

ACTIVE BELFAST LIMITED BOARD

Monday, 11th June, 2018

MEETING OF ACTIVE BELFAST LIMITED BOARD

(Held in the Girdwood Community Hub)

Attendees

- Directors:** Mr. J. McGuigan (Chairperson)
Councillor Corr
Mr. J. Higgins
Mr. C. Kirkwood
Mrs. K. McCullough
Mr. R. Stewart and
Mr. G. Walls.
- Officers:** Mrs. R. Crozier, Director of Neighbourhood Services;
Mr. N. Munnis, Partnership Manager; and
Mr. H. Downey, Democratic Services Officer.
- GLL:** Mr. G. Kirk, Regional Director; and
Mr. C. McCallion, Regional Product Manager.

Apologies

Apologies were reported on behalf of Mr. P. Boyle, Mr. M. McGarrity and Mr. N. Mitchell.

Minutes

The minutes of the meeting of 19th April were approved.

Matters Arising

Independent Review of Leisure

The Board was informed that no comments had been received from Directors in response to the report on the independent review of the leisure operating model.

Mrs. McCullough then provided an update on the workshop involving key stakeholders such as the Council, GLL, the Active Belfast Limited Board and Trades Unions, which had taken place on 16th May, which she and Mr. McGuigan had attended.

The Board noted the information which had been provided and that comments/issues arising from the workshop had been reflected within a further report on the review of leisure which would, later in the month, be presented to the Strategic Policy and Resources Committee.

Declarations of Interest

No declarations of interest were reported.

The Partnership Manager reported that he would be circulating to Directors a Declarations of Interest form which they were required to complete on an annual basis.

Future Agenda Items

The Board noted that it would, at its next meeting, receive reports on Quarter 1 2018/2019 KPI and Contract Compliance, Policy and Procedure Alignment (Health and Safety), GLL's Annual Business Plan 2019/2020, Tier 2 Performance on Public Health Agency Referral Programmes, Tier 2 Performance on 3G Pitch Utilisation and Business Performance and, at the request of a Director, a report on GLL's Communications Strategy.

Policy and Procedure Alignment (Equality and Diversity)

The Partnership Manager reminded the Board that, at its meeting on 16th January, 2017, it had agreed a programme for the evaluation and reporting of key compliance and policy alignment assurance statements for a number of policy areas, with a view to ensuring that GLL's operating policies and procedures were aligned to those of the Council.

He reminded the Board further that, at its meeting on 20th April, 2017, it had been informed that, following discussions between representatives of GLL and the Council around one of those policy areas, namely, Equality and Diversity, it had been agreed that existing policies, operational practices and activity programming were substantially aligned and an alignment assurance statement had been approved.

He pointed out that the Council's policies and procedures relating to equality and diversity were continually reviewed, in the context of ongoing changes in legislation and best practice guidance, and that an agreement was in place to ensure that, when policy decisions emerged, they were reflected immediately within GLL's operating procedures.

He confirmed that a review of the original analysis, together with the current policies and procedures, had concluded that GLL's and the Council's equality and diversity positions remained substantially aligned and, accordingly, the following statement could be supported:

“At 19th April, 2018, Belfast City Council's and Active Belfast Limited's policies and operational procedures in relation to Equality and Diversity are closely aligned, with no significant variances or areas of concern to address.”

The Board noted the information which had been provided.

Charitable Status

(Mr. C. Campbell, Principal Solicitor, attended in connection with this item.)

The Board was reminded that, at its meeting on 20th April, 2017 it had deferred consideration of a report on the potential for Active Belfast Limited pursuing charitable status, to allow for clarification to be obtained around the VAT and non-domestic rates benefits which could be derived.

The Board was reminded further that, at its meeting on 15th March, 2018, it had noted that there would be no additional cost savings by being VAT exempt nor would it benefit from non-domestic rate relief. The Board had deferred the matter further to enable

a representative of the Council's Legal Services Section to attend a future meeting in order to provide clarification on the legal advice contained within the report.

The Principal Solicitor reported that much of the initial work around the establishment of Active Belfast Limited had been undertaken by solicitors in England, where there were definite advantages to be gained from registering as a charity, in terms of non-domestic rate relief. However, this did not apply to Northern Ireland, as public leisure facilities were exempt by their nature.

In relation to potential funding streams which could be accessed, he confirmed that he was unaware of any instances where the fact that Active Belfast Limited had not been registered as a charity had been to its detriment in securing funding. He added that the issue of VAT exemption was a financial matter upon which he was unable to comment. He concluded by stating that there was neither an advantage nor a disadvantage to be derived from attaining charitable status and that it was, ultimately, a matter for the Board to decide.

The Chairperson thanked the Principal Solicitor for his contribution.

After discussion, the Board agreed, with five Directors voting for and two against, not to pursue charitable status at this point and, as a consequence, approved a review of Active Belfast Limited's Articles of Association. The Board agreed also that the issue of whether or not to pursue charitable status should be considered again in 2020, as part of the tri-partite contract review.

Advance Discussion on Agenda Items

A Director expressed the view that the performance figures presented within the Tier 2 Performance report on the Group Exercise Programme were below expectation. He pointed out that group exercise programmes and class attendance were key indicators of the general state of the health and fitness service.

Accordingly, the Board agreed that the matter should be raised with the GLL representatives under that agenda item.

(Mr. Kirk and Mr. McCallion were admitted to the meeting at this point.)

Update on Performance and Contract Compliance

The Board considered the following report:

“1.0 Purpose of Report

1.1 To confirm receipt from GLL and present the Board with details of the Quarter 4 2017/2018 performance and contract compliance.

2.0 Recommendations

2.1 The Board is requested to consider the Quarter 4 2017/2018 performance and contract compliance report.

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

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 4 under the six KPI Scorecard headings as set out in the appendix which has been circulated. That appendix reports full year to date performance.

3.4 Business

BUSINESS			QUARTER 4						
KPI	Actual/YE March 2017	2017/18 Target	January	February	March	Q4 Total	Q4 YTD Total	% YE @ Q4	
1 Total income	5,610,067	5,629,517	530947	519617	559672	1610236	5,933,193	105.39%	
2 Junior Activity Income	969,240	881,671	103504	90370	100010	293884	1,055,604	119.73%	
3 Pre Paid Adult Membership Income	2,264,085	2,806,827	233972	232537	249339	715848	2,688,366	95.78%	
4 Synthetic Pitch Income	222,797	232,425	16273	17455	14857	48585	188,984	81.31%	
5 Total Expenditure	11,995,863	11,485,956	1068473	896986	882912	2848371	11,337,005	98.70%	
6 Total Staff Costs	8,001,448	7,148,719	591264	567312	606375	1764951	7,743,838	108.32%	
7 Total Utility Costs	1,350,510	1,456,387	172753	139265	134530	446548	1,408,704	96.73%	
8 Total User Head Count	1,887,199	1,695,577	160,781	172,165	180,702	513648	1,805,176	106.46%	
9 Yield per Visit	£2.99	£3.32	£3.30	£3.02	£3.10	£3.14	£3.29	99.00%	
10 Total Pre Paid Members	13,017	15,771	13,171	13,574	13422	13422	13,422	85.11%	
11 Total Pay & Play Members	7,644	12,000	9348	9484	9612	9612	9,612	80.10%	

KPI Comment:

Business performance across the centres in quarter 4 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.

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

Membership direct debit monthly yield increased to £20.81 in March, an increase of £0.94 from March 2017. There were 12,261 total pre paid members at the end of quarter 4 with Olympia achieving its target of 2000 health and fitness members by year end. It had 2,011 members at end of March. Better Gym Connswater has the highest number of Health & Fitness members, with 2,229 at end of March.

There were 9,612 pay and play members at the end of quarter 4 and 621 swim only members across the city.

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.

Swim school continues to perform well with 3,266 kids enrolled at end of March.

Challenges and Action Plan

There were several periods of snow in quarter 4 which impacted on member usage and cancellation of bookings, especially on the synthetic pitches.

Continued swim school growth will require review of current pool programme to provide the additional pool space required. Recruitment of swim coaches remains live with a greater demand than the marketplace can currently provide

Q.4 has seen a stronger focus on the customer experience and community programmes and this will be a key theme for the new financial year.

3.5 Operations

OPERATIONS				QUARTER 4						
KPI	Actual/YE March 2017	2017/18 Target	January	February	March	Q4 Total	Q4 YTD Total	% YE @ Q4		
12 Health & Safety Incidents	503	500	54	54	65	173	610	122.00%		
13 Health & Safety Escalations	0	0	0	0	0	0	0	N/A		
14 Service Disruptions (Closures)	33	26	5	3	1	9	22	84.62%		
15 Centre Inspections	112	112	0	14	14	28	107	95.54%		
16 Service Notice Escalations	0	0	0	0	0	0	0	N/A		
17 Contract Compliance	100%	100%	100%	100%	100%	100%	100%	100%		

KPI Comment:

All scheduled BCC centre inspections were completed during February and March 2018. There was no centre inspections completed in January 2018. One centre, Olympia LC remains in category 1 during Q4 with all other centres maintaining their target 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 4						
KPI	Actual/YE March 2017	2017/18 Target	January	February	March	Q4 Total	Q4 YTD Total	% YE @ Q4	
18 BCC Resident User Head Count	1,434,271	1,319,900	122,544	126,011	128,944	377,499	1372979	104.02%	
19 BCC Resident Total Membership	14,752	17,688	15,897	15,944	15,967	15967	15967	90.27%	
20 PARS Health Referrals Commenced	914	1,550	128	155	227	510	1651	106.52%	
21 PARS Health Referrals Completed	294	880	71	114	121	306	908	103.18%	
22 Disabled User Head Count	412,404	373,664	27,064	30,122	31,344	88530	356671	95.45%	
23 Female User Head Count	754,880	772,000	48,524	52,192	56,409	157125	679431	88.01%	
24 60+ yrs Total User Head Count	208,055	177,000	16,169	16,692	17,510	50371	194736	110.02%	

KPI Comment:

The health and communities performance across the centres in quarter 4 has been positive, with a continued increase in physical activity and health referrals both commencing and completing Healthwise, cancer and cardiac rehab programmes, given the recruitment challenges faced in quarters 1 & 2.

There was an increase in usage KPI's in quarter 4 attributed to the increase in membership sales, marketing promotion and offers at the start of the calendar year. This is a seasonal trend that is forecasted.

There was also an increase in Belfast residents' usage and member numbers during quarter 4, supporting the comments above.

The success of the annual Belfast Club Games in quarter 3, targeting participation with over 55's, supported an increase in usage of this demographic in quarter 4. With participation increasing by 7,500 in comparison to quarter 3.

The Belfast MacMillan Move More hosted a first year celebration event during quarter 4 to celebrate the success of the programme that has worked directly with 123 referrals in year one.

Challenges and Action Plan

The Healthwise and cardiac Rehab contracts commissioned by BHDU have been extended for 2018/19 in anticipation of a new regional model being ready for implementation at the end of the financial year.

‘Move More Belfast’ programme in partnership with MacMillan Cancer will develop in year 2 with an additional contract from BHDU (Cancer rehab coach) now in place to increase programmes and opportunities for people living with cancer

Falls Prevention, Diabetes and COPD programmes developed in Q.4 in partnership with BHDU and BHSCT And Chest Heart & Stroke Association.

Summer Scheme will be launched in Q.1 of 2018, with pre registration across nine participating centres.

3.7 Sports Development

SPORTS DEVELOPMENT			QUARTER 4						
KPI	Actual/YE March 2017	2017/18 Target	January	February	March	Q4 Total	Q4 YTD Total	% YE @ Q4	
25 NGB Reg Sports Club Bookings	1411	1500	204	235	251	690	2083	138.87%	
26 Zero Price Booking Hours	315	500	4	9	5	18	148	29.60%	
27 Sports Event Bookings	Not tracked in 2016/17	25	2	4	8	14	52	208.00%	
28 Total Athlete Support Head Count	69	140	126	133	137	137	137	97.86%	

KPI Comment:

The sports development performance in quarter 4 is on target for year end.

The GLL Sport Foundation continued to see positive growth during this quarter with greater awareness of the programme reflected applications received and awarded. In 2018/19 116 athletes will be supported across 36 different sports. 12 athletes are competing in the 2018 Commonwealth Games. Total programme worth £70K, a 39% increase on 2017/18.

Zero price booking hours uptake has been challenging. It is clear that the potential for joint schemes between BCC and GLL has not been maximised. Officers from BCC and GLL have discussed options and agreed a pre booking strategy to ensure that the full allocation is utilised in 2018/19.

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. An awards event will take place in Belfast City Hall on 31st May 2018.

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.

3.8 Staffing and HR

STAFFING & HR			QUARTER 4					
KPI	Actual/YE March 2017	2017/18 Target	January	February	March	Q4 Total	Q4 YTD Total	% YE @ Q4
29 Total Staff	460	425	538	538	544	544	544	128.00%
30 Total FT Staff	317	289	271	268	266	266	266	92.04%
31 Total New Staff Recruited	32	60	6	0	6	12	102	170.00%
32 Total Staff Attrition	3.98	3%	0.18%	0.74%	0.18%	0.37%	2.30%	76.53%
33 Total Staff Sickness Absence	8.14%	6%	4.10%	2.86%	3.71%	3.56%	6.74%	112.38%
34 Total Staff Training Sessions	319	275	17	20	25	62	302	109.82%
35 Total Staff with Current CPD plan	58	100	138	138	138	138	138	138.00%

KPI Comment:

During Q4, there were 6 leavers due to a range of reasons including, Voluntary Redundancy, long term ill health, failure to complete probation and voluntary resignation.

The 6 new recruits during Q4 were Customer Services Advisor, Recreation Assistant, Swimming Teachers, Fitness Class Instructors, Fitness Instructors and Catering Assistant. These appointments were based on temporary casual contracts as, in line with normal HR practice, we had initiated a recruitment freeze to allow existing staff job opportunities during a restructuring exercise. On completion of the restructuring exercise, permanent appointments will be advertised in all job categories.

Sickness levels fell to an average of 3.56% during Q4, and this was attributable to the consistent approach to absence management that had been adopted since June 2017, which led to staff returning to work from long term sickness or leaving the organisation on the basis of ill health.

Training interventions during Q4, included Health and Safety and operational training which included, Emergency First Aid At Work, Group Cycle Continuing Professional Development, IOSH, Fire Marshall Training and Pool Plant Operator training.

One Trainee Manager successfully complete Fitness Instructor Level 2 qualification and 2-day GLL Fitness induction course ready for his FI placement.

For the Olympia Coffee Corner, one Trainee Manager completed Food Safety in Catering Level 3 and the Olympia management team completed Food Safety Level 2 in catering as part of a flexible working approach in the centre.

The Leisure Transformation Project Manager completed the prestigious and leading Project Management industry promoted accreditation, Prince2 Accreditation.

Challenges and Action Plan

During Q4, we progressed our Service Modernisation programme by launching a restructuring programme, which required significant input in terms of staff and trade union consultation. The aim of this restructuring programme was to embed the GLL management and staffing structure; increase management leadership capability in relation to health and safety and competency standards; and provide for transparent career path options for our staff, so that we were business ready for new centre openings in 2019.

The Service Modernisation restructuring programme included redeploying staff in 6 posts which were in the BCC structure, into GLL posts; opening a Voluntary Redundancy Process to staff; managing a recruitment freeze; undertaking a review of Lifeguard rotas; and Normal Operating Procedures. This programme was supported by an extensive consultation exercise.

The challenge in relation to Q4 was to keep business as usual going in terms of managing a range of HR issues, including disciplinary, grievance, recruitment, absence management, staff welfare and performance along side Service Modernisation programme. This was made all the more challenging by having to respond to the many inaccurate claims being made about GLL's staffing arrangements, restructuring proposals and a variety of other unsubstantiated issues, outside the normal consultation framework of the regular Trade Union forum meetings which were held fortnightly during Q4.

Our challenges for Q1 of the next reporting year are to stabilise the downturn in the absences levels; engage in a recruitment programme for permanent and fixed term staff to support busy summer period and the vacancies now created by the VR process; and implementing a range of support and training programmes to support new staff in a the roles of General Manager, Service Manager, Leisure Centre Manager, Recreation Attendant and Customer Service Assistant.

3.9 Sustainability

SUSTAINABILITY			QUARTER 4						
KPI	Actual/YE March 2017	2017/18 Target	January	February	March	Q4 Total	Q4 YTD Total	% YE @ Q4	
36 Electricity Use (Units)	4,825,465	5,159,103	397712	410715	443965	1252392	5,005,082	97.01%	
37 Gas Use (Units)	17,121,375	17,593,735	2157623	2165801	2016561	6339985	18,481,221	105.04%	
38 Water Use(units)	86,484	69,550	6251	6536	6478	19265	58,992	84.82%	

KPI Comment:

Water meters were broken at two centres and as such readings at these centres have been estimated based on previous monthly consumption figures.

The total annual gas consumption was slightly higher than estimated due to the more adverse weather conditions in Q4 compared to previous years.

Total electricity usage was less than estimated. Contributing factors were centre teams focusing on energy consumption and the installation of energy saving lighting in several areas.

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

Challenges and Action Plan

Rising utility costs remain a key focus area for centres and teams will continue to Centres to monitor utility consumption and implement energy efficient working practices.

Centres will continue to develop business plans for the replacement of lighting systems with more energy efficient Led lighting and sensor lighting.

3.10 LTP Impacts and Projections (if not covered above)

No additional comments to add.”

Mr. Kirk provided an overview of the report and addressed a number of issues which had been raised by Directors, primarily around staffing/voluntary redundancy and income generation/market share.

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

Tier 2 Performance – Group Exercise Programme

The Board considered the following report:

“1.0 Purpose of Report

1.1 To update the Board on the development of a City-wide strategy for group exercise programming, innovation and growth.

2.0 Recommendations

The Board is requested to note:

2.1 the requirement for a strategic plan of fitness classes across Belfast as the new studios are developed;

- 2.2 the group exercise programme including 3 new LTP centres;
- 2.3 the scale of fitness class facilities citywide including studio provision, swimming pool space, halls and multi-purpose spaces; and
- 2.4 the performance monitoring and reporting programme for the group exercise including programme review, seasonality and links to the contract performance monitoring programme.

3.0 Main Report

3.1 Strategic aim: To get More People More Active More Often through an effective citywide group exercise programme.

3.2 Objectives

3.2.1 To develop an effective citywide group exercise programme in preparation for the LTP centres opening in 2019 with seven new studios (Andersonstown, Robinson and Brook)

3.2.2 Better utilisation of fitness classes. Increasing from current monthly rate of 52% to 75%+

3.2.3 Monthly KPI review and implementation of review of classes and where required rationalisation and replacement of continual underperforming classes

3.2.4 Delivery of group exercise classes in branded studios and better citywide promotion

3.2.5 To utilise new technology to enhance the current group exercise offering

3.2.6 To continually review the quality of the coaching and provide ongoing training and support

3.2.7 Review group exercise class attendance levels and have better provision of classes for beginners, intermediate and advanced participants

3.3 Introduction

3.3.1 An average 12,300 users take part in fitness classes every month citywide (January – March 2018)

3.3.2 Fitness class access is included as part of the better membership package

3.3.3 There are 295 classes delivered every week across the city

- 3.3.4 There are 17 health focused class sessions held per week which includes Cardiac Rehab (9), Healthwise (5) and Cancer Rehab (3)
- 3.3.5 Studio provision in 2015 was 11 citywide and is now 17 studios (35% increase). New centre openings in 2019 will add an additional 7 studios the estate.
- 3.3.6 Fitness Classes are a key tool in attracting and retaining current users citywide
- 3.3.7 Those attending Fitness Classes are 26% less likely to leave (TRP)
- 3.4 Fitness Classes are very popular with females in the city, with 77/23% attendance split in favour of females citywide
 - 3.4.1 Industry wide, Fitness classes are a key tool in increasing female participation, with considerably more females engaged in Fitness Classes industry wide- 43% compared to 26% Male (Active Leisure Trends Report 2017)
 - 3.4.2 Booking fitness classes online is a popular trend, with 58% of Belfast users booking using this method citywide. (4% increase since March 2018)
 - 3.4.3 The current citywide Fitness Class programme needs to be modified to increase usage figures, choice for consumer and ensure quality across all centres
- 3.5 Citywide Position
 - 3.5.1 In Belfast there are currently 295 Fitness classes offered across the city each week.

Belfast Area	Number of classes per week	No of Group Cycle classes
North (Grove, Ballysillan, Girdwood)	44	11
East (Avoniel, BGC)	77	12
South (Ozone Belvoir Olympia)	37	11
West (Shankill Falls Whiterock Brook)	69	11
City Centre (BGB)	68	10
Total	295	55

- 3.5.2 There are 34 virtual classes in Belfast offered with 32 at Better Gym Belfast and 2 at Better Gym Connswater.
- 3.5.3 A large percentage of classes have a low uptake (under 60% occupancy) and are under ongoing review.

3.5.4 Fitness class delivery is inconsistent in terms of type of class, class instruction and class variety.

3.5.5 The Fitness Class programme in Belfast is not meeting all current customer requirements with a duplication of classes at the same time in the same area of the city.

This duplication puts a strain on the business due to:

- Lack of instructor availability
- Low attendance rates for classes
- Lack of variety in the programme
- Limited no of progression classes (beginners – advanced)

3.5.6 Fitness Instructors in the gym are not universally delivering on the fitness class programme, this differs from centre to centre.

Centre	No of FI classes per week	Total Classes
Avoniel	5	20
Ballysillan	2	14
Belvoir	2	7
Better Gym Belfast	30	32
Better Gym Connswater	25	52
Brook Falls	2	2
Girdwood	5	25
Grove	3	8
Loughside	0	24
Olympia	0	0
Ozone	15	28
Shankill	2	4
Whiterock	5	8
Whiterock	7	23
Total	103	244 *

*excludes virtual and Healthwise classes

The ideal position is that a number of classes per week are taken by each centre based Fitness Instructor up to a maximum of 126 per week across Belfast. This is an increase of 23 classes per week from what is currently offered. This offers a more connected service and is better for the customer as it is a member of the team that is connected to the whole centre.

3.6 Studio Spaces

Citywide introduction of 8 new studio spaces- offer of the best studios in the city

Embracing technology with virtual set up, modern lighting and on trend design concepts

Health and Fitness Gym design concepts for all 3 new centres include larger functional areas for 'Lets Target' gym based classes

3.7 Andersonstown Leisure Centre

Andersonstown has 3 studio spaces in the current proposal:

3.7.1 Spin Studio:

The spin studio is adjacent to the gym; the requirements will be to have virtual set up supported by LED strip lighting and a staged effect over three tiers.

3.7.2 Studio 1: Fitness Studio. (125m²)

Purpose built fitness class studio which can cater for approximately 30 users with inclusion of virtual classes. The use of lighting to create a cutting edge gym environment with fitness class specific flooring.

3.7.3 Studio 2: Class Dojo: (196m²)

This is a multi purpose studio which can accommodate a variety of activities from conferences to Irish dancing. This is a large studio which can accommodate a 13 x 13 metres martial arts facility.

3.8 Brook Leisure Centre

Brook has 2 studio spaces in current facility mix

3.8.1 Functional studio:

The functional area is changing from a spin studio to a functional area which is in keeping with the centre USP of Performance. The functional studio could be utilised as a private booking for teams or opened up to increase the gym provision.

3.8.2 Multi-Purpose studio

The multi-purpose room would cater for birthday parties, fitness classes and conference and club usage.

3.9 Robinson Leisure Centre

Robinson has 4 studio spaces with the addition of a spin studio on the gym floor

3.9.1 Spin Studio:

The spin studio is located on the gym floor and similar to Robinson Centre set up with virtual class provision and LED strip lighting.

3.9.2 Studio 1: Fitness Studio (125m²)

3.9.2 Holistic Studio- dedicated to mind and body activities (Pilates/Yoga/Tai Chi)

3.10 Improvement of current studio provision

3.10.1 Installation of virtual in Better Gym Connswater, with a further 2 studios to introduce virtual in 2019.

3.11 Implementation

3.11.1 Detailed delivery plan to be developed and agreed.

3.11.2 Challenges identified:

Challenge underperforming classes. Solution-Alternative classes to be implemented

Group Cycle classes will not be re-introduced into centres (BLC/SLC/WLC). Solution- Installation of group cycles in two of the centres and additional classes at time of previous group cycle class to be explored.

Delivery of more Fitness Instructor led classes. Solution- Training and support will be provided, including quarterly refresher workshops and annual fitness instructor conference.”

During discussion, Directors, whilst welcoming the initiative, raised a number of points, including the current attendance rate of 52%, an imbalance in the number and range of classes programmed in some areas of the City, the need to address staffing issues/skills shortages and to consult with both users and non-users.

In response, Mr. Kirk accepted that there had been a longstanding need for GLL to formulate a strategy for delivering a group exercise programme and confirmed that it was proceeding at this point to ensure that it was completed in time for the opening of the new Andersonstown, Brook and Robinson Centres.

The Board noted that, as part of the previously agreed reporting arrangements, a further six-monthly report on the Group Exercise Programme was scheduled for December, 2018 and agreed that this should address the points which had been raised.

Tier 2 Performance – Olympia Leisure Centre Spa

The Board consider the following report:

“1.0 Purpose of Report

1.1 To update ABL members on the progress of Spa Experience at Olympia Leisure Centre. This update will cover the 2017/2018 financial year (April 2017-March 2018)

2.0 Recommendation

2.1 The Board is requested to note the update on the Olympia Spa.

3.0 Main Report

3.1 Introduction

Summary Of Key Facts	
Opening Hours	Monday to Friday 11 a.m.-8 p.m. Saturday and Sunday 10 a.m.-5 p.m.
Facilities	<ul style="list-style-type: none">• Three treatment rooms• Sauna• Jacuzzi• Steam Room• Ice Room• Sanarium• 6 x hamann heated beds
Detail	<ul style="list-style-type: none">• The Olympia Spa Experience opened during late January 2017 and is fully staffed by locally recruited GLL team members• The Thermal Suite is available as a membership option for £51.45 per month. Thermal suite sessions are required to be booked in advance and will last for up to 3 hours in duration.• The Spa is available to guests on a bookable basis and offers beauty and massage treatments.• 2017-18 marketing included a Cool FM awareness campaign, Ulster Tatler event, promotions for BCC staff and quarterly GLL promoted campaigns.
Pricing	<ul style="list-style-type: none">• Suburban pricing range• Thermal Suite half day ticket £15 or £7.50 concession. It is accessible for all.
Comment	<ul style="list-style-type: none">• The Spa was established as a business unit and generated £139,483 income during the period April 17-March 18. The net deficit for the Spa Experience during the first year was £40,955.



3.2 Product and Pricing Overview

3.2.1 Income Areas

- **Thermal Suite** - Thermal suite allows for access to the thermal area only for up to 3 hours use and is priced at £15. Various promotions held to target oap's and those on Means Tested Benefits (MTB)
- **Spa Membership** - The spa memberships are based upon the £51.45 (Belfast resident) or £56.00 (non resident) direct debit rates and include daily access to the thermal suite. Membership also entitles the members to unlimited access to the gym, pool and classes in all fourteen Better centres
- **Spa Treatments** – There are a number of treatments available which range from £12 - £70 and they are available for male and female and the team also provide pre-natal massages. The product range used is Elemis.
- **Product Goods For Resale (GRF)** – To help support income generation and inline with standard industry practice the Better Spa Experience team sell Elemis, La Sultane De Saba and their own in house product called “Signature”.

3.2.2 Income Analysis

Better Spa Experience opened at the end of January 2017. The initial part of January was used for staff training and familiarisation.

A total of £139,483 was generated by Better Spa Experience in 2017-2018. This is inclusive of Spa DD membership payments.

This is in context of being within the first year of operation at the New Olympia and during a time where the wider site was still under construction. The Better Spa Experience at Olympia has been created as a unique selling point (USP) and to attract customers who may not traditionally utilise leisure centres.

Olympia Spa has enjoyed a positive first year and has already established a strong client base with majority of clients booking repeat treatments. As such, further growth in all products is now evident during 2018-2019. Best sellers during 2017 -18 included the spa experience signature treatment, this is a Wellbeing massage with nearly 500 sales. The top selling goods for resale product was Elemis superfood oil.

The management and Spa team have used 2017-2018 to learn and develop their knowledge of the Spa market within Belfast and will be in a stronger position to generate Spa business during 2018-2019. Comparisons between two more established Spa's within the Better Spa Experience group provide reassurance that the financial position will strengthen in the coming years.

The external boulevard is now almost completed and the removal of the hoardings will enable the exterior of the centre to be properly showcased and be visible from the Boucher Road. The customer journey from the completed car park to the centre will be shorter and a much more pleasant experience.

3.2.3 Expenditure Areas

- **Operations costs:** These include repairs and maintenance (R&M), service contracts, equipment purchase and utilities.
- **R&M –** As a new facility a small budget has been allocated for repairs and maintenance. This acknowledges that the first year is still within the defects liability period of the building contractor.
- **Service contracts –** the laundry provision, including supply and cleaning of towels, robes and flip flops
- **Utilities –** the spa is housed within the main leisure centre and consumption calculations were calculated on 20% of the total annual Olympia utility expenditure (£40,000)
- **Publicity / Marketing –** campaigns and advertising were used to maximise awareness for the first year of operation. This was also profiled in accordance with peak months in the spa industry. A total of £4650 spent on local marketing with an estimated return on investment of 62% following the Cool FM campaign during December 2017.
- **Staffing -** Three full time equivalent staff employed in the spa.

3.2.4 Expenditure Analysis

Expenditure was reported at £180,438 for 2017-2018.

Net deficit for 2017/2018 was £40,955 in line with budget estimates. This position is forecast to improve by £34K in 2018/2019 and to generate a surplus by 2019/2020.

Overall position 2017-2018:

Year	Income	Expenditure	Variance
2017-2018	£139,483	£180,438	-£40,955
2018-2019	£179,649	£186,176	-£6,527

3.3 2018-2019 Business development:

Following completion of the boulevard in June 2018 the business development opportunities of Spa Experience will be enhanced and capitalised upon with external vinyl installed onto the Spa windows and internal vinyl installed onto office windows

A number of targeted marketing campaigns promoted by social media and online awareness are focused upon growing awareness and income generation.

Recruitment is planned in June 2018 for an additional spa therapist and this will help increase overall treatment room utilisation from two to three rooms.

Due to the success of various promotions which offered discounted treatments for both Belfast City Council staff and GLL Staff this have been scheduled in on a quarterly basis for the year ahead will further enhance awareness and offer discounted treatments for these staff.”

The Board noted the information which had been provided.

GLL Annual Review 2017

Mr. Kirk submitted for the Board’s consideration a document, which reviewed GLL’s achievements for 2017, under its four strategic elements of Better Business, Better Communities, Better People and Better Services, provided a comparison with the previous year and outlined its future development plans.

The Board acknowledged receipt of GLL’s annual review document for 2017, a copy of which can be accessed on the [better.org.uk website](http://better.org.uk), and noted its contents.

(Mr. Kirk and Mr. McCallion left the meeting at this point.)

Active Belfast Limited Returns to Companies House

The Partnership Manager informed the Board that there was a requirement to submit to Companies House an annual Confirmation Statement and to provide it with updated information in relation to Active Belfast Limited. Since April, 2017, that function had been undertaken by Advanced Accounting, the company’s accountants.

He reported that Councillor Craig had, on 4th June, replaced Councillor Reynolds on the Board and that Advanced Accounting would be advising Companies House of that change, with a view to ensuring that the information which it held continued to be accurate and up-to-date.

Noted.

Other Business

Ozone Complex

A Director referred to the forthcoming Belsonic event which would be taking place later in the month within the Ormeau Park and sought clarification around the impact which it might have upon GLL's ability to deliver a service at the nearby Ozone Complex.

In response, the Director of Neighbourhood Services stressed that the People and Communities Committee, in granting the use of the Ormeau Park, had taken into account the need to maintain services for users of the Ozone Complex and she reviewed the arrangements which would be put in place over the course of the event.

Noted.

Date of Next Meeting

The Board noted that its next meeting would take place at 4.30 p.m. on Monday, 6th August in the Conor Room, City Hall.

Chairperson