

ACTIVE BELFAST LIMITED BOARD

Wednesday, 2nd January, 2019

MEETING OF ACTIVE BELFAST LIMITED BOARD

(Held in the Lavery Room, City Hall)

Attendees

- Directors:** Councillor Corr
Mr. J. Higgins
Mr. C. Kirkwood
Mrs. K. McCullough
Mr. R. Stewart and
Mr. G. Walls.
- Officers:** Mr. N. Munnis, Partnership Manager;
Ms. A. Allen, Neighbourhood Services Manager; and
Mr. H. Downey, Democratic Services Officer.
- GLL:** Mr. G. Kirk, Regional Director;
Mr. P. Coleman, Project Manager;
Mr. C. McCallion, Product Manager; and
Mrs. C. Sweeney, HR Business Partner.

Apologies

An apology was reported on behalf of the Chairperson (Mr. McGuigan).

Chairing of Meeting

In the absence of the Chairperson, it was agreed that Councillor Corr chair the meeting.

(Councillor Corr in the Chair.)

Minutes

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

Matters Arising

Update on Performance and Contract Compliance

The Board noted that work was ongoing around the development of RAG (Red-Amber-Green) ratings for KPI's and that it should be completed in time for them to be incorporated into performance and compliance reports from Quarter 3 onwards.

The Board noted information which had been provided by the Partnership Manager which confirmed that any deficit/surplus arising from the operation of Better Gym Belfast and Better Gym Connswater were included in the overall management fee for the service. It noted also that the combined operation of these two facilities had, to date, generated a

healthy surplus but that, in the unlikely event that a long-term deficit was reported, the terms of the current contract with GLL would need to be revisited.

Amendment to Active Belfast Limited Articles of Association

The Board noted that the revised Articles of Association had now been forwarded to Companies House.

The Board noted also that the letters to be forwarded to Directors, informing them that they would in future be notified once they had failed to attend three consecutive meetings and to submit an apology, were being finalised and agreed to amend its decision of 10th December to the effect that, where that applied to an Elected Member, the leader of their Political Party would also be informed.

GLL Communications Day

The Board noted that the Chairperson (Mr. McGuigan), together with Councillor Corr and Mr. Higgins, had attended GLL Communications Day on 21st December and commended GLL on the success of the event.

Declarations of Interest

No declarations of interest were reported.

Future Agenda Items

The Board was reminded that, at its meeting on 10th December, it had agreed that the Partnership Manager would circulate the list of proposed agenda items for March and April, to allow additional time for them to be considered by Directors.

On the basis that no amendments had been suggested, the Board approved the list of agenda items for March and April and noted that it would, at its meeting on 11th March, receive reports on Quarter 3 Performance and Contract Compliance, ABL Annual Business Plan quarterly actions, Tier 2 Performance on Under-represented Target Groups, Annual KPI Format and Schedule 2019/20 and, in terms of GLL, its KPI targets for 2019/20, Proposed Business Plan 2019/20, and the outcome of its Annual Customer Survey.

No additional items were proposed by Directors.

Policy and Procedure Alignment (Emergency Support and BCC/PSNI Public 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 reported that one of those policy areas related to Emergency Support and BCC/PSNI Public Safety which, under the reporting schedule, was required to be presented to the Board in this quarter.

He explained that the review of Emergency Support and BCC/PSNI Public Safety had focused upon four main areas, namely, safeguarding; visitor capacity, controls and

management; anti-social behaviour controls/reporting to the Council and the PSNI; and emergency response plan support/rest centre provision, the first two of which had been reported to the Board previously, as part of a health and safety policy and procedure alignment review. In terms of the other two areas, he confirmed that anti-social behaviour controls and BCC/PSNI incident reporting measures were well managed and that there was a well-established incident reporting protocol. In addition, designated rest centres had, in support of the Emergency Response Plan, been established in leisure centres, schools, community centres and civic buildings throughout the City and were activated on a regular basis.

He informed the Board that the review had demonstrated that GLL and the Council were working effectively and that their respective policies and operating procedures were substantially aligned. Accordingly, the following statement could be supported:

“At 2nd January, 2019, Belfast City Council’s and GLL’s policies and operational procedures in relation to Emergency Support and PSNI/BCC Public Safety are closely aligned, with a successful track record in dealing with emergency planning scenarios, when activated. There are no significant variances or areas of concern to address.”

The Board noted the information which had been provided.

Advance Discussion on Agenda Items

The Board agreed to raise with GLL a number of issues relating to the Tier 2 reports being presented on Public Health Referral Programmes and 3G Pitch Utilisation and Business Performance and agreed also that the latter report should, for ease of reference, include centre comparison data presented in Excel spreadsheet format.

(The GLL representatives were admitted to the meeting at this point.)

GLL Vision 2015/2030

The Board was reminded that, at its strategic planning workshop on 1st November, it had considered its future vision and priorities and, in so doing, had agreed that GLL should be invited to a future meeting to present its long-term vision.

Mr. Kirk reminded the Board that GLL was a charitable social enterprise which was committed to providing improved leisure and fitness facilities in the City at affordable prices, under the theme of “More People, More Active, More Often in Belfast”. He then reviewed the progress which had been made between 2015, when the current tri-partite arrangement had been established, and 2018, under each of the nine headline objectives, and provided details around their future focus. He concluded by outlining the key challenges and opportunities in 2019 and by referring to enhancements which had been made to GLL’s website.

The Board agreed that a copy of the presentation be circulated to Directors to allow them to consider it in greater detail and that any comments should be submitted to the Partnership Manager in sufficient time as to allow for them to be collated for discussion at its next meeting.

**Tier 2 Performance – Public Health Agency
Health and Exercise Referral Programmes**

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

“1.0 Purpose of Report

To provide the Board with an 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.

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 designed 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;
- f) Staff support clients in meeting the Chief Medical Office physical activity recommendations for adults and older people; and
- g) 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.

YTD update on all targets, referrals, progress and completions

3.2 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	567		
	Number of patients starting the programme/ week one consultations completed	1466	495	338		
	Total number of patients completing the programme (12 week programme)	880	205	121		

3.3 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	41		

3.4 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	30		

3.5 Table 4 'Move More' Belfast KIPs 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	27		

3.6 Year-end Projections

- Across all health contracts, Q2 and YTD performance indicates GLL are on target to meet the scheduled targets.
- Monthly review and performance management meetings are in place to ensure that performance is closely monitored and the required outputs delivered.
- As per contract compliance, monthly and quarterly returns are completed for all commissioners.

3.7 Regional Model

- 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. This has been in development by the PHA and, following a number of deferrals is now overdue.
- 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.
- 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.

3.8 Issues impacting on delivery/performance

- **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.**
- **Awareness of data protection legislation and GDPR. All staff have undertaken GDPR training in April & May 2018. Action plans in place to mitigate any risk and ensure compliance with new regulations.”**

During discussion, a Director referred to the significant discrepancy between the number of patients who had been referred to the Healthwise Level III programme in the year to date and those who had actually commenced the programme and sought clarification from GLL in that regard.

Mr. Kirk reviewed the referral process and outlined a number of factors which might explain the aforementioned discrepancy, including the fact that not all of those people who had been referred to the programme wished to participate and that there were on occasions inaccuracies in the information which was forwarded to GLL in the first instance.

The Board noted the contents of the report and agreed that a report be submitted to a future meeting providing a breakdown of referral waiting lists and numbers participating and information on benchmarking with similar referral programmes operating elsewhere.

Tier 2 Performance – 3G Pitch Utilisation and Business Performance

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 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 – 23.3% Occupancy

	July	Aug	Sept	Q2 Total	YTD
Synthetic pitch capacity	642	689	652	1983	3929
Synthetic pitch occupancy	123	202	166	491	917
Synthetic pitch income	£714	£1768	£3824	£6306	£9,728
Comment: <ul style="list-style-type: none"> Income and usage in July was low in comparison to August & September, reflecting the seasonal usage and start of Soccer league season. 					

3.3 Brook KPI – 26.8% Occupancy

	July	Aug	Sept	Q2 Total	YTD
Synthetic pitch capacity	576	628	590	1794	3,562
Synthetic pitch occupancy	60	116	138	314	954
Synthetic pitch income	£1,424	£1,383	£2,040	£4,847	£12,117
Comment: <ul style="list-style-type: none"> Usage in July was low in comparison to August & September, reflecting the seasonal usage and start of Soccer league season. 					

3.4 Girdwood KPI – 47.4% Occupancy

	July	Aug	Sept	Q2 Total	YTD
Synthetic pitch capacity	636	648	600	1884	3756
Synthetic pitch occupancy	241	272	246	759	1780
Synthetic pitch income	£1027	£3003	£2974	£7004	£13,249
Comment: <ul style="list-style-type: none"> Usage has been generally consistent during Q.2 Income in July has reduced in comparison to Aug & Sept largely due to junior usage. Community & Summer programming in this period that is charged 50% less than the headline rate as per BCC policy. 					

3.5 Olympia KPI – 30.9% Occupancy

	July	Aug	Sept	Q2 Total	YTD
Synthetic pitch capacity	1242	1320	1230	3792	4615
Synthetic pitch occupancy	500	429	450	1402	1425
Synthetic pitch income	£1,139	£5,362	£3,904	£10,405	£11,909
Comment: <ul style="list-style-type: none"> Olympia 3G pitch opened on 11 June 2018. August income significantly higher due to a cheque for the coming football season received from South Belfast Youth League. 					

3.6 Ozone KPI –25.3% Occupancy

	July	Aug	Sept	Q2 Total	YTD
Synthetic pitch capacity	620	734	690	2044	4030
Synthetic pitch occupancy	93	213	228	534	1019
Synthetic pitch income	£1,791	£3,085	£4,179	£9,055	£19,510
Comment:					
<ul style="list-style-type: none"> Usage and income down in July due to seasonal usage and end of soccer clubs and leagues usage. 					

3.7 Whiterock KPI – 21.1% Occupancy

	July	Aug	Sept	Q2 Total	YTD
Synthetic pitch capacity	736	724	692	2152	4205
Synthetic pitch occupancy	155	160	173	488	886
Synthetic pitch income	£672.00	£918.00	£2,439.00	£4,029	£7,887
Comment:					
<ul style="list-style-type: none"> Pitch was booked for internal Summer Scheme programme during July & August therefore income not matching occupancy. 					

3.8 Overall Service KPI – 28.9% Occupancy

	July	Aug	Sept	Q2 Total	YTD
Synthetic pitch capacity	4452	4743	4454	13649	24109
Synthetic pitch occupancy	1172	1392	1401	3965	6959
Synthetic pitch income	£6,767	£15,519	£19,360	£41,646	£74,308
Comment:					
<ul style="list-style-type: none"> Increase in pitch occupancy and income during Q.2 Noticeable increase in Aug & Sept reflecting demand for Soccer clubs and league usage 					

3.9 Peak/Off Peak Flows

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

3.9.2 **3G pitch utilisation is seasonal based on demands from sports clubs.**

3.9.3 **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.**

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

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

3.10 User Groups

Our user groups are represented through the following categories:

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

3.11 Action to Maximise Occupancy

- 3.11.1** All centres have built their 2019 budget books and have developed action and outreach plans, to drive utilisation and income to help mitigate against the 25% reduced the hire the resulting impact on income with no additional occupancy uptake.
- 3.11.2** Monthly meetings with Irish Football Association have been ongoing 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.
- 3.11.3** GLL now represented on Belfast City Council & Irish Football Association Stadium benefits working group linked to the National Stadium at Windsor Park.
- 3.11.4** Targets for each centre have been developed to increase occupancy and income in line with 2019 business planning process.
- 3.11.5** Target markets include local schools and businesses to drive daytime occupancy and off peak usage.
- 3.11.6** A citywide and local centre promotional plan has been developed to complement the developed action plans
- 3.11.7** Adult casual participation leagues (5 & 7 aside) have been successfully delivered in other partnerships operated by GLL through 'Play Football' who run and manage the leagues through an agreed contract. A similar model and business plan is to be explored for Belfast in line with the Leisure Transformation programme.
- 3.11.8** Further development meetings with other NGB's such as GAA and Ulster Rugby to develop partnership programmes."

Mr. Kirk provided an overview of the report and addressed a number of issues which had been raised around the 3G utilisation and income figures for the various centres. In response to an issue which had been raised by a Director, he accepted that, whilst some progress was being made, more work was needed to deliver programmes across alternative sports during those periods where demand for 3G pitches for traditional sports was low, as GLL was doing elsewhere.

The Board noted the information which had been provided.

Other Business

Next Meeting

The Board noted that its next meeting would take place at 4.30 p.m. on Monday, 11th March in the Conor Room, City Hall.

Chairperson