

**ACTIVE BELFAST LIMITED BOARD**

**Monday, 20th January, 2020**

**MEETING OF ACTIVE BELFAST LIMITED BOARD**

**(Held in the Conor Room, City Hall)**

**Attendees**

**Directors:** Councillor Corr  
Councillor McLaughlin  
Councillor Newton  
Mr. K. Ellison  
Mr. J. Higgins  
Mr. C. Kirkwood  
Mrs. K. McCullough  
Mr. R. Stewart and  
Mr. G. Walls.

**Officers:** Mr. R. Black, Director of Neighbourhood Services;  
Mrs. K. Gilliland, Neighbourhood Services Manager;  
Mr. N. Munnis, Partnership Manager; and  
Mr. H. Downey, Democratic Services Officer.

**GLL:** Mr. G. Kirk, Regional Director; and  
Mr. R. McKenna, Regional Community Sports Manager.

**Apologies**

Apologies were reported on behalf of Mr. McGuigan (Chairperson), Councillor Carson and Mr. O'Doherty.

**Chairing of Meeting**

The Board agreed, given the need to nominate a Director to chair the meeting in the absence of the Chairperson, to consider the following agenda item at this point in the meeting.

**Election of Deputy Chairperson**

The Board was reminded that, at its meeting on 9th December, it had granted approval for the Partnership Manager to seek in advance of this meeting expressions of interest from independent Board members wishing to be considered for appointment to the post of Deputy Chairperson.

The Partnership Manager reported that expressions of interest had subsequently been received from Mr. Higgins, Mr. Kirkwood and Mrs. McCullough.

Following a vote by way of secret ballot, Mr. Kirkwood was elected as the Deputy Chairperson of the Active Belfast Limited Board.

(Mr. Kirkwood in the Chair.)

## **Minutes**

The minutes of the meeting of 9th December were approved.

### **Matters Arising**

#### **Schedule of Charges 2020/21**

#### **Junior Registration Card Scheme**

The Board noted that reports on the two items listed above would be presented later in the meeting.

#### **GLL Marketing Plan 2020/21**

The Board noted that the potential for involving GLL in the community planning process was being considered within a review of contract management arrangements.

It noted also that the Council's policy on social media management would be presented to its meeting in March.

#### **ABL Strategic Plan 2020-25/Strategic Planning Workshop 2019**

The Board noted that reports on the proposed development of an action plan to support Active Belfast Limited's Strategic Plan 2020-25, on a KPI and performance reporting schedule for 2020/21 and on arrangements for the holding of an open forum discussion event, would be presented later in the meeting.

It noted also that a report on Director succession planning would be presented to its meeting in April and that a Director appraisal programme covering 2019/20 would commence in April.

### **Declarations of Interest**

No declarations of interest were reported.

### **Director Attendance Statement**

The Board noted that there had been no issues to report in terms of the non-attendance of Directors at meetings.

### **Future Agenda Items**

No agenda items were identified by Directors for future meetings.

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

The Board agreed to seek from GLL clarification on elements of the reports relating to the 2019 Customer Satisfaction Survey and Tier 2 Performance – PHA Health and Exercise Referral Programmes.

(Mr. Kirk and Mr. McKenna were admitted to the meeting at this point.)

Prior to delivering GLL's reports, Mr. Kirk drew the Board's attention to the following information:

- the new Brook and Lisnasharragh Leisure Centres had officially opened in January;
- pre-paid memberships for Lisnasharragh Leisure Centre and Brook Leisure Centre had exceeded 3,000 and 1,300 respectively;
- sales performance across all centres since the start of the year had been very strong;
- GLL was in the process of implementing a new staffing structure in Belfast, which would include the appointment of three new senior posts, namely, a Business and Community Development Manager, a Partnership Manager and a Project Manager;
- the closing date for applications for support under GLL's Sports Foundation was 20th February and Board members with sporting connections were encouraged to advise clubs and athletes to that effect;
- a communications day for GLL staff which had been held in December in the Girdwood Community Hub had been attended by over 250 staff; and
- Mr. McKenna would be leaving GLL shortly to take up a post in Antrim and Newtownabbey Borough Council.

The Board noted the information which had been provided, thanked Mr. McKenna for the contribution which he had made to leisure provision in the City and wished him well in his new role.

### **Schedule of Charges 2020/21**

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

**“1.0 Purpose of Report**

**1.1 To represent background information in support of the proposal to apply the standard annual CPI price increase for 2020/21.**

**2.0 Recommendation**

**2.1 The Board is requested to consider a 2% - 3% price increase for 2020/21.**

**3.0 Main Report**

- 3.1 The Council, at its meeting on 4th November, referred the proposed annual price increase back to the Active Belfast Board for reconsideration.**
- 3.2 An annual CPI increase was incorporated into the original contract commencing 2015, this has been applied for the last 4 years.**
- 3.3 A copy of the proposed pricing schedule, previously submitted to the Board in October 2019, is attached. A number of the leisure centre prices are below the national and UK average as per the original report.**
- 3.4 The annual cost of running the new Leisure Centres at Andersonstown, Lisnasharragh and Brook is £2,750,000 more than the cost of running Avoniel and the old Brook centre. This is a key factor impacting on the 2020 financial performance, as the new centres have high cost of operation with a ramped income level in year one.**
- 3.5 a 2% - 3% price increase would generate an additional circa £205,000 income, based on 2019 income levels. However, this is needed to offset rising costs and maintain the financial model in line with the contract.**
- 3.6 Utility costs during 2019 rose by an average of 3% (38k) and a similar increase is expected in 2020, after taking into account the installation of three new CHP units at Grove, Olympia and Falls.**
- 3.7 Like for like staff costs will be up by 5.5% (£333k) on 2019 due to a combination of an annual salary increase for all plus the move to the National Living Wage to help out the lowest paid and introduction of new support and community posts.**
- 3.8 There are over 100 new staff joining the team during the next year and training and development costs have increased by 20% (exclusive of L&OD support fund from BCC)**
- 3.9 Additional costs such as pool chemicals and cleaning materials continue to rise at greater than the rate of inflation.**
- 3.10 A decision not to proceed with the proposed CPI linked price increase for 2020/21 will create a cumulative/recurring impact throughout the remaining 10 years of the contract.**

## APPENDIX

### Proposed Schedule of Charges for 2020/21

#### Pay as You Go – Registered Casual User

Pay and Play Activity	Price from 01.04.19 - 31.03.20		New price from 01.04.20		% Increase	% Increase (Concession)
	Full Price	Concession Discount	Full Price	Concession Discount		
Laser Zone	£4.75		£4.90		3.1%	
Shower/Changing	£2.20	£1.00	£2.25	£1.05	2.4%	4.5%
Soft Play (60 Minutes)	£3.50		£3.60		2.9%	
Short Mat Bowls per person (60 mins min)	£4.80	£2.40	£4.90	£2.45	2.10%	2.10%
Group Activity Classes	£5.85	£2.40	£6.00	£2.45	2.48%	2.20%
Climbing	£4.85	£2.35	£5.00	£2.40	3.10%	2.0%
Climbing Courses	£41.00		£42.00		2.45%	
Fitness Suite	£5.85	£2.35	£6.00	£2.40	2.64%	2.3%
Handball/Squash/Racquetball per person (60 mins minimum)	£4.80	£2.40	£4.95	£2.45	3.10%	2.3%
Badminton per person (60 mins)	£4.80	£2.40	£4.95	£2.45	3.10%	2.3%
Swimming	£3.50	£1.75	£3.60	£1.80	2.90%	3.0%
Family Swim	£7.80		£8.00		2.60%	
Wibit session	£5.00	£2.50	£5.15	£2.55	3.00%	2.1%
Table Tennis per person (60 mins)	£4.80	£2.40	£4.95	£2.45	3.10%	2.2%
Tennis per person (60 mins)	£4.80	£2.40	£4.95	£2.45	3.10%	2.2%
Wheelchair Block booking Ozone	£21.00		£21.50		2.40%	
Laser Zone – Sole use	£96.55		£99.50		3.06%	
Tennis Courses (per lesson 30 minutes) 5 per Class	£5.20		£5.30		2.0%	
Tennis Courses (per lesson 30 minutes) 8 per Class	£4.00		£4.10		2.60%	
Trampoline Hire (coach must be present)	£20.75		£21.20		2.2%	

School swim – per person	£1.85	£1.90	2.9%
Centre Based Club swimming per person	£1.85	£1.90	2.9%
School Swimming - Banded 10 or less	£17.85	£18.40	3.1%
School Swimming - Banded 11 to 20	£35.70	£36.75	3.0%

Pay and Play Activity	Non-Member PAYG price				% Increase (Full Price)	% Increase (Junior Price)
	Applicable from 01.04.19		Applicable from 01.04.20			
	Full Price	Junior Price	Full Price	Junior Price		
Laser Zone	NA		NA			
Shower/Changing	NA		NA			
Soft Play (60 Minutes)	NA		NA			
Short Mat Bowls per person (60 mins min)	£6.25	£3.05	£6.40	£3.10	2.4%	1.8%
Group Activity Classes	£7.52	£3.10	£7.75	£3.20	3.0%	3.1%
Climbing	£6.30	£3.10	£6.50	£3.20	3.1%	3.1%
Climbing Courses	NA		NA			
Fitness Suite	£7.52	£3.10	£7.75	£3.20	3.0%	3.1%
Handball/Squash/Racquetball per person (60 mins minimum)	£6.25	£3.05	£6.40	£3.10	2.4%	1.8%
Badminton per person (60 mins)	£6.25	£3.05	£6.40	£3.10	2.4%	1.8%
Swimming	£4.50	£3.25	£4.60	£3.35	2.2%	3.0%
Family Swim	£10.15		£10.40		2.5%	
Wibit session	£6.70	£3.35	£6.90	£3.45	3.0%	3.0%
Table Tennis per person (60 mins)	£6.25	£3.05	£6.40	£3.10	2.4%	1.8%
Tennis per person (60 mins)	£6.25	£3.05	£6.40		2.4%	
Wheelchair Block booking Ozone	NA		NA		NA	
Laser Zone – Sole use	NA		NA		NA	
Tennis Courses (per lesson 30 minutes) 5 per Class	NA		NA		NA	

Tennis Courses (per lesson 30 minutes) 8 per Class	NA	NA	NA
Trampoline Hire (coach must be present)	NA	NA	NA
School swim – per person	NA	NA	NA
Centre Based Club swimming per person	NA	NA	NA
School Swimming - Banded 10 or less	NA	NA	NA
School Swimming - Banded 11 to 20	NA	NA	

Pay and Play Card	01.04.19-31.03.20		New price 01.04.20		
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	£2.00				

Birthday Parties	
All Centres – per party	£89
Per head for food	£4

Other	Old Price	New price	% Increase
Health Suite	£3.30	£3.40	3%
Health Suite Conc	£1.65	£1.70	3%
Private Coaching - Swim	£223.00	£230.00	3.1%

## Hire Charges

Activity	01/04/19 - 31/03/20	New price from 01.04.20	Comments
Main Hall Shankill	£89.00	£91.00	2.3%
Main Hall Avoniel & Ballysillan	£67.00	£69.00	3.0%
Main Hall Falls, Loughside, Whiterock, GWC	£34.00	£35.00	2.9%
Sports Hall Girdwood and Olympia	£44.50	£45.50	2.3%
Main Hall Tennis Centre	£101.50	£104.00	2.5%

Other Hire Charges			
Climbing Wall for events ( 60 mins)	£36.00	£37.00	2.8%
Climbing wall per section for private coaching (per 60 mins)	£7.70	£7.90	2.6%
Multipurpose Room Ballysillan, Girdwood Loughside, Ozone	£19.50	£20.00	2.6%
Multi-Purpose Room - Fall, GWBC, Shankill	£27.30	£28.00	2.6%
Multi Purpose room Olympia	£37.10	£38.00	2.4%
1/2 L Multi purpose room Olympia	£21.20	£21.50	1.4%
1/2 S Multi purpose room Olympia	£16.25	£16.75	3.1%
Shared Space & Meeting Rooms Girdwood	£29.60	£30.50	3.1%
Studio Girdwood	£38.00	£39.00	2.6%
Meeting Room Belvoir	£19.00	£19.50	2.6%
Minor Hall Belvoir	£26.50	£27.00	1.9%
Main hall Belvoir	£32.80	£33.50	2.1%
Fitness Suite	£75.00	£77.00	2.7%
Fitness Suite with coach	£87.30	£90.00	3.1%
KidzFit with coach	£40.00	£41.00	2.5%
Treatment Room (60mins)	£11.10	£11.40	2.7%
Outdoor Facilities Hire Charges			
Hard porous pitch Ozone (non activity)	£70.70	£72.50	2.6%
Changing Accommodation	£21.00	£21.50	2.4%

Pool Hire Charges	01/04/19 - 31/03/20 Full Price	New Price Full Price	Comments
25m pool	£59.00	£60.50	2.6%
25m pool half	£34.00	£35.00	3.0%
25m pool per lane	£14.90	£15.30	2.7%
Learner pool Olympia	£29.00	£30.00	3.4%
Former out of hours pool hire (old centres)	£30.75	£31.50	2.5%
Out of hours for pool competitions	£109.60	£113.00	3.1%
Venue Hire - Professional sport, trade/public exhibitions - per 24 hours (excludes any additional staff costs incurred)	01/04/19 - 31/03/20	New price 01.04.20	Comments
Main Hall Shankill	£1,119.60	£1,150.00	2.7%
Main Hall, Avoniel and Ballysillan	£1,119.60	£1,150.00	2.7%



Main Hall, Brook ,Falls, Loughside, Whiterock GWC	£568.50	£585.00	2.9%
Olympia	£758.00	£780.00	2.9%
Main Hall Indoor Tennis Arena	£1,119.60	£1,150.00	2.7%
Commercial Hire- Non sporting activities			
Main Hall Shankill (per hour)	£157.00	£161.00	2.6%
Main Hal, Avoniel, Ballysillan	£119.00	£122.00	2.5%
Main Hall Falls, Loughside, Whiterock, GWC	£84.00	£86.00	2.4%
Olympia	£111.75	£115.00	2.9%
Main Hall Indoor Tennis Arena	£152.00	£156.00	2.6%
Synthetic surface pitch	£124.00	£127.00	2.4%

## Memberships

Membership Type and Monthly Direct Debit Prices	01.04.19-31.03.20	New price 01.04.20	Comments
Better Health & Fitness Plus spa non resident	£57.00	£58.50	2.6%
Better Health and Fitness plus Spa	£53.00	£54.50	2.8%
Better Health and Fitness non resident	£37.50	£38.50	2.7%
Better Health and Fitness	£34.50	£35.50	2.9%
Better Health and Fitness single centre (Not applicable in Olympia)	£30.10	£31.00	3.0%
Corporate: Better Health and Fitness. City wide access	£30.40	£31.00	2.0%
Corporate: Better Health and Fitness. Single centre access	£26.80	£27.50	2.6%
Concession: Better Health and Fitness (Old Spa Concession)	£20.00	£20.50	2.5%
Concession: Better Health and Fitness (Non Resident)	£18.75	£19.25	2.6%
Concession: Better Health and Fitness- (Citywide Off Peak)	£17.25	£17.75	2.9%
Concession: Better Health and Fitness. (Not applicable in Olympia)	£15.00	£15.30	2.0%
Better Gym/Fitness classes (Belvior)	£21.00	£21.50	2.4%
Student Better Health and Fitness	£21.00	£21.50	2.4%
Better Swim	£21.00	£21.50	2.4%
Better Swim School (junior)	£18.95	£19.50	2.9%
Junior Better Health and Fitness	£10.80	£11.00	1.9%
Better Inclusive	£21.00	£21.50	2.4%
Better Healthwise Yr 1	£21.00	£21.50	2.4%
Better Healthwise Yr 2	£26.50	£27.25	2.8%
Better Healthwise Yr 3	£31.80	£32.50	2.2%
Over 60s	£22.10	£22.75	3.0%
Over 60s non resident	£24.30	£25.00	2.9%
3 Months Better Health and Fitness	£111.10	£114.00	2.6%
6 Months Better Health and Fitness	£212.20	£217.50	2.5%

Concession: 3 Months Better Health and Fitness	£58.00	£59.25	2.2%
Concession: 6 Months Better Health and Fitness	£116.05	£119.50	3.0%
Better Health and Fitness plus bike park non resident	£57.50	£59.00	2.6%
Better Health and Fitness plus bike park	£53.00	£54.50	2.8%
Belfast City Council Corporate Membership	£15.10	£15.50	2.7%
Concession All Inclusive (Resident)		£20.70	N/A

## Pitch Prices

Club	Activity	2018/19	2019/20	2020/21	% Increase
Avoniel LC	Outdoor Pitch Hire				
Avoniel LC	Outdoor Pitch Hire Full				
Avoniel LC	Outdoor Pitch Hire Half				
Ballysillian LC	3G Pitch 30 Mins				
Ballysillian LC	3G Pitch 30 Mins Full - floodlights				
Ballysillian LC	3G Pitch 30 Mins Half - floodlights				
Ballysillian LC	3G Pitch Hire Full	£63.00	£65.00	£66.50	2.3%
Ballysillian LC	3G Pitch Hire Full - Floodlights	£69.50	£69.50	£71.00	2.2%
Ballysillian LC	3G Pitch Hire Half	£31.50	£33.00	£34.00	3.0%
Ballysillian LC	3G Pitch Hire Half - Floodlights	£34.75	£34.75	£35.50	2.2%
Ballysillian LC	3G Pitch Hire Half - junior	£16.00	£17.00	£17.50	3.0%
Ballysillian LC	3G Pitch Hire Half - junior - Floodlights	£17.50	£17.50	£18.00	2.9%
Ballysillian LC	<i>New</i>				
Ballysillian LC	<i>3G Pitch - Adult - Match</i>	£85.00	£87.00	£89.00	2.3%
Ballysillian LC	<i>3G Pitch - Junior - Match</i>	£42.50	£44.00	£45.00	2.3%
Ballysillian LC	<i>3G Pitch - Junior - Full</i>	£31.50	£33.00	£34.00	3.0%
Ballysillian LC	<i>3G Pitch - Junior - Full - Floodlights</i>	£34.75	£34.75	£35.50	2.2%
Ozone	3G Pitch - Adult - Full	£63.00	£65.00	£66.50	2.3%
Ozone	3G Pitch - Adult - Half	£31.50	£33.00	£34.00	3.0%
Ozone	3G Pitch - Adult - Match	£85.00	£87.00	£89.00	2.3%
Ozone	3G Pitch - Junior - Match	£42.50	£44.00	£45.00	2.3%
Ozone	3G Pitch - Junior - Full	£31.50	£33.00	£34.00	3.0%
Ozone	3G Pitch - Junior - Half	£16.00	£17.00	£17.50	3.0%
Ozone	<i>New</i>				
Ozone	<i>3G Pitch Hire Full - Floodlights</i>	£69.50	£69.50	£71.50	2.9%
Ozone	<i>3G Pitch Hire Half - Floodlights</i>	£34.75	£34.75	£35.50	2.2%

Ozone	3G Pitch - Junior - Full - Floodlights	£34.75	£34.75	£35.50	2.2%
Ozone	3G Pitch Hire Half - junior - Floodlights	£17.00	£17.00	£17.50	3.0%
Olympia LC	Full Pitch Adult	£63.00	£65.00	£66.50	2.3%
Olympia LC	Full Pitch Junior	£31.50	£33.00	£34.00	3.0%
Olympia LC	Half Pitch Adult	£31.50	£33.00	£34.00	3.0%
Olympia LC	Half Pitch Junior	£16.00	£17.00	£17.50	3.0%
Olympia LC	New				
Olympia LC	3G Pitch Hire Full - Floodlights	£69.50	£69.50	£71.50	2.9%
Olympia LC	3G Pitch Hire Half - Floodlights	£34.75	£34.75	£35.50	2.2%
Olympia LC	3G Pitch - Junior - Full - Floodlights	£34.75	£34.75	£35.50	2.2%
Olympia LC	3G Pitch Hire Half - junior - Floodlights	£17.50	£17.50	£18.00	2.9%
Olympia LC	3G Pitch - Adult - Match	£85.00	£87.00	£89.50	2.9%
Olympia LC	3G Pitch - Junior - Match	£42.50	£44.00	£45.00	2.3%
Brook Activity Centre	3G Full Pitch Hire	£63.00	£65.00	£66.50	2.3%
Brook Activity Centre	3G Half Pitch Hire	£31.50	£33.00	£34.00	3.0%
Brook Activity Centre	3G Junior Full Pitch Hire	£31.50	£33.00	£34.00	3.0%
Brook Activity Centre	3G Junior Half Pitch Hire	£16.00	£17.00	£17.50	3.0%
Brook Activity Centre	3G Senior Match	£85.00	£87.00	£89.00	2.3%
Brook Activity Centre	3G Sunday Match				
Brook Activity Centre	3G U12 Match				
Brook Activity Centre	3G U17 Match				
Brook Activity Centre	New				
Brook Activity Centre	3G Pitch Hire Full - Floodlights	£69.50	£69.50	£71.00	2.2%
Brook Activity Centre	3G Pitch Hire Half - Floodlights	£34.75	£34.75	£35.50	2.2%
Brook Activity Centre	3G Pitch - Junior - Full - Floodlights	£34.75	£34.75	£35.50	2.2%
Brook Activity Centre	3G Pitch Hire Half - junior - Floodlights	£17.50	£17.50	£18.00	2.9%
Brook Activity Centre	3G Pitch - Junior - Match	£42.50	£44.00	£45.00	2.3%
Belvoir Activity Centre	Pitch Hire 30 Mins				
Belvoir Activity Centre	Pitch Hire 60 Mins				
Girdwood Hub	GAA - Full Pitch	£63.00	£65.00	£66.50	2.3%
Girdwood Hub	GAA - Half Pitch	£31.50	£33.00	£34.00	3.0%
Girdwood Hub	GAA - Match Full Pitch	£85.00	£87.00	£89.50	2.9%
Girdwood Hub	Junior GAA - Full Pitch	£31.50	£33.00	£34.00	3.0%

Girdwood Hub	Junior GAA - Half Pitch	£16.00	£17.00	£17.50	3.0%
Girdwood Hub	Junior Rugby- Full Pitch	£31.50	£33.00	£34.00	3.0%
Girdwood Hub	Junior Rugby- Half Pitch	£16.00	£17.00	£17.50	3.0%
Girdwood Hub	Junior Soccer- Full Pitch	£31.50	£33.00	£34.00	3.0%
Girdwood Hub	Junior Soccer- Half Pitch	£16.00	£17.00	£17.50	3.0%
Girdwood Hub	Rugby- Full Pitch	£63.00	£65.00	£66.50	2.3%
Girdwood Hub	Rugby- Half Pitch	£31.50	£33.00	£34.00	3.0%
Girdwood Hub	Rugby Match Full Pitch	£85.00	£87.00	£89.00	2.3%
Girdwood Hub	Soccer- Full Pitch	£63.00	£65.00	£66.50	2.3%
Girdwood Hub	Soccer- Half Pitch	£31.50	£33.00	£34.00	3.0%
Girdwood Hub	Soccer Match Full Pitch	£85.50	£87.00	£89.50	2.9%

## Courses

TENNIS	Full	New Price	% Increase	Concession	New Price	% Increase	Per session	Per session
Learn Beginner (x2)	£95.95	£98.50	2.7%	£48.00	£49.00	2.1%	£12.05	£6.03
Learn Improver	£95.95	£98.50	2.7%	£48.00	£49.00	2.1%	£12.05	£6.03
Learn Advanced	£125.45	£129.00	2.8%	£62.75	£64.50	2.8%	£16.17	£7.88
Learn 4-6	£16.00	£16.50	3.1%				£2.06	
Learn 7-9	£32.00	£33.00	3.1%				£4.12	
Learn 10-12	£32.00	£33.00	3.1%				£4.12	
Learn 11-13	£32.00	£33.00	3.1%				£4.12	
Train 11-17	£48.00	£49.00	2.1%				£6.18	
Drop in	£6.25	£6.40	2.4%	£2.40	£2.45	2.0%		

GYMNASTICS	Old Price	New Price	% Increase
10 WEEKS 1 HOUR	£49.20	£50.50	2.7%
10 WEEKS 1.5 HOUR	£74	£75.50	2.3%

SWIM SCHOOL	Old Price	New Price	% Increase	Per Lesson
JUNIOR BLOCK OF 8	£43.50	£44.50	2.3%	£5.60
ADULT BLOCK OF 8	£48.50	£49.50	2.1%	£6.28

SUMMER SCHEME	Old Price	New Price	% Increase
5 WEEKS 30 HOURS	£42	£50.00	19.1%
SUNRISE 7.5 HOURS	£13	£15.00	15.4%

## New Products

5 a side pitches	
Lisnasharragh	1 x pitch
Andersonstown	2 x pitch
Brook	6 x pitch
Concession & U-16s	£20 Uncovered pitch
Concession & U-16s	£25 Covered pitch
Full price	£40 Uncovered pitch
Full price	£50 Covered pitch
Birthday Parties	
All Centres – per party	£89
Per head for food	£4
Pool Hire	
Lisnasharragh	
Diving Pool	£45
Confidence Water	£30
Gala set up 1	£120
Gala full set up 2	£150
Brook	
Main Pool 4 lane	£45
Sensory pool	£60
Andersonstown	
Teaching pool	£45

Andersonstown Leisure Water		
	P&P Resident / Online	Non Resident
Local programme child	£4	
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

Andersonstown Surf		
	P&P Resident / Online	Non Resident
Surf bolt on	£2 during leisure swims	
Child	£10	£13
Adult	£15	£19.50

Private Hire	£150
Community / schools hire	£89
Block Booking (Lessons)	£26 monthly pm

### **Notes**

#### **Belfast City Council residents' membership (any of the following):**

- Utility bill with customers name, dated within three months.
- Rates bill with customers name, dated in current year.

#### **Corporate membership (all of the following):**

- Photographic identification.
- Proof of address.
- Bank or building society statement (needed to process a direct debit mandate).
- Your most recent payslip.

#### **Junior and over 60 membership:**

- Under 16 and over 60 (proof of your date of birth required).

#### **Student membership:**

- Student in full-time education (letter stamped by your school, college or university in the UK or Republic of Ireland stating that you are studying full time required as proof).

#### **GLL sports foundation athletes:**

- Athlete to present their GSF Award letter at reception and their sport's governing body letter stating level of competition.

#### **Concession Membership:**

#### **Means-tested benefits, eligible proof include (any of the following):**

- Income support: A typed and stamped letter from a local Social Security Agency showing your name and address. The letter should be dated within the last 6 months.
- Jobseeker's allowance income based: A typed and stamped letter from a local Social Security Agency showing your name and address. The letter should be dated within the last 6 months.
- Tax credits and health charges exemption certificate: Photographic identification, proof of address and a Health Charges Exemption Certificate within date (white card).

- **Housing benefit:** A typed and stamped letter from the NI Housing Executive showing your name and address. The letter should be dated within the last 6 months.
- **Pension credit:** A typed and stamped letter from a local Social Security Agency showing your name and address. The letter should be dated within the last 6 months.
- **Employment and support allowance income related (ESAIR):** A typed and stamped letter from a local Social Security Agency showing your name and address. The letter should be dated within the last 6 months.
- **National Asylum Support (NAS):** A typed and stamped letter from the National Asylum Support showing your name and address. The letter should be dated within the last 6 months.
- **Training for Success scheme:** A typed letter from the training organisation confirming that you are on the programme. This should include the date you started and the date you expect to complete the programme.

**Inclusive membership:**

To receive a Better Inclusive membership, you must be aged 16 or over, and entitled to any of the following:

- **Pip (Personal Independence Payment).**
- **Disability Working Allowance for over 60's.**
- **Employment and Support Allowance.**
- **Disability Living Allowance.**
- **Industrial Injuries Disablement Benefit.**
- **Disabled persons Tax Credit.**
- **Blue Badge (parking)."**

Mr. Kirk provided an overview of the 2020/21 pricing proposal and stressed that it was reflective of increasing operating costs, as detailed in the report. Many prices would, he confirmed, remain below those charged by other leisure providers.

The Partnership Manager explained that, should the Board reject the proposed 2% - 3% price increase, the resulting loss of projected income of £205,000 in 2020/21 and of £6,000 annually thereafter would impact upon the contract net deficit. He confirmed that those costs would have to be met by the Council and that it would be a matter for it to decide how they would be sourced.

After a lengthy discussion, it was

Moved by Mr. Stewart,  
Seconded by Mr. Higgins,

That the Board agrees to affirm its decision of 7th October to implement a 2% - 3% price increase across all leisure product prices for 2020/21, as set out within the foregoing appendix.

On a vote by show of hands three Directors voted for the proposal and three against.

There being an equality of votes, the Chairman exercised his second and casting vote in favour of the proposal and it was accordingly declared carried.

### **Customer Satisfaction Survey 2019**

The Board considered the following report:

#### **“1.0 Purpose of Report**

**1.1 To confirm receipt and present the Board with details of the 2019 Customer Satisfaction Survey (CSS), as required under contract Clause 38.3.**

#### **2.0 Recommendations**

**The Board is requested to:**

**2.1 note the receipt of the 2019 CSS as evidence of compliance with Contract Clause 38.3;**

**2.2 consider the headline findings from the 2019 CSS and the resulting 2018 centre improvement action plans; and**

**2.3 note the live feedback from ‘Listen 360’ and regular feedback.**

#### **3.0 Main Report**

**3.1 This report is divided into customer satisfaction survey and listen 360 results.**

#### **3.2 Customer Satisfaction Survey**

**GLL conducted a comprehensive customer satisfaction survey from June 2019 until the end of December 2019. The survey sought the views of centre users in relation to levels of satisfaction with the facilities and services provided.**

**3.3 The survey was conducted via the GLL homepage [www.better.org.uk](http://www.better.org.uk) as a ‘pop up’ and scheduled e-mails were sent to ‘opted in’ users.**

**3.4 Response data was collated for each individual centre. A total of 321 responses were recorded across the service compared to 1,296 in 2018.**



- 3.5 Brook Activity Centre and Loughside Recreation Centre did not register feedback in the 2019 CSS due to low user feedback.**
- 3.6 The survey questionnaire was comprehensive and provided data on respondent demographics and their level of satisfaction with a wide range of facility and service measures. A copy of the questionnaire has been circulated to the Board. The questionnaire comprised a total of 42 questions. 6 questions relating to respondent demographics and 36 directly related to satisfaction levels with specific service areas.**

Centre	Total Responses 2019	Total Responses 2018	Total Responses 2017	Total Responses 2016
Andersonstown Leisure Centre	0	0	18	139
Avoniel Leisure Centre	53	155	236	125
Ballysillan Leisure Centre	18	79	135	64
Belvoir Activity Centre	10	13	52	33
Better Gym Belfast	25	179	0	0
Falls Leisure Centre	15	84	148	90
Girdwood Community Hub	8	35	49	51
Grove Wellbeing Centre	40	146	222	152
Gym Connswater	31	108	166	68
Indoor Ozone Tennis Centre	7	31	52	35
Loughside Recreation Centre	0	0	0	0
Olympia Leisure Centre	84	355	318	75
Shankill Leisure Centre	8	50	112	55
Whiterock Leisure Centre	22	61	152	55
<b>Total</b>	321	1,296 (On-line only)	1,660 (901 On-line & 759 in centre)	942

- 3.7 Response rates were down by 975 between 2018 (1,296) and 2019 (321). Note that the feedback given was on-line only and not run in the centres on a terminal.**
- 3.8 For the Annual User Survey, for practical purposes board members are presented with the headline service wide findings as follows:**

**CENTRE RELATED:**

**SAMPLE SATISFACTION SCORES**

How would you rate the <b>centre overall?</b> Good/Excellent response		
Combined Service	Top 3 centre scores	Bottom 2 centre scores
All centres average	Ozone Girdwood Belvoir (100%)	Ballysillan (77%) 2% increase YOY
89% (5% increase YOY)		Avoniel (79%) 4% increase YOY

- An excellent performance from both Belvoir, Ozone and Girdwood scoring 100%
- Grove increased their score YOY 18% scoring 94%, YOY Girdwood (11%) and Whiterock (10%) also achieved gains in satisfaction. Only Falls (-2%) and Better Gym Connswater (-8%) scored lower YOY.

How would you rate the level of <b>cleanliness overall</b> ? Good/Excellent response		
Combined Service	Top 2 centre scores	Bottom 2 centre scores
All centres average	Girdwood (100%)	Grove (69%)
83% (up 1% YOY)	Falls (96%)	Ballysillan (68%)

- Both Girdwood (100%) and Falls (96%) have performed extremely well in terms of cleaning in the 2019 customer survey. It is important to note out of 12 centres 5 improved or scored the same. The biggest improvement was in Olympia (91%) which had a 9% increase compared to 2017 (82%)
- The results at Ballysillan have dropped by 8% and in Grove by 9% from 2018. Overall cleanliness across the City has increased by 1%.

How would you rate the centre <b>staff overall</b> ? Good/Excellent response		
Combined Service	Top 2 centre scores	Bottom 2 centre scores
All centres average	Shankill (96%)	Ballysillan (81%)
87% (2% decrease YOY)	Whiterock (95%)	Grove (81%)

- Shankill has seen an increase of 7% YOY from 89% in 2018. It is positive to see all bar 3 centres score above 85%.
- Ballysillan and Grove in the bottom 2, seeing a YOY decrease in 2% and 5% retrospectively.

#### **BELFAST PARTNERSHIP:**

#### **Summary Headlines**

- The Belfast centres performance has seen the overall experience of our customers increase by 5% year on year and scoring the highest in the GLL regions.
- To continue to improve on this excellent performance there will be an ongoing focus throughout 2020 to the training of centre teams in service improvement.

- A lower response rate can be attributed to an increase in Listen 360 feedback, YOY feedback responses were down 975.

**3.9** It is clear from the survey design and the report statistics that the process is comprehensive and robust. In relation to this particular CSS the following observations are presented for discussion:

- a) The service wide averages indicate that GLL method statements and resourcing strategies are appropriate to drive real improvements in service delivery and customer satisfaction. This is supported by the excellent scores achieved by the top performing centres;
- b) Scores for bottom performing centres indicate an inconsistency in service standards and an opportunity to drive improvements; and
- c) The individual centre CSS action plans developed by GLL go beyond contractual obligations and demonstrate a real commitment to listening to our customers and driving continuous improvement.

### **3.10 Listen 360 Feedback**

The introduction of 'live' listen 360 feedback started in March 2018. The feedback is conducted through an on-line portal and customers giving on-line feedback. In a three monthly cycle an opted in customer is e-mailed a single question 'How likely are you to recommend a friend? With a score of 1 (negative) – 10 (positive) This produces a Net Promoter Score (NPS) for the Centre and the City.

The introduction of the Listen 360 'live feedback' and the on-going CSS shows the commitment to our Service Pillar.

The 2018 Listen 360 feedback score is showing a 37% Net Promoter Score (NPS) from 3,249 responses. The 2019 Listen 360 feedback has seen an increase of 6% in NPS from 2590 responses.

A drop in feedback responses can be explained through the initial surge of responses in March 2018. 1515 responses were received in March 2018 compared to 348 in March 2019.

**3.11 Responses and NPS are highlighted below:**

Centre	2019		2018		NPS Variance
	NPS	Responses	NPS	Responses	
Brook Leisure Centre	68	53	46	28	22
Better Gym Belfast	64	275	69	301	-5
Whiterock	61	160	46	155	15
Belvoir	59	90	66	90	-7
Girdwood	58	74	51	69	7
Olympia	52	429	50	564	2
Falls	49	166	33	216	16
Shankill	48	107	30	131	18
Ozone	43	104	38	152	5
Better Gym Connswater	34	523	39	723	-5
Ballysillan	23	111	-5	129	28
Grove	23	188	25	300	-2
Avoniel	21	310	4	391	17

**3.12 GLL company standard is 25% based upon industry guidelines and it is great to see that 10 centres achieved this.**

**3.13 Brook has seen an increase in 22% in NPS YOY, notable increases from the older centres with Avoniel (17%), Ballysillan (28%) Shankill (18%) and Falls (16%) increasing YOY.**

**3.14 Taking feedback and The CSS is designed to be an integral part in the service continuous improvement plans. In pursuit of the key contract objective of a ‘5\* service at 3\* prices’ it is important that the data collected through the CSS is both robust and relevant. The results should be accepted as providing evidence of opportunities for improvement in service and customer communications. Resulting from the survey GLL have developed bespoke centre improvement action plans focused on the CSS scores specific to each centre.”**

After discussion, the Board adopted the recommendations.

**Tier 2 Performance – PHA Health and Exercise Referral Programmes**

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

**“1.0 Purpose of Report**

**To provide Board members with a progress 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.

## **2.0 Recommendations**

**2.1 The Board is requested to note the information below and formally record its receipt.**

## **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 £22.5k; and**
- Move More Belfast - Commissioned by MacMillan Cancer. Three year contract value of £118k. Two year extension £56K from MacMillan, supported by GLL.**

**b) Programmes provide a 12-week physical activity programme, which adheres to regional standards and guidelines.**

**c) A team of dedicated health related exercise professionals delivers the above programmes. All staff are qualified to a minimum of Level III exercise referral. GLL currently employs eight 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 & 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.
- i) Target for GLL 2019-2020 is 1083 completers across the three programmes 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
			Q4	Q1	Q2	Q3	
			18-19	2019-20			
Healthwise (Physical Activity referral scheme)	Total number of patients completing the programme (12 week programme)	677	158	217	160	116	651

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 – Q3 of the 2019 – 20 contract the HW team has delivered 493 (73%) 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
			Q4	Q1	Q2	Q3	
			18-19	2019-20			
Cardiac rehab Level IV	Delivery of Cardiac Rehabilitation Phase IV for clients (12 week programme) completing the programme	256	35	45	23	23	126

**3.3.1 The cardiac programme has seen some personnel changes in the last 6 months with maternity leave /cover. Referrals are dependent on cardiac nurses and this remains the key challenge to ensure the volume of referrals meets the contractual KPI's**

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

PROGRAMME	MEASURABLE OBJECTIVE	2019/20 ANNUAL TARGET	PROGRESS TO DATE				Total
			Q4	Q1	Q2	Q3	
			18-19	2019-20			
Cancer rehab Level IV	Delivery of Cancer Rehabilitation Phase IV for clients (12 week programme) completing the programme	150	27	56	49	47	179

**3.4.1 The cancer rehab programme referrals are made through the Move More Belfast 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 – Q3 performance has resulted in 152 completers, this will result in contract KPIs will be exceeded in 2019/20.**

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

PROGRAMME	MEASURABLE OBJECTIVE	ANNUAL TARGET	PROGRESS TO DATE				Total
			Q4	Q1	Q2	Q3	
			18-19	2019-20			
'Move More' Belfast MacMillan Cancer	Total number of patients completing the programme including brief intervention	125	56	52	46	50	204

**3.6 Year-end Projections**

- Overall, the health contract 2019-20 performance to date indicates GLL are on target to meet the new revised contractual targets of 1083 completed referrals across all conditions and programmes. However the Cancer rehab programme has exceeded contractual target whilst the cardiac rehab KPIs are behind schedule, largely due to the number of referrals received.
- 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

- Public Health Agency has developed a new regional exercise referral model for Level III Healthwise programmes. Emphasis remains on shift to providing group based classes, to increase volume and social interaction.
- Currently GLL have programmed 26 health referral specific classes across the city and a menu of step down options for referrals post 12 weeks. These classes include low intensity circuits, swimming, walking and yoga.
- 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.
- The PHA is currently rolling out a new online GP referral database. 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. All GLL Healthwise coaches have been issued with personal laptops in order to process online referrals.

### 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 was delayed due to access and firewall security. This delay has been resolved but has resulted in a waiting list of referrals approx. 60 referred online before the online system was accessible for GLL staff. GLL are currently working between two systems (the historic paper based model and the new online platform) as GPs/health care professionals are still not up to date with using the new online pathway. This should be resolved in the next 6 months."

Mr. McKenna provided an overview of the report and pointed out that the phasing in by the Public Health Agency of an online referral platform, to allow for GP referrals to be received by GLL on the day on which they were made, should assist in keeping waiting lists to a minimum. He undertook, at the request of a Director, to provide within future



reports a breakdown of participation levels per centre for each of the four exercise and health referral programmes.

**Tier 2 Performance – Synthetic Pitch Utilisation  
and Business Performance**

The Board considered the following report:

**“1.0 Purpose of Report**

**1.1 To provide the Board with a Quarter 2 and 3 progress update on the 3G pitch utilisation and business performance managed by GLL in Belfast, which was last reported on on 5th August 2019.**

**2.0 Recommendations**

**2.1 The Board is requested to note the report.**

**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 – 17% Occupancy**

	July	Aug	Sept	Q2 Total	YTD
Synthetic pitch capacity	680	670	672	2021	3,967
Synthetic pitch occupancy	54	102	169	325	774
Synthetic pitch income	£1,498	£1089	£2533	£5,120	£11,620
<b>Comment:</b> July occupancy down due to seasonal usage, though programmed usage for summer scheme. Income consistent with forecasts					
	Oct	Nov	Dec	Q3 Total	YTD
Synthetic pitch capacity	686	634	682	2002	7936
Synthetic pitch occupancy	189	213	167	569	1343
Synthetic pitch income	£3432	£1824	£3660	£8,916	£20,536
<b>Comment:</b> Usage consistent during Q.3 with soccer teams and leagues fully operational					

### 3.3 Brook KPI –32.6% Occupancy

	July	Aug	Sept	Q2 Total	YTD
Synthetic pitch capacity	614	616	602	1832	3,600
Synthetic pitch occupancy	192	312	425	929	1,801
Synthetic pitch income	£626	£773	£735	£2,134	£7,934
<b>Comment:</b> Occupancy increase in Sept with seasonal demand and soccer teams, leagues commencing					
	Oct	Nov	Dec	Q3 Total	YTD
Synthetic pitch capacity	628	576	616	1820	7110
Synthetic pitch occupancy	331	289	202	522	2323
Synthetic pitch income	£1501	£1224	£4323	£7,048	£14,982
<b>Comment:</b> Usage consistent, December income high, based on previous moths usage and billing.					

### 3.4 Girdwood KPI – 29 % Occupancy

	July	Aug	Sept	Q2 Total	YTD
Synthetic pitch capacity	648	636	612	648	636
Synthetic pitch occupancy	208	204	337	749	1367
Synthetic pitch income	£1885	£2542	£5023	£9,450	£17,872
<b>Comment:</b> Sept usage and income increase due to seasonal demand. Income consistent					
	Oct	Nov	Dec	Q3 Total	YTD
Synthetic pitch capacity	624	576	624	1824	7428
Synthetic pitch occupancy	312	247	233	792	2159
Synthetic pitch income	£3694	£4090	£3233	£11,017	£28,889
<b>Comment:</b>					

### 3.5 Olympia KPI – 33% Occupancy

	July	Aug	Sept	Q2 Total	YTD
Synthetic pitch capacity	1,320	1,299	1,251	3870	7,692
Synthetic pitch occupancy	369	459	401	1229	2,545
Synthetic pitch income	£927	£996	£753	£2,676	£6,188
<b>Comment:</b> High occupancy against low income, high U-16 usage 50% off headline rate					
	Oct	Nov	Dec	Q3 Total	YTD
Synthetic pitch capacity	1272	1176	1278	3726	12231
Synthetic pitch occupancy	452	411	326	1189	3734
Synthetic pitch income	£742	£905	£721	£2368	£8,556
<b>Comment:</b> High occupancy against low income, high U-16 usage 50% off headline rate					

### 3.6 Ozone KPI –22.6% Occupancy

	July	Aug	Sept	Q2 Total	YTD
Synthetic pitch capacity	684	690	690	2064	4,050
Synthetic pitch occupancy	152	156	198	506	893
Synthetic pitch income	£2393	£2461	£4347	£9201	£21,525
<b>Comment:</b> Consistent usage and income figures					
	Oct	Nov	Dec	Q3 Total	YTD
Synthetic pitch capacity	700	648	690	2038	8122
Synthetic pitch occupancy	155	147	190	492	1385
Synthetic pitch income	£6507	£4682	£4601	£15,790	£37,315
<b>Comment:</b> Consistent usage and income figures					

### 3.7 Whiterock KPI – 23.1% Occupancy

	July	Aug	Sept	Q2 Total	YTD
Synthetic pitch capacity	753	707	709	2169	4,240
Synthetic pitch occupancy	136	248	312	696	1,141
Synthetic pitch income	£829	£2273	£2284	£5,386	£11,636
<b>Comment:</b> Consistent usage and income figures					
	Oct	Nov	Dec	Q3 Total	YTD
Synthetic pitch capacity	721	667	710	2098	8445
Synthetic pitch occupancy	306	249	252	807	1948
Synthetic pitch income	£2478	£2554	£2257	£7,289	£18,925
<b>Comment:</b> Consistent usage and income figures					

### 3.8 Overall Service KPI – 32.7% Occupancy

	July	Aug	Sept	Q2 Total	YTD
Synthetic pitch capacity	4820	4637	4142	13599	37765
Synthetic pitch occupancy	1111	1481	1842	4885	12202
Synthetic pitch income	£8,158	£10,134	£15,675	£33,967	£68,457
<b>Comment:</b> Dec income very low compared to rest of quarter					
	Oct	Nov	Dec	Q3 Total	YTD
Synthetic pitch capacity	4631	4277	4599	13507	51272
Synthetic pitch occupancy	1745	1556	1370	4555	16757
Synthetic pitch income	£18,354	£15,279	£18,795	£52,428	£120,885
<b>Comment:</b> Mar income way higher than rest of quarter					

### **3.9 Peak/Off peak flows**

**3.9.1 3G pitch utilisation is seasonal based on demands from sports clubs.**

**3.9.2 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.**

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

**3.9.4 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 (NGBs)**
- Casual**
- Schools**
- Community groups,**
- Casuals**
- Belfast City Council**

### **3.11 Action to maximise occupancy**

**3.11.1 All centres have built their 2019 & 2020 budget books and have developed action and outreach plans to drive utilisation and income to help mitigate against the 25% reduced hire fees and 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 centres.**

**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 2020 business planning process.**

- 3.11.5 Target markets include local schools and businesses to drive daytime occupancy and off peak usage.
- 3.11.6 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.
- 3.11.7 Further development meetings with other NGB's such as GAA and Ulster Rugby to develop partnership programmes

#### **4.0 Decision(s) Required**

- 4.1 No decision required. GLL officers will attend to provide any additional information or clarification requested by members of the Board."

The Board noted the contents of the report.

### **Junior Registration Card Scheme**

The Regional Community Sports Manager submitted for the Board's consideration the following report:

#### **"1.0 Purpose of Report**

- 1.1 To outline the proposed structure and roll out mechanisms for the agreed Junior Registration Card proposal.

#### **2.0 Recommendation**

- 2.1 The Board is requested to note the report and formally record its receipt.

#### **3.0 Main Report**

- 3.1 Belfast City Council's Leisure Transformation Programme (LTP) is a ten-year, £105-million investment to improve leisure facilities and services across the city.
- 3.2 Mobilisation of the next phase of LTP centres is now underway and the GLL team has recently opened two new centres Brook and Lisnasharragh with Andersonstown due to open in May 2020.
- 3.3 A key part of the mobilisation is community engagement and programming of the new centres to ensure access and participation for Belfast residents.
- 3.4 The Leisure Transformation Board includes a mobilisation budget for community engagement activities.

- 3.5** Following the recent strategic LTP workshop between BCC and GLL this report proposes a number of community engagement initiatives that will engage and empower local communities to be inducted into new centres, whilst amplifying the new centres, their products and programmes to engage local residents to participate in activity.
- 3.6** A community engagement programme has been developed to ensure mobilisation and programming of the new centres promotes access and participation to local Belfast residents.
- 3.7** Community development and engagement principles aligned to the LTP strategy have been developed.
- 3.8** The programme will target specific populations aimed at ensuring any barriers to access or participation can be addressed during mobilisation and early opening ensuring more local residents access the new centres and lead a more active and healthy lifestyle, whilst engaging in community programmes.
- 3.9** Through this initiative, GLL will implement a citywide junior 'pay and play' registration card scheme for all school children aged 5-16 years.
- 3.10** The aim is to give children and young people the opportunity to understand the importance of being active, whilst providing a range of sports and activities that will grow into a lifelong commitment to sport and physical activity.
- 3.11** A 'pay and play' Better membership card entitles the user to 30% reduced pricing on leisure centre activities such as gym, swim or racquets.
- 3.12** We aim to give children in the target age group the opportunity to participate in activities which not only benefit themselves, but also their community.
- 3.13** At its meeting on 9th December 2019, the Active Belfast Board Ltd requested that GLL prepare a detailed proposal setting out how the scheme would be structured and implemented.
- 3.14** School children aged 5-16 in Belfast will be issued with a free Better membership pay & play card to access leisure facilities across the city.
- 3.15** GLL will launch a series of regional pilots to trial new and innovative approaches to encouraging children and young people (aged 5-16 years old) to be more active, more often, as part of a co-ordinated offer of sports and activity.
- 3.16** Through school swimming GLL have a strong and historical working relationship with local schools. Through aquatic pathways, engaging with schools on the school swimming

**programme to actively promote the development pathways from education swimming to recreational activities in Leisure Centres with access through free 'Pay and Play' card**

- 3.17 GLL will further develop relationships with BCC, Belfast Community Groups, Youth Work leads, Children and Young People Services, PSNI and other organisations working to create awareness of the offer**
- 3.18 GLL will support access for youth groups to leisure facilities through targeted interventions and/or access membership offers.**
- 3.19 Juniors will be given an induction and receive a programme from a member of the Fitness Team.**
- 3.20 From January-April 2020, we will launch a series of citywide proposals, to trial new and innovative approaches to create awareness of 'one city' with 14 leisure centres access.**
- 3.21 One of these proposals is the provision of free to sign-up Pay and Play membership cards to all school aged children of Belfast, targeting a minimum of 50% (28,588) sign ups by the end of 2020.**
- 3.22 A robust youth engagement and marketing plan in partnership with BCC Communications team is currently in development to ensure awareness and amplification of this fantastic opportunity. This will include all social media platforms available to each organisation as well as City Matters article**
- 3.23 GLL is committed to making a step-change on inactivity with a strong belief that a collaborative approach holds the keys to maximising the impact of the fantastic opportunities available through the BCC leisure estate.**
- 3.24 The evidence is clear in relation to the benefits of participating in daily physical activity. New trials and innovative approaches are further demonstrating what can have a real transformative impact upon children and young people's activity levels and the resulting health, well-being and educational outcomes.**
- 3.25 In order to do this, a representative from GLL, preferably a Community Sports Officer, will visit local schools to present the scheme and its benefits to the Principal/staff and to explore access pathways to promote the programme directly to families/children."**

The Board noted the contents of the report.



### **Policy and Procedure Alignment – Emergency Support and PSNI/BCC 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 drew the Board's attention to those leisure centres which had been utilised as emergency rest centres over the course of 2019 and confirmed that each of them had, upon being assessed, been found to have been successfully managed.

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 20th January, 2020, 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.

### **Active Belfast Limited Annual Plan and Contract Compliance Report Schedule for 2020/21**

The Partnership Manager submitted for the Board's consideration the following report:

#### **1.0 Purpose of Report**

- 1.1 To seek approval for a mechanism to prepare an Action Plan to support the recently approved ABL Strategic Plan for 2020-2025**

1.2 To seek approval for the Partnership Manager to convene a working group to review key performance indicators, scorecard formats and the overall annual schedule of performance reports to be submitted in 2020/21.

## 2.0 Recommendations

2.1 The board is requested to consider the merits of convening a working group to develop an action plan to support the ABL Strategic Plan 2020-2025.

2.2 The Board is requested also to consider the formation of a working group (potentially combined with the action plan development working group proposed in 2.1 above) to review key performance indicators along with the overall annual schedule of performance reports to be submitted in 2020/21.

## 3.0 Main Report

3.1 At its meeting on 9th December, the Board approved the ABL Strategic Plan for 2020-2025. The Strategic plan was ratified by the Council on 6th January. An action plan for delivery of the Strategic Plan is now required and should be presentation to the board in March 2020.

3.2 Within and alongside the anticipated action plan, a revised KPI report format and general contract compliance schedule will be required. As this report schedule should contribute significantly to the content of the action plan, a single working group could develop both simultaneously. As the two pieces of work are interdependent, this approach is recommended as the most efficient way forward.

3.3 Subject to approval, a working group meeting would be convened to meet before the end of January and again as required to complete the exercise in time for both the action plan and the performance/contract compliance report schedule to be presented to the board on 9th March 2020. As it has already been agreed that the overall structure of reporting should be built around the existing 3 Tier approach, it is anticipated that three to four meetings should be sufficient to complete both tasks. The 3 tiers covering performance and contract compliance reporting are currently:

**Tier 1** KPI scorecard presented quarterly detailing monthly results on a centre by centre basis.

**Tier 2** Selected reports presented six monthly reviewing impacts and business performance in key priority areas

**Tier 3** Ad-hoc reports to address issues as they arise and are subject to advance proposal and board approval at each meeting.

- 3.4 In addition to the above performance reports there are approximately twelve issues related to contract compliance that would need to be included in the overall schedule.
- 3.5 A proposal in relation to an ‘open forum’ Board meeting in February 2020 is presented under a separate report. It was agreed that the Partnership Manager should evaluate the potential flow of reports/business with a view to assessing the possibility of scheduling a second ‘open forum’ meeting in September. This option would replace the scheduled September full board meeting. Following initial review it would appear that it may be feasible for the annual flow of business and contract compliance reports to be consolidated into seven of the eight scheduled board meetings. Subject to discussions at the proposed review working group(s) and final board approval, this would potentially free up one date (September) for a second open forum meeting.
- 3.6 The annual Board report calendar covers all performance reporting together with contract compliance and governance requirements. The proposed routine agenda items for each board meeting throughout 2020/21 will be subject to review. However, looking at contract compliance and BCC assurance requirements, it should be feasible to manage the total number of reports submitted at each meeting to circa seven to eight reports. Some reports are contractually required to be submitted by specific deadlines. I have included these in the table below with the understanding that the full agenda for each meeting will be developed in time for presentation for approval on 9th March.

Quarter 1	
20 <sup>th</sup> April	<ul style="list-style-type: none"> <li>Confirm receipt of ABL Director declaration of interest forms</li> <li>Review ABL annual plan action outputs for previous year</li> <li>Further reports subject to schedule review</li> </ul>
8 <sup>th</sup> June	<ul style="list-style-type: none"> <li>Q4 2019/20 KPI and contract compliance report</li> <li>Review of ABL Companies House returns</li> <li>Further reports subject to schedule review</li> </ul>

Quarter 2 (BCC July recess – No ABL board meeting in July)	
10 <sup>th</sup> August	<ul style="list-style-type: none"> <li>Q1 KPI and contract compliance report</li> <li>Further reports subject to schedule review</li> </ul>
21 <sup>st</sup> September	<ul style="list-style-type: none"> <li>Further reports subject to schedule review</li> <li>Potentially use this date for a second ‘open forum board meeting</li> </ul>

Quarter 3	
12 <sup>th</sup> October	<ul style="list-style-type: none"> <li>GLL annual schedule of charges review proposal</li> <li>GLL annual marketing plan for following year</li> <li>Further reports subject to schedule review</li> </ul>
14 <sup>th</sup> December	<ul style="list-style-type: none"> <li>Q2 KPI and contract compliance report</li> <li>ABL audited accounts report to 31 March 2020</li> <li>Further reports subject to schedule review</li> </ul>

Quarter 4	
January Date TBC	<ul style="list-style-type: none"> <li>• ABL annual plan proposal for 2021/22</li> <li>• Review annual KPI report format and schedule for 2021/22</li> <li>• Further reports subject to schedule review</li> </ul>
March Date TBC	<ul style="list-style-type: none"> <li>• Q3 KPI and contract compliance report</li> <li>• GLL KPI targets for following year</li> <li>• Further reports subject to schedule review</li> </ul>

After discussion, the Board agreed that a single working group be established to  
i) develop an action plan to support Active Belfast Limited's Strategic Plan 2020-25 and  
ii) review key performance indicators, together with the overall annual schedule of performance reports to be submitted in 2020/21.

It was noted that the Partnership Manager would immediately commence the process of seeking volunteers to participate in the Working Group.

### **Open Forum Board Meeting**

The Board was reminded that, at a strategic planning workshop on 13th November, it had agreed that it would benefit from discussing issues and development options in a more open and informal environment. It had agreed also that it would be advantageous for GLL to attend and participate at some point and for a social element to be included.

The Partnership Manager proposed that an initial 'open forum' event be held in February, with the possibility of holding a second event on the date of the Board meeting in September to be considered in the context of the annual reporting schedule.

After discussion, the Board agreed that the 'open forum' event be held at 4.30 p.m. on Monday, 24th February, with the venue to be decided by the Chairperson, in consultation with the Partnership Manager.

The Board agreed also that the Partnership Manager draft an appropriate agenda for the event, with provision to be made for initial discussion, Director development and GLL participation.

### **Family Membership Pilot Scheme**

The Board considered the following report:

**“1.0 Purpose of Report**

**1.1 To request approval to expand the current Olympia LC family membership pilot to make it available citywide.**

**2.0 Recommendations**

**2.1 The Board is requested to consider the information provided and approves the family membership pilot programme expansion as set out in 3.4 – 3.11 below.**

### **3.0 Main Report**

- 3.1** Following agreement with the Council, GLL commenced a pilot at Olympia LC to test demand for a family membership package. The pilot commenced on 2019 with the intention that it would run for twelve months to September/October 2020.
- 3.2** Olympia was selected as the test site as it was a new build and had the most suitable infrastructure, staff compliment, facility mix and future proofed programming to best evaluate the potential and development options of a family membership offer.
- 3.3** The Olympia pilot has now been running for six of the planned twelve months and we now want to tweak the offer and roll it out citywide for the remaining six months. This will be important in order to gather wider data on which to evaluate the pilot and to design a final family membership package.
- 3.4** The Olympia pilot currently offers a family membership based on two adults and two children priced at £59.00 per month.
- 3.5** The current price point for the Olympia pilot (£59.00) was set at circa 30% discount off the cumulative headline price for two adult and two child individual memberships (total circa (£90.00)).
- 3.6** For the next phase of the pilot, we want to introduce a concessionary price which would be available to anyone who meets the existing concession pricing policy criteria.
- 3.7** It is recommended that the concessionary discount should be consistent with the existing concessionary prices and set at 50% off the headline rate. This would set the concession rate for a family membership based on two adults and two children at £45.00 per month. Consequently the pricing proposal for the expanded citywide pilot would be:
- a) Headline total for 2 adult and 2 child separate memberships £90.00
  - b) Full family membership (2 adults and 2 children) £59.00
  - c) Concessionary family membership (2 adults and 2 children) £45.00
- 3.8** Additional children would be added to the family membership package on a pro rate price basis.
- 3.9** Current data indicates that approximately 50% of all BCC leisure customers/members qualify for concessionary pricing.

**3.10 Subject to approval by ABL and the Strategic Policy and Resources Committee, the proposal would be presented to the Council for final approval on 3rd February.**

**3.11 Pilot and final package development timeframe (subject to approvals)**

a)	Council approval	3rd February
b)	Expand pilot to citywide availability (subject to technology and logistics)	1st March (launch)
c)	Citywide pilot period	1st March – 30th September
d)	Evaluate pilot and design final package	August/ September
e)	ABL and Council approval of final proposal	September
f)	Launch full family membership offer (Council approval on 5th October)	October
g)	An October launch would align with data collection and performance monitoring for Q3 and Q4 reports.	

**3.12 Most new membership sales are purchased online. It should be noted that the current membership system does not provide the ability to process a ‘multiple person’ membership online. Consequently, as is currently the case at Olympia, family memberships can only be processed manually in centre. This would apply for the duration of the expanded pilot. However, as part of the final package design we would seek a solution to this technical hurdle. A system solution cannot be designed until the final membership structure and package is agreed.”**

The Board approved the expansion of the family membership pilot scheme, as outlined within the report.

**Date of Next Meeting**

The Board noted that its next meeting would take place on Monday, 9th March at 4.30 p.m.

Chairperson