

ACTIVE BELFAST LIMITED BOARD

Monday, 9th September, 2019

MEETING OF ACTIVE BELFAST LIMITED BOARD

(Held in the Conor Room, City Hall)

Attendees

- Directors:** Mr. J. McGuigan (Chairperson)
Councillor Carson
Councillor Corr
Councillor McLaughlin
Mr. M. Keenan
Mrs. K. McCullough
Mr. K. O'Doherty
Mr. G. Walls.
- Officers:** Mr. R. Black, Director of Neighbourhood Services;
Mr. N. Munnis, Partnership Manager; and
Mr. H. Downey, Democratic Services Officer.
- GLL:** Mr. G. Kirk, Regional Director;
Ms. C. Kursey, Service Modernisation Manager;
Mr. R. McKenna, Regional Community Sports Manager;
and
Ms. J. Pope, Head of Service.

Apologies

Apologies were reported on behalf of Councillor Newton, Mr. J. Higgins, Mr. C. Kirkwood and Mr. R. Stewart,

Minutes

The minutes of the meeting of 5th August were approved.

Matters Arising

The Board noted that the Lessons Learned report, which was due to have been presented in August, would be considered later in the meeting.

Declarations of Interest

No declarations of interest were reported.

Director Attendance Statement

The Partnership Manager confirmed that all Directors had complied with the attendance protocol in terms of the previous three Board meetings.

Future Agenda Items

No agenda items were identified by Directors for future meetings.

Advance Discussion on Agenda Items

The Board agreed to raise with GLL a number of issues relating to the reports being presented on the Quarter 1 2019/20 Performance and Contract Compliance, Tier 2 Performance – Underrepresented Groups and LTP New Product Pricing Proposals.

In response to a query from a Director in relation to Quarter 1 2019/20 Performance and Contract Compliance, the Partnership Manager agreed to provide for the next Board meeting clarification around the conditions of the contract with GLL, specifically relating to financial surplus share arrangements for Better Gym Belfast and Better Gym Connswater.

Update on Work of the Sports Development Unit

The Board was informed that Mr. C. McCann, Leisure Development Manager, was in attendance in order to provide a six-monthly update on the work of the Council's Leisure Development Unit.

The Leisure Development Manager explained that the Unit led on the delivery of an extensive programme of sports development initiatives in support of the Belfast Agenda. He drew the Board's attention to a summary of outputs, covering the period from April till August, for the following initiatives being delivered during 2019/20:

- Belfast Boxing Strategy
- Primary Schools Cross Country
- Stadium Community Benefits Initiative
- Pitches Partner Agreements
- GAA Joint Management Board
- Support for Sport
- Everybody Active - Strand 1
- Everybody Active – Strand 4
- Bike to Work Day

He then addressed a number of issues which had been raised by Directors, including the allocation of grass pitches over the summer months and, having been thanked by the Chairperson, he retired from the meeting.

The Board noted the information which had been provided.

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

Quarter 1 2019/20 Performance and Contract Compliance

Mr. McKenna reported that the current service contract required GLL to provide the Board with written service performance reports on a quarterly basis. Accordingly, he submitted for its consideration the Key Performance Indicators and supporting narrative, on an overall and centre-by-centre basis, for the first quarter of 2019/20, under the four themes of Business, Innovation and Learning, Customer and Operations.

After discussion, the Board acknowledged receipt of the Performance and Contract Compliance report for the first quarter of 2019/20 and noted the information contained therein. It was agreed that information be submitted to its next meeting on 'Your PT', a company which GLL used to provide personal training services, and on the Leisure Employment Academy, which had been established by the Council in partnership with GLL.

Tier 2 Performance – PHA Referral Programmes

Mr. McKenna 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.

2.0 Recommendation

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

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; and**
- 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) The above programmes are delivered by a team of dedicated 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 Officer physical activity recommendations for adults and older people.
- g) Strategic partnerships and working groups established around chronic conditions pathways to ensure collaboration with key organisations such as Public Health Agency, Belfast Health and Social Care Trust and charitable partners.
- h) The Healthwise programme for the year 2019-2020 is in transition to a new regional model with revised KPI's and annual targets. A new service specification has been developed. The new regional model will be target based with payments for service delivery and contractual compliance. The payment per client has been confirmed by the BHDU as £130 per/client compared to £100 per/client last contractual year. Target for GLL 2019-2020 is 677, the contract will be performance managed throughout the year.

YTD update on all targets, referrals, progress and completions

3.2 Table 1 Healthwise KPIs 2018/19 – 2019/20

PROGRAMME	MEASURABLE OBJECTIVE	ANNUAL TARGET	PROGRESS TO DATE				Total
			Q3	Q4	Q1	Q2	
			2018-19		2019-20		
Healthwise (Physical Activity referral scheme)	Total number of patients completing the programme (12 week programme)	677	186	158	217		561

3.2.1 The new revised key performance indicators are focused on additional contact time with referrals and a group exercise model of delivery. In Q.1 the HW team has delivered 32% of annual targets for referrals completing the programme.

3.3 Table 2 Cardiac Rehab KPIs 2018/19 – 2019/20

PROGRAMME	MEASURABLE OBJECTIVE	ANNUAL TARGET	PROGRESS TO DATE				Total
			Q3	Q4	Q1	Q2	
			2018-19		2019-20		
Cardiac rehab Level IV	Delivery of Cardiac Rehabilitation Phase IV for clients (12 week programme) completing the programme	192	39	35	45		119

3.3.1 The cardiac programme has had some personal changes in the last 6 months with maternity leave /cover. Referrals are dependent on cardiac nurses and a meeting was held in Q.3 to address the number of patients being referred. In Q.4 and Q.1, we have seen an uplift in referrals from BHCST cardiac nurses reflected in Q.1 completion numbers.

3.4 Table 3 Cancer Rehab KPIs 2018/19 – 2019/20

PROGRAMME	MEASURABLE OBJECTIVE	2019/20 ANNUAL TARGET	PROGRESS TO DATE				Total
			Q3	Q4	Q1	Q2	
			2018-19		2019-20		
Cancer rehab Level IV	Delivery of Cancer Rehabilitation Phase IV for clients (12 week programme) completing the programme	192	14	27	56		97

3.4.1 The cancer rehab programme started in Q.2 2018-19. Referrals are made through the Move More pathway to the cancer rehab physical activity programme. Completion rates are steadily increasing as the project reaches maturity in its second year of delivery. Q.1 performance indicates contract KPIs will be delivered in 2019/20.

3.5 Table 4 'Move More' Belfast KPIs 2018/19 – 2019/20

PROGRAMME	MEASURABLE OBJECTIVE	ANNUAL TARGET	PROGRESS TO DATE				Total
			Q3	Q4	Q1	Q2	
			2018-19		2019-20		
'Move More' Belfast MacMillan Cancer	Total number of patients completing the programme including brief intervention	125	30	56	52		138

3.6 Year-end Projections

- **Across all health contracts, Q1 and 2018-19 performance indicates GLL are on target to meet the new revised contractual 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 has been developed by Public Health Agency for Level III Healthwise programmes. Emphasis remains on shift to providing group based classes, to increase volume and social interaction.**
- **The specification of Healthwise, including entry criteria, has been 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 rolled out 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.**
- **GLL's access to the new online GP referral database has been delayed due to access and firewall security. This delay will result has resulted in a waiting list of referrals approx. 60 referred online before the online system was accessible for GLL staff."**

After discussion, the Board noted the contents of the report.

Tier 2 Performance – Underrepresented Groups

Mr. McKenna 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 participation by underrepresented target groups in centres managed by GLL in Belfast.

2.0 Recommendation

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

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 regular participation amongst under represented target groups.

3.2 GLL employs a regional community sport manager to drive participation and usage, ensuring that more people from every background are regularly and meaningfully engaged in sport and physical activity. Relevant GLL managers will be in attendance to respond to any questions.

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 that are reported to ABL and BCC.

3.4 GLL is committed to support community access, offering varied opportunities, delivered in centres that are accessible, affordable and not inhibiting.

3.5 GLL re-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 48% 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 introduced Inclusive membership, a concessionary membership for people with disabilities in 2016;**
- **GLL currently has 486 Better inclusive members in Belfast. This membership is proactively promoted through disability networks in Belfast and working in partnership with Disability Sport NI;**
- **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 including Wheelchair Basketball, Powerchair Football, Boccia and New Age Curling;**
- **The GLL Sport Foundation in Belfast currently supports 12 disabled and Paralympic athletes. Athletes benefit from financial awards of up to £1,250 which will support their associated travel, competition and equipment costings 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

- **46.2% of current Belfast members (pre-paid and Pay and Play combined) are female;**
- **GLL has developed working relationships with Female Sport Forum and Women in Sport and Physical Activity and organisations that support female access and participation;**
- **In partnership with WISPA, GLL has developed and implemented women and girls targeted sessions at centres to increase participation.**

- GLL has developed the 'Active Women' initiative and support awareness through existing networks;
- Five targeted 'Active Women' programmes have attracted 186 new female members. Incentivised membership is in place for these women graduating from the programme; and
- GLL has appointed Roma Doherty as an internal participation lead for women and girls programmes.

3.11 Older People

- 18.9% of all current Belfast members (pre-paid & P&P combined) are aged 60+;
- Free access for over 60's before 11 a.m. Monday to Friday;
- GLL has developed the annual Club Games Festival for Belfast, with 10 teams competing at this year's third annual Club Games in October, which forms part of Belfast City Council's 'Age Friendly' month;
- GLL has engaged with Age Friendly Belfast, Age NI, Engage with Age, BCC and other relevant organisations to disseminate information to target demographic;
- GLL has a daily programme of activity targeted at and suitable for older people; and
- GLL delivers chronic disease (Cancer and Cardiac) rehabilitation programmes, whilst also supporting and hosting Diabetes and Strength & Balance programmes many of the referrals for these interventions are 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;
- GLL offers a wide range of provision for birthday parties including Bouncy castles, Laser quest, Climbing wall and sports;
- GLL has piloted a 'Family membership' from July 2019 at Olympia LC. This membership is priced at £59 for two adults and two children with additional bolt-ons available."

After discussion, during which McKenna agreed to include within future reports centre specific highlights demonstrating the extent of outreach work in areas of high social deprivation, the Board noted the contents of the report.

Leisure Transformation Programme **Mobilisation – Lessons Learned**

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

“1.0 Purpose of Report

1.1 To present the Board with a summary of lessons learned from mobilisation and the opening of Olympia leisure centre.

2.0 Recommendation

2.1 The Board is requested to note:

- i. the summary of lessons learned from mobilisation and the opening of Olympia Leisure Centre; and**
- ii. the impact of lessons learned on mobilisation planning for the opening of LTP Phase 1b centres.**

3.0 Main Report

3.1 Introduction

- Olympia Leisure Centre is a £21.75 million centre funded by Belfast City Council and Department of Communities. This centre was the first to be opened as part of a £105 million investment in leisure across Belfast. This was also the 1st GLL centre in Belfast to introduce products including Coffee Corner and Spa experience by Better;**
- Building works commenced in January 2015 and the new Olympia Leisure Centre officially opened 24th January 2017. The Old Olympia Leisure Centre closed its doors on 19th December;**
- The goals for the New Olympia is to provide a best in class leisure centre in Belfast combining state of the art technology with health and fitness, Spa product and treatment rooms, and a 'Coffee Corner' offering fair trade products. The new centre aims to create a club feel and a better experience for all customers;**
- The new Olympia Leisure centre sets a benchmark and model for the next phase of new build developments as part of the Leisure Transformation Programme,**

including Andersonstown, Brook, Lisnasharragh, Avoniel and Templemore Baths.

3.2 Outputs - First 3 Months

- Olympia successfully opened and launched new products for the City in Better Spa Experience and Coffee Corner.
- There was double the number of prepaid memberships and double the amount of swimming lessons available in the first three months compared to the old centre.
- There was a net growth of 5 new job roles in the new Olympia and continued employment opportunities through growth in pools and sports programmes.

3.3 Outputs to Date 2019

The following table shows movement in Olympia's performance:

KPI	2015 – old Olympia	2016 – old Olympia	2017	2018 year end forecast	2019 forecast
Income	£410,248	£ 426,954	£ 929,479	£1,267,506	£1,393,500
Staff / income ratio	153%	158%	78%	67%	65%
Staff costs	£628,570	£674,587	£724,993	£839,855	£916,763
Overtime	£56,787	£40,843	£8,070	£9,000	£6,000
Live members	830	700	1863	2050	2400
Pre-paid yield			£21.50	£22.95	£24.00
Better Swim School	135	138	825	1228	1500
Usage		145,593	233,738	332,000	379,000
Net Promoter Score		-37% Annual User Survey	12% Annual User Survey	50% (Listen 360)	50% (Listen 360)

- Since the opening of Olympia Leisure Centre in 2016, there have been 15 internal promotions from Olympia alone.

3.4 Olympia Resourcing and Lessons Learnt

- Trade Union discussions and negotiations on approach to resourcing and redeployment of the staff in the old Olympia started in August 2016. Negotiations and the time-period involved in reaching agreement with the Trade Unions did have an impact on recruitment for the new centre. This meant that full staffing was not in place until March 2017 and staffing support was required from other centres and regions to keep the centre operational on opening in January and February.

Lessons Learnt

- For LTP phase 1b, there has been early engagement with Trade Unions and LTP has been a routine agenda item since December 2018. GLL completed a Service Modernisation programme in 2018, which set the benchmark for TUPE staff moving onto GLL contracts and removed barriers for promotion and new centre roles. Staff engagement and 1 to 1 meetings for redeployment of existing staff in centres due to close was started early in February 2019. A Voluntary Redundancy exercise followed shortly. This has helped to give assurances to staff. Recruitment for the three new centres started in May 2019, with the majority of management posts appointed by August 2019. This has allowed for a full focus on front line staff recruitment campaign from September onwards.

3.5 Olympia Learning and Organisational Development Programme and Lessons Learnt

- A mobilisation fund of £20k for a Learning and Development programme for Olympia was agreed. This was used to provide an extensive training programme that was put in place for the old Olympia staff to support them with being successful for the new roles in the new Olympia. This money was also used to launch a Learning and Development scheme for newly appointed team members. At the time of opening, a new approach was needed to ensure there was support for new staff in new roles and that there were clear structures and frameworks for staff to fully adopt a GLL model of operating the new centre.

Lessons Learnt

- The £20k BCC funding for learning and development was paramount to the success of the team in the new

centre, and this was matched by GLL with a total true cost of £40k.

- Off the back of the success of the Olympia L&D programme, further funding for a Learning and Development scheme for phase1b of LTP has been agreed at a cost of £170,117 split 50/50 GLL and BCC.

3.6 Programming and Lessons Learnt

- Individual and group consultation meetings were held with all aquatics and dry side clubs from the old Olympia Leisure Centre to help support a smooth and successful transition to the new centre. These were held in November and December 2016. A finalised programme was developed for all swimming clubs and the centre management teams were able to facilitate public casual swimming from 6 am – 10 pm in line with the Aquatics strategy which was a first in any Belfast leisure centre.
- The facilitation of 20 hours per week for the BCC Community Services team was programmed in the 'Community Space' and this was done in conjunction with the centres group exercise programme. With only a single studio that has shared use, this has caused restrictions on the group exercise programme at Olympia, however the centre have made use of gym floor classes to supplement the programme along with their dedicated spin studio.

Lessons Learnt

- Communication with key stakeholders including clubs, staff, TU's, customers BCC Councillors, and BCC capital project demanded significant amounts of time and effort from the Regional Leadership team. In order to provide more resource into this process, the Aquatics Officer at Olympia has been working 2 days per week on the Aquatics programme for the three new wet facilities as part of LTP phase 1b since late 2018 and he has also supported the expression of interest process for club hire and use of pools. Appointing the General Managers earlier in the process has also allowed for the General Managers to support the expression of interest process for the dry side programme.

3.7 Pre-sales and Lessons Learnt

- A dedicated pre-sales team was recruited internally after an expression of interest process. The presales team was based in the old Olympia. Due to the

demobilisation of the old Olympia and requirements for redeployment meetings held at the old Olympia, this was not a fit for purpose location for a pre-sales team.

- A £50k marketing budget was agreed between GLL and BCC. Extensive external traditional marketing as well as a digital marketing campaigns were completed in November 2016 to target the local area. Whilst the pre-sales could have been stronger, the marketing campaign was key to Olympia's early successes. A Q1 2019-20 Olympia has 2,199 pre-paid, 2254 P&P and 1318 swim school members.

Lessons Learnt

- As part of the pre-sales strategy for LTP phase 1b, alternative locations have been sourced across the city with the main hub for presales based in the city centre next to Better Gym Belfast.
- Further funding for a marketing campaign for phase1b of LTP has been agreed at a cost of £75,000 split 50/50 GLL and BCC. This will support not only pre-sales, but a recruitment campaign to help fill 75 new jobs

3.8 Soft Opening and lessons learnt

- A soft opening / testing period was completed at Olympia LC between 19th December 2016 and 22nd January 2017. During this period, a number of expert leads from GLL supported the mobilisation, especially around new products Spa Experience and Coffee Corner.
- Swimming clubs were able to use the New Olympia LC between 19th December and 2nd January. From 21st December, the General Manager and Partnership team facilitated tours of the new centre for local community groups.
- The Centre team hosted the ABL Board, elected members and Belfast City Council Project team for a come and try it event on 20th December and a staff open day took place on 27th December.
- The Centre ran restricted operating hours during the early part of this testing period and went to full operational hours from 9th January, 2017.

Lessons Learnt

- The four week testing phase and support from other centres and regions was vital to the successful and smooth opening of the new Olympia. This approach

should be adopted again for the three new centres as part of LTP phase 1b.

- Due diligence on new products and contractor engagement has started early to ease stress testing of some of the unique products coming to the new centres. The testing period is currently programmed to be over 6 weeks from opening to allow for a four week soft opening period.
- There is not the same requirement to bring expert leads from London to support the introduction of new products some have now been tested and proved to be successful at Olympia LC.

3.9 LTP Phase 1B centres at Lisnasharragh, Brook and Andersonstown are scheduled to open towards the end of the 2019/20 financial year.”

The Board noted the contents of the report.

Leisure Transformation Programme – Pricing Proposals for New Products

Mr. McKenna informed the Board that, under Phase 1b of the Leisure Transformation Programme, new leisure centres at Andersonstown, Brook and Lisnasharragh would be opened between November, 2019 and April, 2020.

He reviewed the new facilities and services being offered for each centre and explained that the associated charges had not been included within the schedule of charges for 2019/20 which had been approved by the Board in October, 2018. He provided an overview of the proposed new product charges and pointed out that they were competitive, had been based upon market research and were consistent with the existing pricing architecture, in terms of differentiating between residents and non-residents of Belfast. Accordingly, he recommended that the Board approve the following schedule of prices relating to the Andersonstown, Brook and Lisnasharragh leisure centres:

5-a-Side Pitches

Concession and U-16s	£20 Uncovered pitch
Concession and U-16s	£25 Covered pitch
Full price	£40 Uncovered pitch
Full price	£50 Covered pitch

Swimming Pools

Pool Hire	
Diving Pool	£45
Confidence Water	£30
Gala set up 1	£120
Gala full set up 2	£150
Main Pool 4 Lane	£45
Sensory Pool	£60
Teaching Pool	£45

Birthday Parties

All centres per party	£89
Per head for food	£4

Leisure Water and Inflatables

Andersonstown Leisure Water		
Local programme (child)	£4	
	P&P Resident / Online	Non Resident
Water play park child	£4	£5.20
Full Child	£6	£7.80
Full Adult	£8	£10.40
Full Family	£24	£31.20
*2 adults and 2 children Additional child at £5 30% uplift for non-members and pay in centre Under 5's are free on leisure water		
Brook Inflatable Play		
Child	£5	£6.50
Adult	£8	£10.40

Surf

Andersonstown Surf		
Surf bolt on	£2 during leisure swims	
	P&P Resident / Online	Non Resident
Child	£10	£13
Adult	£15	£19.50
Private Hire	£150	
Block Booking (Lessons)	£26 monthly pm	

After discussion, the Board approved the proposed charges, as outlined, and:

- i. noted that they would be reviewed on an annual basis, as part of the overall schedule of charges;
- ii. agreed that GLL provide clarification at the next meeting on how the charges for the private hire of Andersonstown Surf and for the use of the sensory pool had been calculated;
- iii. noted that GLL would give consideration to establishing a reduced rate for the private hire of Andersonstown Surf by community groups; and
- iv. agreed that the Leisure Transformation Programme Board examine the feasibility of utilising the Mobilisation Fund to offer those in the City under the age of 16 a Membership card free of charge.

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

2020 - 2025 Business Plan Review Working Group

The Board was reminded that, at its meeting on 5th August, it had agreed to the establishment of a Working Group to review the current Active Belfast Business Plan and formulate a new Plan to cover the period from 2020 till 2025.

The Partnership Manager reported that the Chairperson (Mr. McGuigan), together with Mr. Higgins, Mrs. McCullough, Mr. Stewart and Mr. Walls, had since volunteered to serve on the Working Group. He confirmed that it had met on 21st and 29th August and highlighted a number of general principles which had been agreed around the servicing and frequency of meetings and the need to focus on strategic oversight, align clearly with the Belfast Agenda, maximise occupancy/participation and revise performance indicators to more fully reflect health benefits. The following draft section headings for the new business plan had also been agreed:

- Background and Introduction
- Mission and Outcomes
- Service Description
- Market Analysis
- Priorities
- Governance
- Quality and Risk Management
- Resources
- Finance
- Action Plan

He pointed out that the Working Group would meet again on 16th September, with a view to finalising the structure of the document and formulating a development plan to populate the various sections. It would then be presented to the Board on 7th October for consideration and be included as a priority agenda item at the strategic business planning workshop on 13th November. He added that it was envisaged that a draft business plan

would be completed in time to be presented to the Board on 9th December and to the Strategic Policy and Resources Committee thereafter.

The Board endorsed the general principles and draft section headings, as proposed by the Business Plan Review Working Group.

Aquatics Strategy Action Plan

The Partnership Manager informed the Board that the Aquatics Strategy, which sought to increase participation in aquatic activity across Belfast, had been launched on 21st August in the Olympia Leisure. He explained that the next step in the process would involve the preparation of an action plan, which would sit alongside the Strategy and set out how the strategic outputs would be delivered. It would include also key outputs and timelines against which progress would be monitored and reported to the Board.

He pointed out that, since the action plan would be largely operational in nature and that he was in contact with GLL staff on a daily basis, it would be make sense for him to draft the plan in close consultation with GLL. That would allow for the action plan to be ready in time for the Board meeting on 9th December and would, in light of the demands already being placed on Directors' time, eliminate the need to establish a Working Group.

The Board granted approval for the Partnership Manager to work with GLL to formulate the draft Aquatics Strategy Action Plan, noted that a draft would be forwarded to Directors for comment as soon as it was available and commended GLL on the success of the event which had been held to launch the Aquatics Strategy.

Director Extended Tenure Approval

The Partnership Manager informed the Board that Mr. McGuigan, Mr. Stewart and Mr. Walls had, in December, 2018, reached the end of their initial three-year term of appointment. He explained that the three Directors had recently provided official confirmation of their intention to remain on the Board for a further three-year term, subject to approval being granted by the Board.

Accordingly, approval was granted for Mr. McGuigan, Mr. Stewart and Mr. Walls to remain on the Board until 14th December, 2021.

Other Business

No additional items of business were raised.

Date of Next Meeting

The Board noted that its next meeting would take place on Monday, 7th October at 4.30 p.m.

Chairperson