

## **ACTIVE BELFAST LIMITED BOARD**

**Thursday, 13th October, 2016**

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

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

#### **Attendees**

- Directors:** Councillor McAteer (Chairperson)  
Councillor Long  
Mr. M. McGarrity  
Mr. J. McGuigan  
Mr. N. Mitchell  
Mr. R. Stewart and  
Mr. G. Walls.
- Officers:** Mrs. R. Crozier, Assistant Director  
(City and Neighbourhood Services);  
Mr. N. Munnis, Partnership Manager; and  
Mr. H. Downey, Democratic Services Officer.
- GLL:** Mr. G. Kirk, Regional Director and  
Ms. K. Morgan, Regional Manager.

#### **Apologies**

Apologies were reported on behalf of Councillors Boyle and Reynolds.

#### **Minutes**

The minutes of the meeting of 31st August were approved.

#### **Declarations of Interest**

Mr. Mitchell declared an interest in that he was a volunteer coach with St. Brigid's GAC and a volunteer with the City of Belfast Swimming Club, which required discussions periodically with GLL around the use of Council facilities and resources.

#### **Trades Union Representation**

Having been advised that the Northern Ireland Public Service Alliance had yet to nominate a representative to serve as a Director on the Board and that the Unite the Union representative had indicated that he would not be attending meetings for the foreseeable future, it was agreed that the Partnership Manager should write to both Unions to obtain clarification on their future participation on the Board.

## **GLL Service Modernisation Programme**

The Board was reminded that, at its meeting on 31st August, it had agreed to defer consideration of GLL's Service Modernisation Programme until its next meeting to allow Directors time to consider the proposal in greater detail and for an update to be provided on the outcome of GLL's discussions with current staff and the Trades Unions in relation to the Olympia Leisure Centre.

Mr. Kirk provided an overview of the service modernisation programme for the next two years, under the five key principles of New Centre Resourcing, Current Centre Reviews, Staff Role Reviews, Workforce Development and Leadership and Talent Development and outlined the work which was being undertaken around each principle. He provided the Board with details on the discussions which had, since the last meeting, taken place with the Trades Unions and with the Council around the development of the staffing structure for the new Olympia Leisure Centre and highlighted the work which had been undertaken with staff within the current Centre to provide them with the skills necessary to enable them to apply for new posts within that structure. He pointed out that, whilst the issues of terms and conditions and pension rights for staff transferring from the Council to GLL had been generally resolved, further discussions would be required with the Trades Unions before agreement could be reached on operating procedures within centres. He concluded by highlighting the various workforce and leadership schemes which GLL would introduce over the course of its Service Modernisation Programme.

After a lengthy discussion, primarily around the various Trades Union issues, the Board noted the positive progress which had been made by GLL in relation to its Service Modernisation Programme and accepted the principles underpinning the Programme. In addition, it agreed that it should receive regular updates as the Programme was being implemented and that the agenda for Board meetings should include, on a regular basis, an item on Trades Union issues, particularly where there was potential for impact upon strategic development or service delivery or from media interest.

## **Update on Performance and Contract Compliance**

(Prior to this item being considered, the Partnership Manager circulated a revised version of the KPI Balanced Scorecard, which included financial data which had not been available when the documentation for the meeting had been circulated.)

The Board considered the following report which provided information on GLL's performance and compliance for the second quarter of 2016/2017:

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

**1.1 To confirm receipt from GLL and present the board with details of the Quarter 2 2016/2017 performance and contract compliance report.**

### **2.0 Recommendations**

**2.2 The Board is requested to consider the content of the Quarter 2 2016/2017 performance and contract compliance report.**

- 2.3 The Board is requested to formally record receipt and approve the report for the purposes of demonstrating contract compliance.
- 3.0 **Main Report**
- 3.1 The service contract requires that GLL provides the board with written quarterly service reports.
- 3.1 The information contained within this report has been supplied by GLL and GLL representatives will be in attendance to present the report and to respond to any questions from board members.
- 3.3 **Executive Summary**
- 3.3.1 Overall performance has been positive within quarter two, with targets achieved across the business driven by growth in centre throughput and occupation.
- 3.3.2 **Key Successes in Q2 2016/2017**
- 3.3.3 **Belfast GLL Sports Foundation (GSF) awards hosted at Belfast City Hall on Thursday 7th July with attendance from over 70 individuals. 57 Belfast based athletes were recognised with awards and a funding commitment of over £40,000 from GLL. The event was opened by the Lord Mayor of Belfast (Alderman Brian Kingston- DUP).**
- 3.3.2.2 **Belfast GSF awards video was produced to promote GSF in Belfast- featured on the GSF YouTube page.**
- 3.3.2.3 **Agency staff cost totally eliminated while overtime costs recorded for July was the lowest figure to date.**
- 3.3.2.4 **Confirmation that GLL has been shortlisted for three Social Enterprise Northern Ireland (SENI) awards. The SENI conference and awards will take place on 20th October 2016 at the Stormont Hotel.**
- 3.3.2.5 **MacMillan ‘Move More’ Belfast will launch in October 2016 and seek to support the implementation of the Macmillan Physical Activity Behaviour Change Care Pathway, ensuring that people living with cancer understand the benefits of physical activity. £118K secured over a 3 year period to support the development and delivery of Move More Belfast.**
- 3.3.2.6 **The 2016 Summer Schemes were delivered in ten centres. The schemes attracted 2,366 participations representing a 9% growth in attendance compared to 2015. Average daily attendance per site was 59 children. 1550 hours of summer scheme activity was delivered across Belfast**

including four centres delivering early morning sunrise clubs.

- 3.3.2.7 On 3rd August 2016, a 'Better Olympic Day of Sport' event took place in the Girdwood Community Hub. Children representing ten leisure centre summer schemes from across Belfast took part in a range of sport taster sessions supported by NGB's and GSF athletes. In total two hundred children took part with six GSF athletes attending and supporting the event. Five NGB's delivered sports tasters at the event.
- 3.3.2.8 Aquatics mid-year review conference was held in Grove Wellbeing Centre on Friday 1st July. Thirty five staff attended the conference delivered by Belfast Regional Leadership Team and the GLL Central Aquatics Team.
- 3.3.2.9 Secured an additional £45K funding from Belfast Health Development Unit/PHA and BCC to deliver Healthwise 2016-17 contract. Additional funding will secure six GP Referral coaches until March 2017)
- 3.3.2.10 Falls spin studio was refurbished (£13k) to GLL specification, rebranded and opened in August. Andersonstown gym was similarly refurbished and rebranded (£20k) along with a section of the gym at Whiterock (£13k) with both opened to the public in September. All costs were funded by GLL.
- 3.3.2.11 Danderball programmes (Walking Football targeted at over 60's) developed and currently being delivered at Avoniel and Girdwood.
- 3.3.3 Challenges
  - 3.3.3.1 Trade Union (TU) dispute meetings concluded at all centres, but industrial action not removed. TU's accepted pensions position, but still in dispute regarding staffing levels and NOP's. TU's have now included new resource plan for Olympia as an issue.
  - 3.3.3.2 Another pay discussion meeting with TU representatives was held on 25th August. Discussions are ongoing.
  - 3.3.3.3 GLL met with HSENI and BCC on 24th August. Overall this was a positive meeting and provided a platform to introduce GLL to the HSENI and an opportunity to explain the partnership working arrangements.
  - 3.3.3.4 1-2-1 and group staff meetings held in Olympia in relation to the recruitment process for the new centre. The General Manager has now been appointed, and a full recruitment plan to fill the remaining management and front line staff positions is underway.

**3.3.4 KPI Quarter 2 commentary, year to date statement and year end projections.**

**3.3.4.1 Swim School Membership Data Capture**

Within the reported prepaid Health and Fitness (H&F) membership figures Better Swim School data has not been included, which in effect distorts the true position.

Any swim school DD membership sold prior to April 15th was under the Junior Concessionary price type at £13, and was included within the overall prepaid member count for Better Health and Fitness.

Post April 15th any Better Swim School membership is now captured under the Better Swim School price type and not grouped within Better HF. The Better H&F prepaid membership figures include cancellations from Junior Concessionary memberships that included swim school, while the new Better Swim School not recorded in that line. It will continue to slightly distort figures until such time that all Junior Concessionary memberships are cancelled. Year end projection for swim school is 2900 participants. Below is the swim school prepaid figure from May (post architecture change):

Month	Numbers	Net Growth
April	2518	
May	2562	44
June	2469	-93
July	2476	7
August	2626	150
September	2794	168

**3.3.4.2 Pre-Paid Health and Fitness Membership**

Health and Fitness memberships have declined at end of Q2 but industry trends demonstrate that there is a higher level of cancellations over the summer months along a lower level of sales. Hence the overall lower quarterly figure is not unexpected. In contrast industry trends support the anticipation that Q4 (January – March) will show the highest quarterly sales in any given year.

**3.3.4.3 Income**

At the time of writing, financial data (including income) was not available due to proximity to the quarter end. GLL central finance team are preparing the Q2 data and it is hoped that figures will be available when this report is being presented to the board. When data is available an

updated report and KPI scorecard will be distributed to members and posted on SharePoint.

**3.4** The following format and content is as set out in Clause 38.2.1 and Schedule 19 of the service contract:

**3.4.1** Performance

The Quarter 2 KPI balanced scorecard spreadsheet is attached in the approved format.

**3.4.2** Usage Statistics

As above in 3.4.1

**3.4.3** Consumables Log

A consumables log has been agreed with GLL. The log records and retains a schedule of all 'signed over' equipment write offs/disposals and replacements items. The existence, format and content of the log are now confirmed as part of the year end performance and contract compliance report.

The log is required as all equipment transferred to GLL at commencement of the contract period together with any replacement items remains in Council ownership. All such equipment would transfer back to Council at the end or termination of the contract.

The consumables log is not required as part of the standard reporting schedule but must be maintained and be available for inspection on request. The existence and content of the log will be checked once in each financial year and confirmed within the year end performance and contract compliance report.

**3.4.4** Cleaning and Maintenance

**3.4.4.1** Cleaning

BCC completed the scheduled twenty eight facility inspections in Q2. Centre inspections are designed to specifically evaluate facility management in terms of cleaning, maintenance and Health and Safety.

Consistent with Q1, GLL are in receipt of all inspection reports and a continuous improvement action plan is in place.

Q1 inspections identified some inconsistencies in cleaning standards across the estate and following presentation to ABLB on 31/08/2016 a programme of improvements was implemented by GLL.

Where identified, deep cleans have been completed with some high level work ongoing. A review and update of cleaning matrices has been undertaken in all centres to ensure high standards are maintained. GLL and BCC are in agreement that standards have improved across all centres.

GLL centre management teams have been asked to refocus on building walk rounds and ensure daily / weekly/ monthly tasks are completed and improved standards are maintained.

Action plans have been developed and are being implemented for any area's which are still below the required standard.

In order to track performance and identify best practice centres are evaluated and categorised within the following performance categories. This has proved to be an effective way to focus attention on continuous improvement.

Category 1 TOP	<ul style="list-style-type: none"> <li>• High standards</li> <li>• Evidence of effective NOPs.</li> <li>• Minimal improvements required</li> </ul>
Category 2 TOP MIDDLE	<ul style="list-style-type: none"> <li>• Reasonable standards</li> <li>• Evidence of consistent and substantially effective NOPs</li> <li>• Some detail improvements required</li> </ul>
Category 3 BOTTOM MIDDLE	<ul style="list-style-type: none"> <li>• Below required standard in a limited number of areas</li> <li>• Evidence of consistent NOP's but ineffective in some areas</li> <li>• Improvements required to meet reasonable standard</li> </ul>
Category 4 BOTTOM	<ul style="list-style-type: none"> <li>• Failing to meet required standards</li> <li>• Substantial improvement required</li> <li>• Some evidence of NOP's but generally ineffective</li> </ul>

There has been substantial improvements since Q1. Five centres improved and moved up in the category ratings while no centres moved down.

Only Andersonstown remains in Category 4 but there has been substantial improvements with assurances of contract cleaning and maintenance (redecorations) scheduled for Q3. It is anticipated that no centres will be in Category 4 by the end of Q3

GLL has successfully revised centre cleaning and maintenance regimes and refocused management attention onto facility management. The positive impact of

these changes indicate that it is realistic to expect that all centres will move into the top two categories in the coming months.

#### **3.4.4.2 Internal and External Maintenance Schedule**

Centre inspections are conducted as set out in 3.4.4.1 above. These include a visual assessment of building maintenance purely from an aesthetic/customer perspective. Professional/technical inspections form part of a comprehensive annual programme delivered by BCC property maintenance section.

All centres have a monthly maintenance plan which includes Planned Preventative Maintenance (PPM) works carried out by Belfast City Council.

For reactive work centres will raise the relevant Purchase Orders through locally approved contractors, or where relevant to Belfast City Council.

GLL will provide Q2/ YTD maintenance expenditure as soon as financial data is available. See 3.3.4.3.

Minor maintenance work relating to the fabric of the buildings and in particular redecoration contributes significantly to the aesthetics of the facilities and ultimately to the customer experience.

Throughout Q2 GLL have delivered substantial redecoration programmes across the estate with extensive/high impact work completed in Avoniel and Brooke. A substantial redecoration schedule has been agreed for Andersonstown and is due for completion early in Q3.

#### **3.4.5 Damage to Facilities and/or Assets**

Excluding normal minor operational damage/breakdowns and sporadic acts of vandalism arising from anti-social behaviour there has been no major damage to facilities or assets in Q 2 2016/2017.

For the purposes of this report we have defined major damage as something that results in a temporary or long term interruption to service. For example, the closure of an entire centre or a key facility or service area within a centre (Pool, gym, main hall, etc).

- **Brook: Pitch closed from 4th April – 4th July : Essential Maintenance**
- **Whiterock: Pavilion closed from July: Ongoing hot water supply issues**

- **Ballysillan: Pool closed from 28th – 30th July : Essential maintenance**
- **Girdwood: Male changing rooms from 1st – 2nd September: Essential work on floor drains**
- **Grove: Toddler Pool from 5th Sept to 3rd Oct: Replacement of group of tiles**
- **Grove: Sauna closed from 7th -21st Sept: Lighting transformer blown**
- **Grove: Village changing showers from 8th -15th Sept: Replacement of TMV's**

Facility and service issues are a routine agenda item at fortnightly update meetings between GLL and BCC. All service interruptions are reported as they arise directly to the Partnership Manager

#### **3.4.6 Utility Consumption**

As below in 3.4.10 and in the attached appendix.

#### **3.4.7 Staffing and Sub Contractor Update**

As above in 3.3.2.3 and in

#### **3.4.9 Health and Safety**

Health and Safety incident statistics are reported in the appendix, which has been circulated to the Board.

Health and Safety observations and related file/administration reviews form part of the quarterly centre site inspections.

The Partnership Manager liaises directly with the BCC corporate H&S section to ensure that GLL H&S policies and practices are aligned to those of BCC.

Health and Safety files including, COSHH registers, risk assessment files, emergency action plans, etc. are routinely reviewed during site inspections.

#### **3.4.10 Environmental Concerns**

Utility consumption specifically for Gas, Electricity and Water are embedded within the KPI scorecard. Year on Year reduction has been agreed as a target and is reported in the appendix, which has been circulated to the Board.

The Partnership Manager continues to work with BCC Environmental Services to establish robust and meaningful measures for water management. These may take some time to agree and will probably result in new waste management protocols and measurement tools. We

do not anticipate having these measures in place before the end of 2016/2017.

### 3.4.11 Catering

External catering contracts remain in place in Andersonstown, Avoniel and Grove Leisure Centres. A procurement exercise to secure an external provider for Girdwood Community Hub is currently being considered. This has proved to be problematic with the main concerns relating to a sustainable business plan. It was previously anticipated that a concession could be in place at Girdwood by October 2016. Due to technical issues, this will not be possible and it is unlikely that a service will be operational before the end of 2016/2017.

As reported in Q1, when the new Olympia Centre opens on 2nd January 2017, GLL will introduce their own 'Coffee Corner' brand. Coffee Corner is an established and successful operation at other GLL sites throughout GB. The Olympia cafe will be the first Coffee Corner operation in Belfast and will become the first 'in house' catering operation delivered by GLL in Belfast.

No additional updates or variances since Q1 report.

### 3.4.12 Marketing

<b>July</b>	GLL Sport Foundation Awards	Celebrate and award 57 local athletes with funding and support at ceremony at Belfast City Hall	<ul style="list-style-type: none"> <li>• Raise profile of GSF in Belfast to assist in growth and development of the scheme</li> <li>• Celebrate local athletes achievement</li> <li>• Reinforce GLL social enterprise message under community pillar</li> </ul>	<ul style="list-style-type: none"> <li>• Local Press/media</li> <li>• Social Media</li> <li>• Better Website</li> <li>• Cross promotion with local partners and public bodies</li> </ul>
<b>August</b>	GLL Summer Scheme Day of Olympic Sport	Working with partner and sporting bodies providing a day of coaching of Olympic sports for 200 children from 12 summer schemes from across Belfast	<ul style="list-style-type: none"> <li>• Develop relationships with local sporting bodies</li> <li>• Actively encourage sporting participation for children</li> <li>• Promote success of summer scheme to get more children more active more often</li> </ul>	<ul style="list-style-type: none"> <li>• Local Press/media</li> <li>• Social Media</li> <li>• Better Website</li> <li>• Cross promotion with local partners and public bodies</li> </ul>

			<ul style="list-style-type: none"> <li>• Strong marketing focus on health and well-being</li> </ul>	
<b>September</b>	GLL Top Team	Regional annual Lifeguard competition where Belfast Leisure Centres compete against each other with the winner going on to represent Belfast at the national finals at London aquatic centre	<ul style="list-style-type: none"> <li>• Staff engagement under the Better People pillar</li> <li>• Actively encourage and promote highest levels of customer care and health and safety</li> <li>• Recognise and reward best practice</li> </ul>	<ul style="list-style-type: none"> <li>• Local Press/media</li> <li>• Social Media</li> <li>• Better Website</li> <li>• Cross promotion with local partners and public bodies</li> <li>• Staff Intranet</li> </ul>

**3.4.13 The information required pursuant to clause 31.6.3 (Whistleblowing)**

Within the period 01 July 2016 – 30 September 2016 no disclosures were made.

**3.4.14 Compliance with the Equality Requirements**

GLL is contractually obliged to comply with BCC strategic policy in relation to Equality.

Any policy review or significant service changes proposed by GLL are subject to BCC equality screening and potentially full EQIA.

There has been no equality related issues reported arising from normal operational procedures (NOPs) in Q2 or year to date in 2016/2017. Any such issues would be identified through the agreed three stage complaints handling process and would have been brought to the attention of BCC, by the complainant, as part of that process.

The Partnership Manager works closely with the BCC Equality Section to ensure that the leisure operation is consistent with BCC strategic policy. The leisure service, although directly managed by GLL, is included within the BCC annual equality returns and reports. The Partnership Manager is currently working towards developing an assurance statement to demonstrate that GLL is wholly compliant/consistent with BCC strategic policies in relation to equality matters. Statements relating to equality policy and working practice alignment between GLL and BCC have been added to the annual contract compliance calendar and will be presented to the Board for consideration in January 2017.”

Ms. Morgan provided an overview of the report and highlighted, in particular, the key successes which had been achieved during the quarter and the extensive work which had been undertaken to address the cleanliness issues which had been identified during the previous quarter and which had given rise to concerns by the Board at its meeting on 31st August.

After discussion, the Board acknowledged receipt of the Performance and Compliance report for the second quarter of 2016/2017 and the associated findings and noted that the revised version of the KPI balanced scorecard would be placed on the Sharepoint facility.

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

The Assistant Director reminded the Board that the Council had allocated funding of £105m to deliver its Leisure Transformation Programme across the City. She reviewed the main objectives of the programme, which was being undertaken in two phases and which involved in total seven projects. In terms of the first phase, she confirmed that the new Olympia Leisure Centre would be opening in January, 2017 and that preparatory work around, for example, consultation, planning and design, had now commenced in relation to the development of the Andersonstown Leisure Centre, the Brook Activity Centre and the Robinson Centre. She reviewed the various facilities which were planned for those centres and pointed out that, at this stage, it was anticipated that construction work would commence on all three centres in mid-2017. The second phase of the programme would involve the development of the Avoniel Leisure Centre, the Templemore Baths and additional works to the Girdwood Community Hub facility.

The Board noted the information which had been provided and that it would continue to receive regular updates on the Leisure Transformation Programme as it progressed.

### **Update on Aquatics Strategy Working Group**

The Board was reminded that, at its meeting on 9th June, it had agreed to the establishment of a Working Group to oversee the development of a Belfast-wide Aquatics Strategy, which would seek to increase participation in aquatic activity.

The Partnership Manager reported that the Working Group, which, to date, was comprised of four Directors from the Active Belfast Limited Board, three Council officers and three senior managers from GLL, had held its inaugural meeting on 6th October. At that meeting, Mr. Walls had been elected to serve as Chairperson for the duration of the project and Mr. A. Clark, one of GLL's representatives on the Working Group, had provided an overview of GLL's experience in aquatic provision. The Working Group had agreed that consideration of its Terms of Reference, objectives/measurable outcomes and associated timeframes should be deferred until its next meeting. In advance of that, it was due to undertake, on 25th and 26th October, a visit to a number of sites in East London in order to observe aquatic activities and programmes in action and to meet with key partners. He added that extensive consultation would take place with the relevant stakeholders during the formulation of the Aquatics Strategy and that the Board would receive regular updates from the Working Group as its work progressed.

The Board noted the information which had been provided.

### **Update on Recruitment of Directors/Chairperson for the Active Belfast Limited Board**

The Assistant Director reminded the Board that it had, over a number of meetings, received updates on an ongoing recruitment exercise to fill the vacant positions of an independent Chairperson and four Directors on the Board. She reported that there had been an encouraging response to that exercise and that interviews for both posts had now been concluded. At this point, it was likely that all positions would be filled. She confirmed that, once the necessary pre-appointment checks had been completed and the offers of employment had been accepted, the Board would be advised of the outcome. Induction training would be provided for the appointees, together with refresher training for current Directors, and a workshop would be arranged for the new Board, with the aim of identifying its future priorities and developing a Business Plan. She concluded by thanking those Directors who had participated in the recruitment exercise.

Noted.

### **Other Business**

#### **Articles of Association**

The Partnership Manager undertook to submit to Companies House the most up to date version of the Articles of Association.

#### **Annual Accounts 2015/2016**

The Board noted that it would receive for approval at its meeting on 5th December the draft accounts for Active Belfast Limited for the period ending 31st March, 2016, which would be required to be submitted to Companies House before the deadline date of 31st December.

Chairperson