

**ACTIVE BELFAST LIMITED BOARD**

**Thursday, 15th March, 2018**

**MEETING OF ACTIVE BELFAST LIMITED BOARD**

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

**Attendees**

- Directors:** Mr. J. McGuigan (Chairperson)  
Councillor Corr  
Councillor McReynolds  
Mr. J. Higgins  
Mr. M. Keenan  
Mr. M. McGarrity  
Mr. K. O'Doherty  
Mr. R. Stewart and  
Mr. G. Walls.
- Officers:** Mrs. R. Crozier, Assistant Director,  
City and Neighbourhood Services Department;  
Mr. N. Munnis, Partnership Manager; and  
Mrs. S. Steele, Democratic Services Officer.
- GLL:** Mr. G. Kirk, Regional Director (from 5.15p.m.-6.05p.m.)

**Apologies**

Apologies were reported on behalf Mr. P. Boyle, Mr. C. Kirkwood and Mrs. K. McCullough.

The Chairperson reported that Mr. H. Downey, Democratic Services Officer, was recovering from surgery and extended to him the Board's best wishes for a speedy recovery.

**Resignation**

The Partnership was advised that, due to work commitments, Mr. C. Webster had resigned from the Active Belfast Limited Board.

The Board noted the contribution that Mr. Webster had made to the Partnership and agreed that a letter of thanks be forwarded acknowledging his contribution.

**Minutes**

The minutes of the meeting of 8th January were approved.

### **Declarations of Interest**

No declarations of interest were reported.

### **Aquatics Strategy Update**

The Partnership Manager provided the Board with an overview of the progress which had been made towards delivering a Belfast-wide Aquatics Strategy.

He reminded the Board that copies of the strategy document, which were at first graphic design stage, had been submitted for consideration at its meeting on 8th January. At that meeting, he had advised the Members that the final draft was awaiting Council approval.

He advised the Board members that Council approval had since been granted and that the draft had been submitted for graphic design final edit, with an expected completion date of 14th March, 2018. The Board noted that, upon completion, the document would be equality screened and would then be submitted for public consultation.

The Partnership Manager explained that it had originally been anticipated that the final strategy would be ready for publication in April 2018, but that numerous unavoidable delays had meant that a revised timeframe had been drawn up, as below:

1	Receipt of final document	14 March 2018
2	Complete equality screening	20 April 2018
3	Complete public consultation plan and administration set up (simultaneously with equality screening)	20 April 2018
4	12 week public consultation	1 May – 31 July 2018
5	Evaluate public consultation, complete any resulting edits and produce final strategic document	1 – 31 August 2018
6	Publication and formal launch	September 2018

He advised the Board that a September launch was felt to be appropriate as it would coincide with the start of a new school term, the new training seasons for most aquatics sports and the new season for their leisure service programme.

The Board noted the information which had been provided and approved the revised completion and publication time table.

### **Independent Review of the Leisure Operating Model**

The Assistant Director of City and Neighbourhood Services reminded the Board that the Council had commissioned First Point Management and Consultancy Ltd. to conduct an independent review of the leisure operating model in August, 2017.

She advised the Members that the final report would be presented to the Strategic Policy and Resources Committee on Friday, 23rd March and it would simultaneously be

distributed to GLL and ABL Members via e-mail. She outlined that the report would formally be submitted for the Board's consideration at its April meeting.

A Member voiced his concern at the delay in this report being submitted.

The Board noted that the final report on the independent review of the leisure operating model would be presented to the Strategic Policy and Resources Committee on Friday, 23rd March and agreed that it would be simultaneously distributed to GLL and ABL Board Members via e-mail. It was further agreed that the item be added to the agenda for discussion at the Board's April meeting.

### **Management of ABL Board Meetings**

The Partnership Manager reminded the Board that, at its meeting on 8th January, it had agreed:

1. to hold two Board meetings per quarter, alternating venues between the City Hall and a GLL managed leisure facility;
2. that meetings would commence at 4.30p.m., with GLL attending from 5.15p.m., with agenda items ordered to ensure all items and reports which required GLL input were presented consecutively from 5.15p.m.;
3. that agendas and associated documents would be circulated not later than seven calendar days prior to a meeting; and
4. that an additional agenda item would be added under Routine Matters to present scheduled reports for the following meeting and to afford Directors the opportunity to propose additional agenda items for consideration; that additional agenda items would only be added with approval from the Board; and that a draft Board report planner, drawn from the existing annual contract compliance calendar, would be presented for consideration at that meeting under a separate report.

He advised the Board that, having reviewed the administrative processes, the Board was being asked to consider the following proposals in order to enhance and support the agenda planning process:

1. ABL Board meeting minutes were, typically, submitted to the Strategic Policy and Resources Committee seven to ten days after each Board meeting. It was therefore proposed that those minutes be posted on SharePoint the day after the Strategic Policy and Resources meeting, thereby making the minutes and action points available for review approximately four weeks before the following meeting;
2. future meetings would record scheduled reports for the following meeting, including any additional items/reports approved by the Board; and
3. future minutes would be restructured to include a table of actions with target dates and the lead responsible Director/officer.

He added that Board meeting agendas would be managed to ensure that reports scheduled within the annual report planner, plus any additional items which were approved by the Board, would remain manageable within a reasonable time allocation for each meeting.

The Board agreed the adoption of the additional three proposals for Board meetings for the financial year 2018/2019.

### **Board Agenda Annual Planning Schedule**

The Partnership Manager provided the Board with an update in respect of the draft annual schedule of Board reports for 2018/19, along with an outline of the inter-department board decisions that would be required in relation to agenda planning and key performance reporting.

He then drew the members' attention to the draft 2018/2019 annual schedule of Board reports and explained that this had been prepared using the existing annual contract compliance calendar and it included the following reports and updates:

- contract compliance reports;
- quarterly KPI reports;
- Leisure Transformation Programme updates;
- ABL Business Plan (2017-2020) quarterly action plan updates;
- ABL Company Business and Companies House returns;
- GLL activity reports; and
- Aquatics Strategy action update reports.

The Partnership Manager advised that this was a draft schedule as it needed to be extended to include further performance reports which would be subject to decisions taken in relation to the KPI Review Group Update Report.

A Member suggested that it might be useful if the Board were also to receive an update from the Council's Sports Development Team.

Following consideration, the Board:

- approved the draft 2018/2019 annual schedule of Board reports and agreed that a quarterly update report would also be included from the Council's Sports Development Section in respect of its ongoing work; and
- agreed that a final schedule would be posted on SharePoint and e-mailed to the members.

### **Q3 KPI and Contract Compliance**

(Mr. G. Kirk, Regional Director, GLL, attended in connection with this item).

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 3 2017/18 performance and contract compliance report.**

## 2.0 Recommendations

2.1 That the board considers the content of the Quarter 3 2017/18 performance and contract compliance report.

2.2 That the board formally records 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

BUSINESS	QUARTER 3								
	KPI	Actual/YE March 2017	2017/18 Target	October	November	December	Q3 Total	Q3 YTD Total	% YE @ Q3
1 Total income		5,610,067	5,629,517	508897	462753	423494	1395144	4,322,957	76.79%
2 Junior Activity Income		969,240	881,671	85224	81127	60473	226824	761,720	86.40%
3 Pre Paid Adult Membership Income		2,264,085	2,806,827	217197	221317	206341	644855	1,972,518	70.28%
4 Synthetic Pitch Income		222,797	232,425	18160	16621	11887	46668	140,399	60.41%
5 Total Expenditure		11,995,863	11,485,956	888765	1003468	849500	2741733	8,488,634	73.90%
6 Total Staff Costs		8,001,448	7,148,719	633304	700753	667104	2001161	5,978,887	83.64%
7 Total Utility Costs		1,350,510	1,456,387	104441	136954	158756	400151	962,156	66.06%
8 Total User Head Count		1,887,199	1,695,577	166110	160550	100124	426784	1,291,528	76.17%
9 Yield per Visit		£2.99	£3.32	£3.06	£2.88	£4.23	£3.27	£3.35	100.82%
10 Total Pre Paid Members		13,017	15,771	13157	12785	12458	12458	26,212	166.20%
11 Total Pay & Play Members		7,644	12,000	9503	9270	9283	9283	18,748	156.23%

### KPI Comment:

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

Synesthetic pitch performance in October and November was good with the usual seasonal reduction in December combined with the cancellation of bookings due to snow and unplayable pitch conditions. It is also worth noting there is now a 25% reduction in synthetic pitch pricing (BCC pricing policy).

Better Gym Belfast opened in December 2017 and had 304 pre-paid members at end of December 2017.

Total staff costs increased due to high sickness levels which peaked in October at 10.24%.

Utility expenditure increased but this is in line with winter usage.

Junior activity and income remains on track and consistent with quarters 1 and 2 and there were 1,492 Junior memberships at end of December 2017

Average yield per visit increased by 14 pence to £3.35 in quarter 3.

The average length of pre paid direct debit members remains consistent at 10.5 months. Concessionary memberships account for 30% of total prepaid memberships at end of December with Junior memberships representing a further 13% of total memberships.

Seasonal usage has seen a slight drop in prepaid membership in quarter 3.

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 & Action Plan

Key challenges remain with minimizing utility consumption with the unit cost of electricity and gas increasing.

Marketing campaign for 2018 in place to increase health and fitness memberships, taking into consideration several new gyms opening up in the city in the last few months

## 3.5 OPERATIONS

OPERATIONS		QUARTER 3							
	KPI	Actual/YE March 2017	2017/18 Target	October	November	December	Q3 Total	Q3 YTD Total	% YE @ Q3
12	Health & Safety Incidents	503	500	43	37	28	108	437	100.00%
13	Health & Safety Escalations	0	0	0	0	0	0	0	N/A
14	Service Disruptions (Closures)	33	26	1	1	1	3	13	
15	Centre Inspections	112	112	0	13	13	26	79	70.54%
16	Service Notice Escalations	0	0	0	0	0	0	0	N/A
17	Contract Compliance	100%	100%	100%	100%	100%	100%	100%	100.00%

### KPI Comment:

All scheduled BCC centre inspections were completed during quarter 3 2017. Olympia Leisure Centre remained in category 2 and one centre, Loughside improved and moved into category 2 again. One centre, Avoniel dropped to category 3. All other centres maintained their Q2 category ratings.

There were no major health and safety incidents or escalations in quarter 3.

The main service disruptions were:

Avoniel – spa remained closed due. Remedial works being undertaken and it is anticipated that it will re-open in March 2018

Shankill – pool closed from 16-28 December for essential maintenance works

Whiterock – pool closed from 08-29 December for essential maintenance works

### Challenges & Action Plan

With the exception of one centre 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, with specific action plans in place to address the issues at Avoniel

## 3.6 HEALTH & COMMUNITY IMPACTS

HEALTH & COMMUNITY IMPACTS				QUARTER 3					
	KPI	Actual/YE March 2017	2017/18 Target	October	November	December	Q3 Total	Q3 YTD Total	% YE @ Q3
18	BCC Resident User Head Count	1,434,271	1,319,900	127908%	122076%	77134%	1090	1,090	0.08%
19	BCC Resident Total Membership	14,752	17,688	15802	15769	15714	15762	15,762	89.11%
20	PARS Health Referrals Commenced	914	1,550	188	232	156	576	1,141	73.61%
21	PARS Health Referrals Completed	294	880	102	126	78	306	602	68.41%
22	Disabled User Head Count	412,404	373,664	31391	29569	15443	76403	268,141	71.76%
23	Female User Head Count	754,880	772,000	64534	62374	38898	165806	522,306	67.66%
24	60+ yrs Total User Head Count	208,055	177,000	16235	16702	10883	43820	144,365	81.56%

### KPI Comment:

Health and community impact performance across the centres in quarter 3 has been positive, with significant increase in physical activity and health referrals both commencing and completing Healthwise and Cardiac rehab programmes.

There was a drop in usage KPI's in Q.3 in comparison to other quarters however this is attributed to the drop in usage and individual KPI's during December. This is a seasonal trend that is forecasted.

In Q. 3 the 'Active Women' (WISPA) programme continued to drive female participation across the leisure centres. This is reflected in female usage figures during the first two months of Q.3.

The Belfast annual Club Games, targeted at over 55's took place during Q.3. Participation amongst this targeted audience continues to track ahead of annual forecast (81.56%).

### Challenges & Action Plan

The Healthwise 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 in Q.2.

'Move More Belfast' programme in partnership with MacMillan Cancer has engaged over 100 participants YTD in year one of delivery. Year 1 celebration event will take place during Q.4.

Falls prevention, diabetes and COPD programmes to be developed in Q.4 in partnership with BH DU and BHSCT.

Developing capacity and Over 60's clubs at local leisure centres.

## 3.7 SPORTS DEVELOPMENT

SPORTS DEVELOPMENT				QUARTER 3						
	KPI	Actual/YE March 2017	2017/18 Target	October	November	December	Q3 Total	Q3 YTD Total	% YE @ Q3	
25	NGB Reg Sports Club Bookings	1411	1500	243	237	151	631	1393	92.87%	
26	Zero Price Booking Hours	315	500	12.5	15	10	38	105	20.90%	
27	Sports Event Bookings	Not tracked in 2016/17	25	4	5	1	10	38	152.00%	
28	Total Athlete Support Head Count	69	140	122	122	126	126	126	90.00%	

### KPI Comment:

The sports development performance in quarter 3 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. Applications for 2018/19 programme opened on 20th December 2017 closing on 20th February 2018.



## Challenges & 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 in partnership with BCC Sports Development Unit have developed a policy for 'zero priced bookings' to maximise participation and usage including events such as 'Find a Sports Star' programme aimed at potential junior athletes in partnership with BCC Sport Development Team and National Governing bodies of Sport.

Develop centre programmes for LTP centres including NGB involvement and sporting / product USP's.

## **STAFFING & HR**

STAFFING & HR			QUARTER 3						
	KPI	Actual/YE March 2017	2017/18 Target	October	November	December	Q3 Total	Q3 YTD Total	% YE @ Q3
29	Total Staff	460	425	542	541	545	545	545	128.24%
30	Total FT Staff	317	289	280	280	277	277	277	95.85%
31	Total New Staff Recruited	32	60	2	0	7	9	90	150.00%
32	Total Staff Attrition	3.98	3%	1	3	7	366.67%	124.26%	4142.12%
33	Total Staff Sickness Absence	8.14%	6%	10.24%	8.75%	5.48%	8.16%	7.80%	130.07%
34	Total Staff Training Sessions	319	275	22	19	33	74	240	87.27%
35	Total Staff with Current CPD plan	58	100	138	138	138	138	138	138.00%

### KPI Comment:

Staff absence continues to be a challenge for GLL and in particular with TUPE staff. During the quarter, absence peaked at 10.24%. The majority of staff who were absent in October 2017 were TUPE staff accounted for 83% of absence.

Long term absence accounts for the majority of absence.

During Q3, three staff were dismissed due to long term absence.

During Q3 there was also serious issues of misconduct dealt with and one member of staff dismissed due to gross misconduct.

## Challenges & Action Plan

To continue to improve attendance rates, we have taken a robust approach to ensuring absence is managed effectively by auditing the management procedures and providing HR support. However, Core HR which was introduced in Q3, is not the same type of time and attendance system as Clockwise and the tracking of absence with CoreHR is now a

manual process until the next stage of development of CoreHR in Mid 2018.

### 3.9 SUSTAINABILITY

SUSTAINABILITY			QUARTER 3					
KPI	Actual/YE March 2017	2017/18 Target	October	November	December	Q3 Total	Q3 YTD Total	% YE @ Q3
36 Electricity Use (Units)	4,825,465	5,159,103	409308	470245	436268	1315821	3,752,690	72.74%
37 Gas Use (Units)	17,121,375	17,593,735	1307318	1873560	1864642	5045520	12,141,236	69.01%
38 Water Use(units)	86,484	69,550	6650	6941	6845	20436	39,727	57.12%

**KPI Comment:**

**A large water leak was identified in Ballysillan in Q.3. Remedial works have taken place and this issue has now been resolved.**

**Challenges & 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 champions have been identified in each centre and are supported and by an overall Partnership energy champion**

**Belfast City Council have confirmed that the Combined Heat & Power units in Grove and Falls are to be replaced in and a unit is to be installed in Olympia mid 2018. This should result in a reduction of electricity consumption in these three centres**

**3.10 LTP IMPACTS & PROJECTIONS (if not covered above)**

**A specific LTP progress and impact report will be scheduled for presentation at a future meeting.**

**4.0 Decision(s) Required**

**4.1 That the board considers the content of the Quarter 3 2017/18 performance and contract compliance report.**

**4.2 That the board formally records receipt and approval of the report for the purposes of demonstrating contract compliance.”**

A Member advised that, with the Chairperson’s permission, he wished to raise an issue regarding a staffing matter.

The Chairperson stated that as this was an operational matter he felt it would be more appropriate if the matter was taken up directly with GLL.

During discussion, a Trades Union representative on the Board advised that there were a number of staffing issues, primarily in older centres, which had failed consistently

to be addressed by GLL and he highlighted the need for the Board to be appraised of these.

Mr. Kirk informed the Board that GLL representatives met with staff on a regular basis and that they were fully aware of the issues and challenges to which the Trades Union official had referred.

The Assistant Director confirmed that she noted the concerns which had been raised by the Board and pointed out that, whilst staff were contracted to GLL and the issues which had been raised were operational matters and should be resolved between both parties, there was an onus on the Board to assure itself that staff were treated appropriately and that there was no impact upon GLL's ability to fulfil its contractual obligations to the Council.

Following a query regarding the marketing and communications campaign, the Partnership Manager advised that a six month update was due to be presented at the next Board meeting.

Following discussion, the Board agreed:

- that the Trades Union representatives should, within ten working days, submit to the Assistant Director a joint document, setting out in detail the staffing issues which had been alluded to and that it be forwarded immediately upon receipt to both the Board and to GLL;
- that GLL's response to the issues raised by the Trades Unions should be documented, including issues that GLL might wish to raise, and circulated to the Board in advance of its next monthly meeting; and
- that a presentation would be received from the Trade Union Representatives and GLL regarding staffing plans and related issues at the April meeting.

### **KPI Review Group Update**

The Partnership Manager provided the Board with an update on the work of the recently established Key Performance Indicators (KPI) Review Working Group, which would review current KPIs and identify others which might be included within the contract compliance monitoring programme for 2018/2019.

He outlined that, further to the Board's agreement of 8th January to establish a KPI Review Working Group, a request for volunteers had been issued. He advised the Board that the Working Group comprised Mr. J. Higgins, Mr. C. Kirkwood, Mr. G. Walls and the Partnership Manager and that it had met twice to date, on 25th January and on 8th February.

He reported that the Working Group had agreed on a 3 tier programme of performance reports linked to the annual contract compliance calendar and the proposed Board report work plan and provided the Board with a detailed overview of each Tier:

Tier 1	4 x 4 Quarterly KPI Balanced Scorecard
Tier 2	6 Monthly Priority Performance Reports
Tier 3	Additional Ad Hoc Focus Reports

The Board was advised that performance indicators would be reported as ratios to develop a better understanding of the cross business impacts. The Partnership

Manager explained that the overall approach would be based on the underpinning objective of getting 'More people, More Active, More Often'.

The Partnership Manager explained to the Board members that each quarterly scorecard, for Tier 1 reports, was not due for board presentation until the third month of the following quarter and, as such, the 2018/2019 Quarter 1 scorecard reports would be submitted for the Board's consideration at its meeting in August 2018.

The Board:

1. noted the update which had been provided on the work of the KPI Review Working Group; and
2. agreed the specific reports which would be included within each of the 3 tiers.

### **ABL Charitable Status Update**

The Board considered a report regarding the pursuit of charitable status.

A Member sought clarification as to whether there would be any financial benefit in the Board becoming a registered charity.

A further Member sought more clarification in terms of any public/reputational gains that the Board might realise if were to function as a charitable trust.

The Partnership Manager referred to legal advice that had been received from the Council's Legal Services Department and following detailed consideration, the Board agreed:

- to defer consideration of the report in respect of the pursuit of charitable status to enable a Solicitor from the Council's Legal Services Department to attend the next meeting of the Board to address the Members queries; and
- that the legal advice in respect of whether or not to pursue charitable status be circulated to the Board in advance of the next meeting.

### **ABL Logo Design Proposal**

The Partnership Manager reminded the Board that, at its meeting on 8th January, the issue of an Active Belfast Ltd. brand logo had been discussed. It had been agreed that the Partnership Manager would commission a design project to develop an appropriate logo for use on any future documentation where brand recognition should be evident.

The Board considered a number of design proposals for an ABL logo.

The Board members were advised that the designers had recommended that the 'stacked version' should be the standard logo, where the wording was presented in three rows, and that the 'flat version' could be used as a document footer where necessary.

The Board approved the design proposals for the Active Belfast Ltd. logo

### **Change of Date for April Board Meeting**

The Board agreed that its meeting be moved from Monday, 9th April to Thursday, 19th April, given that the Council had agreed to hold its Council meeting on Monday, 9th April.

Chairperson