

ACTIVE BELFAST LIMITED BOARD

Monday, 6th August, 2018

MEETING OF ACTIVE BELFAST LIMITED BOARD

(Held in the Conor Room, City Hall)

Attendees

- Directors:** Mr. J. McGuigan (Chairperson)
Councillor Corr
Mr. J. Higgins
Mr. M. Keenan
Mr. C. Kirkwood
Mrs. K. McCullough
Mr. K. O'Doherty
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;
Mr. R. McKenna, Regional Community Sports Manager;
and
Ms. J. Pope, Head of Service.

Apologies

An apology was reported on behalf of Councillor McReynolds.

Minutes

The minutes of the meeting of 11th June were approved.

Declarations of Interest

No declarations of interest were reported.

Future Agenda Items

The Board noted that it would, at its next meeting, receive updates on Active Belfast Limited's Annual Plan, GLL's Positive Impact, the Aquatics Strategy, Tier 2 Performance (Under-Represented Target Groups) and the Council's Sports Development Unit, as well as a deferred report on KPI and Contract Performance.

KPI and Contract Compliance

The Board was reminded that, at its meeting on 19th April, it had approved a revised format for the reporting of quarterly performance and management information for 2018/2019. The Board had agreed, since that information would only be collated and reports prepared in the second month of the subsequent quarter, when the Board did not

meet, that it should be uploaded to Sharepoint as soon as it was available and be presented formally at the following month's meeting.

The Partnership Manager reported that the second quarter of each year differed from the other three, in that the Board did not meet in the first month, i.e. July, due to the Council recess, but met instead in August. He explained that, in keeping with the agreed reporting structure, KPI reports for the first quarter of 2018/2019 should have been presented to this meeting. However, due to a number of reasons, including staff holidays, the need to verify the KPI scorecard and spreadsheets, which were being used for the first time, and additional/unexpected workloads in areas not related to Active Belfast Limited, that process had taken longer than expected. He confirmed that all data had now been collected and was in the process of being verified and analysed and that the full scorecard report should be uploaded to Sharepoint by 17th August and be presented to the Board on 10th September. He stressed, in response to concerns which had been raised by several Directors, that the information would in future be presented within the requisite timeframe.

The Board noted the information which had been provided and, at the request of a Director, agreed that it should receive at its next meeting, a presentation on its role within the context of the Belfast Agenda.

Advance Discussion on Agenda Items

Following discussion, the Board agreed that clarification should be sought from the GLL representatives around elements of the PHA Referral report and the Communication Strategy report and that recent discrepancies in staff pay, which had been raised with some Directors, should be discussed.

(Mr. Kirk, Mr. McKenna and Ms. Pope were admitted to the meeting at this point.)

Tier 2 Performance – PHA Referral Programme

Mr. McKenna submitted for the Board's consideration the following report:

“1.0 Purpose of Report

To provide the Board with a progress update on the exercise and health referral programmes managed by GLL in Belfast. The Regional Community Sports Manager will attend to provide any additional information or clarification requested by members of the Board.

2.0 Recommendation

2.1 The Board is requested to note the information below and formally record receipt of the report.

3.0 Main Report

3.1 Background

a) GLL currently delivers the following health related contracts and services:

- **Healthwise – 12-week exercise referral programme – Commissioned by Belfast Health Development Unit via Belfast City Council. Annual rolling contract value of £88K**
 - **Cardiac Rehabilitation – 12-week cardiac rehab programme – Commissioned by Belfast Health Development Unit via Belfast City Council. Annual contract value of £38.5K**
 - **Cancer Rehabilitation – 12-week cancer rehab programme – Commissioned by Belfast Health Development Unit via Belfast City Council. Annual contract value of £25K**
 - **Move More Belfast - Commissioned by MacMillan Cancer. Three year contract value of £118K**
- b) **Programmes provide a 12-week Physical Activity programme, which adheres to regional standards and guidelines;**
- c) **Our programmes are delivered by a dedicated team of health related exercise professionals. All staff are qualified to a minimum of Level III exercise referral. GLL currently employs seven dedicated Health staff directly managed by the Regional Community Sports Manager;**
- d) **All chronic conditions (cardiac and cancer) pathways are delivered by dedicated staff qualified to Level IV in the relevant chronic condition;**
- e) **The aim is to promote and increase long-term adherence to physical activity and lifestyle changes;**
- f) **The aim is to improve the physical and mental health of clients who are inactive or sedentary and who are otherwise healthy or who have an existing health condition or other risk factors for disease;**
- g) **Staff support clients in meeting the Chief Medical Office physical activity recommendations for adults and older people; and**
- h) **Strategic partnerships and working groups established around chronic conditions pathways to ensure collaboration with key organisations such as Public Health Agency, Belfast Health & Social Care Trust and charitable partners.**

4.0 YTD update on all Targets, Referrals, Progress and Completions

4.1 Table 1 Healthwise KPIs 2018/2019

PROGRAMME	MEASURABLE OBJECTIVE	ANNUAL TARGET	PROGRESS TO DATE			
			Q1	Q2	Q3	Q4
Healthwise Level III	Total number of patients referred to the programme		949			
	Number of patients starting the programme/ week one consultations completed	1466	495			
	Total number of patients completing the programme (12 week programme)	880	205			

4.2 Table 2 Cardiac Rehab KPIs 2018/2019

PROGRAMME	MEASURABLE OBJECTIVE	ANNUAL TARGET	PROGRESS TO DATE			
			Q1	Q2	Q3	Q4
Cardiac rehab Level IV	Delivery of Cardiac Rehabilitation Phase IV for clients (12 week programme)	216	55			

4.3 Table 3 Cancer Rehab KPIs 2018/2019

PROGRAMME	MEASURABLE OBJECTIVE	ANNUAL TARGET	PROGRESS TO DATE			
			Q1	Q2	Q3	Q4
Cancer rehab Level IV	Delivery of Cancer Rehabilitation Phase IV for clients (12 week programme)	216	47			

4.4 Table 4 'Move More' Belfast KPIs 2018/2019

PROGRAMME	MEASURABLE OBJECTIVE	ANNUAL TARGET	PROGRESS TO DATE			
			Q1	Q2	Q3	Q4
'Move More' Belfast MacMillan Cancer	Total number of patients completing the programme including brief intervention	125	36			

5.0 Year-end Projections

- 5.1 Across all health contracts, Q.1 performance indicates GLL are on target to meet the scheduled targets.**
- 5.2 Monthly review and performance management meetings are in place to ensure that performance is closely monitored and the required outputs delivered.**
- 5.3 As per contract compliance, monthly and quarterly returns are completed for all commissioners.**

6.0 Regional Model

- 6.1 A new regional exercise referral model is being developed by Public Health Agency for Level III Healthwise programmes. Emphasis will shift to providing group based classes, to increase volume and social interaction.**
- 6.2 The specification of Healthwise, including entry criteria, will be revised in the new regional model to focus on particular conditions outside of the current chronic disease pathways.**
- 6.3 A new online GP referral database is currently being piloted by the PHA. The online GP referral database is part of the new regional model designed to deliver efficiencies in the referral process and enable clients to start programmes quicker.**

7.0 Issues impacting on Delivery/Performance

- 7.1 Currently all contracts commissioned by Belfast Health Development Unit are based on one year rolling contracts. This creates challenges around staff recruitment and retention. It is anticipated that this will be addressed in the new regional model with longer term contracts providing improved job security and stability of service.**
- 7.2 Awareness of data protection legislation and GDPR. All staff have undertaken GDPR training in April and May 2018. Action plans in place to mitigate any risk and ensure compliance with new regulations.”**

After discussion, the Board acknowledged receipt of the report and noted the information which had been provided.

Tier 2 Performance – 3G Pitch Utilisation and Business Performance

Mr. McKenna submitted for the Board’s consideration the following report:

“1.0 Purpose of Report

- 1.1 To provide the Board with a progress update on the 3G pitch utilisation and business performance managed by GLL in Belfast.**

2.0 Recommendation

2.1 The Board is requested to note the information below. GLL officers will attend to provide any additional information or clarification requested by members of the Board.

3.0 Main Report

3.1 Occupancy and income figures for each individual centre 3G pitch managed by GLL in Belfast are presented below along with overall citywide service figures:

3.2 Ballysillan KPI – 21.89% Occupancy

	April	May	June	Q1 Total
Synthetic pitch capacity	616	656	673	1946
Synthetic pitch occupancy	141	185	100	426
Synthetic pitch income	£2,257	£1,082	£83	£3,422
Comment:				
<ul style="list-style-type: none">Income in June low as no invoices raised for 3G pitch before period cut off, largely due to managerial changes linked to VR				

3.3 Brook KPI – 36.19% Occupancy

	April	May	June	Q.1 Total
Synthetic pitch capacity	550	602	616	1768
Synthetic pitch occupancy	235	220	185	640
Synthetic pitch income	£2,685	£3,038	£1,547	£7,270
Comment:				
<ul style="list-style-type: none">Usage and income down in June due to seasonal usage and end of some soccer clubs and leagues usage				

3.4 Girdwood KPI – 54.56% Occupancy

	April	May	June	Q.1 Total
Synthetic pitch capacity	612	648	612	1872
Synthetic pitch occupancy	355	317	349	1021

Synthetic pitch income	£2,455	£2,558	£1,232	£6,245
Comment:				
<ul style="list-style-type: none"> • Usage has been generally consistent during Q.1 • Income in June has reduced in comparison to April & May largely due to junior usage in this period that is charged 50% less than the headline rate as per BCC policy. • Strong school links with BRA and St Malachys College 				

3.5 Olympia KPI – 2.75% Occupancy

	April	May	June	Q.1 Total
Synthetic pitch capacity	0	0	834	834
Synthetic pitch occupancy	0	0	23	23
Synthetic pitch capacity	0.00	0.00	£1,412	£1,412
Comment:				
<ul style="list-style-type: none"> • Olympia 3G pitch opened on 11 June 2018. A 'soft opening' is reflected in the reduced occupancy figures. Figures for July have increased substantially. • Capacity for June has been reduced to 66% of the full month in consideration of the opening date 				

3.6 Ozone KPI – 24.44% Occupancy

	April	May	June	Q.1 Total
Synthetic pitch capacity	622	674	690	1986
Synthetic pitch occupancy	226	155	103	485
Synthetic pitch capacity	£5,350	£2,810	£2,295	£10,455
Comment:				
<ul style="list-style-type: none"> • Usage and income disrupted in June with centre closures due to Belsonic concerts in Ormeau Park • Usage and income down in May and June due to seasonal usage and end of soccer clubs and leagues usage. 				

3.7 Whiterock KPI – 19.37% Occupancy

	April	May	June	Q.1 Total
Synthetic pitch capacity	652	691	709	2053
Synthetic pitch occupancy	170	154	174	398
Synthetic pitch capacity	£1,612	£841	£1,405	£3,858
Comment: <ul style="list-style-type: none"> Usage and income down in May due to seasonal usage and end of soccer clubs and leagues usage. Increased in June with local community and intervention programming for teenagers. 				

3.8 Overall Service KPI – 28.62% Occupancy

	April	May	June	Q.1 Total
Synthetic pitch capacity	652	691	709	2053
Synthetic pitch occupancy	170	154	174	398
Synthetic pitch capacity	£1,612	£841	£1,405	£3,858
Comment: <ul style="list-style-type: none"> Usage and income down in May due to seasonal usage and end of soccer clubs and leagues usage. Increased in June with local community and intervention programming for teenagers. 				

4.0 Peak/Off Peak Flows

4.1 Belfast City Council reduced the hire charge by 25% and the resulting drop in income with no additional occupancy uptake.

4.2 3G pitch utilisation is seasonal based on demands from sports clubs.

4.3 Soccer is the main sport utilising 3G pitch services, through clubs, leagues, schools and casual usage. Gaelic Sports and Rugby are also played on 3G pitches but not with the same demand as soccer.

4.4 Peak usage is from 6-9pm across all pitches.

4.5 Daytime usage is dependent on centre location as well as school and business links and proximity.

5.0 User Groups

5.1 Our user groups are represented through the following categories:

- **Sports Clubs**
- **Leagues**
- **National Governing Bodies**
- **Casual**
- **Schools**
- **Community groups,**
- **Casuals**
- **Belfast City Council**

6.0 Action to Maximise Occupancy

6.1 All centres will be building their 2019 budget books during September and will be tasked to develop action and outreach plans to drive utilisation and income to help mitigate against the 25% reduced hire fees.

6.2 Monthly meetings with the Irish Football Association have been developed since February 2018. Outcome has resulted in Summer camps and increased usage at Olympia & Shankill (Indoor hall – Futsal) as well as programmed coach education programmes in 2018/19.

6.3 GLL is now represented on Belfast City Council and Irish Football Association Stadium benefits working group linked to the National Stadium at Windsor Park.

6.4 Local targets for each centre will be developed to increase occupancy and income.

6.5 Target markets include local schools and businesses to drive daytime occupancy.

6.6 A citywide and local centre promotional plan will be developed to complement the developed action plans

6.7 Adult casual participation leagues (5 & 7 aside) have been successfully delivered in other partnerships operated by GLL through partners (Play Football) who run and manage the leagues through an agreed contract. A similar model and business plan is to be explored for Belfast.

6.8 Further development meetings with other NGB's such as GAA and Ulster Rugby to develop partnership programmes."

After discussion, the Board acknowledged receipt of the report and noted the information which had been provided. The Board agreed that GLL should submit to its next meeting a report identifying actions to be taken to achieve a significant increase in 3G pitch usage.

GLL Annual Service Plan

Mr. Kirk submitted for the Board's consideration the following report:

“1.0 Purpose of Report

1.1 To provide the Board with an update on the annual service plan for 2018/2019 and forward into 2019/2020. This is prepared in consideration of the Active Belfast Ltd business plan, the Belfast Agenda and GLL corporate plan.

2.0 Recommendation

2.1 The Board is requested to note the information below and formally record receipt. GLL officers will attend to provide any additional information or clarification requested by members of the Board.

3.0 Main Report

3.1 GLL has now entered the 4th year of operation in Belfast and will focus on a year of embedding GLL structures and excellent service delivery. Following a year of flux with two centre closures and two new centre openings it is time to focus on quality across the service and place the customer at the centre of our business.

The team in Belfast will align the targets in 2018/19 to link with the core objectives of GLL's new 5 year plan (2018 to 2022):

- Embracing fast-moving technologies to enhance our customer services**
- Reengineering our core business structures to achieve efficiency and innovation**
- Encourage a more productive, motivated and valued workforce**
- Champion our national community & social programmes**
- Delivers long term business strength and competitiveness**

3.2 Vision

The vision has three headline strategic themes:

Stronger customer experience & community programmes

Leaner more effective and efficient business structures to provide improved performance, respond to competitive market trends and meet reducing local authority finances
Better business outcomes & social values across GLL services and departments

- 3.3 2018/19 will see a year of stability with no closures or openings and therefore a much stronger internal focus on what we do and why. Following the introduction of Core HR in November 2017, we will be completing an efficiency review of back office roles and other roles that do not sit within the GLL staffing model. To facilitate the redeployment into GLL roles within the city structure a voluntary redundancy scheme was opened in close consultation with trade unions, staff and council. In line with placing the customer at the heart of the centre and also in attracting new customers into the centres we will fully embed the customer service advisor role and leisure centre supervisor roles across all centres.**
- 3.4 The closure of Andersonstown Leisure Centre and Olympia Leisure Centres in 2017 created a number of challenges but helped to ensure that key principles were established on the modelling of new centres and the demobilisation approach required. With the introduction of the £21m Olympia Leisure Centre in January 2017 and the opening of the £1.9m Better Gym Belfast in December 2017 it has been a very busy 12 months. With works now underway at Andersonstown Leisure Centre, Brook Leisure Centre and Robinson Leisure Centre, we enter a key pre mobilisation phase in preparation for openings in 2019 on this £60m+ project**
- 3.5 Technology will continue to play a key part in shaping the service we offer and improve the quality of experience for our customers. With the introduction of facial recognition entry systems at both of the Better gyms in the city and the roll out of the GLL app and other digital developments, technology will play a key part in our 2018/19 vision. We will also embrace the intranet as an interactive tool to better communicate with our staff and create interaction on a web platform across the city. Social media has become a daily part of our promotional activity and with further developments this year we will maximise the potential to connect with new members and communicate our social enterprise values and message.**
- 3.6 With the successful launch of the MacMillan Cancer 'Move More' programme in 2017 we will continue our commitment to the health agenda in Belfast. With growth in a number of community health programmes including Healthwise, Cardiac Rehab and Active Women we will stay connected to our local communities. The GLL Sports Foundation (GSF) goes from strength to strength in Belfast with over 100 athletes from the city on this funding scheme, 12 of whom competed recently in the Commonwealth games in Australia.**

- 3.7 The regional team will continue to position the GLL brand both within the sector and wider business arena in Northern Ireland through work with Women in business, Visit Belfast, Social Enterprise Northern Ireland and CO3 (Chief officers of 3rd Sector).

4.0 Targets

- 4.1 The collaborative model between GLL and Belfast City Council is a true example of partnership working and is evidenced through a number of developments within the centres.

Income increased by 44% in the third year of operation compared to 2015 and we are forecast to increase this to a figure of 58% by the end of 2018/19. The management fee has reduced by 9% since the start of the partnership and due to changes in the portfolio mix and also to accommodate the efficiencies required. There has been positive growth in members and swim school attendees with 54% increase in prepaid members and 159% increase learn to swim attendees.

- 4.2 The targets for 2018/19 are based on a year of stability following the closure of old Olympia and Andersonstown and the opening of new Olympia and Better Gym Belfast. These performance figures are reported quarterly to the Active Belfast board through the KPI monitoring scorecards. Similarly, we expect to see some levelling off of growth due to the removal of Andersonstown from the portfolio but growth in other areas with the addition of Better Gym Belfast. There is a strong focus on income generation and with planned growth in prepaid members and swim school attendees this can be achieved.

Through the service modernisation programme the tracking of the staff to income ratio has been a key performance measure. While the target for 2018/19 is still a long way from the GLL target of 50%, there has been encouraging progress made, and further strategies in place to address this area.

In 2016 a new membership architecture was introduced which has supported growth in the yield, but by UK wide comparison the membership yield in Belfast is still one of the lowest and remains a key focus area. Yield in Belfast is £21 vs the Northern Ireland average of £26 and a UK wide average of £30 for public sector operators.

5.0 Headline Themes

- 5.1 In line with the core theme of creating a Stronger, Leaner, Better service we have developed a plan for 2018/19 that has been shared with staff across the city. This year will see a much more intense internal focus on the quality of our service. This has been initiated with a 'back to basics' approach to management with teams on the shop floor at peak times to

directly engage with our customers. A leaner model will be achieved through aligning centres to GLL blueprint models.

5.2 Alongside the headline theme for the organisation in the coming years, the team in Belfast will be focusing on three key strategic themes for delivery in 2018/19

- **Leisure Transformation Programme- Premobilisation**
 - Delivering high quality facilities that embrace technology
 - Ensuring we are service ready to open three new facilities
 - Maximising awareness and creating excitement as the construction continues
- **Embedding GLL Structures**
 - Focus on models that put the customer at the heart of what we do
 - Efficient and effective operations with customer facing staff teams
 - Working closely with trade union partners on good communication
- **Social Enterprise delivery in Northern Ireland**
 - Championing a social value act for Northern Ireland
 - Showcasing social enterprise at its best through local delivery
 - Creating supply chain and partner opportunities

6.0 2018/2019 and towards 2019/2020 Plan

Key Headlines from the pillars include

Service

- Deliver new technologies at Better Gym Belfast and better Gym Connswater introducing face recognition entry
- Delivering the Belfast marketing commitments ensuring we better connect with our customers
- Applying a 2.5% price increase and reviewing the membership architecture after 24 months operation
- Putting the customer back at the heart of our business
- Develop pricing proposals for new LTP centre products (Andersonstown Leisure Pool)

People

- Embedding GLL staffing models across all centres
- Opening VR 3 across the city

- Develop pay strategy for TUPE staff members
- Deliver rota changes across the city following rota review
- Reduce Absence levels to below 3%

Communities

- Develop the Belfast Sports strategy to increase participation in a range of bookable sports in Centres
- Develop a stronger offer for female users through the 'Active Women' programme
- To produce review of the year 2017 and share with local authorities and social enterprise sector
- Increase inclusive memberships to over 150
- Develop the GLL community foundation and launch two projects

Business

- To join key business memberships SENI, WIB, NICOc and CO3. Positioning GLL as a provider of choice for local partners
- To average over 100k interaction per month via @BetterNI improving our engagement through social media
- Sponsor Belfast Telegraph sports awards and Belfast City Council sports awards to position ourselves as Belfast sporting partner
- To deliver all memberships online and drive online sales to over 70%
- To meet with editors and business editors of key media outlets and develop long term relationship.

7.0 Leisure Transformation Programme- Premobilisation

7.1 Belfast City Council is transforming leisure provision in Belfast with a £105 million investment in a number of leisure centres across Belfast. Work is underway at three new centres in Andersonstown, Robinson and Brook as the next phase of the Leisure transformation Programme. GLL is working in partnership with Belfast City Council to provide an intelligent client role supporting design, programming and mobilisation in these exciting new centres. Each new leisure centre will have a unique selling point promoting cross community usage and help Belfast City Council achieve its goal by seeing more people participating in an active lifestyle by providing first class leisure services like these.

7.2 Andersonstown will be a family fun destination centre with a £25 million investment providing a 1600 square metre leisure water facility with a new surfing product, three water slides and large toddler and junior play zones. There will also be a 120 station gym area and dedicated studio space. Robinson

will be a £20million investment focussing on a wide range of aquatic disciplines. . The new centre will also have a 120 station gym with large studio space, sports hall and a community centre attached. Brook will focus on the provision of outdoor leisure facilities including £G pitches for both Gaelic and soccer. The investment will also provide a 25 metre pool to offer a great swimming programme for the Colin area. The new centre will offer a full size Gaelic pitch with six 'five a side' pitches along with a hurling wall and play park.

7.3 In 2018/19 GLL will be preparing to mobilise these centres by engaging with our four pillars:

- **Better Service:** Setting out how we program the centres to ensure we are getting more people, more active, more often across all ranges of user groups.
- **Better People:** The three new centres will provide approximately 50 additional posts to the current workforce. Through our training and development programme we will ensure that all our current staff across the city, who would like to work in a new centre, have the opportunity to do so.
- **Better Communities:** Early engagement with local community groups will help steer the programming of the facilities and provide a facility for all whilst supporting cross community usage.
- **Better Business:** Operate to an optimal capacity ensuring we deliver 5* services for 3* prices.

8.0 Embedding GLL Structures

8.1 In 2018/19 there will be a strong focus on embedding the GLL structures across all centres in Belfast. In the first three years of Belfast operation there has been significant change and with the opening of four new facilities and closure of two facilities the partnership has been in a state of flux. This year we will have a renewed focus on really bedding in the base GLL structures and will address the duty manager and reception roles. It is evident that there is a lack of focus on the customer and generating new customers into the centres and therefore GLL roles of Leisure centre supervisor and customer service advisor will be introduced.

8.2 This work stream is also a key part of premobilisation for the new LTP centres coming online in 2019. It is essential that all staff working in the new centres at Andersonstown, Brook and Robinson are trained in GLL systems and procedures and are fully qualified to operate under the GLL model. Staff will be engaged early in this process with working groups established through an 'expressions of interest' call, which is open to all staff in the city.

8.3 The goal is to achieve a streamlining of the staffing structure by the end of 2018 with the full integration of the customer service advisor and leisure centre supervisor roles.

9.0 Social Enterprise

9.1 Social Enterprise is at the core of what we do in GLL and as one of the largest social enterprises in Northern Ireland we have a unique opportunity to promote GLL and the work we do with Belfast City Council. Following three years of successful operations we can now evidence the benefit of our work in the local community. As one of the core social enterprises we are now established in the SENI marketplace and must build on this. GLL will support SENI in the development of a ‘Social value act’ for Northern Ireland and despite the challenges of a NI assembly functioning this remains a key agenda.

9.2 There is also an opportunity to create stronger partnerships with social enterprise organisations locally and we plan to deliver a number of partner events this year. This was demonstrated recently at a family fun day with partner Madlug supporting children in care and celebrating with a day of activities at Olympia LC & Spa.

10.0 Summary

2018/19 is a key year of stabilisation and planning for the next stage of growth which we will see in 2019/20. We look forward to further increasing participation in leisure activities across the city and improving our service standards.”

Mr. Kirk provided an overview of the report, following which he confirmed that the discrepancies in the pay of some staff had been due to a miscalculation in the level of income tax associated with a recent pay increase. At the request of the Board, he agreed to write to all staff inviting them to contact GLL’s payroll section should they consider themselves to have been affected.

The Board acknowledged receipt of GLL’s Annual Service Plan and noted the information contained therein.

GLL Communications Strategy

Mr. Kirk submitted for the Board’s consideration the following report:

“1.0 Purpose of Report

1.1 To report on the marketing and communications activity delivered to help achieve increased membership sales, increased usage and maintain a positive corporate reputation and brand image for BCC, ABL, GLL and the Better.

2.0 Recommendation

- 2.1 The Board is requested to note the information below on the communications strategy and Quarter 1 marketing review. GLL officers will attend to provide any additional information or clarification requested by members of the Board.**

3.0 Main Report

- 3.1 GLL will continue to provide a robust marketing budget both centrally and locally to support the promotion of all 14 centres and products. The marketing budget for Belfast is circa £100,000 and will be allocated across the partnership in line with centre specific business plans and marketing plans.**
- 3.2 The marketing plan is signed off at Regional Leadership level.**
- 3.3 The Central Marketing Team at GLL has agreed the roll out of global marketing campaigns which run across all GLL partnerships in the UK. These include campaigns targeting Adult Health and Fitness, Juniors and Courses, Seasonal Occasions, Spa and Coffee Corner. These campaigns are targeted against audience, events and products.**
- 3.4 Global campaigns for Adult Health and Fitness will run in January, February, April, June, September and October.**
- 3.5 Swim school is our second largest income generator and as such we have specific campaigns targeting juniors, especially during key non school term times and holidays.**
- 3.6 Centres have developed their own specific marketing plans in line with their unique selling points. For example, Spa experience products at the Olympia Leisure centre and Spa and the Digital technology and PRAMA at the Better Gym Belfast.**
- 3.7 To ensure commitment and accountability at centre level, a marketing commitments document has been produced to ensure focus and consistency in promoting BCC Leisure Services, GLL, the Better brand and each centre across Belfast.**
- 3.8 This report aligns with the marketing plan for 2018/19 and focuses in on how we improve communications with both users and non-users.**
- 3.9 The report also considers staff communication through the intranet, breakfast meetings, staff communications day, social events and staff newsletters.**

4.0 Social Media

4.1 Belfast Twitter – 2250 followers; 3.8K reach (up 24% qoq)

5 Facebook pages for Olympia, Girdwood, Ozone, Better Gym Belfast, Better Gym Connswater – 6.9K followers (up 643)

4.2 Health & Fitness April Campaign – First Month Price

Marketing Objectives:

- **Create urgency around the campaign, encouraging consumers to engage in an active and healthier lifestyle now through showcasing our range of membership activities and headlining a strong promotional offer**

Target Audience

- **Ages 16-44 are the core audience**
- **New opportunity with 45 – 59 year olds – ability to purchase higher yield membership**

Marketing Channels

- **Website**
- **In centre printed materials**
- **Paid digital**
- **Email**
- **Organic social media**

KPIs

April 2018 campaign Sales Income and Sales Heads results were higher than the corresponding period last year

Learn to Swim – 25% Off Better Swim School

Marketing Objectives:

Objectives

The Swim School campaign is focused around driving awareness of our learn to swim programme with an overall aim of increasing summer participation numbers amongst non-members.

Audience

For this campaign, each day of the week had its own swim theme. This allowed us to reach a wider audience as it captured a range of ages and abilities, including parents with

babies, pre-school, junior, adult, elderly and disability swimmers.

Marketing Channels

Paid media including:

Facebook ads

PPC

Re-targeting those who visited our Better Swim School page over a given period

4.4 Summer Scheme/Summer Holiday Activities

Marketing Objectives:

- Create awareness of summer scheme, summer holiday activities for kids in participating centres. All information housed on landing page www.better.org.uk/activekidsbelfast

Target Audience

- Parents and guardians
- Non users

Marketing Channels

- Website
- In centre printed materials
- Outdoor – 48 sheets and 6 sheets
- Organic social media
- NI4Kids – half page ad and editorial

4.5 Health and Fitness June Campaign – First Month Price

Marketing Objectives:

- Create urgency around the campaign, encouraging consumers to engage in an active and healthier lifestyle now through showcasing our range of membership activities and headlining a strong promotional offer

Target Audience

- Ages 16-44 are core audience
- New opportunity with 45 – 59 year olds – ability to purchase higher yield membership

Marketing Channels

- Website
- In centre printed materials
- Paid digital
- Email
- Outdoor – 48 sheet/6 sheet
- Commercial Radio – Q Radio – Belfast only
- Paid Social Media – Facebook Advertising
- Organic social media

4.6 Belfast City Marathon Monday 7th May

- Access to all participants through Ezines, postal packs and finisher packs
- Logo on continuous branding and half marathon literature
- Presence on Race Weekend
- Presence on official website, social media sites
- Opportunity to host Ambassador Programme

4.7 GLL Sports Foundation Awards – 31st May at Belfast City Hall

Strong online interaction and engagement via social media

Local media coverage generated

Belfast Live

<https://www.belfastlive.co.uk/sport/other-sport/young-athletes-reaching-stars-after-14728375>

Belfast Telegraph

<https://www.belfasttelegraph.co.uk/sport/bursaries-boost-for-future-sport-stars-36967051.html>

After discussion, during which Mr. Kirk addressed a number of points which had been raised by Directors around the expansion of social media, engagement with specific user groups and GLL's website, the Board noted the information which had been provided.

(The GLL representatives left the meeting at this point.)

Policy and Procedure Alignment (Health and Safety)

The Board was reminded 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.

The Partnership Manager explained that one of those policy areas related to health and safety, which had been categorised by the Council as being a 'corporate risk', and which in terms of non-compliance with legislation and industry best practice, would have severe consequences, including potential financial loss, reputational damage and legal action.

He reported that an assessment of GLL's health and safety procedures had been undertaken, which had included two inspections per centre per quarter and a desktop review of written policies and procedures. The assessment had taken into account also the report on the independent review of leisure, which had concluded that "no evidence was found to suggest that GLL was operating the service outside of health and safety legislation and relevant guidance". He added that the Council was in the process of preparing a contract specification and had agreed an annual budget to undertake a three-year rolling programme of health and safety audits, which reflected the serious nature of health and safety management in the leisure management environment.

He confirmed that the aforementioned review/monitoring actions had demonstrated that GLL's and the Council's health and safety positions remained substantially aligned and, accordingly, the following statement could be supported:

"At 6th August, 2018, Belfast City Council's and GLL's policies and operational procedures in relation to Health and Safety are closely aligned, with no significant variances or areas of concern to address."

The Board noted the information which had been provided.

Date of Next Meeting

The Board noted that its next meeting would take place at 4.30 p.m. on Monday, 10th September, with the venue to be confirmed in due course.

Chairperson