

## **ACTIVE BELFAST LIMITED BOARD**

**Monday, 5th August, 2019**

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

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

#### **Attendees**

- Directors:** Councillor Carson  
Councillor Corr  
Councillor McLaughlin  
Councillor Newton  
Mr. J. Higgins  
Mr. C. Kirkwood  
Mrs. K. McCullough  
Mr. R. Stewart and  
Mr. G. Walls.
- Officers:** Mr. R. Black, Director of Neighbourhood Services;  
Mr. N. Munnis, Partnership Manager; and  
Mr. H. Downey, Democratic Services Officer.
- GLL:** Mr. G. Kirk, Regional Director;  
Mr. R. McKenna, Regional Community Sports Manager;  
and  
Ms. J. Pope, Head of Service.

#### **Apologies**

Apologies were reported on behalf of the Chairperson (Mr. McGuigan), Mr. M. Keenan and Mr. K. O'Doherty.

#### **Welcome**

Councillors Carson, McLaughlin and Newton, together with the Director of Neighbourhood Services, were welcomed to their first meeting of the Board.

#### **Chairing of Meeting**

In the absence of the Chairperson, Councillor Carson agreed to chair the meeting.

(Councillor Carson in the Chair.)

#### **Minutes**

The minutes of the meeting of 8th April were approved.

#### **Matters Arising**

##### **Lessons Learned**

The Board noted that, in light of the number of items on the agenda for this meeting, that the report which was to have been presented by GLL on lessons learned, in the context of the Leisure Transformation Programme, had been deferred until September.

### **Declarations of Interest**

Mr. Walls informed the Board that he had officially raised with the Council concerns around disability access to amenities and services within the Ormeau Park, in which the Ozone Centre was situated.

However, as the Ormeau Park/Ozone Centre did not become the subject of discussion, he was not required to leave the meeting.

### **Director Attendance Statement**

The Board noted that this would be addressed later in the meeting, under a separate agenda item.

### **Future Agenda Items**

No agenda items were identified by Directors for future meetings.

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

The Board agreed to raise with GLL a number of issues relating to the reports being presented on Quarter 4 Performance and Compliance, Tier 2 Performance - Group Exercise Programme Innovation and Development and Tier 2 Performance – 3G Pitch Utilisation and Business Performance.

(Mr. Kirk, Mr. McKenna and Ms. Pope joined the meeting at this point.)

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

- Olympia Leisure Centre had been selected as the 'UK Active regional leisure centre for the year for Wales and Northern Ireland' at the recent UK Active Awards event;
- GLL's Belfast regional team had been shortlisted for an award at the 2019 UK Business Awards being held in London in November;
- the mobilisation phase for the new leisure centres at Andersonstown, Brook and Lisnasharragh had commenced and site visits would be arranged in due course; and
- General Managers had now been recruited for each of the aforementioned centres.

### **Quarter 4 2018/19 Performance and Contract Compliance**

Mr. McKenna reported that the current service contract required GLL to provide the Board with written service performance reports on a quarterly basis. Accordingly, he submitted for its consideration the Key Performance Indicators and supporting narrative, on an overall and centre-by-centre basis, for the fourth quarter of 2018/19, under the four themes of Business, Innovation and Learning, Customer and Operations.

In terms of the overall service, he pointed to a number of Key Performance Indicators for the quarter, which had revealed net gains in income, Pre-Paid memberships, Swim School memberships and Play and Play memberships, alongside reductions in the cost per visit to centres and in staff absence.

In response to issues which had been raised by Directors around the consistent under-performance of some centres, Mr. Kirk explained that GLL audited performance on an ongoing basis and continually engaged with centre managers and staff.

The Director of Neighbourhood Services added that a strategy focusing upon the re-energisation of facilities would be considered as part of the new business planning process.

The Board acknowledged receipt of the Performance and Contract Compliance report for the fourth quarter of 2018/19 and noted the information which had been provided.

### **Tier 2 Performance – Group Exercise Programme Innovation and Development**

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

**“1.0 Purpose of Report**

**1.1 To provide the Board with an update on the group exercise performance for Quarters 3 and 4 (October 2018 – March 2019).**

**2.0 Recommendation**

**The Board is requested to note:**

- **Q3 and Q4 performance;**
- **that performance monitoring is in place both locally and nationally; and**
- **the proposed improvements to Citywide Class Programme**

**3.0 Main Report**

**3.1 Introduction:**

**3.1.1 Fitness class access is included as part of the better membership package**

**3.1.2 Approx. 240+ live group exercise classes are delivered every week across the city.**

**3.1.3 There are now 26 health focused class sessions held per week comprising Cardiac Rehab (11), Healthwise (9) and Move More (6)**

- 3.1.4 Citywide studio provision has increased from 11 in 2015 to 17 in 2018. New centre openings in 2019 /20 will add an additional 7 studios to the estate.
- 3.1.5 Group exercise classes are recognised as a key tool in attracting and retaining members/customers.
- 3.1.6 Group exercise classes are particularly popular with female users, with females representing 3 in every 4 attendees.
- 3.1.7 Industry wide, group exercise classes are a key tool in increasing female participation. Considerably more females engage in group exercise as a core activity at 76% compared to 24% for males (Active Leisure Trends Report 2019).
- 3.1.8 The current citywide group exercise programme continues to evolve and change to increase usage figures, provide choice for the consumer and ensure quality across all centres
- 3.1.9 We currently offer 54 virtual classes in Belfast with 34 at Better Gym Belfast and 20 virtual classes offered in Better Gym Connswater.
- 3.1.10 Summary of additional studio provision planned within Phase 1B of the LTP for Andersonstown, Brook and Lisnasharragh is attached.
- 3.2 Performance Update
  - 3.2.1 The overall strategic aim remains to get More People More Active More Often through an effective citywide group exercise programme
  - 3.2.2 Attendance figures are
    - 3.2.2.1 Average attendance;
    - 3.2.2.1 36,607 for Q3/Q4
    - 3.2.2.2 Slight decrease in attendance for Q3, with 32,919. This includes the traditionally quieter period of December and reduced programme at Christmas
    - 3.2.2.3 Significant increase in attendance and classes offered over Q4, with 40,294 attendance recorded. This is due to traditional busy period at start of year
  - 3.2.3 In Q4 243 classes are running citywide with an average of 13 members attending per class, compared to an average of 11 per class in Q3

- 3.2.3.1 To note that Better Gym Belfast Virtual Classes were included in Net Tracker data for Q4
- 3.2.4 The top 3 most popular classes for Q3 and Q4 were:
  - Group Cycle- 24% of bookings
  - Total Body Conditioning- 12% of bookings
  - Yoga- 11% of bookings
- 3.2.5 These remain the top 3 classes in Belfast, with the top 2 classes predominantly led by internal centre Fitness Teams.
- 3.2.6 Health Focused classes continue to increase moving from 25 in Q2 to 26 classes per week Q4
- 3.2.6.1 To note that there are now 10 drop-in Health classes in place across the city
- 3.2.7 There are still a number of classes with a low uptake (fewer than 60% occupancy)
- 3.3 Improvements to Fitness Class Programme:
  - 3.3.1 Citywide class improvement is a focus area and to help improve class attendance and utilisation, the following actions will be taken forward:
    - 3.3.1.1 Citywide Fitness Class Lead (10 hours per week) to be recruitments to manage the development and delivery of class programme- by September 2019
    - 3.3.1.2 Citywide Online table- showcasing the citywide offer on one URL. Working with digital team to test feasibility
    - 3.3.1.3 12 Month Action Plan to be implemented upon successful recruitment of Fitness Class Lead
  - 3.3.2 Group Cycle Software has been purchased for August 2019 at Olympia. The Group Cycle connect will allow full utilisation of the existing bikes, allowing the customer and instructor the ability to manage and track class performance
  - 3.3.3 As part of 2019 Capital Investment programme, Better Gym Connswater will enhance studio provision through:
    - 3.3.3.1 Replacement of existing Group Cycle Bikes (10+ years old) with 30 new TG Connect Group Cycle Bikes
    - 3.3.3.2 Group Cycle Software and display for studio
- 3.4 Olympia as a best in practice case study

- 3.4.1** As noted in previous update, Olympia Leisure Centre's Group Exercise Programme was reviewed in July and August 2018 with improvements implemented for September 2018.
- 3.4.2** Following the success in Q2, the programme expanded with an additional 4 classes bringing it to 32 classes per week.
- 3.4.3** The programme has expanded due to Fitness Team lead classes on shift, therefore with no additional cost. The programme operates with 16 external instructor led classes per week, the same as 2018
- 3.4.4** Out of 32, 21 classes are at 95% capacity. This has been achieved by breaking down the timetable fit to operate around the strength's of the fitness team at Olympia
- 3.4.5** Overall classes' percentage remains above 80% for Q4 with an all time high recorded in January 2019 of 95%.
- 3.4.6** Class Promotion- Olympia fitness team are tasked with member retention calls, with a daily target set of 15 calls. These are focused on class promotion/programmes and inductions to help exercise adherence
- 3.4.7** Each month the team have hosted a 'Member Appreciation' class with the support of our Coffee Corner supplying them with protein smoothies
- 3.4.8** The programme performance at Olympia provides a solid
- 3.5** Challenges identified:
- 3.5.1** Traditional programmes have not diversified and need updating- Olympia is now used as a case study to boost and underperforming class/programme and will be the benchmark for new studio programmes at LTP centres
- 3.5.2** Staff resources – new staff have come into the business, with the recruitment of four new FM positions at Better Gym Belfast (2) and Better Gym Connswater
- Within this period, FM at Better Gym Belfast has been promoted to GM position at Better Gym Connswater
  - New staff will always need time to settle and acclimatise to the business and new environments
  - There will be movement around the city with LTP recruitment upcoming that may impact continuity in centres

**3.5.3 Fitness Training to enhance the programme has been organised for all Fitness Teams over the upcoming 6 months as highlighted in table A below:**

**3.5.4 Monthly Fitness workshops are also in place to allow fitness staff across the city to workshop new class ideas and structures**

**Table A:**

<b>Course</b>	<b>Month</b>	<b>Venue</b>
Boxercise	July	Grove
Lets Target	July	Grove
Fitness Instructor Course	August	Olympia
Interaction on the gym floor	August	Olympia
Maximise small group training	September	Olympia
Member journey to member success	October	Olympia
Advanced Group Cycle	Sept and Dec	Connswater”

During discussion, Ms. Pope confirmed that the imminent recruitment by GLL of a ‘Fitness Class Lead’ to oversee the Group Exercise Programme across the City would address issues which had been raised by Directors around the need to expand the programmes offered and to extend outreach work.

The Board noted the information which had been provided and welcomed the aforementioned appointment.

**Tier 2 Performance – Olympia Leisure Centre USP Spa**

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

**“1.0 Purpose of Report**

**1.1 To update the Board on the progress of Spa Experience at Olympia Leisure Centre. This update will cover Quarter 3 and 4 (October – March) of the 2018/19 financial year**

**2.0 Recommendation**

**2.1 The Board is requested to note the update on the Olympia LC USP Spa**

### 3.0 Main Report

#### 3.1 Introduction

<b>Summary Of Key Facts</b>	
<b>Opening Hours</b>	<b>Monday – Friday 11.00 am – 8.00 pm Saturday and Sunday 10.00 am – 5.00 pm</b>
<b>Facilities</b>	<ul style="list-style-type: none"><li>• Three treatment rooms</li><li>• Sauna &amp; Steam Room</li><li>• Jacuzzi</li><li>• Ice Room &amp; Sanarium</li><li>• 6 x hamann heated beds</li></ul>
<b>Detail</b>	<ul style="list-style-type: none"><li>• The Olympia Spa Experience opened in late January 2017 and is staffed by locally recruited GLL team members.</li><li>• The Thermal Suite is available as a membership option for £53.00 per month. Thermal suite sessions are booked in advance and last for up to 3 hours.</li><li>• The Spa is available to guests on a bookable basis and offers beauty and massage treatments.</li><li>• Promotional offers are scheduled throughout the year targeting different treatments and client groups.</li></ul>
<b>Pricing</b>	<ul style="list-style-type: none"><li>• Suburban pricing range</li><li>• Thermal Suite half day ticket £15 full or £12 concession rate.</li><li>• Thermal Suite off peak half day ticket £10 full or £7.50 concession rate</li></ul>
<b>Comment</b>	<ul style="list-style-type: none"><li>• The Spa generated £99,575 income during quarter 3 &amp; 4 2018/19. This figure has risen from £75,291 during quarter 1 &amp; 2 2018/19. Total expenditure for quarter 3 &amp; 4 was recorded at £96,777 which is a slight reduction against the quarter 1&amp;2 expenditure of £98,809 in 2018/19.</li></ul>

#### 3.2 Product and Pricing Overview

##### 3.2.1 Income Areas

- Thermal Suite - Thermal suite allows for access to the thermal area only for up to 3 hours use and is priced at £15 although a range of concession and off peak options are available.
- Spa Membership - The spa memberships are based upon the £53.00 (Belfast resident) or £55.50 (non



resident) direct debit rates and include daily access to the thermal suite. Membership also entitles the members to unlimited access to the gym, pool and classes in all fourteen Better centres. There are presently 80 prepaid Spa memberships (as at 31<sup>st</sup> March 2019)

- **Spa Treatments** – There are a number of treatments available ranging from £12 - £70. Treatments are tailored for male and female and the team also provide pre-natal massage. The product range used is Elemis. The top Spa Treatment is once again the Elemis freestyle deep tissue massage. The combination of massages on offer contributed to over 400 of the 2000 treatments provided during quarter 3 and 4.
- **Product Goods For Resale (GFR)** – To help drive income generation and in line with standard industry practice the Better Spa Experience team sell Elemis, La Sultane De Saba and their own in house product called ‘Signature’.

### 3.2.2 Performance Analysis

**People** - Three full time equivalent staff employed in the spa and are supported by casual colleagues.

**Training** – In house signature treatment ‘Crown to Soul’ – team trained by Supervisor Christine McCleave. Elemis product training – also lead by Christine McCleave. 3 new team members all product trained internally by supervisor (and trainer) Christine McCleave. Additional Elemis product training is presently being arranged to assist with the upsell of aspects of the elemis range

**Promotion** - Olympia Spa enjoyed a positive first full year in 2017/18 and established a strong client base with the majority of clients booking repeat treatments. As such, further growth has been evident during 2018/19.

The customer journey from the completed car park to the centre is shorter and a much more pleasant experience. Internal awareness has been strengthened with window vinyl advertising for directional and promotional purposes. A similar external vinyl has recently been signed off by partners and artwork for completion has been agreed.

**Performance** - £174,867 income was generated by Better Spa Experience in 2018/19. This is inclusive of Spa DD membership payments. This is an increase against the 2017/2018 figure which was recorded at £139,483. Expenditure for 2018/2019 was recorded at £195,586 which resulted in an

overall deficit of £20,719. This was largely in line with the estimated year end position for 2018-2019.

Usage - 6 month usage (1st October 2018- 31st March 2019) 6240 users including a range of treatments and thermal Spa usage. This has risen from 4100 during quarters 1 and 2.

### 3.2.3 Expenditure Areas:

- Staffing: Three full time equivalent staff employed in the spa and are supported by casual colleagues
- Operations costs: These include repairs and maintenance (R&M), service contracts, equipment purchase and utilities.
- R and M – As a new facility a small budget has been allocated for repairs and maintenance.
- Service contracts – the laundry provision, including supply and cleaning of towels, robes and flip flops
- Utilities – the spa is housed within the main leisure centre and consumption calculations were calculated on 20% of the total annual Olympia utility expenditure, the spa portion amounting to £46,500.
- Publicity / Marketing – campaigns and advertising are used to maximise awareness. This was also profiled in accordance with peak months in the spa industry.

### 3.2.4 Expenditure Analysis

#### Financial position 2017-2020:

Year	Income	Expenditure	Variance
2017-18	£139,483	£180,438	-£40,955
2018-19	£174,869	£195,586	-£20,719
2019-20	£192,548	£198,124	-£5,576

The overall financial position is forecast to improve by £15K in 2019/20 and to move towards a surplus by 2020/21.

### 3.3 Business Development:

Following completion of the boulevard in June 2018 the business development opportunities of Spa Experience are being enhanced and capitalised upon with external vinyl installed onto the Spa windows to support the already installed vinyl installed onto the internal office windows. Partner permissions have recently been secured to support the installation completion.

A number of targeted marketing campaigns promoted by social media and online awareness are focused on increasing income remain ongoing. These will focus on the popular quarterly promotions which are presently in place and include 'Treat Tuesday' which was launched to increase business on the traditionally quietest day of the week for Spa Experience.

Recruitment of additional therapists has recently been completed and this has increased overall treatment room utilisation at peak times from 2 to 3 rooms. The resulting rise in spa treatment income has supported this expansion in provision.

Spa membership levels have increased by 10% during quarter 3 and 4 2018/2019. Inclusion in global membership offers is intended to further grow this key area of business.”

The Board noted the information which had been provided.

### **GLL Annual Service Plan 2020**

The Board noted an update on the Annual Service Plan for 2019/20 and moving forward into 2020/21, which had been formulated in the context of the Active Belfast Limited Business Plan, the Belfast Agenda and GLL's Corporate Plan.

### **Tier 2 Performance – 3G Pitch Utilisation and Business Performance**

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

**“1.0 Purpose of Report**

**1.1 To provide the Board with a Q3 and Q4 progress update on the 3G pitch utilisation and business performance managed by GLL in Belfast.**

**2.0 Recommendation**

**2.1 The Board is requested to note the information provided below. GLL officers will attend to provide any additional information or clarification requested by members of the Board.**

**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 – 23.3% Occupancy

	Oct	Nov	Dec	Q3 Total	YTD
Synthetic pitch capacity	719	690	597	2005	5935
Synthetic pitch occupancy	223	214	227	664	1522
Synthetic pitch income	£4,116	£2,746	£2,594	£9,456	£19,184
<b>Comment: Income in November and December quite low compared to occupancy close to same as October.</b>					
	Jan	Feb	Mar	Q4 Total	YTD
Synthetic pitch capacity	686	634	682	2002	7936
Synthetic pitch occupancy	178	184	198	560	2082
Synthetic pitch income	£2,425	£4,046	£4,289	£10,760	£10,760
<b>Comment: Income low in January compared to occupancy being almost same as February and March.</b>					

### 3.3 Brook KPI –26.8% Occupancy

	Oct	Nov	Dec	Q3 Total	YTD
Synthetic pitch capacity	654	628	446	1728	5290
Synthetic pitch occupancy	280	275	260	815	2145
Synthetic pitch income	£2,324	£3,462	£1,735	£7,521	£19,638
<b>Comment: December and October income low compared to close occupancy as November.</b>					

	Jan	Feb	Mar	Q4 Total	YTD
Synthetic pitch capacity	628	576	616	1820	7110
Synthetic pitch occupancy	240	234	234	708	2853
Synthetic pitch income	£2,023	£1,780	£3,427	£7,230	£7,230
<b>Comment: February and March had same occupancy but a big difference in income.</b>					

#### 3.4 Girdwood KPI – 47.4% Occupancy

	Oct	Nov	Dec	Q3 Total	YTD
Synthetic pitch capacity	648	624	576	1848	5604
Synthetic pitch occupancy	259	243	202	704	2652
Synthetic pitch income	£6,998	£3,979	£3,497	£14,474	£27,723
<b>Comment:</b>					

	Jan	Feb	Mar	Q4 Total	YTD
Synthetic pitch capacity	624	576	624	1824	7428
Synthetic pitch occupancy	175	184	187	546	3198
Synthetic pitch income	£3,489	£4,118	£6,332	£13,939	£13,939
<b>Comment: January and February low income compared to almost same occupancy as March.</b>					

**3.5 Olympia KPI – 30.9% Occupancy**

	Oct	Nov	Dec	Q3 Total	YTD
Synthetic pitch capacity	1320	1272	1230	3822	8505
Synthetic pitch occupancy	458	495	439	1392	2794
Synthetic pitch income	£1,676	£2,145	£2,007	£5,828	£17,737
<b>Comment: Quite high occupancy and very low income rate across the three months.</b>					
	Jan	Feb	Mar	Q4 Total	YTD
Synthetic pitch capacity	1272	1176	1278	3726	12231
Synthetic pitch occupancy	441	430	499	1370	4164
Synthetic pitch income	£2,674	£1,853	£2,165	£6,692	£6,692
<b>Comment: Again, quite high occupants rate and very low income.</b>					

**3.6 Ozone KPI –25.3% Occupancy**

	Oct	Nov	Dec	Q3 Total	YTD
Synthetic pitch capacity	726	700	628	2054	6084
Synthetic pitch occupancy	266	282	182	730	1757
Synthetic pitch income	£4,615	£4,801	£4,032	£13,448	£32,958
<b>Comment: All looks good and consistent.</b>					

	Jan	Feb	Mar	Q4 Total	YTD
Synthetic pitch capacity	700	648	690	2038	8122
Synthetic pitch occupancy	247	227	250	724	2481
Synthetic pitch income	£4,994	£5,445	£7,332	£17,771	£17,771
Comment: January and February have less income than March and around same occupancy					

### 3.7 Whiterock KPI – 21.1% Occupancy

	Oct	Nov	Dec	Q3 Total	YTD
Synthetic pitch capacity	753	723	666	2142	6347
Synthetic pitch occupancy	211	196	173	580	1333
Synthetic pitch income	£2,591	£2,592	£1,139	£6,322	£14,209
Comment: All looks good and consistent					
	Jan	Feb	Mar	Q4 Total	YTD
Synthetic pitch capacity	721	667	710	2098	8445
Synthetic pitch occupancy	209	203	235	647	1980
Synthetic pitch income	£2,010	£2,438	£3,262	£7,710	£7,710
Comment: All looks good and consistent					

### 3.8 Overall Service KPI – 28.9% Occupancy

	Oct	Nov	Dec	Q3 Total	YTD
Synthetic pitch capacity	4820	4637	4142	13599	37765
Synthetic pitch occupancy	1697	1705	1483	4885	12202
Synthetic pitch income	£22,320	£19,725	£15,004	£57,049	£131,357
<b>Comment: December income very low compared to rest of quarter</b>					
	Jan	Feb	Mar	Q4 Total	YTD
Synthetic pitch capacity	4631	4277	4599	13507	51272
Synthetic pitch occupancy	1490	1462	1603	4555	16757
Synthetic pitch income	£17,615	£19,680	£26,807	£64,102	£64,102
<b>Comment: March income way higher than rest of quarter</b>					

### 3.9 Peak/Off peak flows

3.9.1 Belfast City Council reduced the hire charge by 25% and the resulting drop in income with no additional occupancy uptake.

3.9.2 3G pitch utilisation is seasonal based on demands from sports clubs.

3.9.3 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.

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

3.9.5 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**
- Casual**
- Schools**
- Community groups,**
- Casuals**
- Belfast City Council**

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

- 3.11.1 All centres have built their 2019 budget books and have developed action and outreach plans, to drive utilisation and income to help mitigate against the 25% reduced the hire 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 2018/19.**
- 3.11.3 GLL now represented on Belfast City Council and 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 2019 business planning process.**
- 3.11.5 Target markets include local schools and businesses to drive daytime occupancy and off peak usage.**
- 3.11.6 A citywide and local centre promotional plan has been developed to complement the developed action plans**
- 3.11.7 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.**
- 3.11.8 Further development meetings with other NGB’s such as GAA and Ulster Rugby to develop partnership programmes.”**

After discussion, during which Mr. McKenna, in addressing a suggestion by a Director that pitches should be made available to, for example, schools and youth groups when not in use, pointed to the success of the pilot “Kids for a Quid” Pay as you Play initiative, the Board noted the contents of the report.

(Mr. Kirk, Mr. McKenna and Ms. Pope left the meeting at this point.)

### **Active Belfast Limited Business Plan**

#### **2017 – 2020 Business Plan Action Update**

The Partnership Manager reminded the Board that, at its meeting on 21st March, 2017, it had adopted the Active Belfast Business Plan for 2017 – 2020. The Plan had included an action plan, which set out key activities and completion deadlines under six themes, namely, facility development and management, customer services and programming, business performance and operating efficiencies, partnerships and pathways, More Than Activity and Sport and, finally, Good Governance.

He explained that, although a review schedule had not been formally established, it was accepted that the Board should evaluate progress against the action plan on an annual basis. Accordingly, he submitted for the Board’s consideration the action plan, together with an update on progress for each of the aforementioned themes.

The Board noted the information which had been provided.

#### **Business Plan Review Working Group**

The Board was reminded that the Active Belfast Business Plan was due to expire on 31st March, 2020. The Partnership Manager explained that there was a broad understanding that a working group would be established to review the current plan and to formulate a new document to cover the period from 2020 till 2025. In keeping with the process employed previously, it was proposed that volunteers be sought from Directors to join the working group. It was hoped that an initial meeting would take place prior to the Board meeting on 9th September, with a more detailed progress report to be provided in October. The revised Business Plan would, subject to completion, be submitted to the Board in January for endorsement, which would allow sufficient time for it to secure Committee/Council approval before April 2020.

The Board noted the proposal to establish the working group and that the Partnership Manager would begin the process of seeking volunteers immediately, with the intention of holding an initial meeting before the end of August.

#### **Strategic Planning Workshop**

The Board was reminded that the Active Belfast Limited Business Plan for 2017 – 2020 had, within its action plan, included a requirement for a strategic planning workshop to be held on an annual basis.

The Board agreed that the workshop be held in the week commencing on 11th November and noted that the Partnership Manager would circulate potential dates.

### **Policy and Procedure Alignment** **(Health and Safety)**

The Board was reminded that, in 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 explained that one of those policy areas related to health and safety, which had been categorised by the Council as being a 'corporate risk', and which in terms of non-compliance with legislation and industry best practice, would have severe consequences, including potential financial loss, reputational damage and legal action.

He reported that an assessment of GLL's health and safety procedures had been undertaken, which had included 112 inspections of centres in 2018/19, as well as a desktop review of written policies and procedures. The assessment had taken into account also the report on the outcome of the 2017 independent review of leisure, which had concluded that "no evidence was found to suggest that GLL was operating the service outside of health and safety legislation and relevant guidance". He added that the Council had, in March 2019, appointed Quadra Consulting Limited to undertake a health and safety compliance audit in each centre, with the level of assurance being rated as low, moderate, high or excellent. The first such audit had been conducted on 28th June in the Olympia Leisure Centre, where the compliance assurance had been deemed to be high. The remaining centres would, he pointed out, be audited on a rolling programme basis over the next two years.

He informed the Board that the assessment 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 5th August, 2019, Belfast City Council's and GLL's policies and operational procedures in relation to Health and Safety are closely aligned, with no significant variances or areas of concern to address."**

The Board noted the receipt of the report and the information contained therein.

### **Director Attendance and Protocol Compliance**

The Board was reminded that, at its meeting on 11th March, it had approved a protocol for the future monitoring and management of Directors' attendance at Board meetings. Under the protocol, Directors would receive a letter requesting confirmation of their intention to remain on the Board, in the event that they fail to attend three consecutive meetings, without providing notice, or five consecutive meetings, either with or without providing notice.

The Partnership Manager submitted for the Board's consideration a record of Directors' attendances since June, 2017. He confirmed that a letter had, on 29th July, been forwarded to a current Director who had been absent, without providing notice, from the last five Board meetings. It had since been established that his absence had been due primarily to difficulties in securing formal notification of a nominated replacement and that he would now be remaining on the Board. He added that four other Directors had

also fallen into one of the aforementioned two attendance categories, however, they had since either resigned or been replaced on the Board.

The Board noted the information which had been provided and agreed that there was no requirement for action to be taken against the Director at this time. It noted also that it would, at its meeting in September, consider a proposal to extend the tenure of those Directors whose three-year term had now expired.

### **Director Changes and Companies House Returns**

The Partnership Manager reported that Mr. N. Mitchell had, on 2nd June, formally resigned as a Director of the Board. In line with agreed procedures, the Chairperson had written to Mr. Mitchell accepting his resignation and thanking him for the contribution which he had made to the work of the Board since being appointed in December, 2015.

He reported further that, following the recent Local Government Elections and the subsequent nomination process, Councillors Carson, McLaughlin and Newton had replaced Councillors McCusker and McReynolds and former Councillor Craig on the Board.

He explained that Mr. Mitchell's resignation had reduced the number of Directors on the Board to thirteen, which was two less than the maximum number permitted and, importantly, one more than was required to trigger a recruitment campaign. He confirmed that registration and resignation details for new Directors would be forwarded to Companies House over the coming weeks and that Advance Accounting, Active Belfast Limited's company accountants, was actively preparing for the introduction of work on the preparation of digital tax/accounts submissions.

The Board noted the information which had been provided.

### **Schedule of Meetings 2019**

The Board noted the following schedule of meetings for the remainder of 2019, with meetings to commence at 4.30 p.m.:

- Monday 9th September;
- Monday 7th October; and
- Monday 9th December.

### **Other Business**

No additional items of business were raised by Directors.

Chairperson