

ACTIVE BELFAST LIMITED BOARD

Monday, 8th October, 2018

MEETING OF ACTIVE BELFAST LIMITED BOARD

(Held in the Conor Room, City Hall)

Attendees

- Directors:** Mr. J. McGuigan (Chairperson)
Councillor Corr
Councillor Craig
Mr. P. Boyle
Mr. J. Higgins
Mr. C. Kirkwood
Mrs. K. McCullough
Mr. R. Stewart
Mr. G. Walls
- Officers:** Mrs. R. Crozier, Director of Neighbourhood Services;
Mr. N. Munnis, Partnership Manager;
Ms. A. Allen, Neighbourhood Services Manager; and
Mr. H. Downey, Democratic Services Officer.
- GLL:** Mr. G. Kirk, Regional Director;
Ms. S. Owens, Regional Marketing Manager; and
Ms. J. Pope, Head of Service.

Apologies

An apology was reported on behalf of Mr. K. O'Doherty.

Resignation of Director

The Partnership Manager reported that Mr. M. McGarrity had, that afternoon, resigned from the Active Belfast Limited Board, due to work commitments.

It was agreed that the Partnership Manager should forward to Mr. McGarrity a letter thanking him for the contribution which he had made to the work of the Board over the past three years.

Welcome

The Chairperson, on behalf of the Board, welcomed Councillor Craig, who had replaced Councillor Reynolds, to his first meeting.

He welcomed also Ms. A. Allen, who, as the Neighbourhood Services Manager with city-wide responsibility for health, activity and wellbeing, including leisure and leisure transformation, would from now on be attending Board meetings.

Minutes

The minutes of the meeting of 10th September were approved.

Matters Arising

ABL Workshop

The Board noted that the annual workshop would take place from 1.00 p.m. till 9.00 p.m. on Thursday, 1st November in Training Room AD1F, 9 Adelaide.

It was agreed that benchmarking should be added to the workshop agenda, given that the need to actively participate in recognised national benchmarking schemes had been one of the recommendations arising from the independent review of leisure provision.

KPI Working Group

The Board noted that the KPI Working Group was due to meet on 10th October to review the current reporting format.

Aquatics Strategy

It was noted that the twelve-week consultation process was due to close on 12th October and that the strategic document to be presented to the Board for approval would reflect any changes resulting from that process.

Declarations of Interest

No declarations of interest were reported.

Future Agenda Items

The Board noted that it would, at its next meeting, receive reports on Tier 2 Performance (Group Exercise Programme Innovation and Development), Tier 2 Performance (Olympia Leisure Centre Spa), GLL Membership Architecture, Active Belfast Limited Audited Accounts for 2017/2018, Active Belfast Limited Business Plan (quarterly actions) and Quarter 2 Performance and Contract Compliance.

No additional items were proposed by Directors.

Policy and Procedure Alignment (Human Resources)

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 reported that one of those policy areas related to human resources and that, in reviewing alignment between the Council's and GLL's policy and practices, comparative investigations had focused upon TUPE compliance, the use of casual staff/training and development, payroll and voluntary redundancy.

He confirmed that the review had demonstrated that GLL's and the Council's human resource positions were substantially aligned and, accordingly, the following statement could be supported:

“At 8th October, 2018, Belfast City Council's and GLL's policies and operational procedures in relation to Human Resources are closely aligned, with no significant variances or areas of concern to address.”

The Board noted the information which had been provided.

Advance Discussion on Agenda Items

In addition to agreeing to raise with GLL a number of issues relating to the following three reports, including the need to set SMART targets around marketing, the Board agreed to obtain clarification on the provision of coaches for swim classes and on GLL's policies for dealing with smoking and substance abuse on its premises.

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

GLL Schedule of Charges for 2019 – 2020

Ms. Pope submitted for the Board's consideration the following report:

“1.0 Purpose of Report

1.1 To propose amendments to the leisure schedule of charges for 2019/2020, in line with the contractual CPI price increase.

2.0 Recommendations

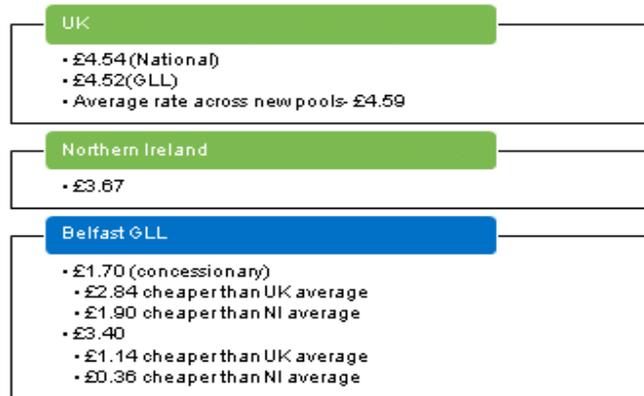
1.2 The Board is requested to:

- **agree the proposed price increases, to be applied from April 2019;**
- **note the development work being done in relation to the production of a 'pricing matrix', as referred to in paragraphs 3.4 and 3.5 below. While none of the pricing proposals will be changed, the pricing matrix may impact on the categorisation of some facilities and the realignment of the relevant activity and/or facility hire charges; and**
- **note the State of the Industry reports on swimming and health and fitness, copies of which have been circulated.**

3.0 Main Report

3.1 Pricing is reviewed on an annual basis across the partnership and benchmarks are applied to check pricing against industry standards and Northern Ireland leisure providers.

- 3.2 A price increase is being proposed at an average of to 2 - 3% across all prices in the leisure centres. This is in line with the Consumer Price Index (CPI) which was 2.4% in August, 2018.**
- 3.3 Like all businesses across NI and UK, we have seen a substantial increase in utility costs, equipment and staffing costs during the last year and forecast into 2019.**
- 3.4 Specific pricing principles are being developed in conjunction with BCC. The resulting guiding principles will be built into an operational agreement designed to ensure clarity and consistency across the estate. The final document will be referred to as the pricing matrix.**
- 3.5 The pricing matrix will address any anomalies and inconsistencies in the current application of the schedule of charges. The pricing matrix, along with any re-alignment of charges, will be presented to the Board on 10th December, 2018**
- 3.6 Key points from the State of the Industry:**
 - 3.6.1 The annual state of the industry reports on swimming and on health and fitness are produced centrally and benchmark the whole of the UK in relation to public and private sector operation.**
 - 3.6.2 The reports are a useful tool for operators to compare industry trends across the sector and geographic locations. 'Leisure Database' is a consultancy who compile large data sets and compare facilities across the UK.**
 - 3.6.3 The reports draw out the key findings and include the Belfast comparators.**
 - 3.6.4 State of the Industry on swimming highlights that prices in Belfast are significantly lower than NI and UK. This gives consideration to applying an above inflation price increase.**

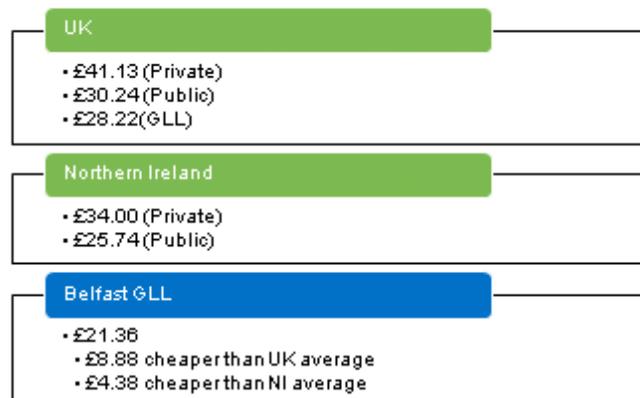


May 2018



3.6.5 In the last year, a new ‘Anytime Fitness’ club has opened in Belfast. The private sector continues to expand in Belfast and remains a key driving force in the local market. We have and continue to make investment to current offerings; Shankill and Ballysillan are great examples of this. UK wide data demonstrates an increased number of gyms resulting from a 3% growth in the private sector and 0.6% decline in the public sector.

3.6.6 Average price in GLL Belfast is £21.36 pre-paid. Average in Northern Ireland public sector is £25.74



May 2018



3.7 A review of the membership architecture provided the following headlines:

Type	At 31 st March, 2018	At 30th June 2018	% Growth
Pre-Paid Memberships-total (excluding Better Swim and Swim School)	11,586	11,195	12%
Better Swim	505	661	24%
GP Referrals	253	262	3%
GLL Sports Foundation	90	99	9%
Better Inclusive (Disability)	87	95	8%
Swim School	3,261	3,290	6%

- 3.8** There has been continued investment across the city with Better Gym Belfast, Church Lane opening in December 2017. The development of our new facilities through the Leisure Transformation Program will grow the Leisure offering substantially throughout 2019 and involves a substantial BCC investment of circa £105 million. In 2018, Shankill and Ballysillan benefited from £150k and £50k investments respectively.
- 3.9** Following the review of the industry pricing and through the compilation of this report, there could be a justification built to increase prices beyond inflation to better align with the industry standard, however this proposal is based on maintaining this as a USP. The team will review how this is reflected in the marketing message to our customers.
- 3.10** The 2019/2020 pricing proposal is to apply an average of 2-3% price increase on selected prepaid and pay and play memberships.
- 3.11** This proposed increase in prices will support a projected increase in income of circa £150k for the full 2019/2020 financial year.
- 3.12** Proposed Prepaid Membership, Pay and Play Membership, activity and facility hire charges are set out below”

**GLL Annual Schedule of Charges
Review**

**Pay as you go, Core Prices, Gym,
Swim Fitness Classes**

Pay & Play Activity	Price from 01.04.18 - 31.03.19		New price from 01.04.19		% Increase
	Full Price	Concession Discount	Full Price	Concession Discount	
Swimming	£3.40	£1.70	£3.50	£1.75	3.00%
Family Swim	£7.60		£7.80		2.60%
Group Fitness Classes	£5.70	£2.35	£5.85	£2.40	2.70%

2.20 %

Non Member PAYG price		Non Member PAYG price	
Applicable from 01.04.18		Applicable from 01.04.19	
Full Price	Junior Price	Full Price	Junior Price
£6.10	£3.00	£6.30	£3.10
£9.90		£10.20	
£6.10	£3.00	£6.30	£3.10

Core Centre Prices

Laser Zone	£4.60		£4.75		3.2%
Shower/Changing	£2.20	£1.00	£2.20	£1.00	0%
Soft Play (60 Minutes)	£3.40		£3.50		3.0%
Short Mat Bowls per person (60 mins min)	£4.70	£2.35	£4.80	£2.40	2.20%
Climbing	£4.70	£2.35	£4.85	£2.40	3.10%
Climbing Courses	£40.00		£41.00		2.50%
Fitness Suite	£5.70	£2.35	£5.85	£2.40	2.70%
Handball/Squash/Racquetball per person (60 mins minimum)	£4.70	£2.35	£4.80	£2.40	2.20%
Badminton per person (60 mins)	£4.70	£2.35	£4.80	£2.40	2.20%
Wibit session	£5.00	£2.50	£5.00	£2.50	
Table Tennis per person (60 mins)	£4.70	£2.35	£4.80	£2.40	2.20%
Tennis per person (60 mins)	£4.70	£2.35	£4.80	£2.40	2.20%
Wheelchair Block booking Ozone	£20.50		£21.00		2.45%

NA	NA	NA	NA
NA	NA	NA	NA
NA	NA	NA	NA
£6.10	£3.00	£6.25	£3.10
£6.10	£3.00	£6.30	£3.10
NA	NA	NA	NA
£6.10	£3.00	£6.30	£3.10
£6.10	£3.00	£6.25	£3.10
£6.10	£3.00	£6.10	£3.00
£6.10	£3.00	£6.25	£3.10
£6.10	£3.00	£6.25	£3.10

Laser Zone – Sole use	£94.50	£96.55	2.17%
Tennis Courses (per lesson 30 minutes) 5 per Class	£5.10	£5.20	2.0%
Tennis Courses (per lesson 30 minutes) 8 per Class	£3.90	£4.00	2.60%
Trampoline Hire (coach must be present)	£20.15	£20.75	3.0%
School swim – per person	£1.80	£1.85	2.8%
Centre Based Club swimming per person	£1.80	£1.85	3.0%
School Swimming - Banded 10 or less	£17.30	£17.85	3.2%
School Swimming - Banded 11 to 20	£34.60	£35.70	3.2%

Pay and Play Card	01.04.18-31.03.19		New price 01.04.19		
Pay and Play Card	£5 (Belfast Resident) £10 (Lives outside Belfast)	£5 In city / Concession	£5 (Belfast Resident) £10 (Lives outside Belfast)	£5 In city / Concession	0%
Membership Card Replacement	£4.70	£2.35	£4.70	£2.35	0%

Other Charges	01/04/18-31/03/19 Full Price	New Price 01.04.19	Comments
Birthday Party 1	£53.00	£54.50	2.8%
Birthday Party 2	£63.40	£65.30	3.0%
Birthday Party 3	£74.00	£76.00	2.7%

One to one swim coaches monthly contract fee (operating licence)

Private Coaching	£216.00	£223.00	3.2%
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Activity	01/04/18 - 31/03/19	New price from 01.04.19	%
Main Hall Shankill	£87.00	£89.00	2.3%
Main Hall Avoniel & Ballysillan	£65.50	£67.00	2.3%
Main Hall Falls, Loughside, Whiterock, GWC	£33.00	£34.00	3.0%
Sports Hall Girdwood & Olympia	£43.20	£44.50	3.0%
Main Hall Tennis Centre	£98.65	£101.50	2.9%
Other Hire Charges			
Climbing Wall for events (60 mins)	£35.00	£36.00	2.9%
Climbing wall per section for private coaching (per 60 mins)	£7.50	£7.70	2.7%
Multipurpose Room Ballysillan, Girdwood Loughside, Ozone,	£19.00	£19.50	2.7%
Multi-Purpose Room/studios - Fall, GWBC, Shankill	£26.50	£27.30	3.0%
Multi Purpose room Olympia	£36.00	£37.10	3%
1/2 L Multi purpose room Olympia	£20.60	£21.20	3%
1/2 S Multi purpose room Olympia	£15.50	£16.00	3%
Shared Space and Meeting Rooms Girdwood	£28.80	£29.60	3%
Studio Girdwood	£37.00	£38.00	2.7%
Meeting Rooms at Belvoir, Whiterock, Falls & Loughside	£18.50	£19.00	2.7%
Minor Hall Belvoir	£25.75	£26.50	2.9%
Main hall Belvoir	£31.90	£32.80	2.8%

Fitness Suite	£73.00	£75.00	2.7%
Fitness Suite with coach	£84.80	£87.30	3.0%
KidzFit with coach	£39.00	£40.00	2.6%
Treatment Room (60mins)	£11.00	£11.10	0.9%
Outdoor Facilities Hire Charges			
Changing Accommodation	£20.50	£21.00	2.45%

Pool Hire Charges	01/04/18 -31/03/19 Full Price	New Price Full Price	%
25m pool	£57.30	£59.00	3.0%
25m pool half	£32.95	£34.00	3.2%
25m pool per lane	£14.50	£14.90	2.8%
Learner pool Olympia	£44.50	£45.85	3.0%
Former out of hours pool hire (old centres)	£29.85	£30.75	3.0%
Out of hours for pool competitions	£106.50	£109.60	2.9%

Venue Hire - Professional sport, trade/public exhibitions - per 24 hours (excludes any additional staff costs incurred)	01/04/18 -31/03/19	New price 01.04.19	%
Main Hall Shankill	£1,087.00	£1,119.60	3.0%
Main Hall, Avoniel and Ballysillan	£1,087.00	£1,119.60	3.0%
Main Hall, Brook ,Falls, Loughside, Whiterock GWC	£552.00	£568.50	3.0%
Olympia	£736.00	£758.00	3.0%
Main Hall Indoor Tennis Arena	£1,087.00	£1,119.60	3.0%
Commercial Hire- Non sporting activities			%
Main Hall Shankill (per hour)	£153.00	£157.00	2.6%

Main Hal, Avoniel, Ballysillan	£116.00	£119.00	2.6%
Main Hall Falls, Loughside, Whiterock, GWC	£82.00	£84.00	2.4%
Olympia	£109.00	£111.75	2.5%
Main Hall Indoor Tennis Arena	£148.00	£152.00	2.7%
Synthetic surface pitch	£121.00	£124.00	2.5%

Membership Type and Monthly Direct Debit Prices (Information only)			
	01.04.18-31.03.19	New price 01.04.19	Comments
Better Health & Fitness Plus spa non resident	£56.00	£57.00	1.8%
Better Health and Fitness plus Spa	£51.45	£53.00	3.0%
Better Health and Fitness non resident	£36.50	£37.50	2.7%
Better Health and Fitness	£33.50	£34.50	3.0%
Better Health and Fitness single centre (Not applicable in Olympia)	£29.30	£30.10	2.7%
Corporate: Better Health and Fitness. City wide access	£29.60	£30.40	2.7%
Corporate: Better Health and Fitness. Single centre access	£26.00	£26.80	3.1%
Concession: Better Health and Fitness (definition tbc at 8th October)	£19.50	£20.00	2.6%
Concession: Better Health and Fitness (definition tbc at 8th October)	£18.25	£18.75	2.8%
Concession: Better Health and Fitness (definition tbc at 8th October)	£16.75	£17.25	3.0%
Concession: Better Health and Fitness. (Exc. Olympia) (definition tbc 8th Oct)	£14.65	£15.00	2.4%
Better Gym/Fitness classes (Belvior and Brook)	£20.50	£21.00	2.5%
Student Better Health and Fitness	£20.50	£21.00	2.5%
Better Swim	£20.50	£21.00	2.5%
Junior Better Health and Fitness	£10.50	£10.80	2.9%
Better Inclusive	£20.50	£21.00	2.5%
Better Healthwise Yr 1	£20.50	£21.00	2.5%
Better Healthwise Yr 2	£25.75	£26.50	2.9%
Better Healthwise Yr 3	£30.90	£31.80	2.9%
Over 60s	£21.50	£22.10	2.8%
Over 60s non resident	£23.65	£24.30	2.8%
3 Months Better Health and Fitness	£108.00	£111.10	2.9%
6 Months Better Health and Fitness	£206.00	£212.20	3.0%
Concession: 3 Months Better Health and Fitness	£56.50	£58.00	2.7%
Concession: 6 Months Better Health and Fitness	£113.00	£116.05	2.7%
Better Health and Fitness plus bike park non resident	£56.00	£57.50	2.7%
Better Health and Fitness plus bike park	£51.45	£53.00	3.0%
Better Gym Belfast	£19.95		
Belfast City Council Corporate Membership	£14.70	£15.10	2.8%
All Old Ring-fenced Memberships (Various categories)			3.0%
Better Swim School (junior) monthly DD based on 46 weeks	£18.00	£18.55	3.1%

Club	Activity	2018/2019	2019/2020
Avoniel LC			as per Council pricing policy
	Outdoor Pitch Hire		
	Outdoor Pitch Hire Full	£61.50	
	Outdoor Pitch Hire Half	£30.75	
Ballysillian LC			
	3G Pitch 30 Mins		
	3G Pitch 30 Mins Full - floodlights		
	3G Pitch 30 Mins Half - floodlights		
	3G Pitch Hire Full	£61.50	
	3G Pitch Hire Full - Floodlights	£67.50	
	3G Pitch Hire Half	£30.75	
	3G Pitch Hire Half - Floodlights	£33.75	
	3G Pitch Hire Half - junior	£15.40	
	3G Pitch Hire Half - junior - Floodlights	£16.90	
	<i>New</i>		
	<i>3G Pitch - Adult - Match</i>	<i>£82.50</i>	
	<i>3G Pitch - Junior - Match</i>	<i>£41.25</i>	
	<i>3G Pitch - Junior - Full</i>	<i>£30.75</i>	
	<i>3G Pitch - Junior - Full - Floodlights</i>	<i>£33.75</i>	
Ozone			
	3G Pitch - Adult - Full	£61.50	
	3G Pitch - Adult - Half	£30.75	
	3G Pitch - Adult - Match	£82.50	
	3G Pitch - Junior - Match	£41.25	
	3G Pitch - Junior - Full	£30.75	
	3G Pitch - Junior - Half	£15.40	
	<i>New</i>		
	<i>3G Pitch Hire Full - Floodlights</i>	<i>£67.50</i>	
	<i>3G Pitch Hire Half - Floodlights</i>	<i>£33.75</i>	
	<i>3G Pitch - Junior - Full - Floodlights</i>	<i>£33.75</i>	
	<i>3G Pitch Hire Half - junior - Floodlights</i>	<i>£16.90</i>	
Olympia LC			
	Full Pitch Adult	£61.50	
	Full Pitch Junior	£30.75	
	Half Pitch Adult	£30.75	
	Half Pitch Junior	£15.40	
	<i>New</i>		
	<i>3G Pitch Hire Full - Floodlights</i>	<i>£67.50</i>	
	<i>3G Pitch Hire Half - Floodlights</i>	<i>£33.75</i>	
	<i>3G Pitch - Junior - Full - Floodlights</i>	<i>£33.75</i>	
	<i>3G Pitch Hire Half - junior - Floodlights</i>	<i>£16.90</i>	
	<i>3G Pitch - Adult - Match</i>	<i>£82.50</i>	
	<i>3G Pitch - Junior - Match</i>	<i>£41.25</i>	
Brook Activity Centre			
	3G Full Pitch Hire	£61.50	
	3G Half Pitch Hire	£30.75	
	3G Junior Full Pitch Hire	£30.75	
	3G Junior Half Pitch Hire	£15.40	
	3G Senior Match	£82.50	
	3G Sunday Match		
	3G U12 Match		
	3G U17 Match		
	<i>New</i>		
	<i>3G Pitch Hire Full - Floodlights</i>	<i>£67.50</i>	
	<i>3G Pitch Hire Half - Floodlights</i>	<i>£33.75</i>	
	<i>3G Pitch - Junior - Full - Floodlights</i>	<i>£33.75</i>	
	<i>3G Pitch Hire Half - junior - Floodlights</i>	<i>£16.90</i>	
	<i>3G Pitch - Junior - Match</i>	<i>£41.25</i>	
Belvoir Activity Centre			
	Pitch Hire 30 Mins		
	Pitch Hire 60 Mins		
Girdwood Hub			
	GAA - Full Pitch	£61.50	

	GAA - Half Pitch	£30.75
	GAA - Match Full Pitch	£92.25
	Junior GAA - Full Pitch	£30.75
	Junior GAA - Half Pitch	£15.40
	Junior Rugby- Full Pitch	£30.75
	Junior Rugby- Half Pitch	£15.40
	Junior Soccer- Full Pitch	£30.75
	Junior Soccer- Half Pitch	£15.40
	Rugby- Full Pitch	£61.50
	Rugby- Half Pitch	£30.75
	Rugby Match Full Pitch	£92.25
	Soccer- Full Pitch	£61.50
	Soccer- Half Pitch	£30.75
	Soccer Match Full Pitch	£82.50

After discussion, the Board adopted the recommendations set out within paragraph 2 of the report and noted that the cost of hire of GLL-managed pitches would be aligned with the Council's pricing policy for 2019/2020.

Marketing/Communications

Ms. Owens submitted for the Board's consideration the following reports:

Tier 2 Performance – Marketing and Communication

“1.0 Purpose of Report

1.1 To update the Board on GLL Belfast partnership marketing report April – September 2018.

2.0 Recommendation

2.1 The Board is requested to note the marketing and communications activity for the current year to date as presented below.

3.0 Main Report

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

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

4.0 Campaigns for Adult Health and Fitness ran in April and June with a 'first month half price' joining offer

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

- Maximise leads/sales via online channels
- Increase product and brand awareness

Target Audience

- 16-44 age group are a 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

KPIs

Health and Fitness Total Sales	April 2017	April 2018	June 2017	June 2018
	942	1060	924	931

Better Swim School Campaign – 25% OFF Offer

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 open our reach to a wider audience as it captured a range of ages and abilities, including parents with babies, pre-school, junior, adult, elderly and disability swimmers.

Primary target audience across this campaign: Parents and/or guardians (a stronger focus on age brackets 5-8)

Secondary target audience: Adults aged 16+

Channels

Paid media including

Facebook ads

PPC

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

Summer Passes Campaign – July – August 2018

Up to 50% off selected short term passes (1, 7 and 14 days passes) at all Better leisure centres and Better Gyms during the promotional period.

1,7,14 Short Term Passes	July – August 2017	July – August 2018
	3	169

Events:

Belfast City Marathon

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

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>

Sports Day – End of Summer Scheme Celebrations – 1st August 2018

2139 children participated in Better Summer Scheme

GLL hosted Sports Day at Olympia Leisure Centre with free sports taster session, t-shirt, refreshments for children from across the city. Participation from GSF athletes

Cost to GLL - £6,000

Love Belfast: <https://lovebelfast.co.uk/summer-sports-day-at-olympia-leisure/>

Top Team Lifeguard Competition – 9th August – Olympia Leisure Centre

- **Olympia Leisure Centre team hosted the Northern Ireland Top Team Lifeguard competition on 9 August.**
- **Belfast lifeguard teams from Shankill, Whiterock, Olympia, Falls and Grove leisure centres competed against teams from Banbridge, Lurgan, Antrim, Newtownabbey and Lagan Valley. The teams were scored by two independent lifeguarding trainers from the UK.**

- **The top three teams at the end of event were as follows:**
 - **First Place: Valley Leisure Centre, Newtownabbey (Antrim and Newtownabbey Borough Council)**
 - **Second Place: Shankill Leisure Centre, Belfast (Belfast City Council)**
 - **Third Place: Waves Leisure Centre, Lurgan (Armagh, Banbridge and Craigavon Borough Council)**

Healthwise Feature in Belfast Telegraph – 28th August 2018

<https://www.pressreader.com/uk/belfast-telegraph/20180828/281496457148054>

Amber has Cystic Fibrosis and became a member after a 12 week GP Referral via Healthwise. Our team helped improve her fitness and lung capacity

Aquatics Strategy – opinion piece by Gareth Kirk in Belfast Live

<https://www.belfastlive.co.uk/news/belfast-news/belfast-leisure-centres-need-aquatic-15168464>

General Manager Recruitment notices ran on the following websites:

Business First:

<https://www.businessfirstonline.co.uk/articles/gll-boosts-management-team-with-new-appointments/>

Soc Ent NI: <https://www.socialenterpriseni.org/gll-boosts-up-management-team-with-several-new-appointments>

GLL Annual Marketing Plan for 2019

“1.0 Purpose of Report

1.1 To update on GLL Belfast partnership marketing plan for 2019.

2.0 Recommendation

2.1 The Board is requested to note the annual marketing plan for 2019

3.0 Recap of marketing approach in 2017/2018

3.1 Purpose of marketing the leisure centres in Belfast was follows:

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

4.0 Recap of marketing approach (previously presented).

4.1 Previous marketing campaigns were focused on increasing revenue by driving membership sales from selling product features and benefits and appealing to prospective members and non members first.

5.0 A New Marketing Approach for 2019

- to understand the business value of our customer groups
- to understand which of our product and services customers want

- to focus more on retaining members and users
- to offer solutions to customer problems in place of product benefits

6.0 The Customer Groups

6.1 Group 1: 18-25 – Student, gym only, pre paid health and fitness members

6.2 Group 2: Families – parents encouraging children to take part in exercise

6.3 Group 3: 45+ - comfortable mid life and retired.

7.0 Marketing Strategy

- Marketing campaigns will be executed across each quarter based on the following strategic themes

7.1 Quarter 1 – Freedom Fit
Staying Active gives freedom. The range of activities on offer and the ability to try new products without any commitment will drive engagement.

Example marketing tactic – First Month Half Price joining offer

7.2 Quarter 2 – Healthy Mind, Healthy Body
Tackling isolation through regular activity, swimming for children and adults, Spa Experience

Example marketing tactic – Single Activity/Fitness Classes offer

7.3 Quarter 3 – Get Social/Enjoyment
Promote staying active with friends, team friendly activities for younger adults and families and lessons and courses for children.

Example marketing tactic – Summer Holidays Activities for Kids, Short Term Passes

7.4 Quarter 4 – Affordable Value

Example marketing tactic – First Month Half Price joining offer

7.5 Each centre will contribute marketing budget to amplify these messages using a media mix including outdoor advertising, local commercial radio and digital media

8.0 Local Marketing Campaigns

- Throughout the year, GLL will produce and execute awareness campaigns for city-wide memberships for Health and Fitness to help build the Better brand.
- Pre Sales and Launch marketing campaigns will be executed for the opening of the three new centres as part of the next phase of Leisure Transformation Programme
- Throughout the year, GLL will produce and execute awareness campaigns for Better Swim School to help increase members across all Swim School sites in the city in line with the Belfast Aquatics Strategy.
- Throughout the year, GLL will engage with target groups to increase physical participation across the city with particular focus on socially disadvantaged children, women, seniors and those with limiting physical and mental health through the Healthwise Scheme, MacMillan Move More and Employment Partnerships.”

The Board noted the information contained within the reports. It was agreed that marketing opportunities and benefits should be discussed at the KPI working Group meeting on 10th October and at the workshop on 1st November, following which a working group would be established to examine marketing report formats, content and related KPIs.

Other Issues Raised in Advance

Mr. Kirk outlined the measures which GLL put in place to ensure that there was adequate coach cover for swim lessons and confirmed that it operated a strict no-smoking policy across all of its facilities. He added that GLL would work closely with the relevant authorities in cases where substance abuse was suspected.

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

Update on Leisure Transformation Programme

The Partnership Manager 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 Leisure Transformation Programme (LTP).

2.0 Recommendation

- 2.1 The Board is requested to consider the content and record receipt of the LTP update information presented below.

3.0 Main Report

3.1 The LTP comprises two distinct strands, namely, the capital build programme and the service modernisation programme. Members receive frequent updates on various elements of the service modernisation programme through a variety of reports from BCC officers and GLL. Following enquiries from members the Board requested that regular updates on the capital build programme be included in the annual report schedule.

3.2 The Board previously agreed that progress reports should be presented on a six monthly basis. The last update report was presented to the Board in June, 2018.

3.3 The current LTP capital projects programme includes:

Current Phase (on site)	Andersonstown	Due to open Jan/Feb 2020
	Brook	Due to open Nov/Dec 2019
	Robinson	Due to open Aug/Sep 2019
Next Phase	Avoniel	Opening late 2020
	Templemore	Opening late 2021
Future	Girdwood Phase 2	Discussions continuing with DfC

3.4 Delivery of the capital build projects at Robinson, Andersonstown and Brook are on schedule. The facility mix at each centre, including the USP for each site, remains as previously presented to the Board. The Councils Property and Projects and City and Neighbourhood Services teams are working closely with GLL to agree detail finish and fixture, fittings and equipment specifications. This detailed work is being progressed and monitored through separate LTP Capital and Clint Delivery groups.

3.5 Many lessons have been taken from the opening of Girdwood and Olympia. These learning outcomes have featured prominently in discussions about the current capital build phase.

3.6 The service modernisation programme is well established with the 'new' staff structure and operating model firmly embedded in Olympia and Girdwood. Challenges in relation to mobilisation for the opening of three major facilities, within a six month period, should not be underestimated. In consideration of the challenges ahead, GLL has commenced planning for recruitment, staff training and marketing and communications.

3.7 Avoniel and Templemore will close immediately after the Robinson Centre opens in the autumn of 2019.

3.8 Avoniel will be redeveloped as a dry centre with a focus on synthetic grass outdoor pitches for soccer. Facilities will

include floodlit full size, small-sided games and 5-a-side pitches. Three of the small-sided games pitches will be covered to facilitate play in all but the most extreme weather.

- 3.9 Plans at Templemore include retention of the existing swimming pool (refurbished), an additional 6 lane/25m pool, fitness suite, health suite, extensive new changing facilities, meeting rooms and a café. Subject to approval of a Heritage Lottery Fund (HLF) £5m grant application, most of the existing building will be developed as Victorian Baths heritage space. The heritage spaces will include museum style exhibits, interactive historical/educational elements and a flexible use interpretive space. A decision on the HLF grant application is anticipated in December 2018 or March 2019 (subject to HLF Board meeting dates).**
- 3.10 The Avoniel and Templemore sites are only a few hundred metres apart. Together, the new developments will deliver an extensive mix of indoor and outdoor leisure opportunities in inner East Belfast.**
- 3.11 BCC and GLL officers will be in attendance to answer any questions.”**

The Board noted the information which had been provided and agreed that the Director of Neighbourhood Services should seek clarification on the Council’s plans for Ballysillan, Loughside, Shankill and Whiterock Leisure Centres, which had not been included within the current redevelopment programme.

Annual Return to Companies House

The Partnership Manager informed the Board that there was a requirement to submit various returns to Companies House and to provide it with updated information in relation to Active Belfast Limited, including details of Director registrations/resignations. Since mid-2017, Advance Accounting, Active Belfast Limited’s appointed accountant, had undertaken that function. He pointed out that, prior to Mr. McGarrity’s resignation, as had been alluded to earlier in the meeting, all company data filed with Companies House had been accurate and up to date.

He reminded the Board that, at its meeting on 11th June, it had agreed not to pursue charitable status and, as a consequence, approved a review of Active Belfast Limited’s Articles of Association to reflect its status as a limited company. He reported that Pinsent Masons, Active Belfast Limited’s appointed solicitors, were currently undertaking this review and would be preparing a ‘resolution to amend’ proposal for the Board’s consideration. He added that he was awaiting guidance from Pinsent Masons around the process for dealing with those Directors who were nearing the end of their tenure on the Board.

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 December, with the venue to be identified in due course.

Chairperson