

ACTIVE BELFAST LIMITED BOARD

Monday, 11th December, 2017

MEETING OF ACTIVE BELFAST LIMITED BOARD

(Held in the Lavery Room, City Hall)

Attendees

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

Apologies

An apology was reported on behalf Mr. C. Webster.

Minutes

The minutes of the meeting of 30th October were approved.

Matters Arising

Schedule of Charges for 2018-19

The Senior Democratic Services Officer reminded the Board that the minutes of each meeting were submitted to the Council's Strategic Policy and Resources Committee for noting.

At its meeting of 24th November, when considering the Board's minutes of 30th October, that Committee had requested that the Active Belfast Limited Board consider deferring implementing the new pricing structure, which were due to come into effect from 1st April. 2018, until Parties had been made aware of the proposed changes.

The Senior Democratic Services Officer undertook to circulate the price changes to the Party Group Leaders and ascertain if any Groups had any comments to make before the Board's next meeting on 8th January, 2018.

The Board concurred with this course of action.

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.

Annual Accounts 2016 - 2017

(Mr. D. Moan, Advanced Accounting, attended in connection with this item.)

Mr. Moan informed the Board that the accounts for Active Belfast Limited for the period ending 31st March, 2017 had now been completed. He provided a brief overview of the accounts, which included the company's Income and Expenditure Account and Balance Sheet and recommended that the Board approve them for submission to Companies House before the deadline date of 31st December.

After discussion, it was

Moved by Mr. Stewart,

Seconded by Mr. Keenan and

Resolved - That the Board approve the accounts for Active Belfast Limited for the period ending 31st March, 2017.

The accounts were thereupon signed by Mr. McGuigan and Mr. Walls, the Chairperson and the Treasurer of the Board, respectively.

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 2 2017/2018 performance and contract compliance report.

2.0 Recommendations

2.1 The Board is requested to consider the content of the Quarter 2 2017/2018 performance and contract compliance report.

2.2 The Board is requested to formally record the receipt and approval of 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 2 under the six KPI Scorecard headings as set out in Appendix 1. Appendix 1 reports full year to date performance.

3.4 BUSINESS

KPI	Actual/YE March 2017	2017/18 Target	QUARTER 1			QUARTER 2				% YE @ Q2
			Q1 YTD Total	July	August	September	Q2 Total	Q2 YTD Total		
1 Total income	5,610,067	5,629,517	1,519,174	424,629	476,756	507,254	140,863	2,927,813	52.01%	
2 Junior Activity Income	969,240	881,671	302,971	60,302	72,004	99,719	23,202	534,896	60.67%	
3 Pre Paid Adult Membership Income	2,264,085	2,806,827	668,752	216,985	217,695	224,231	65,891	1,327,663	47.30%	
4 Synthetic Pitch Income	222,797	232,425	54,669	7,392	12,888	18,782	3,906	93,731	40.33%	
5 Total Expenditure	11,995,863	11,485,956	3,042,179	990,388	824,988	889,346	270,472	5,746,901	50.03%	
6 Total Staff Costs	8,001,448	7,148,719	1,997,273	746,906	584,435	649,112	198,045	3,977,726	55.64%	
7 Total Utility Costs	1,350,510	1,456,387	285,245	98,973	66,223	111,564	27,670	562,005	38.59%	
8 Total User Head Count	1,887,199	1,695,577	468,509	106,153	129,642	160,440	39,623	864,744	51.00%	
9 Yield per Visit	£2.99	£3.32	£3.24	£3.19	£3.18	£3.16	£3.18	£3.21	96.69%	
10 Total Pre Paid Members	13,017	15,771	12,907	13,402	13,448	13,754	13,754	13,754	87.21%	
11 Total Pay & Play Members	7,844	12,000	9,101	9,369	9,348	9,465	9,465	9,465	78.88%	

KPI Comment

The business performance across the centres in quarter 2 has been positive.

The overall 2017/18 financial targets reflect the closure of Andersonstown LC, the voluntary redundancy scheme city wide and the late opening of Better Gym Belfast in November 2017.

The notable decrease in user head count and synthetic pitch income in July reflects the seasonal nature of soccer usage and public and school holidays. It is also worth noting there is now a 25% reduction in synthetic pitch pricing (BCC pricing policy).

Total staff costs have reduced as a result of the Andersonstown Leisure Centre closure and the subsequent voluntary redundancy programme in June 2017.

The increase seen in junior activity income in Sept is attributed to swim school enrolment as children and parents return to routine after the summer holidays.

Olympia is on target to reach 2000 health and fitness members by year end and at end of September has 1939 members.

Better Gym Connswater has the highest number of Health & Fitness members, with 2,071 at end of September

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

Highlighted in Q.1 a key challenge 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. This has been reflected in Q.2 performance.

Q.2 has seen a focus on finalising the Better Gym Belfast project. This gym will be state of the art with a facial recognition access control system. A first for Northern Ireland. Better Gym Belfast will support business growth through an increase in memberships.

3.5 OPERATIONS

OPERATIONS				QUARTER 1			QUARTER 2			
KPI	Actual/YE March 2017	2017/18 Target	Q1 YTD Total	July	August	September	Q2 Total	Q2 YTD Total	% YE @ Q2	
12 Health & Safety Incidents	503	500	155	74	46	54	174	329	65.80%	
13 Health & Safety Escalations	0	0	0	0	0	0	0	0	N/A	
14 Service Disruptions (Closures)	33	26	5	1	2	2	5	10		
15 Centre Inspections	112	112	27	0	13	13	26	53	47.32%	
16 Service Notice Escalations	0	0	0	0	0	0	0	0	N/A	
17 Contract Compliance	100%	100%	100%	100%	100%	100%	100%	100%	100.00%	

KPI Comment

All Q2 scheduled BCC centre inspections were completed during August and September 2017. One centre, Olympia LC improved to category 1 during Q2 with one centre, Loughside dropping to category 3. The reduced score in Loughside was almost entirely due to a complete breakdown of the hot water supply system resulting in a substantial reduction in services. All other centres maintained their Q2 category ratings.

Q2 saw the introduction of a new centre inspection recording and reporting process. Measures and expectations have not changes but the process now results in percentage scores for each centre alongside detailed feedback on areas to support continuous improvement.

All other operations performance in quarter 2 is was 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.

3.6 HEALTH and COMMUNITY IMPACTS

HEALTH & COMMUNITY IMPACTS			QUARTER 1			QUARTER 2				
KPI	Actual/YE March 2017	2017/18 Target	Q1 YTD Total	July	August	September	Q2 Total	Q2 YTD Total	% YE @ Q2	
18 BCC Resident User Head Count	1,434,271	1,319,900	362,789	81,656	100,498	123,419	305,573	668,362	50.64%	
19 BCC Resident Total Membership	14,752	17,688	15,866	15,874	15,849	15,895	47,618	63,484	358.91%	
20 PARS Health Referrals Commenced	914	1,550	201	139	128	97	364	565	36.45%	
21 PARS Health Referrals Completed	294	880	80	38	79	99	216	296	33.64%	
22 Disabled User Head Count	412,404	373,664	102,792	23,503	33,756	31,687	88,946	191,738	51.31%	
23 Female User Head Count	754,880	772,000	187,404	45,758	54,903	68,435	169,096	356,500	46.18%	
24 60+ yrs Total User Head Count	208,055	177,000	49,939	15,123	17,901	17,582	50,606	100,545	56.81%	

KPI Comment

The health and communities performance across the centres in quarter 2 has been positive, with a positive summer scheme programme delivered across 10 centres, engaging over 2000 children.

The figures for physical activity referral scheme are as agreed within the contract with Belfast Health Development Unit (BDHU). Results for quarter 2 are still tracking slightly behind target. Two vacant Healthwise facilitator posts have been filled in Q.2 and we expect significant gain in Q.3 reporting.

Challenges and Action Plan

The two vacant Healthwise facilitator positions have now been filled. The targets have been re-profiled to year end and GLL are confident that all targets will be delivered by March 2018, through the development of group exercise and targeted interventions.

Launch of Belfast Disability Hub in partnership with BCC and Disability Sport NI at Girdwood Community Hub in Q. 2. Partnership SLA developed to include wide range of programmes and training of disability sport activities.

Q. 2 saw the launch of the 'Active Women' (WISPA) programme to drive female participation across the leisure centres. this will be delivered during Q.2 & Q.3 with initial registration and participation positive with 280 women registered.

The Belfast annual Club Games, targeted at over 55's will take place during Q.3 aimed at increasing participation amongst this targeted audience as well as developing capacity and clubs at local leisure centres all year round.

'Move More Belfast' programme in partnership with MacMillan Cancer has engaged over 100 participants YTD in year one of delivery.

3.7 SPORTS DEVELOPMENT

SPORTS DEVELOPMENT			QUARTER 1			QUARTER 2				
KPI	Actual/YE March 2017	2017/18 Target	Q1 YTD Total	July	August	September	Q2 Total	Q2 YTD Total	% YE @ Q2	
25 NGB Reg Sports Club Bookings	1411	1500	380	63	107	212	382	762	50.80%	
26 Zero Price Booking Hours	315	500	23	2	8	34	44	67	13.40%	
27 Sports Event Bookings	Not tracked in 2016/17	25	13	4	4	7	15	28	112.00%	
28 Total Athlete Support Head Count	69	140	111	113	115	120	120	120	85.71%	

KPI Comment

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

The GLL Sport Foundation continues to see positive growth during this quarter with greater awareness of the programme continuing to grow.

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. The 2018/19 application process will open on 20th December 2017.

GLL in partnership with BCC Sports Development Unit have developed a policy for 'zero priced bookings' to maximise participation and usage.

Plans to deliver of 'Find a Star' programme aimed at potential junior athletes in partnership with BCC Sport Development Team and National Governing bodies of Sport.

3.8 STAFFING and HR

STAFFING & HR			QUARTER 1			QUARTER 2				
KPI	Actual/YE March 2017	2017/18 Target	Q1 YTD Total	July	August	September	Q2 Total	Q2 YTD Total	% YE @ Q2	
29 Total Staff	460	425	584	565	538	546	546	546	128.47%	
30 Total FT Staff	317	289	321	278	276	282	282	282	97.58%	
31 Total New Staff Recruited	32	60	26	33	10	12	55	81	135.00%	
32 Total Staff Attrition	3.98	3%	3.49%	6.71%	0.09%	1.10%	2.63%	3.06%	102.07%	
33 Total Staff Sickness Absence	8.14%	6%	6.94%	7.53%	8.42%	9.01%	8.32%	7.63%	127.14%	
34 Total Staff Training Sessions	319	275	89	20	25	32	77	166	60.36%	
35 Total Staff with Current CPD plan	58	100	100	100.00	100.00	100.00	100.00	100	100.00%	

KPI Comment

The most significant change to the staffing compliment is reflected in June figures where the attrition rate is 8.90%.

The higher than normal Attrition Rate is due to 52 staff leaving as a result of the Voluntary Redundancy Scheme.

Challenges and Action Plan

Challenges from April to June 2017 were related to managing demobilisation of Andersonstown Leisure Centre which affected 33 staff. The most challenging aspect of this closure was to relocate staff across the partnership, while enabling a voluntary severance scheme.

50 TUPE staff left GLL under the Voluntary Severance Scheme. From Andersonstown, 17 staff successfully applied for VR and 16 staff were redeployed to other centres. The closure of Andersonstown, the operation of the VR Scheme and the redeployment process was successfully undertaken with the aid of Trade Unions.

Despite the general success of the VR scheme, some staff who had applied for VR were unsuccessful. Subsequently we have had a number of staff who had applied for VR who have become absent on long term basis. Absence rates have increased and 80% of the absence is attributed to TUPE staff.

3.9 SUSTAINABILITY

SUSTAINABILITY			QUARTER 1			QUARTER 2			
KPI	Actual/YE March 2017	2017/18 Target	Q1 YTD Total	July	August	September	Q2 Total	Q2 YTD Total	% YE @ Q2
36 Electricity Use (Units)	4,825,465	5,159,103	1,269,515	354,527	418,416	394,411	1,167,354	2,436,869	47.23%
37 Gas Use (Units)	17,121,375	17,593,735	4,072,435	771,931	963,250	1,288,100	3,023,281	7,095,716	40.33%
38 Water Use(units)	86,484	69,550	19,291				-	19,291	27.74%

KPI Comment

Within the utility consumption data across the quarter it is important to note that the 2017/18 targets have been amended to take into account the closure of Andersonstown Leisure Centre and the opening of Better Gym Belfast in November 2017.

We are unable to report on the Water usage KPI as an accurate figure across the partnership as Shankill water meter has been broken. This has been resolved and it would be envisaged accurate data will be available across the partnership and reported in Q.3

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.”

The Board acknowledged receipt of the Performance and Contract Compliance report for the second quarter of 2017/2018 and the associated findings and agreed that:

- The Council's Sports Development Manager be invited to attend the next meeting of the Board to provide information on the Council's outreach programme and how this might align with GLL's;
- As previously agreed by the Board, the Performance Data be provided on a centre-by-centre basis; and
- More details be provided in relation to the sickness absence figures.

2017 Customer Satisfaction Survey

The Board considered the following report:

1.0 Purpose of Report

- 1.1 To confirm receipt and present the board with details of the 2017 Customer Satisfaction Survey (CSS) as required under contract Clause 38.3.**

2.0 Recommendations

- 2.1 The Board is requested to note the receipt of the 2017 CSS as evidence of compliance with Contract Clause 38.3.**
- 2.2 The board is requested to consider the headline findings from the 2017 CSS and the resulting 2017 centre improvement action plans.**

3.0 Main Report

- 3.1 GLL conducted a comprehensive customer satisfaction survey throughout August and September 2017. The survey sought the views of centre users in relation to levels of satisfaction with the facilities and services provided.**
- 3.2 For the first time the survey was undertaken online as well as via the machine within the centres similarly to previous years.**
- 3.3 The survey was conducted at twelve of the thirteen leisure centres currently managed by GLL.**
- 3.4 Response data was collated for each individual centre. A total of 1,679 responses were recorded across the service. This can be broken down as 778 via the in centre survey terminal and 901 were completed by customer online.**
- 3.5 Brook Activity Centre did not participate in the 2017 CSS due to low user numbers**
- 3.6 The survey questionnaire was comprehensive and provided data on respondent demographics and their level of**

satisfaction with a wide range of facility and service measures. A copy of the full questionnaire is attached. The questionnaire comprised a total of 42 questions. 6 questions relating to respondent demographics and 36 directly related to satisfaction levels with specific service areas.

Centre	In-centre Responses		Online Responses		Total Responses
	Number	%	Number	%	
Avoniel Leisure Centre	72	30%	165	70%	237
Ballysillan Leisure Centre	68	50%	69	50%	137
Belvoir Activity Centre	39	75%	13	25%	52
Falls Leisure Centre	66	47%	75	53%	141
Girdwood Community Hub	74	84%	14	16%	88
Grove Wellbeing Centre	35	24%	111	76%	146
Gym Connswater	114	53%	100	47%	214
Indoor Ozone Tennis Centre	34	65%	18	35%	52
Loughside Recreation Centre	8	89%	1	11%	9
Olympia Leisure Centre	91	29%	228	71%	319
Shankill Leisure Centre	71	63%	42	37%	113
Whiterock Leisure Centre	106	70%	46	30%	152
Total	778	46%	901	54%	1679

3.7 Response rates were up by 737 between 2016 (942) and 2017 (1,679). They were also up by 552 from 2015 (1,123). This is a positive result which can be directly related to the introduction of the online customer survey in support of the in centre terminal.

3.8 For practical purposes board members are presented with the headline service wide findings as follows:

DEMOGRAPHICS

Gender	Male (44%)	Female (56%)	
Age category	16-30 (10%)	31-60 (76%)	60+ (13%)
Frequency of participation in 30 minutes of moderate exercise	<3p/w (73%)	1-2 p/w (22%)	>1 p/w (5%)
Considered to have a health condition or disability	Yes (18%)	No (75%)	
Employment status	Employed (65%)	Unemployed (5%)	

CENTRE RELATED:

SAMPLE SATISFACTION SCORES

How would you rate the centre overall ? Good/Excellent response		
Combined Service	Top 2 centre scores	Bottom 2 centre scores
All centres average	Girdwood (98%)	Ballysillan (74%)
	Belvoir (94%)	Shankill (75%)

- An excellent performance from both Belvoir, a local community activity centre, and Girdwood Community Hub scoring 98% and 94% respectively
- Girdwood's score increased year on year from 92% in 2016 however Belvoir whilst retaining its position among the top 2 centres across the city dropped from 100%
- Whilst both Shankill and Ballysillan have scored lower than other centres it is important to note that Ballysillan is actually 4% higher year on year and Shankill has decreased slightly by 1%

How would you rate the activities overall ? Good/Excellent response		
Combined Service	Top 2 centre scores	Bottom 2 centre scores
All centres average	Ozone (100%)	Ballysillan (78%)
	Loughside (100%)	Grove (86%)

- It is excellent to see that Ozone has appeared in the top centres across the city as it has increased year on year from 2016 (65%) to 2017 (100%)
- Whilst Loughside didn't take part in 2016 CSS they have also performed well in terms of the activities that they offer at the centre overall
- There was a decrease in Ballysillan rating from 80% (2016) to 78% in (2017). Although Grove appear in the bottom 2 centres for their rating of activities overall it has increased year on year from 79% (2016) to 86% in (2017)

How would you rate the level of cleanliness overall ? Good/Excellent response		
Combined Service	Top 2 centre scores	Bottom 2 centre scores
All centres average	Belvoir (94%)	Avoniel (73%)
	Olympia (89%)	Ballysillan (73%)

- Both Belvoir (94%) and Olympia (89%) have performed extremely well in terms of cleaning in the 2017 customer survey. It is important to note that Olympia has improved its score from 2016 (65%) to 2017 (89%) which is supported by the new centre opening in January 2017
- The results at Avoniel and Ballysillan have dropped by 4% and 5% respectively. Both centres are older stock centres but a strong focus and response to cleaning standards at both centres will be undertaken through their service improvement plans

How would you rate the centre staff overall ? Good/Excellent response		
Combined Service	Top 2 centre scores	Bottom 2 centre scores
All centres average	Better Gym Connswater (94%)	Loughside (77%)
	Belvoir (96%)	Ballysillan (81%)

- The top 2 centres for 2017 remain Better Gym Connswater and Belvoir Activity Centre. It is extremely positive to see these two centres retain their status.
- Both Loughside and Ballysillan have been scored in the bottom 2 centres overall.
- Loughside is an old facility with a small number of users per year. Considering their response data being 9 for the entire survey it is not surprising that they have been scored in this position
- It is clearly evident that further customer service training courses are required for all staff designations at Ballysillan but this score does represent some of the challenges we face at the centre in terms of flexibility and change

How likely would you be to recommend the centre? Respondents rated on a scale of 1 – 10 with centre scored + or -. Excellent = +30 or above Good = +11 to +29 Satisfactory = 0 to +10 Poor = -1 to -20 Very Poor = -21 or below		
Combined Service	Top 2 centre scores	Bottom 2 centre scores
All centres average	Girdwood (42%)	Loughside (-44%)
	Belvoir (42%)	Avoniel (-37%)

- Both Belvoir and Girdwood have received good or excellent scores for recommendation of their centres from their customers.
- Both Loughside and Avoniel have been scored in the bottom 2 centres. Both centres are old in comparison to other centres across the city
- However it is surprising that Avoniel has scored in this category as it offers an exciting and wide ranging programme for its users. Albeit it closes in 2 years time as part of the Leisure Transformation Programme

BELFAST PARTNERSHIP:

Summary Headlines

Area	Measure	2015	2016	2017
Overall	How would you rate your overall experience	82%	85%	88%
	How would you rate the centre overall	81%	81%	84%
Staff	Being well presented, efficient & professional	85%	82%	90%
	Answering the phone promptly	81%	80%	87%
Information	Range of activities	80%	77%	83%
	Opening hours	82%	79%	85%

Outcome:

Excellent: 80%+
Good: 70% - 79%
Satisfactory: 60% - 69%
Poor: 40% - 59%
Very poor: Under 39%

Overall:

- The Belfast centres performance has seen the overall experience of our customers and overall centre rating increase by 3% year on year.
- To continue to improve on this excellent performance there will be an ongoing focus throughout 2018 to the training of staff teams in service improvement.

Staff:

- There has been an 8% and 7% increase across the centres respectively in Belfast for being well presented, efficient and professional and for improving and answering the telephone more promptly
- As an overview and with the exception of two centres all of them moved forwards with noticeable improvements from Belvoir Activity Centre and Better Gym Connswater.
- There was a noticeable difference with Olympia Leisure Centre which scored 76% in 2016 and with the opening of the new centre in January 2017 their score improved too 89%

- **Moving into 2018 GLL will continue to operate training courses in customer services and actively challenge staff presentation within the centres and will continue to do so to improve this area of performance**

Information:

- **The overall score for both range of activities and opening hours has increased by 6% year on year**
- **GLL have actively introduced a number of new activities within the centres in 2017 and are comfortable that moving in 2018 that that this performance measure will improve further.**
- **A review of opening hours across all centres in the city was undertaken at a number of centres and operating hours have been extended, which shows year on year there is extended opening hours city wide.**
- **There were excellent improvements year on year from Olympia Leisure Centre as the new centre opened in January 2017. In addition to this there were also improvements at Ozone Indoor Tennis Centre (11%), Ballysillan (10%) and Girdwood (8%).**

3.9 It is clear from the survey design and the report statistics that the process is comprehensive and robust. In relation to this particular CSS the following observations are presented for discussion:

3.9.1 The inclusion of the web based CSS will work in line with the in centre survey device as this has seen an improvement on response data year on year.

3.9.2 The service wide averages indicate that GLL method statements and resourcing strategies are appropriate to drive real improvements in service delivery and customer satisfaction. This is supported by the excellent scores achieved by the top performing centres.

3.9.3 Scores for bottom performing centres indicate an inconsistency in service standards and an opportunity to drive improvements.

3.9.4 The individual centre CSS action plans developed by GLL go beyond contractual obligations and demonstrate a real commitment to listening to our customers and driving continuous improvement.

3.10 The CSS is designed to be an integral part in the service continuous improvement plans. Particularly in pursuit of the key contract objective of a '5* service at 3* prices' it is

important that the data collected through the CSS is both robust and relevant. The results should be accepted as providing evidence of opportunities for improvement in service and customer communications. Resulting from the survey GLL have developed bespoke centre improvement action plans focused on the CSS scores specific to each centre. The Partnership Manager is in receipt of all twelve centre action plans.”

After discussion, the Board acknowledged receipt of the 2017 Customer Satisfaction Survey; noted the associated findings; and noted also that GLL was reviewing how the survey was undertaken, with a view to making more use of IT, and in particular a move to an internet/on-line based format, for the 2018 survey.

2018/2019 Marketing Plan

The Board noted the marketing plan for activation before the end of 2017 and the Marketing Commitments documents.

Other Business

Better Gym Belfast

The Board noted that the Better Gym Belfast would be officially opened the following evening and all members of the Board had been invited to attend.

Date of Next Meeting

The Board noted that its next meeting would take place at 4.30 p.m. on Monday, 8th January, 2018, with the venue to be confirmed in due course.

The Board noted also that, as agreed at the workshop in November, the meeting would be in the form of a workshop/meeting and would act as a mop up session to deal with those issues which had arisen and that representatives of GLL would not be in attendance.

Chairperson