

**ACTIVE BELFAST LIMITED BOARD**

**Monday, 10th September, 2018**

**MEETING OF ACTIVE BELFAST LIMITED BOARD**

**(Held in the Olympia Leisure Centre)**

**Attendees**

- Directors:** Mr. J. McGuigan (Chairperson)  
Councillor Corr  
Mr. P. Boyle  
Mr. J. Higgins  
Mrs. K. McCullough and  
Mr. R. Stewart
- Officers:** 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**

Apologies were reported on behalf of Mr. C. Kirkwood and Mr. G. Walls.

**Minutes**

The minutes of the meeting of 6th August 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 an update on the Leisure Transformation Programme and reports on Tier 2 Performance (Marketing and Communications), Active Belfast Limited Returns to Companies House, Policy and Procedure Alignment (Human Resources), GLL Annual Marketing Plan 2019/2020 and GLL Annual Schedule of Charges 2019/2020.

No additional items were proposed by Directors.

**ABL Workshop**

The Board was reminded that the Active Belfast Limited Business Plan for 2017 – 2020 had, within its action plan, included a requirement for a workshop to be held on an annual basis to review the overall function, operation and outputs of Active Belfast Limited.

Accordingly, the Board agreed that a workshop be held in late October/early November for that purpose and that, as had been the case in 2017, it be led by an external facilitator. It was agreed also that the Partnership Manager would circulate potential dates for the workshop, with the date, venue and agenda to be confirmed at the Board meeting on 8th October.

It was noted that Directors would have the opportunity to add further topics to the workshop agenda as the meeting progressed.

### **Advance Discussion on Agenda Items**

#### **Matters Arising – 6th August**

The Board noted that a report had been included on the agenda for this meeting identifying actions to be taken to achieve a significant increase in 3G pitch usage.

The Board agreed to seek confirmation on whether a letter which it had suggested be forwarded by GLL to staff inviting them to highlight any discrepancy in their pay, arising from the miscalculation in the level of income tax associated with a recent pay increase, had been issued.

No additional issues were raised in advance of the GLL representatives entering the meeting.

Mr. Kirk, Mr. McKenna and Ms. Pope were admitted to the meeting at this point and Mr. Kirk confirmed that the aforementioned letter had been sent to staff and that the issue was being addressed.

### **Update on Performance 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.

Mr. Kirk drew the Board's attention to the information which had been prepared for the first quarter of 2018/2019 which, in line with the new format, provided information on performance at both an overall and a centre-by-centre level. He highlighted the fact that the KPI relating to total staff count did not fully achieve its original aim, in terms of monitoring the employment of casual staff in the delivery of the service. As a result, it was proposed that, in future:

- i. the data captured should become the total hours per centre reported separately for contracted staff and casuals; and
- ii. the KPI should be presented as the number of hours delivered by casual staff expressed as a percentage of the total hours employed at each centre.

During discussion, a Director commended the new reporting format but suggested that it could be refined further to make it more meaningful/user-friendly. Directors also suggested that the Board should consider submitting a response to the consultation on the Belfast Local Development Plan and that GLL should be afforded an opportunity to outline its vision for the future delivery of leisure in Belfast.

Accordingly, the Board:

- i. approved the change to the aforementioned KPI on staff numbers;
- ii. agreed that the KPI Working Group, together with any other Directors, should meet in advance of the Board meeting on 8th October to review the current KPI reporting format;
- iii. agreed that any recommendations made by the KPI Working Group should be submitted to the meeting on 8th October and be included on the agenda for the forthcoming workshop;
- iv. agreed that the Council's Local Development Plan consultation be added to the agenda for the workshop; and
- v. agreed that GLL be invited to outline at the workshop its vision for future service delivery.

### **Update on GLL's Positive Impact**

The Board was reminded that it had agreed that it would be beneficial to receive on a quarterly basis an update on the positive impacts being achieved by GLL across its four strategic elements of Better Business, Better Communities, Better People and Better Services.

GLL's Regional Director drew the Board's attention to a number of notable events and initiatives which had taken place during the previous quarter. Those had included the hosting in the Olympia Leisure Centre of a Summer Sports Day and in the Whiterock Leisure Centre of the annual Féile Fun Day. The third annual Belfast Greenwich Leisure Sports Foundation Awards ceremony had been held in the City Hall, at which eighty-one athletes had received awards, together with a funding commitment of £69,800 from GLL. In addition, Cancer Research UK had been nominated as a charity partner for this year and would work alongside GLL's health teams and other partners, such as MacMillan Cancer Support, to promote health awareness.

He then highlighted the refurbishment works which had been completed within the Ballysillan and Shankill Leisure Centres and the service modernisation programme which had undertaken in preparation for the opening in 2019/2020 of three new leisure centres. Finally, he highlighted a number of training and development initiatives and confirmed that two Service Managers had recently attained an Advanced Diploma in Social Enterprise.

The Board noted the information which had been provided and commended GLL on its achievements.

### **Tier 2 Performance (Under Represented Target Groups)**

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 participation of underrepresented target groups in centres managed by GLL in Belfast.**

## **2.0 Recommendation**

**2.1 The Board is requested to consider and formally records receipt of the information presented below.**

## **3.0 Main Report**

**3.1 GLL is a leading social enterprise. One of the core priorities of GLL is to ensure full access for all members of the community and encourage increased usage amongst under represented target groups.**

**3.2 GLL employs a regional community sport manager whose key focus is to drive participation and usage, ensuring more people from every background are regularly and meaningfully engaged and taking part in sport and physical activity.**

**3.3 GLL has set targets based on like for like centres to increase usage by 2% per year. This will be measured via agreed patronage and usage reports.**

**3.4 GLL is committed to support and advice for children and adults that is understanding and sympathetic to needs, offering varied opportunities, delivered in centres that are accessible, affordable and not inhibiting.**

**3.5 GLL invests through the GLL Foundations (Sport and Communities) that provide and sustain support for community cohesion and talented individuals.**

**3.6 GLL sustains a positive contribution to the local economy through investment in a workforce that is diverse, passionate, trained and skilled operating in well-managed, maintained and resourced centres.**

**3.7 GLL has developed a citywide Sport and Health Development plan that provides a detailed breakdown of how GLL intends to achieve this increase in sport and physical activity participation, whilst also providing additional targets and outcomes. Some of these examples are outlined below:**

**3.8 45% of Belfast GLL members benefit from concessionary entry charges thereby helping to remove affordability as a barrier to participation.**

## **3.9 People with Disabilities**

- **GLL has developed working relationships with focus groups and organisations that support disabled access and provision in NI, including Disability Sport NI and created a Disability Hub at Girdwood Community Hub.**

This dedicated disability sports hub caters for a range of wheelchair-based sports and activities;

- GLL has increased inclusive membership by 50% in 2017-2018. This increase was achieved by proactively promoting through disability networks in Belfast and working in partnership with Disability Sport NI;
- the GLL Sport Foundation in Belfast currently supports 11 disabled and Paralympic athletes. Athletes benefit from financial awards of up to £1,250 which will support their associated travel, competition and equipment costs for 12 months; and
- the GSF programme has supported athletes that have competed at Olympic, Paralympic and Commonwealth Games in recent years. Paralympic middle-distance athlete Dr. Michael McKillop is the Ambassador of the programme in Northern Ireland. Michael has successfully won four Paralympic Gold medals and is a role model to all our locally supported athletes.

### **3.10 Women and Girls**

- GLL has developed working relationships with Female Sport Forum and Women in Sport & Physical Activity and organisations that support female access and participation;
- in partnership with WISPA GLL have developed and implemented women and girls targeted sessions at centres to increase participation; and
- GLL has developed the 'Active Women' initiative and support awareness through existing networks.

### **3.11 Older People**

- Free access for over 60's before 11 a.m. Monday to Friday;
- GLL has developed the annual Club Games Festival for Belfast;
- GLL has engaged with Age Friendly Belfast, Age NI, Engage with Age, BCC and other relevant organisations to disseminate information to target demographic; and
- GLL has a daily programme of activity targeted at and suitable for older people

### **3.12 Families**

- **GLL has created a balanced programme of activities across all centres allowing families to participate;**
- **GLL offers a varied programme during school holidays to engage and support families including holiday play schemes, kids for a quid, sports camps, and soft play; and**
- **GLL offers a wide range of provision for birthday parties including Bouncy castles, Laser quest, climbing wall and sports.”**

The Board noted the information which had been provided.

### **3G Pitch Utilisation**

The Board was reminded that, at its meeting on 6th August, it had, in considering a report on Tier 2 Performance – 3G Pitch Utilisation and Business Performance, 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.

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

#### **“1.0 Purpose of Report**

**1.1 Matter arising from Board meeting of 06/08/18. Include establishing baselines and targets.**

#### **2.0 Recommendation**

**2.1 The Board is requested to consider the actions and targets listed below.**

#### **3.0 Main Report**

**3.1 At the Active Belfast Ltd Board meeting on 6<sup>th</sup> August, GLL provided a progress update on the 3G pitch utilisation and business performance managed by GLL in Belfast.**

**3.2 Arising from the report, GLL was asked to develop an action plan including establishing baselines and targets for 3G utilisation and income generation.**

**3.3 All centres will be building their 2019 budget books during September and will be tasked with developing an action and outreach plan, to drive utilisation and income to help mitigate against the 25% reduction the hire charge and the resulting drop in income with no additional occupancy uptake.**

- 3.4 Monthly meetings with the Irish Football Association have been developed since February 2018. This has resulted in Summer camps and increased usage at Olympia and Shankill (Indoor hall – Futsal) as well as programmed coach education programmes in 2018/2019.
- 3.5 GLL is now represented on Belfast City Council and Irish Football Association Stadium benefits working group linked to the National Stadium at Windsor Park.
- 3.6 Income and occupancy targets for each centre have been developed and are presented below.
- 3.7 Target markets include local schools and businesses to drive daytime/off peak occupancy.
- 3.8 A citywide and local centre promotional plan will be developed to complement the developed action plans to create awareness around the citywide 3G pitch offer.
- 3.9 Adult casual participation leagues (5 and 7 a side) 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 including market research is to be explored for Belfast in Q3.
- 3.10 Further development meetings with other NGB's such as GAA and Ulster Rugby to develop partnership programmes will take place in Q3.

Centre	baseline occupancy % (Q.1)	Q3 – Q4 occupancy target %	Comment
Ballysillan	21.89	34.5	Maximising peak and weekend usage
Brook	36.19	42.2	Junior programmes, Maximising peak and weekend usage
Girdwood	54.56	58.0	Access and participation of local schools
Olympia	2.75	44.2	New 3G pitch. IFA programme
Ozone	24.44	33.6	Targeted off peak / business usage
Whiterock	19.37	32.5	Local schools targeted, junior programmes. Maximising peak and weekend usage
<b>Total</b>	<b>28.62</b>	<b>40.8</b>	<b>Key focus on maximising usage during peak time &amp; weekends. Targeted interventions to engage juniors, schools and local businesses.”</b>

The Board noted the proposed actions and targets set out within the report.

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

### **Update on Aquatics Strategy**

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

He reported that a twelve-week public consultation process was due to close on 12th October and pointed out that, in order to encourage responses, the questionnaire had been placed on the Council's consultation hub (Citizen Space), via the following link: <https://yoursay.belfastcity.gov.uk/parks-and-leisure/aquatics-strategy/>, and had been distributed by GLL and the Sports Development Unit to various sports contacts. An information event would also be held during September in each of the four areas of the City. He explained that a number of unavoidable delays had meant that the timetable associated with the strategy had had to be revised and he sought the Board's approval to amend it, as follows:

1.	Consultation closes	12th October, 2018
2.	Conclude consultation analysis and resulting draft document edits	9th November, 2018
3.	Present final document for ABL sign off	10th December, 2018
4.	Present document to Strategic Policy and Resources Committee for Council approval	14th December, 2018
5.	Official public launch	Late January/ early February, 2019

The Board noted the information which had been provided, approved the revised timetable and noted that GLL and Council representatives would, on 4th October, be holding an event to provide existing pool user groups with an update on the overall Leisure Transformation Programme and with a final opportunity to respond to the public consultation.

### **Update on the Council's Sports Development Unit**

The Board considered the following report:

#### **“1.0 Purpose of Report**

- 1.1 To update the Board on sports development activities delivered through Belfast City Council's Leisure Development Unit.**



## **2.0 Recommendation**

- 2.1 The Board is requested to note the information provided, with a view to understanding wider sports development priorities for Belfast City Council.**

## **3.0 Main Report**

- 3.1 The Leisure Development Unit leads the delivery of an extensive programme of sports development initiatives in support of the Belfast Agenda. This report provides a summary of outputs from the main initiatives during the 2017 – 2018 financial year.**

### **3.2 Belfast Sports Awards**

**203 nominations received across 16 award categories with 10 sports represented on the award platform.**

### **3.3 Primary Schools Cross Country**

**797 individuals representing 41 primary schools in the four area heats and 533 attending the finals at Ormeau park 118 volunteering opportunities taken up to support the event.**

### **3.4 Stadium Community Benefits Initiative**

**10 programmes in place to support increased participation from underrepresented groups with a focus on the area in closest proximity to the National Football Stadium at Windsor Park.**

### **3.5 Coach Education**

**211 coaches and volunteers gaining new qualifications and enhancing employability. Another 107 football coaches developed through SCBI funding.**

### **3.6 Clubmark**

**86 Belfast Club engaged, supported and accredited. 20 new clubs registered and working towards accreditation.**

### **3.7 Pitches Partner Agreements**

**7 sites being managed through this programme which is based on delivery of a sports development plan. Continuous growth in scope and scale of delivery with 53,661 individuals involved.**

### **3.8 GAA Joint Management Board**

**3 sites now fully involved with delivery to support the Belfast GAA strategy. Evidence of increased usage of the sites and more diverse user profiles are positive outcomes.**

**3.9 Teenage Kicks**

**This dance mentoring programme involved over 200 children and young people disaffected from mainstream sport with 6 special needs groups/schools included**

**3.10 Support for Sport**

**275 applications received and 181 clubs from 30 sports are receiving financial support to deliver community programmes and develop volunteers**

**3.11 Every Body Active Strand 1**

**15 partner led programmes delivered with 23,065 participants, 13,833 women and girls, 8,987 people living in areas of high social need and 4,676 people with a disability.**

**3.12 Every Body Active Strand 4**

**65 community level programmes in 24 sports. 7,882 individuals, 5,876 women and girls, 4,565 people living in areas of high social need and 651 people with a disability.**

**3.13 Find a Sports Star**

**6 governing bodies linked at Avoniel Leisure Centre with 40 young people progressing into sports specific sessions.**

**3.14 Sporting Halloween**

**13 sports clubs delivering sessions in local schools with 11,063 participant opportunities realised. 133 participants joining new sports clubs.**

**3.15 Belfast Bike Week**

**6 events organised within the programme and 320 attending bike to work day ride to City Hall and 1,264 overall participants.**

**3.16 Park Run**

**2 additional children's events supported and established in Belfast parks."**

The Board noted the information contained within the report.

**Update on Active Belfast Limited Business Plan 2017-2020**

The Board was reminded that, at its meeting on 21st March, 2017, it had approved the Active Belfast Limited business plan for 2017-2020.

The Partnership Manager reported that the document included an action plan, which set out key activities and completion deadlines under six themes, namely, facility development and management, customer services, business performance and operating efficiencies, partnerships and pathways, more than activity and sport (community engagement) and good governance. He outlined the progress which had been made to date under each of these themes and reminded the Board that, at its workshop in November, 2017, it had been suggested that the business plan should be reviewed on an annual basis.

The Board noted the information which had been provided and agreed that this year's workshop should include a review of the Active Belfast Limited Business Plan.

### **Other Business**

At the request of a Director, the Board agreed that the potential for commissioning independent research to develop/enhance the range of activities and programmes being offered in centres be discussed at the forthcoming workshop.

### **ABL Workshop**

At the conclusion of the meeting, the Partnership Manager confirmed that the workshop to be held in late October/early November would, in light of the issues which had been raised at this meeting, comprise the following topics:

- a presentation on the role of the Active Belfast Board within the context of the Belfast Agenda (as requested at the meeting on 6th August);
- Key Performance Indicators (KPIs);
- Active Belfast Limited Business Plan 2017-2020 and beyond;
- potential independent research options and benefits;
- the consultation on the Local Development Plan; and
- GLL's future vision for leisure provision.

### **Date of Next Meeting**

The Board noted that its next meeting would take place at 4.30 p.m. on Monday, 8th October in the Conor Room, City Hall.

Chairperson