

**ACTIVE BELFAST LIMITED BOARD**

**Monday, 14th December, 2020**

**MEETING OF ACTIVE BELFAST LIMITED BOARD**

**(Held remotely via Microsoft Teams)**

**Attendees**

- Directors:** Mr. J. McGuigan (Chairperson)  
Councillor Carson  
Councillor Corr  
Councillor McLaughlin  
Councillor Newton  
Mr. P. Boyle  
Mr. K. Ellison  
Mr. C. Kirkwood  
Mrs. K. McCullough and  
Mr. G. Walls
- 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**

No apologies were reported.

**Declarations of Interest**

No declarations of interest were reported.

**Minutes**

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

**Matters Arising**

**Agenda Items**

The Board noted that reports on i.) a protocol to deal with future requests from non-Directors to attend future meetings; ii.) a plan for the recruitment of Directors; and iii). revised performance and compliance reporting had been included in the agenda and would be considered later in the meeting.

### **GLL Staff Survey**

The Board noted that an update on the progress of a GLL staff satisfaction survey would be presented to its meeting in January.

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

The Board noted that it would, later in the meeting, have the opportunity to discuss with GLL the issues which had been raised at the meeting on 9th November around the Customer Services Advisor role and child safeguarding.

### **Director Attendance Statement**

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

### **Proposals for Future Board Meeting Agenda Items**

No agenda items were identified by Directors for future meetings.

### **ABL Accounts for 2019/20 and Annual Company Statement**

(Mr. D. Moan, Advanced Accounting, attended in connection with this item.)

Mr. Moan informed the Board that the annual accounts and company statement for Active Belfast Limited for the period ending on 31st March, 2020 had now been completed. He provided a brief overview of the accounts and recommended that the Board approve them for submission to Companies House before the deadline date of 31st December.

The Board approved the annual accounts and company statement for Active Belfast Limited for the period ending 31st March, 2020 and noted that they would be signed electronically by Mr. McGuigan, the Chairperson of the Board.

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

### **Performance and Contract Compliance**

The Board was reminded that the current service contract required GLL to provide it with written service performance reports on a quarterly basis.

The Board was reminded further that, at its meeting on 9th November, it had approved a new set of performance reports for 2020/21, including a revised scorecard, comprising the following nine Key Performance Indicators:

Financial	Expenditure Cost Recovery
Financial	Labour Cost Recovery
Financial	Cost per Visit
Membership	Pay and Play Membership Net Gain
Membership	Pre-Paid Membership Net Gain
Membership	Swim School Membership Net Gain
Occupancy	Main Hall Occupancy
Occupancy	Studio Occupancy
Occupancy	Synthetic Pitch Occupancy

Mr. Walker submitted for the Board's consideration a report providing information on the revised Key Performance Indicators, together with a supporting narrative, on an overall and centre-by-centre basis, for the first and second quarters of 2020/21.

He outlined the impact which the COVID-19 lockdown/restrictions had had upon service provision and performance over the two quarters and drew the Board's attention to the fact that a net gain in new memberships for the Andersonstown, Brook and Lisnasharragh centres continued to partially offset the overall net deficit in memberships across the service.

After discussion, the Board acknowledged receipt of the Performance and Contract Compliance report for the first and second quarters of 2020/21 and noted the information which had been provided.

### **Annual Schedule of Charges 2021/22**

The Board considered the following report which had been prepared by GLL:

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

**1.1 To propose amendments to the leisure schedule of charges for 2021/22, based on an average 2.5% price increase. To note the financial impact of Covid-19 income levels with a projected income gap of £1m - £2m in 2021/2022, based on previous year trading trajectory.**

#### **2.0 Recommendations**

**2.1 The Board is requested to agree the proposed price increases to be applied from April 2021.**

**2.2 The Board is requested also to note the review and development of a 'pricing matrix' has been completed. This document is an operation handbook designed to describe each product and service covered within the schedule of charges and promote consistency of interpretation, application and equality across the city.**

#### **3.0 Main Report**

**3.1 Pricing is reviewed on an annual basis across the partnership and benchmarks are applied to check pricing against industry standards and Northern Ireland leisure providers.**

**3.2 A price increase is being proposed at an average of 2.5% across all prices in the leisure centres, this is based on similar value in previous years and is to support in covering the large scale income loss created from the Covid-19 pandemic.**

- 3.3 The Covid-19 pandemic has had a significant financial impact on the trading figures in 2020/21, and will have a cumulative impact in the coming year.**
- a) The average income per month across the centres was forecast to be circa £650k in 2020 through the summer period. Based on the first lockdown and four month closure the direct financial impact in this period was an income loss of £2.6m. During this period memberships were frozen and refunds provided for any bookings, therefore no income was received during this period. The income deficit in this period was offset by the government Job Retention Scheme which ensured financial sustainability throughout the summer months.**
  - b) In the early stages of reopening during September there was a positive response from customers and income levels had shown some recovery. But following a further lockdown and enhanced restrictions in October and November, a further impact on income levels was seen.**
  - c) The overall financial position and risk to the Council has been minimised through the ongoing use of the Job Retention Scheme and the fact that some facilities and programmes have been unable to recommence. During November the Job Retention Scheme was extended across the UK and has further helped offset any income gap that remains across the centres.**
  - d) Based on the second lockdown the current forecast for the winter period has been reviewed in order to manage any financial risk going forward, and early stage forecasts show a break even position again based on the support from the job retention scheme.**
  - e) Finance remains a key priority for both GLL and the Council and this is reviewed on a monthly basis. This area remains in a state of flux based on the continual changes in the operating environment.**
- 3.4 The impact of Covid-19 has resulted in a reduction in membership numbers, reduced capacity and programming, increased cleaning costs and changes to our staff structures, which has resulted in voluntary redundancy. This reduction is likely to continue into the year ahead and therefore the application of a small price increase will assist in bridging the financial gap.**
- 3.5 The current income gap is forecast at £1.5m for the coming year based on the original forecast position for 2020. Alongside this most costs of the service have remained the**

same and therefore a number of mitigations to bridge this gap are being considered by GLL including the inclusion of a small price increase. The 2.5% price increase will potentially yield £170k and, therefore, make up 11% of the financial gap created.

- a) **Membership - Overall pre-paid membership since January 1st has seen a significant decline due to the impact of Covid-19. Memberships have dropped from 16,043 to 12,137 (3,906) which represents a 24% reduction. This combined with reduced capacities results in an income projection for 2021 of a £1.5m loss.**
- b) **Cleaning Costs - The Covid-19 pandemic has resulted in increase requirements for cleaning equipment. It is estimated that cleaning equipment costs will increase by 50% in 2021 and result in an additional spend of £42.5k in comparison to 2020.**
- c) **Voluntary Redundancy – has been applied and 17 posts have been removed from the staff team which will support in a more efficient delivery and cost management.**

**3.6 Supplier costs are set to rise in 2021 and expected to be between 2% and 3%, which will result in further additional spend. It is important to note that the impact of Brexit on suppliers and associated costs is not yet known but it is likely that this will result in increased pricing.**

**3.7 The CPI is running at a lower than normal rate due to the current pandemic, however based on the income gap a minimal price increase has been proposed.**

**3.8 The opening of the three new LTP centres has seen increased costs of delivery but these are not matched to the forecast income position.**

**3.9 The prices in Belfast remain some of the best value for money across Northern Ireland and the UK and are comparably at the lower end of the industry benchmarks.**

- a) **Average pre-paid membership price in GLL Belfast is £24.75. Average prices in a neighbouring council are £30.75 in Ards and North Down. Private operators such as David Lloyd charge on average £96.59 per month, Bannatyne's £47.99 per month and Everlast £36.50 per month.**
- b) **Average swimming costs in GLL Belfast is £3.98. Average prices in a neighbouring council are £4.20 in Ards and North Down. Private operators such do not offer specific swimming rates but offer day access**

passes to their facilities which can range from £10 to £15 per visit.

- c) 50% of all members avail of a concessionary rate within Belfast and the service continue to offer free access to over 60s before 11am.
- d) The Belfast Healthwise team work in partnership with the Public Health Agency and Macmillan Cancer Support to deliver a variety of physical activity referral programmes that can be availed of free of charge for a period of 12 weeks. Competitive membership options are also provided to participants who graduate through these initiatives.
- e) Members are requested to note that GLL in Belfast continue to support 150 athletes, both senior and junior through the GLL Sport Foundation scheme. This scheme provides athletes with free access of all centres across the city in order to support their training and preparation for competition at national and international level.

3.10 The private sector continues to expand in Belfast and remains a key driving force in the local market. New Everlast clubs have opened at the old DW site at Boucher and at Shaw's Bridge.

3.11 Proposed Prepaid Membership, Pay & Play Membership, activity and facility hire charges have been circulated to the Board."

After discussion, it was

Moved by Councillor McLaughlin,  
Seconded by Councillor Carson and

Resolved – That the Board agrees to reject the proposed price increase of 2.5% for 2020/21 across all GLL-managed facilities and agrees instead that no price increase be applied from April, 2021.

### **GLL Annual Marketing Plan 2021/22**

The Board noted the contents of GLL's Annual Marketing Plan for 2021/22, which provided details of its marketing of leisure centres, promotion of health and wellbeing activities, partnership working and new products, together with its Topline Health Communities Plan for 2021.

### **Update on Group Exercise Programme, Innovation and Development**

The Board considered the following report which had been prepared by GLL:

- “1.0      Purpose of Report**
- 1.1      To update members on the year-to-date group exercise performance and programme developments.**
- 2.0      Recommendations**
- 2.1      The Board is requested to note:**
- i.     Q1 and Q2 performance (April - September 2019);**
  - ii.    that performance monitoring is in place both locally and nationally;**
  - iii.   that new Studios came online at Andersonstown Leisure Centre.**
- 3.0      Main Report**
- 3.1      Introduction:**
- 3.1.1    Group exercise class access is included as part of the better membership package.**
- 3.1.2    Group exercise classes are recognised as a key tool in attracting and retaining members/customers.**
- 3.1.3    Group exercise classes continue to be particularly popular with female users, with females representing 3 in every 4 attendees.**
- 3.1.4    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**
- 3.1.5    As a result of Covid-19, the leisure centres across Belfast were closed during the first quarter of 2020. Group exercise classes returned in July in 9 centres with a significantly reduced offer due to social distancing measures and the requirement to reduce touch points. Further details of what was offered between July and September is provided in the performance update below.**
- 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    In July, due to social distancing measures and the desire to ensure large groups could benefit from the group exercise programme, the majority of group exercise**

classes were moved into leisure centre sports halls. In this way the centres could mark out 3m x 3m spaces for group exercise and 2m x 2m spaces for group cycling.

- 3.2.4 The group cycle studio at Andersonstown, BGB and BGC were maintained but with reduced numbers to ensure a 2m x 2m distance could be maintained.
- 3.2.4 Group exercise classes were delivered in July and August in Andersonstown, BGB, BGC, Brook, Falls, Grove, Lisnasharragh, Olympia and Shankill. In September Girdwood and Whiterock were added.
- 3.2.5 In July and August, the reduced programme included group cycling, body conditioning, core conditioning, HIIT, Yoga, Pilates and Tai Chi. In September this offering was extended to include aqua aerobics, body pump, circuits and combat classes
- 3.2.6 Classes offered per week ranged from 179 in July to 218 in September.
- 3.2.7 Virtual classes were offered in BGB due to their reduced studio capacity and in order to reduce cost for an instructor. This offering began as 4 classes per week in July and rose to 6 per week in September.
- 3.2.8 In addition to this the Healthwise team delivered 4 walking groups per week and 8 virtual classes for participants with the Move More and Healthwise programmes
- 3.2.9 Attendance figures are
  - 3.2.9.1 Overall attendance; 23,352 for Q1/Q2
    - 3.2.9.1.1 Q1 Attendance: 0
    - 3.2.9.1.2 Q2 Attendance: 23,352 – 4,869 (Jul), 8,178 (Aug), 10,305 (Sept)
  - 3.2.9.2 Attendance increased throughout Q2 which was attributed to the return of members, increased classes offerings and the introduction of two additional centres in September.
  - 3.2.9.3 The need to manage capacities and track and trace led to a requirement to pre book for all activities. This was possible via the Better website and Better UK app. The use of the app has improved the reporting accuracy of fitness classes and attendance numbers.
  - 3.2.9.4 Lisnasharragh had the highest attendance for a single centre with a total 5,592 participants for Q2, just slightly lower than a quarter of the total group exercise usage.

**3.2.10** In Q2, the average attendance of classes was 10 participants. The utilisation of classes was 58.9% in July, 64.2% in August and 65.3% in September.

**3.2.11** The most popular types of classes for Q2 were:

- Cardio – 1,211 classes (53.8% of offering)
- Strength and Conditioning - 602 classes (26.8% of offering)
- Mind and Body - 425 classes (18.9% of offering)
- Aqua - 12 classes (0.5% of offering)

**3.2.12** Upcoming focus for the Health Team will be to develop more step down/low functioning classes across the city and upskilling health coaches to take water rehabilitation classes

**3.3** Studio Provision - LTP update

**3.3.1** The new Andersonstown Leisure Centre opened in July 2020. Currently studio 1 is being utilised as an entry and exit point for classes while studio 2 and the spin studio are being utilised for the delivery of classes. Please see below for further details about the active studio spaces.

**Spin Studio (69m<sup>2</sup>)**

The spin studio is adjacent to the gym; the studio has a virtual set up supported by LED strip lighting and a staged effect over three tiers

**Studio 2: Class Dojo (196m<sup>2</sup>)**

This is a multi purpose studio which can accommodate a variety of activities from conferences to Irish dancing. This is a large studio which can accommodate a 13 x 13 metres martial arts facility. It can also cater for the inclusion of virtual classes.

**3.4** Training and Development

**3.4.1** Fitness Training to enhance the programme has been provisional organised for all Fitness Teams over the upcoming 2 months to provide information sharing opportunities and the provision of supporting resources.”

After discussion, the Board adopted the recommendations.

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

## **Update on Annual Aquatics Strategy Action Plan**

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

**"1.0 Purpose of Report**

**1.1 To present the annual review of progress in relation to the Aquatics Strategy action plan.**

**2.0 Recommendations**

**2.1 The Board is requested to consider the progress report set out below and records receipt of the update.**

**3.0 Main Report**

**3.1 'An Aquatics Strategy for Belfast 2019-2030' was officially launched at a public event in August 2019. Following the launch, the board developed and approved an action plan to track strategic outputs and development progress. The action plan was approved by the board on 9th December 2019.**

**3.2 Within the strategic document, under 'what we want to achieve' the development of an action plan is referenced. Specifically that the partners should: 'Develop a detailed action plan within three months of the launch of our strategy' and 'Ensure that the action plan includes annual performance reports and key strategic review points.**

**3.3 The action plan, a copy of which has been circulated to the Board, is presented in line with the four themes set out in the strategic document under 'Strategic objectives and priorities' (Pages 8 – 11), namely:**

- What we want to do;**
- How we want to do things;**
- Who we want to do it for, and;**
- What we want to achieve**

**3.4 Within the four themes above, the action plan identifies 12 key objectives each with a set of more focused outputs.**

**3.5 The first annual review of the strategy would have been scheduled for quarter 3 of 2020/21. The annual board report schedule was due to be considered in April 2020 but, due to Covid-19 restrictions, Board meetings were suspended after the meeting of 11th March and did not resume until 9th November 2020.**

**3.6 Delivery of the aquatics strategy was similarly impacted by the Covid-19 restrictions with a variety of lock down and**

partial opening conditions imposed on the service. All leisure centres were closed throughout April, May and June with partial opening allowed from mid-July followed by the re-opening of swimming pools in August.

- 3.7 Since August, Council pools have remained open with the exception of a second lockdown between 27th November and 10th December. Although they have remained open, pools have been required to operate under very different and restricted 'Covid safe' operating protocols.
- 3.8 Some pools/centres are currently operating on reduced opening hours. The swimming pool at Brook remains closed due to Covid-Safe protocol compliance challenges specific to this particular centre.
- 3.9 All pool user groups have been negatively impacted by the restrictions.
- 3.10 Given the exceptional operating conditions imposed since March 2020 there may be limited value in reviewing specifics outputs as set out in the action plan at this point. However, there has been significant strategic input into decisions relating to LTP capital delivery, pool programming, customer communications and pricing reviews. Examples of where the aquatics strategy has been referenced and proved to be useful include:
- The application of a citywide approach to local pool availability for different activities and user groups. This has been useful in ensuring that convenient options are available, on an area basis, to serve the needs of different user groups;
  - Planning for the integration of new pool products into the service and related pricing proposals. Examples include; leisure water (at Andersonstown), surf air, aqua splash and diving;
  - The development of consistent operating protocols and related customer communications;
  - The development of fair and equitable programming principles to serve the needs of a large number of different user groups with varying demands;
  - The development of a pricing matrix to sit alongside the approved annual schedule of charges. The matrix is designed to serve as a much needed reference document for centre managers and front line staff in the application of approved pricing;

- **Planning for the programming of pools at Lisnasharragh within the context of the City’s main centre for competitive aquatic sports and activities; and**
  - **Liaison with Swim Ulster and affiliated aquatics clubs.**
- 3.11 Throughout the first nine months of 2020/21, the aquatics strategy has remained a live and valued document. The strategy has been referenced frequently to provide strategic context and to support decisions taken.**
- 3.12 There may be some cause for optimism around a gradual return towards ‘normal service’ in 2021. The next annual aquatics strategy action plan review will be presented August 2021 at which time, subject to service conditions between now and then, a more detailed update of the action plan outputs will be presented.”**

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

### **Update on the Council’s Sports Development**

(Mr. C. McCann, Sports Development Manager, attended in connection with this item.)

The Sports Development Manager informed the Board that the Council’s Leisure Development Unit led the delivery of an extensive programme of sports development initiatives in support of the Belfast Agenda.

He provided details of the outputs arising from the main initiatives which had been undertaken between April and September and pointed out that delivery had been restricted by the Executive Office’s legislation and sporting governing body guidance around the Covid-19 pandemic.

He then provided specific details around the Belfast Boxing Strategy, the Stadium Community Benefits Initiative, the Pitches Partner Agreements, the GAA Joint Management Board, Support for Sport Funding, Strand one of the Every Body Active campaign and the Physical Activity and Sports Development Strategy. The Primary Schools’ Cross Country Competition and Bike to Work Day had, unfortunately, been cancelled due to the Covid-19 restrictions.

In response to a number of questions from Directors, the Sports Development Manager confirmed that terms of reference were in the process of being drafted for the development of the Council’s Sports Development and Physical Activity Strategy and that the Council would be engaging with key partners, including GLL, as part of the subsequent consultation process. The Council had also been consulted by the Department for Communities on its new ten-year Sport and Physical Activity strategy for Northern Ireland. Finally, he confirmed that some of the funding which had been made available under the general support fund had been used to deliver a number of mental health initiatives.

The Sports Development Manager was thanked by the Chairperson, following which the Board noted the information which had been provided.

### **ABL Board Meeting Non-Director Attendance Protocol**

The Board deferred until its meeting in January a report setting out a draft protocol for dealing with requests from non-Directors to attend future meetings, including the release of papers in advance, to allow for a number of issues to be considered in greater detail, particularly the inclusion of a clause restricting issues to strategic rather than operational matters and the notice periods required for the consideration of attendance requests.

### **ABL Annual Schedule of Performance and Contract Compliance Reports**

The Board considered the following report which had been prepared by the Partnership Manager:

- “1      Purpose of Report**
- 1.1      To present the agreed annual schedule for performance and contract compliance Board reports.**
- 2.      Recommendations**
- 2.1      The Board is to approve the annual schedule of Board reports for 2020/21 and 2021/22 as set out below.**
- 3.      Main Report**
- 3.1      Since 2016, Board meeting agendas have been structured around an approved annual schedule of performance and contract compliance reports.**
- 3.2      At the Board meeting on 9th November, Directors approved a number of changes to the KPI scorecard and the annual schedule of reports.**
- 3.3      On 9th November, the Board further affirmed an earlier decision to schedule two six monthly ‘open forum’ workshops, in February and September. There is no scheduled Board meeting in February and a September ‘open forum’ would replace the formal September board meeting.**
- 3.4      The annual schedule of reports presented below allows for a September open forum meeting which, in 2021, will be held on 6th September. To accommodate this, reports previously scheduled for the September Board meeting have been equally distributed into the agendas for the August and October board meetings.**
- 3.5      Directors are reminded that additional ad hoc reports can be requested at board meetings within routine matters and,**

subject to board approval, would then be scheduled for a subsequent meeting.

**3.6 The annual report schedule set out below reflects decisions taken by the board and is compliance with the company Articles of Association, the terms of the contract and governance guidelines.**

**ABL Board Report Schedule for 2020/21 and 2021/22**

Quarter 1	
April 2020	<ul style="list-style-type: none"> <li>• Policy and procedure alignment report (Equality and Diversity) + (Health and 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 report - facility management &amp; centre inspection report</li> <li>• Six monthly report - Community Engagement</li> <li>•</li> </ul>
June	<ul style="list-style-type: none"> <li>• Q4 2019/20 KPI report</li> <li>• GLL Annual Service report for 2019-20</li> <li>• Six monthly report - Group Exercise Innovation &amp; Development</li> <li>• Annual GLL HR report (for previous year)</li> <li>• Annual Belfast Agenda outcomes report</li> </ul>
Quarter 2 (BCC July recess – No ABL board meeting in July)	
August	<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>• Six monthly report - Healthwise and PARs</li> <li>• Six monthly report - 3G Pitch Utilisation &amp; Business Performance</li> <li>• Six monthly report - review of ABL Companies House returns</li> <li>• Six monthly report - Underrepresented Target Groups</li> </ul>
September	<ul style="list-style-type: none"> <li>• Reserve board meeting date for second of two six monthly open forum meetings. To be scheduled along with February open forum meeting as agreed by the board at its meeting on 091120.</li> <li>• No formal board meeting to be held in September</li> <li>• Scheduled September reports distributed equally into August and October agendas.</li> </ul>
Quarter 3	
October	<ul style="list-style-type: none"> <li>• GLL Annual Schedule of Charges review proposal for 2021-22</li> <li>• Six monthly report - ABL Strategic Plan action update</li> <li>• Six monthly report - Facility management &amp; centre inspection report</li> <li>• Six monthly report - Community Engagement</li> <li>• Six monthly report - BCC Sports Development Unit update</li> <li>• Annual review of GLL membership architecture</li> <li>• Policy &amp; procedure alignment report (HR) + (Emergency Support and PSNI/BCC Public Safety)</li> </ul>
December	<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>• Six monthly report - Group Exercise Innovation and Development</li> </ul>

Quarter 4	
January 2021	<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>• Six monthly report - PARs</li> <li>• Six monthly report - 3G Pitch Utilisation and Business Performance</li> </ul>
March	<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> <li>• Six monthly report - Underrepresented Target Groups</li> <li>• Six monthly report - BCC Sports Development Unit update</li> </ul>

**(The above reporting schedule will also be applied to 2021/22)**

The Board approved the annual schedule of Board reports for 2020/21 and 2021/22, as set out above.

### **Update on Plan for Director Recruitment**

The Board was reminded that, at its meeting on 9th November, it had agreed that a report be submitted to this meeting outlining the various stages in the process for the recruitment of up to a maximum of four Directors.

The Partnership Manager reported that previous recruitment campaigns had been managed in consultation with Volunteer Now, which had utilised its extensive network of contacts within the voluntary sector to provide advice on the recruitment process. It had also managed the application process and had assisted with shortlisting. A representative had acted as a non-participating observer during interviews.

He explained that he had arranged a meeting in January with a representative of Volunteer Now to discuss the forthcoming recruitment campaign. Discussions would focus primarily upon the timing of the advertisement of vacancies, establishing a firm timeframe, broadening diversity, establishing an interview panel and scoring/selection protocols and setting out options for developing a fixed-term reserve pool of suitable candidates from which replacement Directors could be drawn.

He pointed out that, subject to a positive outcome to that meeting, it was envisaged that the recruitment campaign would be initiated in February and continue during the month of March. Successful applicants would then be offered positions and, allowing for induction sessions, would be able to attend either the April or June Board meeting.

After discussion, during which the Partnership Manager confirmed that the need to address the under-representation of various groups would form a central part of the discussions with Volunteer Now, the Board approved the proposed approach for the recruitment of replacement Directors and noted that it would receive a further update at its meeting in January.

### **Other Business**

A Director highlighted the fact that the issues around the Customer Services Advisor role and child safeguarding, which had been covered under matters arising, had not been raised with the GLL representatives.

In response, the Partnership Manager reported that the representatives had been prepared to address the issues but the matter had been overlooked. He undertook to request the information from GLL and to circulate it to the Board by email.

### **Next Meeting**

The Board noted that its next meeting would take place remotely via Microsoft Teams at 4.30 p.m. on Monday, 11th January.

Chairperson