs
- 3.4.3 There is an innovative functional area using the Prama product which is the first in Northern Ireland and second in U.K. The functional area has interactive floor and walls accompanied by co-ordinated music, lighting and timing to create an immersive experience for users.
- 3.4.4 A programmable functional zone will provide the latest equipment whilst catering for classes and solo use. The latest equipment will be purchased including flipping tyres, sand bags, battle ropes and a functional rig.
- 3.4.5 The centre will have a DJ booth, video wall and interactive studios in keeping with a modern gym environment.
- 3.4.6 In support of cycle to work schemes a safe cycle storage area will provide secure space for 40 bikes at the rear of the building.
- 3.4.7 The centre will have cutting edge technology with facial recognition access control and will be a cashless operation.

#### **Marketing and Branding**

- 4.1 To note that there is a program to launch the new Better Gym Belfast Centre including pre-sale through physical, digital and media outlets
- 4.2 It was aimed at developing a suite of marketing materials to reflect a premium product and effectively engage the target market.
- 4.3 This marketing and branding was aimed at identifying and targeting affluent, young professionals and students as a key target market demographic in line with the catchment area.
- 4.4 Internally the branding and signage around the new centre is bright and vibrant reflecting the innovative and forward thinking look and feel. The new Belfast Starburst has been incorporated and is 'Energising Belfast'.
- 4.5 The branding will be of a similar nature to all Better Gym facilities similar to Better Gym Connswater and BCC and GLL will be referenced in any business to business PR and communications.
- 4.6 The web site for Better Gym Belfast went live on 6th September and members can sign up online from 18th September. An introductory membership of £14.95 (12 months) will be

**available from 18th September until 30th October when the regular price of £19.95 begins.**

**4.7 New and existing members across the city can access Better Gym Belfast if they have the city wide membership of £32.50.”**

Following discussion, the Board noted the information which had been provided and that it would have an opportunity to visit the facility prior to its opening.

**Update on Aquatics Strategy**

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

The Partnership Manager provided an update on the progress of the Strategy since the Board meeting on 7th August. He confirmed that feedback from a four-week pre-consultation exercise with selected key stakeholders, primarily around the vision statement, eight strategic principles, design format and content headings, was now being evaluated and would be considered within the final document development process.

In addition, an equality screening process had now been initiated and, when that was completed, the strategic plan would be subject to a full consultation exercise, for a twelve-week period, which would close in December 2017/January 2018. Work was already underway to populate the most straightforward sections of the Strategy, with the remaining elements to be completed, taking into account the feedback received from the pre-consultation exercise and the equality screening exercises.

He pointed out that the Aquatics Working Group would, over a series of meetings during September and October, continue to progress the development of the draft strategic document and that each section would, once agreed, be presented to the Board for its consideration. He added that the Working Group was comprised currently of five Directors and that there was still an opportunity for other Directors to join for the final key phase of the process.

The Board noted the information which had been provided.

**Other Business**

**ABL Workshop**

The Partnership Manager reminded the Board that the Active Belfast Limited Business Plan for 2017 – 2020 had, within its action plan, included a requirement for a workshop to be held on an annual basis to review the overall function, operation and outputs of Active Belfast Limited.

Following discussion, it was agreed that a workshop be organised on an afternoon/evening during the month of November, solely for the Active Belfast Limited Board, and that it be led by an external facilitator.

### **Schedule of Meetings**

The Board approved the following schedule of meetings for 2018, with all meetings to commence at 4.30 p.m.:

- Monday, 8th January;
- Monday, 5th March;
- Monday 9th April;
- Monday, 11th June;
- Monday, 6th August;
- Monday, 10th September;
- Monday, 8th October; and
- Monday, 10th December.

### **Date of Next Meeting**

The Board noted that its next meeting would take place at 4.30 p.m. on Monday, 30th October in the Lavery Room, City Hall.

Chairperson