

## **ACTIVE BELFAST LIMITED BOARD**

**Monday, 8th April, 2019**

### **MEETING OF ACTIVE BELFAST LIMITED BOARD**

**(Held in the Boardroom, Room 222, City Hall)**

#### **Attendees**

- Directors:** Mr. J. McGuigan, Chairperson  
Mr. P. Boyle  
Mr. C. Kirkwood and  
Mr. K. O'Doherty
- Officers:** Mr. N. Munnis, Partnership Manager; and  
Mr. C. McCann, Leisure Development Manager;  
Mr. G. Graham, Democratic Services Assistant.
- GLL:** Mr. G. Kirk, Regional Director; and  
Ms. S. Owens, Marketing Manager.

#### **Apologies**

Apologies were reported on behalf of Councillor S. Corr, Mr. J. Higgins, Mrs. K. McCullough, Councillor P. McReynolds, Mr. R. Stewart, and Mr. G. Walls.

#### **Minutes**

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

#### **Matters Arising**

##### **Lessons Learned**

The Board members noted that GLL would submit a lessons learned report, in respect of their Leisure Transformation Programme, to the next ABL board meeting, scheduled currently for August, 2019. The Chairperson reminded the members that the report had been requested at a previous Board meeting, following discussions on the various challenges faced during mobilisation in respect of the opening of the new Olympia centre.

##### **Customer Cross Centre Usage**

The Chairperson referred to the pre-paid targets for leisure attendance, which had been incorporated within the quarterly customer scorecard. He identified the requirement to incorporate customer cross centre usage into the quarter one statistical report, as a means to track customer mobility between the Council's various leisure facilities and the effectiveness of promotional activity and the Leisure Transformation Programme (LTP) centre USPs. The Board outlined the need to link the marketing and promotion of the Council's leisure facilities with a dedicated public transport system accepting however that, anticipating customer demand for such a service would present a challenge.

#### **Declarations of Interest**

Mr. C. Kirkwood declared an interest in respect of an update on the work of the Council's Sports Development Unit in that he was a member of the Board of the Irish Football Association.

### **Update on BCC Sports Development Unit**

The Leisure Development Manager attended in connection with this item and he was welcomed by the Chairperson.

The Board was provided with an update on the extensive range of sports development activities delivered through the Council's Leisure Development Unit. The members were presented with an outline of the link between the various sports development initiatives and the Belfast Agenda.

The Leisure Development Manager reminded the Board of the co-funding arrangements in respect of the National Stadium and the collaborative work undertaken by the Department for Communities (DfC), the Council and the Irish Football Association (IFA). He referred specifically to the Stadium Community Benefits Initiative and of the plans to target under-represented groups including women girls, and older people. He informed the Board that agreement had been reached with the GAA to participate in the initiative and highlighted the need to produce a revised work plan to incorporate Gaelfast targets and outcomes.

The Leisure Development Manager provided the Board with information in respect of the Clubmark accreditation programme and the fact that eighty clubs had now been accredited to that scheme. He referred also to the close working relationship between the Council and a range of governing bodies thereby improving the standards of leisure provision and the development of leisure inclusivity for all.

The Chairperson, on behalf of the Board, thanked the Leisure Development Manager for his informative update and he departed from the meeting.

### **Update on Leisure Transformation Programme**

The GLL representatives attended in connection with this item and were welcomed by the Chairperson.

The Partnership Manager provided the Board with an update on the Leisure Transformation Programme (L.T.P.) capital build programme. The members of the Board were reminded that the L.T.P. comprised two distinct strands, namely, the capital build programme and the service modernisation programme. The Board was advised that, as the three new leisure facilities identified within the current phase of the capital projects programme entered their final implementation stage, the focus would now, out of necessity, switch to mobilisation operational planning and business development issues. He referred specifically to the focus on mobilisation, marketing and business development as key operational objectives. In this regard, he suggested that GLL should take the lead in delivering future LTP updates and provide the Board with six monthly progress reports in regard to the aforementioned operational areas.

The Board noted the information which had been provided and the agreement by GLL to take the lead in providing the operational updates as requested. It was reported that Belfast City Council Property and Projects officers would be in attendance to present updates on the capital build programme.

The GLL representative stated that he was pleased to announce that, as a result of the capital build programme (Phase 1b), seventy five new full-time equivalent jobs would be created plus a similar number of additional casual positions in the area of coaching, programme delivery and holiday recreation schemes. The Regional Director

reported further that recruitment and training initiatives were being developed with a range of strategic partners. The Regional Director stated further that, as part of the marketing strategy, GLL would issue a press release on the social and economic benefits associated with the capital build programme. The Partnership Manager agreed to distribute the job creation press release, to all Directors, on Tuesday, 9 April.

### **Tier 2 Performance – Marketing and Communications**

The Marketing Manager provided the Board members with an update on the GLL Belfast partnership marketing plan incorporating the outputs for 2018/19. She referred to the key themes of the marketing plan, including attracting more people to make use of Gyms, Swimming pools and engagement in leisure activities generally. She referred to the importance of GLL's social enterprise commitment and of the marketing objectives associated with their campaign in respect of the promotion of adult health and fitness.

#### **Student Campaign**

The Board was provided with an outline of GLL's strategy to offer citywide access in respect of multi-sport participation as a means to promote its fitness participation campaign in a highly competitive market.

#### **Jam Card Scheme**

The members were advised of the launch and success of its 'Just a Minute' (JAM) card scheme, including its half price health and fitness campaign, for a period of one month, including other marketing strategies to promote health awareness and fitness participation.

#### **Events**

The Regional Director provided the Board with an update on the success of its recent award events, including the positive publicity in connection therewith. He referred specifically to the promotion of the Belfast City Marathon, including the Belfast Telegraph sports awards, which was sponsored by GLL.

The Board members noted the information which had been provided and congratulated the GLL representatives on the success of their various campaigns.

### **GLL Six-monthly Positive Impact**

The Regional Director provided the Board with an update in regard to the positive impact of GLL in the delivery of leisure services in Belfast, covering the period to March 2019. The Board was presented with information in regard to GLL's four pillars, incorporating; Better Service, Better People, Better Communities and Better Business. The Board was informed that, since 1st January 2019, Belfast had achieved a positive uplift in regard to the new pre-paid membership sales, including increased membership growth. He highlighted the impact of the JAM (Just A Minute) card friendly scheme and the fact that the Belfast Partnership was the first provider in Northern Ireland and the United Kingdom to become JAM card friendly.

The members were provided with an overview in respect of the GLL team communication Day and the significant success and positive marketing attributed to that event. The Board was informed of the various achievements by GLL staff under a range of categories in recognition of their skill and commitment to customer service. The Regional Director advised the Board that Belfast had been successful in achieving Quest quality accreditation in ten of its centres during 2018 and outlined the significant achievement in sharing best practice learning across its various leisure facilities.

The Board congratulated GLL on its significant achievement and noted the improvements in staff/management relations which had made a significant difference to the customer experience and quality of service provided. The Board noted also the significant achievement by GLL in its fundraising campaign which had made a significant contribution to a range of charities, including Action Cancer.

The Board members, in consideration of the performance targets, suggested that the KPIs could be refreshed to meet new challenges and that this exercise should be included within the planned ABL Business Plan review process, previously agreed for the period August 2019-January 2020.

### **Policy and Procedure Alignment (Equality and Diversity)**

The Partnership Manager provided the Board members with an annual confirmation statement in respect of GLL's Equality and Diversity policy and procedure alignment. As a result of that policy convergence it was reported that both GLL and Belfast City Council (BCC) equality and diversity positions were significantly aligned.

### **ABL Register of Members' Interests**

The Partnership Manager provided the Board members with a copy of the 'Register of Members' Interests' forms, including a timetable, subject to agreement, in respect of their completion and return. It was agreed further that the Partnership Manager should proactively encourage 100% return by the next Board meeting, scheduled to be held in August, 2019.

### **Any Other Business**

The Partnership Manager reported that the Aquatic Strategy had now been through the equality screening process and, as a result, had been 'screened out'. He stated that the final draft document, which had been approved by ABL and BCC, together with confirmation of the equality screening outcome, would be presented to the Strategic Policy and Resources Committee on 12<sup>th</sup> April 2019. It was reported that, subject to ratification by the Council at the end of April, it was planned to hold a public launch of the strategy as soon as practicable after the Local Government Elections.

Chairperson