

## **ACTIVE BELFAST LIMITED BOARD**

**Thursday, 19th April, 2018**

### **MEETING OF ACTIVE BELFAST LIMITED BOARD**

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

#### **Attendees**

- Directors:** Mr. J. McGuigan (Chairperson)  
Councillor Corr  
Councillor McReynolds  
Mr. P. Boyle  
Mr. J. Higgins  
Mr. M. Keenan  
Mrs K. McCullough  
Mr. K. O'Doherty
- Officers:** Mrs. R. Crozier, Assistant Director,  
City and Neighbourhood Services Department;  
Mr. N. Munnis, Partnership Manager; and  
Mr. G. Graham, Democratic Services Assistant.
- GLL:** Mr. G. Kirk, Regional Director.  
Ms. S. Owens, Marketing Manager and  
Ms. C. Sweeney, Head of Human Resources.

#### **Apologies**

Apologies were reported on behalf Mr. C. Kirkwood, Mr. M. McGarrity and Mr. R. Stewart.

#### **Minutes**

The minutes of the meeting of 15th March were approved.

#### **Declarations of Interest**

No declarations of interest were reported.

#### **Matters Arising**

The Chairperson reported that Mr. C. Webster had formally resigned from the Board on 15th April, 2018. He stated that, as the Board had now the correct number of Directorships appointed to it, there was no requirement to undertake a replacement of the vacant post. The Partnership Manager confirmed that a formal letter had been sent to Mr Webster from the Chairperson and that Companies House registrations had been amended to reflect Mr Webster's resignation.

## **Service Modernisation Plan Towards 2021**

The Regional Director provided the Board with a report outlining a strategic overview of the service modernisation plan, in preparation for the completion of the Leisure Transformation capital build programme in 2021. He reminded the Board that, at a previous meeting held on 15th March, 2018, the Board had agreed that a paper be submitted by the Trade Unions, outlining specific Human Resources and Labour Relations issues which had been raised at a previous meeting of the Board.

The Board was reminded also that Greenwich Leisure Limited (GLL) had agreed to respond to their modernisation plans, including their justification for the proposed operational changes including changes to the management and staffing model to meet future business demands.

The Board was presented with a copy of the GLL Tier 2 Performance report (Marketing and Communications), which included an outline of the key objectives contained therein.

- Attracting more people to use gyms, swimming pools and participate in physical activities
- To share their social enterprise message, including the re-investment of resources by the company back into the community
- To remind people of the core values and community interests embedded with the company.

Noted.

### **G.L.L Service Modernisation, Human Resources and Labour Relations**

The Chairperson, on behalf of the Board, was provided with information from Mr. M. Keenan, representing UNITE the Union on the Board, in respect of alleged poor industrial relations and contractual obligations which, it was alleged, had not been honoured by GLL to former Belfast City Council leisure employees. He referred to a number of issues, including job descriptions being amended in such a way to undermine commitments given under the Transfer of Undertakings (TUPE). He referred to City Council employees who had transferred to less favourable contracts under the employment of GLL and the fact that former enhancements available to those employees were not being provided under the GLL Contracts. Mr Keenan specifically referenced his view that:

- a) There was a worrying move towards the extensive use of casual staff within GLL, citing that 95% of all GLL staff were now on casual contracts
- b) There was clear evidence that GLL was not providing equal and fair opportunities for TUPE staff on BCC terms and conditions to move to new centres or access career advancements without signing up to GLL T&C's, with substantially reduced terms and conditions
- c) Reduced GLL rotas had resulted in unsafe staffing levels and lifeguard cover
- d) 50 jobs had been lost from the leisure service in the last year

Mr Keenan left the meeting after his presentation.

The Chairperson acknowledged that while there were clearly industrial relations issues between the unions and GLL, particularly in relation to contractual arrangements as

highlighted by Mr. Keenan, it was not an issue which fell within the remit of the Board. It was agreed further that it would be impractical for the Board to arbitrate on issues where there was clearly substantial gaps between the statements as presented by both sides in the labour relations debate. He stated that there were mechanisms in place to deal with such issues and suggested that the relevant unions pursue their concerns by utilising the existing trade union forums and industrial relations processes.

The GLL Regional Director, Mr Kirk, returned to the meeting to respond to some of the issues which had been raised by Mr. Keenan. He stated that training had been offered to all leisure staff and reported that, in some instances, those offers had been rejected. He highlighted the importance of ensuring that the leisure facilities were matched with the correct compliment of staff, with the necessary skill set, to allow them to undertake their duties in the modern leisure industry. The Board was advised that GLL operated as a social enterprise and highlighted instances where former BCC staff had progressed through the organisational structure into management positions. He referred to the fact that new positions would be created as a result of some voluntary redundancies, providing opportunities for advancement for other leisure operatives. Mr Kirk went on to explain the operational necessity in respect of the use of casual staff in the leisure industry and highlighted the fluctuating demands of the service and the need for flexibility and fast response times. Mr Kirk presented an overview of the existing protections in place for TUPE which provided protection for staff terms and conditions and refuted any claims that GLL were not honouring their contractual commitments in this regard. Mr Kirk's final point addressed the accusation of unsafe practices and he cited full compliance with industry standards and best practice. Mr Kirk referred also to the ongoing BCC contract governance and monitoring programme and the recently completed independent review of leisure, both of which had reported no evidence of unsafe practice.

Mr Kirk left the meeting after his presentation.

During open discussion, Board Members raised concerns in regard to the time devoted to labour relations issues at recent meetings and the repeated nature of the claims and counter claims. The Chairperson reiterated his earlier summary, acknowledging that differences clearly existed, but that the Board was not the appropriate forum for resolution of those issues. The Board accepted that HR issues were extremely important and that a happy, motivated and productive team was essential to the delivery of a quality service. In summary, the Chairperson accepted that future meetings would need to be managed to ensure that HR issues did not become a dominant feature, to the detriment of other Board business.

Noted.

### **Tier 2 Performance Report** **(Marketing and Communications)**

The Regional Director provided the undernoted report in respect of the Tier 2 Marketing and Communications Performance report for the period January till March 2018.

- “1. Purpose of Report**
  - 1.1 To update on GLL Belfast partnership marketing plan for 2018.**
- 2. Recommendations**
  - 2.1 Members are requested to note the update and outputs achieved.**

### 3. Main Report

3.1 Purpose of marketing the leisure centres in Belfast can be identified as follows:

- To attract more people to use gyms, swimming pools and participate in physical activities
- To share our Social Enterprise message that we are reinvesting back in to Belfast
- To remind people of our Core values and community interests.

### 4. Recap of marketing approach (previously presented).

4.1 Below is an update on what was submitted as the marketing plan for this year.

4.2 Campaigns for Adult Health and Fitness run in January, February, April, June, September and October with a “first month half price” joining offer.

4.3 Belfast Partnership Marketing Plan 2018

#### 4.4 Objectives

- To drive membership sales across all centres using a mixture of digital media
- To drive membership sales for Better Gym Belfast using a mixture of digital media

4.5 Total Sales Jan – Mar 2017 vs 2018

TOTAL SALES	2017	2018
JAN	1502	1590
FEB	999	1205
MAR	740	811
TOTAL	3241	3606

#### 4.6 Media Strategy

Digital Media – PPC, Display

January Half Price

Best performing creative displays

Creative	Format	CTR	Conv Rate	CPA	Memberships
Jan Sale Now On	Display	0.18%	15.7	£11.15	
Grab a great Deal	Display	0.14%	55.55	£2.69	
Hurry Offer Ends Midnight	Display	0.34%	2.74	£25.87	147

February Half Price

Belfast performance 9th highest across whole of GLL UK

### Best performing creative displays

Creative	Format	CTR	Conv Rate	CPA	Memberships
A Better You Start today	Display	0.13%	11.9	£22.51	
Grab A Great Deal	Display	0.07%	30	£7.87	

#### 4.7 Print Media

##### Daily Mirror

2 x Full Page Full Colour ads running in January

##### Belfast Telegraph

6 x Quarter Page ads across Jan/Feb

##### Sunday Life

6 x Quarter Pages across Jan/Feb

##### Weekend

6 quarter pages ads across Jan/Feb

#### 4.8 Outdoor Advertising

A combination of 8 x 48 sheet sites and 8 x adshel sites were bought around key centres to boost campaign with centre specific artwork.

Campaign reached 62% of the target audience in Greater Belfast who had over 3 million contacts with the placements.

Target Market Pop	VAC Cover %	Pop. Cover	VA Contacts
548,998	61.6	338,326	3,399,496

#### 4.9 Better Gym Belfast Digital

£10K invested in paid for social media and PPC. Targeted selection of Facebook users who match or mirror the profile of our members in Belfast

Delivered 371 memberships at a £26.53 CPA.

Best performing creative – PRAMA video

Best performing device was mobile – 88% of clicks. 96% of conversions

Bets performing audience were males with 58% of clicks and 53% conversions

#### 4.10 Print Media

1 x Daily Mirror Full page Full Colour Jan

Belfast Live partnership package including Home Page Takeover, competition and 50,000 impressions delivered via MPU displays in app

#### 4.11 Better Belfast Social Media

## Social Media activation on Better NI Twitter page, 5 Facebook pages

Jan – Mar 2018

Channel	Reach	Followers	Interactions
Twitter	3.05m	2.2K	409
Facebook	239K	6.2K	435

### 4.12 Media Coverage

Ulster Business Jan 2018 – Gareth Kirk profiled as 1 of 8 NI Leaders in Business

Double Page feature

Belfast Telegraph Sports Awards – GLL category sponsor of Breakthrough player of The Year (Jacob Stockdale).

<https://www.belfasttelegraph.co.uk/sport/sports-awards-hall-of-fame-exhibits-the-high-standards-in-ni-sport-36528383.html>

Belfast Live Spa Experience Review

Article shared almost 2000 times with 749 likes and 980 comments in 4 days of publishing.

<https://www.belfastlive.co.uk/whats-on/spa-olympia-belfast-review-perfect-14246969>

Daily Mirror PRAMA Review

Daily Mirror NI Editor, Maurice Fitzmaurice reviewed PRAMA interactive workout at Better Gym Belfast.

<https://www.belfastlive.co.uk/news/belfast-news/prama-now-belfast-after-making-14199809>

BBC Make It

BBC Learning profiled two staff on their learning platform called BBC Make It

<https://www.youtube.com/watch?v=IOC0aHaDDWk&app=desktop>



[SPA THERAPIST | Make It Into: Health & Beauty](#)

### 4.13 Upcoming Opportunities

- Announcement of GSF funding and awards ceremony planned at Belfast City Hall on 31st May 2018
- Launch of Summer Scheme 2018
- Belfast Telegraph Business Awards
- Belfast Business Awards

- **CO3 Awards**

#### **4.14 Quarter 2 non global campaign**

**Swimming awareness campaign including Swim School, Toddlers and Adults using outdoor media, commercial radio and digital display/Facebook advertising.**

#### **4.15 Quarter 3 non global campaign**

**Student Campaign and city wide corporate offer**

#### **4.16 Quarter 4 non global campaign**

**Shape Up for Christmas – campaign targeting lapsed members and refer and friend for Christmas Cash**

### **5. Decision(s) Required**

- **Members are requested to note marketing calendar and plans for 2018.”**

The Board noted the performance data which had been provided including the marketing campaign which had been implemented to encourage increased gym membership and active living. The Chairperson did however suggest, that the website could be improved further by linking the site to local leisure provision directly, as he had experienced some navigational issues while endeavouring to avail of local leisure services provided by GLL.

### **Leisure Transformation Programme Update**

Mr. M. Doherty, Property and Projects, attended in connection with this item and was welcomed by the Chairperson. It was reported that phase 1 of the Leisure Transformation Programme had been completed, with phase 2 due to be completed by the end of May, 2018. He advised the Members that the programme involved two distinct strands namely, the capital build and service modernisation plans and he confirmed that the Board would be provided with regular updates in regard to the capital build programme which would be included in the annual report schedule.

Mr. Doherty stated that the phase 1 project, including the Andersonstown, Brook and Robinson centres would be completed and opened by 2019, with the phase 2 project comprising Avoniel due to be opened in 2020, Templemore in 2021 and discussions continuing with the Department for Infrastructure in respect of Phase 2 Girdwood.

The Board noted the information which had been provided.

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

The Board considered information contained within the independent Review of Leisure Operating Model. The Assistant Director provided the Board with an update in respect of the independent review, stating that it was intended that Party Group Briefings would be held, followed by a cross party workshop to discuss the findings thereof. The Chairperson proposed that he prepare a written response to the report on behalf of the board and invited members

to submit their personal comments. The Partnership Manager requested that any questions and or concerns in relation to the review be submitted to him by 27th April, 2018 to allow issues raised by the Board Members to be fed into the process.

Noted.

### **KPI Review Group Update Report**

The Partnership Manager submitted the undernoted report, including appendices, outlining the work of the K.P.I. Working Group which included the incorporation of the final KPI definitions and report formats for 2018/19.

#### **1. Purpose of Report**

- 1.1 To provide the Board with an update on the work of the KPI Review Working Group and present the final KPI definitions and report formats for 2018/19.

#### **2. Recommendations**

- 2.1 Members are requested to note the update on the work of the KPI review working group and consider the proposed KPI scorecard definitions and reports as set out below and in the associated appendices.

#### **3. Main Report**

- 3.1 At the meeting of 15th March 2018 the Board approved the principles of a new performance reporting programme for 2018/19. The new programme includes a new 4 X 4 KPI balanced scorecard. The KPI titles were approved pending a further report detailing the definition of each KPI and the development of a RAG scorecard for each centre.
- 3.2 The Partnership Manager subsequently consulted with GLL in relation to (a) developing a definition for each KPI and, (b) to confirm the practicality and ease of data collection for each measure. Following discussions with GLL the proposed definitions were circulated to members of the review working group for comment.
- 3.3 The agreed definitions for all sixteen KPI measures are presented in Appendix 1 for consideration.
- 3.4 The development of the RAG scorecard format/visual presentation requires a detailed data capture spreadsheet. The agreed ratio reporting lends itself to a single A4 layout similar to the example, showing three options, presented in Appendix 2. The board will receive a separate scorecard for each individual centre plus one for the overall service summary. Each report will show the 'at a glance' scorecard together with summary report from GLL highlighting the key successes, challenges and issues arising from the reported data. The scorecard and the accompanying narrative will not exceed a single A4 sheet (two sides).



- 3.5 As previously agreed, quarterly report data will be reported as a total figure/ratio for each quarter rather than on a monthly basis.
- 3.6 The revised annual board report schedule is in Appendix 3 for consideration.
4. **Decision(s) Required**
- 4.1 Members are requested to note the update on the work of the KPI review working group and consider the proposed KPI scorecard definitions and reports as set out above and in the associated appendices.

## **APPENDIX 1**

### **Active Belfast Ltd - KPI Review Group**

#### **Performance Measure Definitions – 9th April 2018**

##### **Tier 1 4 X 4 Quarterly KPI Balanced Scorecard**

All scorecard data will be presented on a centre by centre basis plus a service wide summary scorecard.

It is proposed that we to present data on a quarterly total basis. Separate monthly breakdown was considered but it was agreed that a quarterly total was adequate to monitor performance at a strategic level. A single quarterly figure/ratio would also make the report more reader friendly.

The scorecard will be called the '4 X 4 KPI Scorecard' as the report will cover 4 priority KPI's under each of 4 output areas as follows:

#### **BUSINESS**

1. Income to staff cost ratio calculated on:

**Total Income:** Total operational income per site per quarter. Based on income 'earned' rather than income 'received'. Including pay & play entrance/booking fees, pre-paid membership fees, pay and play membership fees, etc. Excluding contract management fee and external programme funding (ie Healthwise, etc).

**Staff Costs:** Total staff costs, per site per quarter, inclusive of real time salary apportionment and casual/part time expenditure. Inclusive of directly employed staff on costs (NI, pensions, etc.). Exclusive of GLL regional and national staff costs. GLL to confirm how casual employee costs, for those who work at multiple sites, will be apportioned to each site.

2. Total expenditure to total income ratio calculated on:

**Total Expenditure:** All operational costs directly associated with the site. Exclusive of GLL central team costs and BCC maintenance costs. GLL to confirm how casual employee costs, for those who work at multiple sites, will be apportioned to each site.

**Income:** As above

3. Pre-paid membership total & net gain ratio calculated on:

**Pre-Paid Membership Total:** Closing 'live member' totals, per site, at the end of each quarter for all pre-paid individual junior and adult membership categories. Excluding Pay & Play registration memberships. Excluding swim school memberships.

**Pre-Paid membership Net Gain:** Quarterly net gain, per site, expressed as a +/- figure at the end of each quarter. Net gain baseline taken from the previous quarter.

4. Swim school membership total and net gain ratio calculated on:

**Total Swim School Membership:** Closing 'live member' totals, per site, at the end of each quarter for all swim school memberships irrespective of payment arrangements. Including 'swim lesson' memberships, per site, coded under boost legacy categories.

**Swim School Net Gain:** Quarterly net gain, per site, expressed as a +/- figure at the end of each quarter. Net gain baseline taken from the previous quarter.

#### **INNOVATION and LEARNING**

1. Total number of swim school lessons to total swim school membership ratio calculated on:

**Swim School Lessons:** Total number of swim school lessons scheduled, per site, per quarter. Excludes fitness lane swimming (unless instructor led), club sessions and school swimming lessons.

**Swim School Membership:** As above

2. Main hall occupancy calculated on:

**Main Hall Capacity:** Total hourly booking slots, per site per quarter, available based on badminton court units. ie – A 4 court main hall open for 10 hours per day for 90 days in a quarter will have a quarterly capacity of 3,600 slots. This will allow for the capture of part and whole hall occupancy data.

**Occupancy Percentage:** The number of booking slots occupied, per site per quarter, expressed as a % of the total capacity available.

3. Studio occupancy calculated on:

**Studio Capacity:** Total hourly booking slots, per site per quarter, available based on a single total for all studios on site. ie – A centre with 2 studios (1 group exercise and 1 spin) open for 10 hours per day for 90 days in a quarter will have a quarterly capacity of 1,800 slots. This will allow for the capture of all studio occupancy data.

**Occupancy Percentage:** The number of booking slots occupied, per site per quarter, expressed as a % of the total capacity available.

4. Synthetic pitch occupancy calculated on:

**Synthetic Pitch Capacity:** Total hourly booking slots, per site per quarter, available based on a single total for the smallest bookable space available. ie – A centre with a synthetic pitch which is available to book in ½ pitch units will have 2 units per hour. 2 units open for 10 hours per day for 90 days in a quarter will have a quarterly capacity of 1,800 slots. This will allow for the capture of part and whole synthetic pitch occupancy data.

**Occupancy Percentage:** The number of booking slots occupied, per site per quarter, expressed as a % of the total capacity available.

## CUSTOMER

1. Total user throughput (not participations) to total expenditure ratio (cost per visit) calculated on:

**Total Throughput:** The total number of customer visits, per site per quarter. Each visit will be recorded as a unique customer entry irrespective of how many activities the customer participates in on that visit.

**Total Expenditure:** As above

2. Number of group exercise classes to total adult pre-paid memberships ratio calculated on:

**Number of Group Exercise Classes:** Total number of group exercise classes scheduled per site per quarter. Inclusive of all wet and dry fitness classes for adults. Excluding teaching classes (swim school, lifesaving, skills development, etc.).

**Adult Pre-Paid Memberships:** Closing 'live member' totals, per site, at the end of each quarter for all pre-paid individual junior and adult membership categories including Pay & Play registration memberships. Excluding swim school memberships.

3. Total attendances to number of group exercise class ratio. Expressed as an average actual attendance per class calculated on:

**Total attendances:** Total attendances, per site per quarter, at all adult group exercise classes (as defined above).

**Number of Group Exercise Classes:** As above

4. Pay & Play membership total and net gain ratio calculated on:

**Total Pay & Play memberships:** Closing 'live member' totals, per site, at the end of each quarter for all Pay & Play individual junior and adult membership categories.

**Pay & Play Membership Net Gain:** Quarterly net gain, per site, expressed as a +/- figure at the end of each quarter. Net gain baseline taken from the previous quarter.

## OPERATIONS

1. Centre inspection scores (BCC visit programme)

**Centre Inspection Scores:** Overall centre monitoring visit score taken from 'Visit 2' result in each quarter.

2. Staff totals including FT, PT & Casual calculated on:

**Total Staff Count:** Total number of individuals employed at each centre at the end of each quarter. Inclusive of all FT, PT and casuals. GLL to confirm how casuals who work at multiple sites will be apportioned to each site.

3. Staff attrition calculated on:

**Total Staff Attrition:** Total number of individuals leaving per site per quarter including internal promotions/change of role requiring relocation to other sites within the service. Reported as a total leaver number per site per quarter. GLL to confirm how casuals who work at multiple sites will be apportioned to each site.

4. Staff absenteeism calculated on:

**Total Staff Absenteeism:** Total number of hours lost as a percentage of the total contracted hours per site per quarter. GLL to confirm how casuals who work at multiple sites will be apportioned to each site.

## APPENDIX 2

**AN OTHER LEISURE CENTRE** - Sample 4 X 4 KPI Scorecard Layout (Option 1 of 3))

	KPI	Measure	Actual	Performance
1	Income to staff cost ratio	Income		150%
		Staff cost		
2	Expenditure to income ratio	Expenditure		300%
		Income		
3	Pre-paid membership net gain ratio	Pre-paid M'ships		+40
		Net gain		
4	Swim school membership net gain ratio	Swim School M'ships		+2
		Net gain		

Notes:

INNOVATION & LEARNING				
	KPI	Measure	Actual	Performance
1	Swim school lessons to swim school membership ratio	Swim school lessons		1/8
		Swim School M'ships		
2	Main hall occupancy to capacity ratio	Main hall occupancy		35%
		Main hall capacity		
3	Studio occupancy to capacity ratio	Studio occupancy		20%
		Studio capacity		
4	Synthetic pitch occupancy to capacity ratio	Pitch occupancy		56%
		Pitch capacity		

Notes:

CUSTOMER				
	KPI	Measure	Actual	Performance
1	Total throughput to total expenditure ratio	Throughput		£8.00
		Expenditure		
2	Group Ex sessions to adult pre-paid membership ratio	Group Ex sessions		1 to 40
		Adult pre-paid M'ships		
3	Average total attendance to group exercise sessions ratio	Group Ex attendance		10
		Group Ex sessions		

4	Pay & Play membership net gain ratio	Pay & Play M'ships		-3
		Net gain		

Notes:

OPERATIONS				
	KPI	Measure	Actual	Performance
1	Centre inspection scores (V2)	V1		77.34%
		V2		
2	Total staff count. (FT, PT & Casuals)	FT & PT		46
		Casuals		
3	Total staff attrition during quarter	Total staff		3
		Leavers		
4	Total staff absenteeism	Total contracted hours		9%
		Hours lost		

Notes:

**AN OTHER LEISURE CENTRE** - Sample 4 X 4 KPI Scorecard Layout (Option 2 of 3)

<b>BUSINESS</b>					
	KPI	Measure	Actual	Performance	KPI Comment
1	Income to staff cost ratio	Income		150%	
		Staff cost			
2	Expenditure to income ratio	Expenditure		400%	
		Income			
3	Pre-paid membership net gain ratio	Pre-paid M'ships		+40	
		Net gain			
4	Swim school membership net gain ratio	Swim School M'ships		+2	
		Net gain			

<b>INNOVATION &amp; LEARNING</b>					
	KPI	Measure	Actual	Performance	KPI Comment
1	Swim school lessons to swim school membership ratio	Swim school lessons		1/8	
		Swim School M'ships			
2	Main hall occupancy to capacity ratio	Main hall occupancy		35%	
		Main hall capacity			
3	Studio occupancy to capacity ratio	Studio occupancy		20%	
		Studio capacity			
4	Synthetic pitch occupancy to capacity ratio	Pitch occupancy		56%	
		Pitch capacity			

CUSTOMER					
	KPI	Measure	Actual	Performance	KPI Comment
1	Total throughput to total expenditure ratio	Throughput		£8.00	
		Expenditure			
2	Group Ex sessions to adult pre-paid membership ratio	Group Ex sessions		1 to 40	
		Adult pre-paid M'ships			
3	Average total attendance to group exercise sessions ratio	Group Ex attendance		10	
		Group Ex sessions			
4	Pay & Play membership net gain ratio	Pay & Play M'ships		-3	
		Net gain			

OPERATIONS					
	KPI	Measure	Actual	Performance	KPI Comment
1	Centre inspection scores (V2)	V1		77.34%	
		V2			
2	Total staff count. (FT, PT & Casuals)	FT & PT		46	
		Casuals			
3	Total staff attrition during quarter	Total staff		3	
		Leavers			
4	Total staff absenteeism	Total contracted hours		9%	
		Hours lost			

General notes:



**AN OTHER LEISURE CENTRE** - Sample 4 X 4 KPI Scorecard Layout (Option 3 of 3)

<b>BUSINESS</b>				
	KPI	Measure	Actual	Performance
1	Income to staff cost ratio	Income		150%
		Staff cost		
2	Expenditure to income ratio	Expenditure		400%
		Income		
3	Pre-paid membership net gain ratio	Pre-paid M'ships		+40
		Net gain		
4	Swim school membership net gain ratio	Swim School M'ships		+2
		Net gain		

<b>INNOVATION &amp; LEARNING</b>				
	KPI	Measure	Actual	Performance
1	Swim school lessons to swim school membership ratio	Swim school lessons		1/8
		Swim School M'ships		
2	Main hall occupancy to capacity ratio	Main hall occupancy		35%
		Main hall capacity		
3	Studio occupancy to capacity ratio	Studio occupancy		20%
		Studio capacity		
4	Synthetic pitch occupancy to capacity ratio	Pitch occupancy		56%
		Pitch capacity		

<b>CUSTOMER</b>				
	KPI	Measure	Actual	Performance
1	Total throughput to total expenditure ratio	Throughput		£5.00
		Expenditure		
2	Group Ex sessions to adult pre-paid membership ratio	Group Ex sessions		1 to 40
		Adult pre-paid M'ships		
3	Average total attendance to group exercise sessions ratio	Group Ex attendance		10
		Group Ex sessions		
4	Pay & Play membership net gain ratio	Pay & Play M'ships		-3
		Net gain		

<b>OPERATIONS</b>				
	KPI	Measure	Actual	Performance
1	Centre inspection scores (V2)	V1		77.34%
		V2		
2	Total staff count. (FT, PT & Casuals)	FT & PT		46
		Casuals		
3	Total staff attrition during quarter	Total staff		3
		Leavers		
4	Total staff absenteeism	Total contracted hours		9%
		Hours lost		

KPI COMMENTS	
<u>BUSINESS:</u>	
<u>INNOVATION &amp; LEARNING:</u>	
<u>CUSTOMER:</u>	
<u>OPERATIONS:</u>	

### **APPENDIX 3**

**Active Belfast Ltd.  
Draft Annual Board Report Schedule for 2018/19**

Quarter 1	
April 2018	<ul style="list-style-type: none"> <li>• Policy &amp; procedure alignment report (Equality &amp; Diversity)</li> <li>• Confirm receipt of ABL Director declaration of interest forms</li> <li>• Review ABL annual plan action compliance for previous year</li> <li>• Leisure Transformation Programme update</li> <li>• Tier 2 Performance report – Marketing &amp; Communications</li> </ul>
June	<ul style="list-style-type: none"> <li>• Q4 2017/18 KPI and contract compliance report</li> </ul>

	<ul style="list-style-type: none"> <li>• Review of ABL Companies House returns</li> <li>• GLL Annual Service report for previous year</li> <li>• ABL annual plan quarterly action update</li> <li>• Tier 2 Performance report – Group Exercise Programme Innovation &amp; Development</li> <li>• Tier 2 Performance report – Olympia LC USP Spa Performance</li> </ul>
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<b>Quarter 2 (BCC July recess – No ABL board meeting in July)</b>	
<b>August</b>	<ul style="list-style-type: none"> <li>• Q1 4X4 Quarterly KPI Balanced Scorecard</li> <li>• Policy &amp; procedure alignment report (Health &amp; Safety)</li> <li>• GLL Annual Service Plan for following year</li> <li>• Tier 2 Performance report – PHA Referral Programmes</li> <li>• Tier 2 Performance report – 3G Pitch Utilisation &amp; Business Performance</li> </ul>
<b>September</b>	<ul style="list-style-type: none"> <li>• ABL Annual Plan quarterly action update</li> <li>• GLL 6 monthly positive impact report</li> <li>• Annual Aquatics Strategy action plan review</li> <li>• Tier 2 Performance report – Underrepresented Target Groups</li> <li>• BCC Sports Development Unit update</li> </ul>

<b>Quarter 3</b>	
<b>October</b>	<ul style="list-style-type: none"> <li>• GLL Annual Schedule of Charges review proposal</li> <li>• GLL Annual Marketing Plan for following year</li> <li>• Policy &amp; procedure alignment report (HR)</li> <li>• Leisure Transformation Programme update</li> <li>• Tier 2 Performance report – Marketing &amp; Communications</li> </ul>
<b>December</b>	<ul style="list-style-type: none"> <li>• Q2 4X4 Quarterly KPI Balanced Scorecard</li> <li>• Review of GLL membership architecture</li> <li>• ABL Audited Accounts report to 31 March of previous</li> <li>• ABL Annual Plan quarterly action update</li> <li>• Tier 2 Performance report – Group Exercise Programme Innovation &amp; Development</li> <li>• Tier 2 Performance report – Olympia LC USP Spa Performance</li> </ul>

<b>Quarter 4</b>	
<b>January 2019</b>	<ul style="list-style-type: none"> <li>• Policy &amp; procedure alignment report (Emergency Support &amp; PSNI/BCC Public Safety)</li> <li>• ABL Annual plan proposal for following year</li> <li>• Review Annual KPI Report format and schedule for following year</li> <li>• Review of GLL Annual Customer Survey outcomes</li> <li>• Tier 2 Performance report – PHA Referral Programmes</li> <li>• Tier 2 Performance report – 3G Pitch Utilisation &amp; Business Performance</li> </ul>
<b>March</b>	<ul style="list-style-type: none"> <li>• Q3 4X4 Quarterly KPI Balanced Scorecard</li> <li>• ABL Annual Plan quarterly action update</li> <li>• GLL 6 monthly positive impact report</li> <li>• GLL KPI targets for following year</li> <li>• Tier 2 Performance report – Underrepresented Target Groups</li> <li>• BCC Sports Development Unit update</li> </ul>

**Additional business activities for consideration:**

1. Membership net gain analysis
2. Priority target audience impact analysis
3. Sports development pathways and NGB/Club partnerships
4. Community and health impact analysis
5. Key bookable/programmable space occupancy analysis (halls, studios, 3G pitches, meeting rooms, etc.)

**6. Unique selling point product sales performance analysis  
(Olympia Spa, etc)**

The Partnership Manager reported that the board had previously approved the outline of the KPI's including their definitions. He stated that the apportionment of casual staff costs had proved to be challenging and informed the Board that the format of the balanced score card could be amended to meet operational needs. The Board was informed that the business was on target to meet its targets in respect of quarter 1, covering all three tiers.

The Board noted the information which had been provided in respect of the work of the KPI Review Working Group, including the scorecard definitions.

**Policy and Procedure Alignment Statement**  
**(Equality and Diversity)**

The Chairperson having declared the meeting inquorate referred the above item to be considered at the next meeting of the Board.

**Date of Next Meeting**

The Board agreed that its next meeting would be held on Monday, 11th June at 4.30 p.m.

Chairperson