

## **ACTIVE BELFAST LIMITED BOARD**

**Monday, 9th November, 2020**

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

**(Held remotely via Microsoft Teams)**

#### **Attendees**

- Directors:** Mr. J. McGuigan (Chairperson)  
Councillor Carson  
Councillor McLaughlin  
Councillor Newton  
Mr. P. Boyle  
Mr. K. Ellison and  
Mr. C. Kirkwood.
- Officers:** Mrs. K. Gilliland, Neighbourhood Services Manager;  
Mr. N. Munnis, Partnership Manager; and  
Mr. H. Downey, Democratic Services Officer.
- GLL:** Mr. G. Kirk, Regional Director;  
Mr. J. Michael, Business Manager; and  
Mr. A. Walker, Partnership Manager.

#### **Apologies**

Apologies were reported on behalf of Councillor Corr, Mrs. K. McCullough and Mr. G. Walls.

#### **Request to attend the Meeting**

Prior to the commencement of business, the Democratic Services Officer informed the Board that Councillor Matt Collins had submitted a request to join the meeting and to be granted access to the reports which were being presented.

He explained that, since this had been the first such request to have been received since the Board had been constituted, advice had been sought from the Council's Legal Services Section. That advice had indicated that it was ultimately a matter for the Board to decide whether or not it wished to accede to the Member's request.

A lengthy discussion followed, during which Mr. Kirkwood made the point that the Board should, in advance of the meeting, have been informed of Councillor Collins' request and the issues which he wished to raise. He stressed that, should the Board agree to admit him, it would set a precedent for future meetings and would be highly irregular in terms of governance and due diligence. He would, therefore, be opposing the request.

However, other Directors, whilst recognising that the request was highly unusual and irregular, pointed out that Councillor Collins, as an Elected Member, was entitled to represent those constituents who were employed by GLL and that the Council was committed to promoting transparency in all aspects of its work.

In response, Mr. Kirkwood stressed that, whilst he respected the role and position of Elected Members on the Council, they were, in the context of the Active Belfast Limited Board, registered Directors and were, therefore, bound by the requirements of the Companies Act 2006.

At this point, the Democratic Services Officer confirmed that Councillor Collins had, shortly after the meeting had commenced, indicated that he wished to raise issues around casual staff employed by GLL.

After discussion, it was

Moved by Councillor McLaughlin,  
Seconded by Councillor Carson,

That the Board:

- i. agrees that Councillor Matt Collins be admitted to the meeting once the final item of business has been dealt with but that he not be given access to the reports; and
- ii. authorises officers to work with their counterparts in the Legal Services Section to draft an appropriate protocol to deal with future requests from Elected Representatives or others to address the Board, including the release of reports in advance.

On a recorded vote, which had been requested by Mr. Kirkwood, on the basis that he wanted his opposition to be formally noted, six Directors voted for the proposal and one against and it was declared carried.

<b><u>For 6</u></b>	<b><u>Against 1</u></b>
Mr. McGuigan (Chairperson) Councillor Carson Councillor McLaughlin Councillor Newton Mr. Boyle and Mr. Ellison	Mr. Kirkwood

The Democratic Services Officer reported that Councillor Collins had, upon being informed of the Board's decision, pointed out that he had another meeting to attend and that he would be unable to wait until all of the business at this meeting had concluded. He had, therefore, requested the Board to give consideration to allowing him to join the meeting at an earlier stage in the proceedings.

After another lengthy discussion, during which Mr. Kirkwood reiterated the points which he had made earlier in the meeting, it was

Moved by Councillor McLaughlin,  
Seconded by Councillor Carson,

That the Board agrees that Councillor Collins be admitted to the meeting between the conclusion of the presentation by GLL of the report

on Covid-19 Lockdown and Recovery and discussions commencing, that he be advised to leave once that item had concluded and that he not be given access to the reports.

On a recorded vote, which had again been requested by Mr. Kirkwood, on the basis that he wanted his opposition to be formally noted, five Directors voted for the proposal and two against and it was declared carried.

<b><u>For 5</u></b>	<b><u>Against 2</u></b>
Councillor Carson Councillor McLaughlin Councillor Newton Mr. Boyle and Mr. Ellison	Mr. McGuigan (Chairperson) and Mr. Kirkwood.

### **Minutes**

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

### **Matters Arising**

#### **2020-21 Price Review**

The Board noted that the schedule of prices for 2020/21 had been approved in April by the Council under delegated authority.

#### **GLL Staff Survey**

The Board noted that work on the production of a GLL annual staff satisfaction survey had been delayed due to Covid-19 and that an update would be provided at the meeting on 14th December, subject to the proposed annual reporting schedule being presented later in the meeting gaining approval.

#### **Active Belfast Limited Action Plan 2020 - 2025**

The Board noted that the draft Active Belfast Limited Action Plan 2020 – 2025, which should have been presented for approval at the meeting which had been cancelled in April due to Covid-19, would be considered later in the meeting.

### **Declarations of Interest**

No declarations of interest were reported.

### **Director Attendance Statement**

The Board noted that, as all of its meetings since March had been cancelled due to the Covid-19 pandemic, there were no issues to report in terms of the non-attendance of Directors.

### **Future Agenda Items**

No agenda items were identified by Directors for future meetings.

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

### **Performance and Contract Compliance**

The Board considered a report which set out the Key Performance Indicators, together with a supporting narrative, for the overall service and on a centre-by-centre basis for Quarters 3 and 4 of 2019/20, under the four strategic themes of Business, Innovation and Learning, Customer and Operations.

The Board acknowledged receipt of the Performance and Contract Compliance report for the aforementioned quarters and noted the information which had been provided.

### **Update on Covid-19 Lockdown and Recovery**

Mr. Kirk submitted for the Board's consideration a report which outlined the challenges which GLL had faced due to Covid-19 and its subsequent response for the period from March till December 2020, under the primary headings of Community Resilience, Usage and Impact, Staffing and LTP successes.

(Councillor Matt Collins joined the meeting at this point.)

During discussion, a Director expressed concern that Elected Members and Directors had not been informed by GLL of its intention to initiate a voluntary redundancy exercise and highlighted other examples which emphasised the need for improved communication. He welcomed the fact that the formula which GLL would be using to calculate its redundancy payments was now the same as that used by the Council and that the furlough scheme for contracted workers had been extended until the end of March, 2021.

Mr. Kirk accepted the point which had been made around the need for improved communication and undertook to ensure that it was improved moving forward.

Councillor Matt Collins also welcomed the fact that the current furlough scheme had been extended. He referred to the possibility that the current lockdown could be lifted by the coming weekend and sought clarification on how GLL would compensate, for example, swim coaches, who would be returning to work on reduced hours and moving off furlough.

Mr. Kirk reviewed the work which GLL had undertaken over the past six years to provide a first class leisure service across the City and referred to the new facilities and its award-winning staff. He explained that, unfortunately, it was now in a challenging position in that it had been unable to operate fully since the Covid-19 restrictions had been imposed. As things stood, around 100 contracted staff were currently on furlough and a significant number of casual staff had no duties to carry out, due to the current operating restrictions.

He pointed out that it was hoped that the situation would improve over this coming weekend with the potential lifting by the Northern Ireland Executive of Covid-19 restrictions which it had imposed for a four-week period from 16th October. He stated that

such a move would increase activity, however, given the trends witnessed in the response of other European countries to the pandemic, it could be some twelve to eighteen months before services were returned to full capacity. GLL had, therefore, decided to rationalise its service by initiating a voluntary redundancy exercise, which would free up capacity moving forward. In terms of its casual workforce, it had delivered a Fair Pay Payment covering the period from the start of lockdown until the end of October, which was based on a thirteen month calculation of a worker's average pay prior to March. He added that GLL would continue to support and protect those workers who had or would have a clearly defined role within the organisation.

Mr. Kirk then provided details around the impact of Covid-19 upon current membership figures and, in response to specific issues which had been raised by a Director:

- i. undertook to check that the changes to the Customer Service Advisor role had been accurately presented in a timely manner to the Trades Union forum;
- ii. confirmed that two days annual leave per month had been deducted from furloughed staff while absent from work on full pay;
- iii. confirmed that, contrary to the assertion which had been made by the Director, the 20% furlough pay top up had been funded by GLL and not by the Council; and
- iv. undertook to examine the issues raised around child safeguarding, arising from the introduction of cashless entry to centres.

The Board thanked the GLL representatives for their contribution, following which it noted the information which had been provided.

(Councillor Collins and the GLL representatives left the meeting at this point.)

### **Active Belfast Limited Reporting Schedule and Impact of Covid-19 Lockdown**

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

**“1.0 Purpose of Report**

**1.1 To update the Board on performance and contract compliance reporting and in particular the impact of the Covid-19 lockdown on the agreed governance and reporting schedule.**

**2.0 Recommendations**

**2.1 The Board is requested to note the impacts of the Covid-19 lockdown as set out below.**

**2.2 The Board is requested to formally record receipt of the update reports as set out below.**

2.3 The Board is requested to approve the proposed revised timeline to bring contract compliance and governance reporting up to date as set out below at 3.5.

### 3.0 Main Report

3.1 A number of papers within Board's annual schedule of reports are overdue as a result of the Covid-19 lockdown. Board meetings being cancelled between April and October 2020 meant that the following reports have not been presented:

#### April 2020 Board Meeting (cancelled)

- Policy and procedure alignment report (Equality and Diversity)
- Confirm receipt of ABL Director declaration of interest forms
- Review ABL annual plan action compliance for 2019/20
- Leisure Transformation Programme update
- Tier 2 Performance report – Marketing and Communications

#### June 2020 Board Meeting (cancelled)

- Q4 2019/20 KPI and contract compliance report
- Review of ABL Companies House returns
- GLL Annual Service report for 2019/21
- ABL annual plan quarterly action update
- Tier 2 Performance report – Group Exercise Programme Innovation & Development
- Tier 2 Performance report – Olympia LC USP Spa Performance

#### August 2020 Board Meeting (cancelled)

- Q1 2020/21 4X4 Quarterly KPI Balanced Scorecard
- Policy & procedure alignment report (Health & Safety)
- GLL Annual Service Plan for 2020/21
- Tier 2 Performance report – PHA Referral Programmes
- Tier 2 Performance report – 3G Pitch Utilisation & Business Performance

#### September 2020 Board Meeting (cancelled)

- ABL Annual Plan quarterly action update
- Q1 2020/21 KPI and contract compliance report
- GLL 6 monthly positive impact report
- Annual Aquatics Strategy action plan review
- Tier 2 Performance report – Underrepresented Target Groups
- BCC Sports Development Unit update

### **October 2020 Board Meeting (cancelled)**

- GLL Annual Schedule of Charges review proposal
- GLL Annual Marketing Plan for 2020/21
- Policy & procedure alignment report (HR)
- Review of ABL Companies House returns
- Leisure Transformation Programme update

**3.2** It would be advantageous to set a target date for dealing with the report backlog, say by the January 2021 board meeting. In order to present the above reports for board consideration over the next three months while managing board time and GLL/BCC officer resources, an interim schedule will be necessary. This would be in addition to the normal flow of reports as set out in the annual contract compliance calendar.

**3.3** The reports listed in the above backlog have been grouped to provide a timeline to bring the Board's contract compliance and governance commitments up to date by the end of January 2021. This will allow for the review of KPI's and performance reporting agreed under the ABL 2020-2025 Strategic Plan.

**3.4** The proposed method of dealing with each set of overdue reports is set out in sections below under (a) Policy and Procedure Alignment, (b) Tier 2 Performance, (c) Seek board approval by email, (d) Cancelled reports and (e) Deferred reports.

**a) Policy and procedure alignment (3 reports)  
(Equality and Diversity, Health and Safety, Human Resources)**

It is proposed that these policy and procedure alignment reports are updated and signed off by the Board on 9th November. This will bring this element of the reporting schedule up to date and ready to recommence in line with the standard report schedule from December 2020.

Normal operations have, to a large extent, been suspended during lock down. However, daily contract management and strategic decisions have continued through direct liaison between GLL and BCC officers. We can be confident that previously agreed and reported GLL policies and procedures continue to be substantially in line with those of BCC.

Consequently, the following three statements are presented for board consideration and approval:

1. "As at 9th November 2020, BCC and GLL policies and operational procedures in relation to Equality

and Diversity are closely aligned with no significant variances or areas of concern to address.”

2. “As at 9th November 2020, BCC and GLL policies and operational procedures in relation to Health & Safety are closely aligned with no significant variances or areas of concern to address.”
3. As at 9th November 2020, BCC and GLL policies and operational procedures in relation to Human Resources are closely aligned with no significant variances or areas of concern to address.’

**b) Tier 2 Performance reports**

Tier 2 performance reports have been presented in sequence within the agreed schedule of reports to March 2020. Up to and including the Board meeting of 11th March 2020 all Tier 2 performance reports for 2019/20 were presented on time and subsequently noted by the Board.

Within the ABL 2020 – 2025 Strategic Plan a review of KPI’s and performance/governance reporting was to be considered for implementation from April 2020. Due to the cancellation of Board meetings this review did not happen but is presented for consideration in a separate paper (see agenda item 5).

Subject to decisions taken in relation to proposed changes to the board report schedule and KPI formats (Agenda item 5), the schedule of Tier 2 reports may change. Additionally, the business was closed down from April to July 2020 and only partially re-open between August and October. The Executive Office reintroduced further restrictions in mid-October with the initial intention that they would remain in place for a period of four weeks. In these exceptional business conditions normal operation has been impossible and any resulting data would not be comparable to previously reported performance and trends.

Consequently, it is proposed that the following six reports which were due to be presented between April and October be cancelled and that the Tier 2 report scheduled be resumed from December 2020:

- Tier 2 Marketing and Communications
- Tier 2 Group exercise
- Tier 2 Olympia Spa
- Tier 2 PARS
- Tier 2 3G Pitch utilisation and business performance

- Tier 2 Underrepresented target groups

**c) Seek board approval by email**

Given the limited board time and the number of overdue reports, it may be practical to circulate some by email.

In order to manage board time over the November, December and January meetings, the following reports will be distributed by email before the end of November. Each with a deadline of two weeks for return/comment. Each will then be confirmed and recorded at the next available board meeting within a report 'for information only'.

- Confirm receipt of ABL Director declaration of interest forms
- Review ABL annual plan action compliance for 2019/20
- GLL Annual Service report for 2019/20

**d) Cancelled Reports**

Due to lock down and the resulting exceptional business conditions, it is proposed that the following overdue reports be cancelled. Pending approval and implementation of the review of performance and contract compliance reporting (2020-2025 schedule), it is anticipated that normal reporting will resume from December 2020

- ABL annual plan quarterly action update (June and September)
- GLL 6 monthly positive impact report
- GLL Annual Marketing Plan for 2020/21

**e) Defer until December and January Board Meetings**

Some functions have necessarily been 'on hold' since March 2020. These include areas of the business that have been routinely reported to the Board. It is proposed that the following overdue reports be deferred:

**Defer until December 2020**

- Annual Aquatics Strategy action plan review
- BCC Sports Development Unit update
- GLL Annual Schedule of Charges review proposal

## **Defer until January 2021**

- **Leisure Transformation Programme update (April and October)**

**3.5 The above proposals are intended to deal with the backlog of reports arising from the cancellation of board meetings between April and October 2020. In consideration of the resumption of meetings from November 2020 the revised report schedule, including proposed cancellations and deferrals, has been designed to bring reporting up to date by the end of January 2021. Additionally, subject to Board approval, a revised report schedule should be ready for implementation from quarter four of 2020/21 (January 2021)."**

During discussion, a Director referred to the policy and procedure alignment assurance statements for Health and Safety and Human Resources which the Board was being asked to approve in paragraph 3.4 (a) of the report. He stated that he was aware of disparities in the way in which the Council and GLL formulated and implemented their policies and procedures and highlighted, in particular, issues relating to GLL around Covid-19 health and safety risk assessments and voluntary redundancy payment calculations.

The Partnership Manager explained that, whilst he could not comment on issues which were specific to GLL, he could confirm that all decisions taken by it around health and safety, such as changes to protocols and the risk assessments which informed those, were scrutinised by the Council's Corporate Health and Safety Unit. He added that the Council's Head of Human Resources and their GLL counterpart met on a regular basis to address any human resource issues. The Board should, therefore, be assured that the policies and procedures, as presented, were closely aligned.

The Board adopted the recommendations contained within the report.

### **KPI Scorecard Review/Annual Reporting Schedule 2020-2021**

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

**"1.0 Purpose of Report**

**1.1 To present a revised KPI scorecard and annual schedule of board reports for 2020/21 for approval.**

**2.0 Recommendations**

**2.1 The Board is requested to approve the proposals set out in the KPI Scorecard review and Annual Board Report Schedule revision as set out below.**

### **3.0 Main Report**

- 3.1** The ABL Board Strategic Plan for 2020-2025 was approved on 9th December 2019 and subsequently ratified by the Council on 6th January 2020.
- 3.2** A draft action plan to track the strategic plan outputs was approved on 11th March 2020 with final sign off deferred until the next scheduled meeting on 20th April. Due to the Covid-19 lockdown in mid-March, the April board meeting and all subsequent meetings, were cancelled until resumption in November. Consequently final approval of the action plan is now required.
- 3.3** No Director comments or suggested edits were received in relation to the draft action plan. However, the lockdown may have influenced this response. To allow for a final review and sign off, the 11th March action plan report is re-presented for consideration at agenda item 7.
- 3.4** At the Board 'open forum' workshop on 24th February 2020 a review of KPI formats, general performance reporting and the annual schedule of board reports was agreed. It was further agreed that the review should specifically seek to ensure that KPI's should be relevant and meaningful and that the overall Board report schedule should be rationalised to better manage Board meeting time and allow for more open discussion and ad hoc presentations.
- 3.5** Proposals below are based on a general principle of limiting the number of formal reports presented to circa six per board meeting.
- 3.6** The following proposed KPI scorecard and annual board report schedule has been prepared with the above criteria in mind and is presented for consideration.
- 3.7** KPI scorecard and performance reports:

#### **2020/21 KPI Scorecard (reported for overall service and on a centre by centre basis)**

### **BUSINESS**

1	Financial	Expenditure cost recovery
2	Financial	Labour cost recovery
3	Financial	Cost per visit
4	Membership	Pay & Play membership net gain
5	Membership	Pre-paid membership net gain
6	Membership	Swim school membership net gain
7	Occupancy	Main Hall occupancy
8	Occupancy	Studio occupancy
9	Occupancy	Synthetic pitch occupancy

The above KPI's proposed for inclusion in the quarterly scorecard comprise nine measures. This represents a reduction of seven from the sixteen measure in the current 4x4 scorecard. The nine proposed measures have all been reported for the last two years. Consequently, valid YoY data comparisons would be available.

Data provided by remaining seven KPI's, removed from the current 2019/20 scorecard, will be picked up within the six monthly and annual reports proposed below.

**Six monthly management reports:**

- a) Customer communications update
- b) PHA referral programmes (as is)
- c) Six monthly ABL Strategic Plan action update
- d) Six monthly facility management & centre inspection report
- e) Six monthly BCC Sports Development Unit update
- f) Tier 2 Performance report – Community Engagement
- g) Tier 2 Performance report – Group Exercise Innovation and Development
- h) Tier 2 Performance report – PARs
- i) Tier 2 Performance report – 3G Pitch Utilisation & Business Performance
- j) Tier 2 Performance report – Underrepresented Target Groups

**Annual management reports:**

- a) Belfast Agenda outcomes report
- b) *Human Resources (Staff attrition, absence and PDP, contracted/casual staff hours, etc.)*
- c) Aquatics Strategy review
- d) Review of GLL membership architecture

**3.8 Ad Hoc reports**

The Board would continue to agree to ad hoc report requests as required. As per the existing protocol, at each meeting directors can propose the development of ad hoc reports for future meetings which are then subject to board approval for inclusion in the relevant meeting agenda.

**3.9 Contract compliance reports**

In addition to the performance and management reports set out above, the Board is required to approve a number of contract compliance reports. The contract compliance reports are included in the draft annual report schedule below at 3.10.

**3.10 Draft annual report schedule for 2020/21**

**(BOLD denotes contract compliance requirement)**

<b>Quarter 1</b>	
<b>April 2020</b>	<ul style="list-style-type: none"> <li>• Policy &amp; procedure alignment report (Equality &amp; Diversity) + (Health &amp; Safety)</li> <li>• ABL Strategic Plan six monthly action update</li> <li>• Confirm receipt of ABL Director declaration of interest forms</li> <li>• Six monthly facility management &amp; centre inspection report</li> <li>• Tier 2 Performance report – Community Engagement</li> </ul>
<b>June</b>	<ul style="list-style-type: none"> <li>• Q4 2019/20 KPI report</li> <li>• GLL Annual Service report for 2019-20</li> <li>• Tier 2 Performance report – Group Exercise Innovation &amp; Development</li> <li>• Annual GLL HR report (for previous year)</li> <li>• Annual Belfast Agenda outcomes report</li> </ul>

<b>Quarter 2 (BCC July recess – No ABL board meeting in July)</b>	
<b>August</b>	<ul style="list-style-type: none"> <li>• Q1 KPI report</li> <li>• GLL Annual Service Plan for 2021-22</li> <li>• Annual Aquatics Strategy action plan review</li> <li>• Tier 2 Performance report – PARs</li> <li>• Tier 2 Performance report – 3G Pitch Utilisation &amp; Business Performance</li> </ul>
<b>September</b>	<ul style="list-style-type: none"> <li>• Six monthly review of ABL Companies House returns</li> <li>• Tier 2 Performance report – Underrepresented Target Groups</li> <li>• Six monthly BCC Sports Development Unit update</li> <li>• Annual review of GLL membership architecture</li> <li>• Policy &amp; procedure alignment report (HR) + (Emergency Support &amp; PSNI/BCC Public Safety)</li> </ul>

<b>Quarter 3</b>	
<b>October</b>	<ul style="list-style-type: none"> <li>• GLL Annual Schedule of Charges review proposal for 2021-22</li> <li>• Six monthly ABL Strategic Plan action update</li> <li>• Six monthly facility management &amp; centre inspection report</li> <li>• Tier 2 Performance report – Community Engagement</li> </ul>
<b>December</b>	<ul style="list-style-type: none"> <li>• Q2 KPI report</li> <li>• ABL Audited Accounts report to 31 March 2020</li> <li>• GLL Annual Marketing Plan for 2021-22</li> <li>• Tier 2 Performance report – Group Exercise Innovation &amp; Development</li> </ul>

<b>Quarter 4</b>	
<b>January 2021</b>	<ul style="list-style-type: none"> <li>• ABL Annual plan proposal for following year</li> <li>• Review Annual KPI Report format and schedule for 2021-22</li> <li>• Review of GLL Annual Customer Survey outcomes</li> <li>• Tier 2 Performance report – PARs</li> <li>• Tier 2 Performance report – 3G Pitch Utilisation &amp; Business Performance</li> </ul>
<b>March</b>	<ul style="list-style-type: none"> <li>• Q3 KPI report</li> <li>• Six monthly review of ABL Companies House returns</li> <li>• GLL KPI targets for following year</li> </ul>

	<ul style="list-style-type: none"> <li>• Tier 2 Performance report – Underrepresented Target Groups</li> <li>• Six monthly BCC Sports Development Unit update</li> </ul>
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**3.11 Subject to approval of the above proposals and any amendments, a final Annual Performance and Contract Compliance Report Schedule for 2020/21 will be prepared and presented to the Board on 14th December for final sign off.”**

After discussion, it was

Moved by Mr. Ellison,  
Seconded by Mr. Boyle and

Resolved – That the Board agrees to adopt the recommendations contained within the report, subject to the annual management report on Human Resources referred to within paragraph 3.7 being presented in future on a quarterly basis.

#### **Active Belfast Limited Change of Membership/ Companies House Returns**

The Board was reminded that, at its meeting on 11th March, it had accepted the resignation of Mr. Robert Stewart and had agreed to undertake a recruitment exercise, potentially in September/October, with a view to appointing up to three Directors to return the Board to its full complement of fifteen, as set out in the company’s articles of association.

The Partnership Manager reported that Mr. John Higgins had resigned from the Board on 8th June and that the Chairperson had forwarded to him a letter acknowledging the receipt of his resignation and recognising the contribution which he had made since his appointment in December, 2016. As this was the first meeting to take place since his notification had been received, the Board was being requested to formally accept his resignation. Companies House had, he added, been informed of both his and Mr. Stewart’s resignation.

He explained that the Covid-19 pandemic had resulted in a significant delay in the commencement of the recruitment process and that it was only in the initial planning stage. With that in mind, he invited the Board to give consideration to identifying a new timeframe for its implementation.

After discussion, the Board:

- i. formally accepted the resignation of Mr. J. Higgins;
- ii. agreed that the recruitments process to appoint up to a maximum of four new Directors should be delayed until the new year; and
- iii. agreed that a report be submitted to its next meeting outlining the various stages in the recruitment process and identifying ways in which the under-representation of various groups on the Board could be addressed.

## Active Belfast Limited Action Plan 2020 - 2025

The Board was reminded that, at its meeting on 11th March, it had approved a draft action plan in support of the recently approved Active Belfast Limited Strategic Plan for 2020-2025. The Board had agreed that the deadline for the final sign-off of the plan should be extended until its meeting on 20th April to allow for Directors to submit any additional comments.

The Partnership Manager reported that no comments had been received and that, as this was the first time that the Board had been able to meet since March, due to Covid-19, the action plan was being presented at this meeting for final approval. Accordingly, he recommended that the Board approve the Active Belfast Limited action plan for 2020 – 2025, as set out below:

Section 1: Governance						
Objective		Output		Action(s)	Lead	Timeline
1	Maintain board membership at 12 or more directors and ensure that Companies House records are accurate and up to date	1.1	Regular reports on attendance, resignations and tenure	Succession planning	Board	Ongoing
		1.2	Companies House returns	Timely returns managed through Advanced Accounting	Partnership Manager	Ongoing
		1.3	Director development	Introduce annual director performance appraisals	Chair	Annually. Consider completion during Q1 (April – June)
2	Comply with all obligations related to contract compliance	2.1	Deliver the agreed annual contract compliance reports and board activities	Yearly review of the annual contract compliance calendar  Control board meeting agendas to maximise time for open discussion	Board	By March annually
3	Ensure receipt of 'registration of director interests' on an annually basis	3.1	Receipt of returns from all directors	Issue declaration pro forma with return deadline	Partnership Manager	Issued annually in April with deadline for return by 30 April
4	Convene a minimum of eight board	4.1	Plan for enough meeting time to effectively deliver on all company	Schedule two board meetings per quarter	BCC Democratic Services	Annually in December for the following

	meetings per year		and board obligations			calendar year
		4.2	Plan for sufficient, discussion and director development time	Plan two 'open forum' meetings annually in February and September  Deliver one strategic planning workshop in November each year	Board	Ongoing

Section 2: Belfast Agenda						
Objective		Output		Action(s)	Lead	Timeline
5	Ensure that ABL priorities and activities are closely aligned with the Belfast Agenda	5.1	Clear and unambiguous alignment with the Belfast Agenda	Prioritise performance reports and GLL/ABL contract compliance activities	Board	By 1st April annually with mid-year review
6	Develop a clear set of outputs related to the Councils Leisure Transformation Programme	6.1	Citywide and centre by centre KPIs	Maintain a relevant suite of KPI's and performance reports	Board	Review annually in March
		6.2	Develop the boards understanding of the business impacts of opening new centres on both the greater Belfast market and internal BCC customer displacement	Allow sufficient time and resources for director development and open discussion	Board	Ongoing

Section 3: More People, More Active, More Often						
Objective		Output		Action(s)	Lead	Timeline
7	Build performance reporting strictly around growing participation, space occupancy and income generation	7.1	City wide and centre by centre performance reports	Review annually	Board and GLL	March annually
		7.2	Set challenging and measurable growth targets for each KPI and performance measure	Review annually	Board and GLL	April annually

		7.3	Maintain accurate facility capacity calculators	Review TLP capital build and building alterations where there is an impact on facility mix/capacity	Partnership Manager	Ongoing
8	Challenge GLL to develop plans with specific targets for attracting new customers/members	8.1	GLL product development plans	Review annually	GLL and Board	Annually in march
		8.2	GLL marketing and outreach plans	Review annually	GLL and Board	Six monthly. Consider May and November

Section 4: Health benefits						
Objective		Output		Action(s)	Lead	Timeline
9	Seek to develop ABL/GLL health outputs consistent with those set out in the Belfast Agenda	9.1	Annual KPI and performance reporting schedule	Annual review	Board	By September 2020 and annually thereafter
10	Agree specific targets with GLL for the development of programmes and activities to address known health inequalities	10.1	Programming	Review centre programmes to ensure appropriate time/space is allocated to health related activities, interventions and partnerships	Board/GLL	Six monthly. Consider April and October
		10.2	Targeted health interventions	Demonstrate assurance that PARS programme outputs are being met	Board and GLL	Quarterly. Ongoing
		10.3	Develop new partnership working	Agree targets for outreach and new partnership schemes (externally and internally funded)	Board/GLL	Annually
		10.4	Demonstrate positive impacts on physical, mental, medical,	Build into ABL performance reports	Board and GLL	Review annually and report as required in

			emotional and social	mechanisms and include QoQ and YoY progress		an agreed performance report schedule
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Section 5: Community engagement						
Objective		Output		Action(s)	Lead	Timeline
11	Ensure that GLL develop and demonstrate effective community outreach programmes	11.1	Seek and develop new community contacts	Develop an annual community engagement plan with defined outputs	GLL	Annually in December
		11.2	Programme centre activities attract and sustain new community based markets			
		11.3	User group retention and sustainability planning			
12	Seek evidence based rationale from GLL to underpin community engagement plans. Including community needs/wants analysis	12.1	Market research	Review of local provision and community feedback	GLL	Six monthly. Consider December and June
13	Support and encourage GLL to be dynamic in piloting new approaches, products and programmes	13.1	Evidence new activity interventions and outcomes	Maintain accurate programme data  Six monthly board reports	GLL	Ongoing  October and April

Section 6: Partnerships and pathways						
Objective		Output		Action(s)	Lead	Timeline
14	Develop strategic partnership opportunities for ABL	14.1	Seek partnership and activity /output alignment with relevant statutory agencies	Promote ABL representation on a broad range of inter-agency forums	Board	Ongoing
15	Challenge and support GLL to develop and demonstrate innovative, effective and sustainable partnerships with, for example, community groups, school, clubs, NGB's,	15.1	Focus on potential to drive growth in facility occupancy and participation particularly at off peak times	Develop annual plans with outputs	GLL	Annually in January

	statutory agencies, etc.					
16	Encourage GLL to develop new and participate in existing support service partnerships	16.1	Partner in athlete support, sports science, community health education, user advice workshops, etc.	Include in annual report schedule	Board	Annually in April

Section 7: New users and markets						
Objective		Output		Action(s)	Lead	Timeline
17	Continually explore and revisit inter-agency shared outputs	17.1	Research access routes to new customers and markets focusing on distinctly new customer groups separate from attracting returning ex users and existing members from other providers	Promote ABL board contact with or representation on a broad range of inter-agency forums	Board	Ongoing
18	Identify and agree Belfast Specific priority target groups	18.1	Set baselines and challenging targets for annual growth	Build into ABL KPI and performance reporting mechanisms	Board	Review annually and report as required in an agreed performance report schedule
19	Innovation and agility	19.1	Encourage GLL to innovative and respond with agility to changing market conditions.	Ongoing liaison directly with GLL  Build into open forum meetings and annual strategic planning workshop	Board  Board	Ongoing  Ongoing

Section 8: Deficit controls						
Objective		Output		Action(s)	Lead	Timeline
20	Support GLL in cost control measures while ensuring the highest possible quality of service	20.1	Financial reporting measures	Ensure reporting measures provide sufficient assurance	Board	In line with agreed KPI and performance reporting mechanisms. Review annually.

21	Support GLL in driving income. Particularly through business development rather than yield maximisation	21.1	Financial reporting measures	Ensure reporting measures provide sufficient assurance	Board	In line with agreed KPI and performance reporting mechanisms. Review annually.
22	Ensure that GLL includes market analysis and impact assessment within all proposals related to service modernisation	22.1	Centre facility mix, product design, opening hours, programmes, etc.	Ensure inclusion within GLL business planning and ABL report schedule	Board	Ongoing
		22.2	Pricing and membership architecture	Ensure inclusion within GLL business planning and ABL report schedule	Board	Ongoing

Section 9: Sports development strategic approach						
Objective		Output		Action(s)	Lead	Timeline
23	Ensure that sports development sits within the overall service	23.1	Develop a strategic approach	Director attendance at regular meetings with GLL and BCC sports development teams	Board	Ongoing
		23.2	Identify target sports	Meet to discuss and align with BC priorities	Board and BCC	By June 2020 and annually thereafter
		23.3	Establish effective club & NGB partnerships	Build into outputs for GLL and include in performance reporting mechanisms	Board and GLL	By June 2020 and annually thereafter
24	Encourage a close working relationship between GLL programme developers and BCC sports development unit	24.1	Evidence or regular meetings, shared initiatives and outcomes	Seek assurance of an ongoing effective relationship	Board	Six monthly reports. Consider October and April

Section 10: Aquatics Strategy delivery						
Objective		Output		Action(s)	Lead	Timeline
25	Ensure that the Aquatics Strategy for Belfast 2019-2030 'lives' within the service and is reflected in pool programming	25.1	Deliver on the Aquatic Strategy action plan  Track progress against the strategic objectives and priorities	Regular progress reports	Board	Consider six monthly

Section 11: Equality, diversity and good relations						
Objective		Output		Action(s)	Lead	Timeline
26	Ensure that BL and GLL activities are delivered in a manner consistent with BCC's equality, diversity and good relations policies	26.1	Provide assurance to BCC	Assess and report annually on relevant GLL/BCC policy alignments	Board	Annually in August

Section 12: Programming						
Objective		Output		Action(s)	Lead	Timeline
27	Ensure that GLL develops and demonstrates citywide pool programming aligned to the Aquatics Strategy and specific centre USPs	27.1	Statistical data	Build into outputs for GLL and include in performance reporting mechanisms	Board	In line with agreed KPI and performance reporting mechanisms. Review annually.
28	Support and empower GLL to agile in trying new programmes with the expectation of regular reviews and time table alterations	28.1	Regular update reports	Build into outputs for GLL and include in performance reporting mechanisms	Board	In line with agreed KPI and performance reporting mechanisms. Review annually.
29	Work on the understanding that programme balance, user demand and financial sustainability are recognised jointly as key drivers in programme development decisions	29.1	Strategic planning and Director development	Ensure that sufficient time is considered within board meeting agendas and meeting management	Board	Annual review

30	Ensure that performance reporting mechanisms reflects the priority given to programmed activities and group exercise in particular	30.1	Regular update reports	Build into outputs for GLL and include in performance reporting mechanisms	Board	In line with agreed KPI and performance reporting mechanisms. Review annually.
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Section 13: Pricing						
Objective	Output	Action(s)	Lead	Timeline		
31	Ensure contract compliance in relation to pricing including the timely consideration of annual price reviews and the contractually agreed annual RPI linked price increased	31.1	Contract compliance report schedule	Ensure inclusion in the annual performance and contract compliance report schedule	Board	Annually in April
32	Ensure that the Council's concessionary pricing policies are consistently implemented across the leisure estate and that price does not become a genuine barrier to participation.	32.1	GLL annual review of pricing	Review GLL annual pricing review	Board	Annually in October
		32.2	Scrutinise for and challenge above RPI proposals	Review GLL annual pricing review	Board	Annually in October
33	Ensure that pricing decisions are consistent with the ambition to encourage and maintain growth in participation from traditionally underrepresented groups.	33.1	GLL annual review of pricing	Review GLL annual pricing review	Board	Annually in October
34	Encourage and support GLL in the application of agile pricing strategies that promote centre occupancy and participation as well as income generation.	34.1	GLL annual service pan	Ensure inclusion in GLL annual service pan	Board	Annually in December

The Board adopted the recommendation.

### **Schedule of Meetings 2021**

The Board approved the following schedule of meetings for 2021 and agreed that it should continue to meet at 4.30 p.m.:

- Monday, 11th January
- Monday, 8th March
- Monday, 12th April
- Monday, 7th June
- Monday, 9th August
- Monday, 6th September  
(to be replaced potentially with an open forum meeting)
- Monday, 25th October and
- Monday, 6th December.

### **Other Business**

No additional items of business were raised by Directors.

### **Date of Next Meeting**

The Board noted that its next meeting would take place remotely via Microsoft Teams on Monday, 14th December at 4.30 p.m.

Chairperson