

ANGUSalive

NOTE of MEETING of the Board of Directors of ANGUSalive held at 10:00 in Montrose Library on Friday 24 September 2021

Name		Title	Initial
Present:			
Kenneth	Fraser	Independent Director - Chairperson	KF
Alan	Rae	Independent Director	AR
Bill	Duff	Council Director	BD
Lynne	Devine	Council Director	LD
Ronnie	Proctor	Council Director	RP
Kenny	Christie	Independent Director	KC
Robbie	Francis	Company Secretary	RF
Kirsty	Hunter	Chief Executive	KH
Colin	Knight	Senior Manager Sport and Leisure	CK
Iain	Stevens	Senior Manager Business Management and Development	IS
Kevin	Lumsden	Angus Council Finance Manager	KL
Gordon	Cargill	Service Leader Angus Council (Governance & Change)	GC
Nick	Bennett	Azets External Auditor	NB
Sally	Cheaney	Azets External Auditor	SC
Graham	Thom	Board & Executive Assistant	GT
Apologies:			
Tam	Ferry	Independent Director	TF
Mark	Gilmartin	Independent Director	MG
David	Lumgair	Council Director	DL

Item No	Note
1.	<p>Welcome & Apologies</p> <p>KF welcomed everyone to the meeting and noted apologies.</p> <p>Apologies: David Lumgair, Mark Gilmartin, Tam Ferry</p>
2.	<p>Declarations of Interest</p> <p>Directors were asked to consider whether they had any declarations of interest in relation to any item on the agenda for the meeting.</p> <p>No declarations were made.</p>
3.	<p>Minutes of Full Board Meeting on Friday 16 April 2021</p> <p>Directors were asked to consider whether the minute of the previous Board meeting provided an accurate representation of the meeting. GC noted his initials were shown as GP on the minute. KF proposed the remainder of the minute was accurate, and AR seconded.</p> <p>ACTION: GT to correct the initials.</p> <p>Matters arising.</p> <p>KH highlighted a joint bid between Angus, Dundee City, Fife, and Perth & Kinross Councils has now been submitted for the UK City of Culture 2025. A joint introductory session is being held by the culture trusts in each of these local authority on 24 September 2021. This has been made available to different cultural bodies throughout the area and hopefully some colleagues from Angus can attend. An announcement of successful bids on the longlist is expected to be made in October 2021. Directors discussed the leadership of the project and the rational for submitting a joint bid rather than an Angus submitting an individual one.</p> <p>KH noted the Job Outline and Person Specification for Museums, Galleries & Archives Team Leader is now through the first stage of the job evaluation process with Angus Council and graded as an LG12 post. Following confirmation of the grade from Angus Council's Director of HR, Digital Enablement, IT & Business Support the Team Leader posts for the other four service areas will be created and submitted to HR to assess if they can be matched to the Museums, Galleries & Archives Team Leader. Recruitment will not commence until all five posts are established.</p>

	<p>KH confirmed the Culture Strategy online launch event took place on 19 August 2021. Once the Angus Culture & Heritage Consortium is established, there may be opportunity to promote this more widely although there was good coverage in local media at the time. Leadership for the new Angus Cultural Strategy will sit with Museums, Galleries & Archives Team Leader once recruited with oversight from their Senior Manager and Chief Executive as required.</p> <p>CK noted the Sport & Physical Activity Framework has now been launched. Working groups are established and are in the process of appointing a chairperson for each group and developing action plans so each groups is accountable. CK confirmed KC will be kept apprised of progress as the nominated Board representative. ACTION: CK to invite KC to the next meeting.</p> <p>CK provided an update on the launch of our new Scottish Swimming Learn to Swim framework. IS noted there are currently 2099 active members with waiting lists being worked through where possible. He noted a swimming teacher course has been run to increase the number of available qualified swim teachers in Angus.</p> <p>KF highlighted the board are interested in access to swimming for those in Angus with financial challenge and are keen to assist people by removing this barrier if possible. IS confirmed we have been given access to £8k Get into Summer funding from Angus Council. These monies will be utilised to provide identified families with free bACTIVE membership, which includes swimming lessons, from now until the end of the financial year. He noted 99 people have been identified to benefit from this funding. KF noted the board is very supportive of this piece of work and asked CK to provide an update in this area at the next meeting. ACTION: CK to provide an update to Directors on the supported access programme at December meeting.</p>
<p>4.</p>	<p>Finance & Audit Sub-Committee Information Report</p> <p>BD provided Directors with an overview of the Finance & Audit Sub-Committee meeting held on Friday 10 September 2021 where the annual accounts were presented for scrutiny.</p> <p>BD highlighted the committee had been satisfied with the annual accounts and given the limited trading opportunities throughout the year, noted the ~£21k profit made by the Trading company was a positive outcome. He added the overall financial position at year end was also positive, with an overall net income of c.£988.5k meaning that the previously approved transfer by the Board of £600k to the R&R fund (to be held by ANGUSalive) can proceed.</p> <p>KL asked Directors to note the staff cost savings of c.£745k made through holding of the current vacancies and non-use of casual workers, highlighting this will make a significant contribution to the yearend position for 2021/22.</p>

	<p>KH provided a background overview of the Scottish Local Government Living Wage consolidation process and advised the 2018-21 pay award, reached between the Scottish Joint Councils (SJC) and trade unions, secured agreement for all councils to end the practice of paying a supplement to employees receiving the Scottish Government Living Wage by 01 April 2021. BD confirmed for Directors, a decision had been made by the Committee on behalf of the Board to approve Option 1, to facilitate these required changes, presented by Angus Council in the report. KH noted it has been agreed with Angus Council's Director of Finance that since this increase is part of the Pay Award, ANGUSalive will receive an uplift in the Management Fee to cover the increased costs of the proposal.</p> <p>BD noted there had been discussion at the meeting about the implication of the latest ANGUSalive Update Report not being tabled at the Angus Council meeting held on Thursday 09 September 2021 because the meeting had been adjourned early. This meant the request to have the current financial support package extended to 31 March 2023 had not been approved and therefore the Letter of Comfort from Angus Council could not be provided to the external auditors prior to the Finance & Audit Sub Committee. KL confirmed the letter of comfort was signed after the Angus Council meeting which reconvened on Friday 17 September 2021 consider the ANGUSalive Update Report and approved all of the recommendations. The Letter of Comfort was provided to the external auditors prior to today.</p> <p>Directors noted the content of the report.</p>
<p>5.</p>	<p>Chief Executive Update</p> <p>KH highlighted ANGUSalive are currently experiencing recruitment challenges, particularly in Sport & Leisure. This challenge is similar to that being experience by colleagues in most other areas of Scotland. Recently, 14 posts were advertised with only four getting filled with suitable candidates and the remaining 10 requiring to be readvertised. She noted the pandemic has negatively affected work experience opportunities for younger members of the workforce applying for these post resulting in them being unable to demonstrate the essential skills and experience required.</p> <p>KH noted she had attended a sportscotland Strategic Forum on Tuesday 21 September 2021 through her role in the Executive Group for Community Leisure Scotland. Attendees included representatives from several sectors including education, COSLA, National Governing Bodies, Active Scotland Division of Scottish Government, Public Health Scotland, other trusts and sportscotland. The focus of the forum was looking at the possibilities for changing the narrative towards the approach to health and wellbeing in Scotland with aspirations to move away from simply reactive measure and embrace prevention and recovery too. She added the Scottish Government Minister involved in this area has acknowledged a need for this step change and highlighted the possibility of funding opportunities.</p>

	<p>Directors discussed the types of rehabilitation and preventative measure which may be of interest and CK confirmed he met with representatives from Voluntary Action Angus and Health & Social Care Partnership on 23 September 2021 and will meet again on 12 October 2021 as part of a mapping exercise of social prescribers in the county.</p> <p>GC highlighted work on the Transformation Project is also involving the Health & Social Care Partnership to explore the possibilities for future working. Angus Council are trying to bring partners together in this area and would welcome a joint bid with the Health & Social Care Partnership and ANGUSalive. KH noted the paper presented by KF and AR at the April Board meeting (12_21_Presents of Mind and Body) suggested Directors were positive about engagement with this type of transformational project in Angus which would make a positive difference to local communities. Directors discussed the possibilities of what form this type of project could take and the health matters it could address. Directors agreed a contribution of £125k from ANGUSalive reserves to support this join initiative.</p> <p>KF asked the Chief Executive if there was scope for ANGUSalive to facilitate community training in the use of defibrillators and if our libraries can frontline this. CK noted ANGUSalive has already been approached by Kirriemuir Community Council to provide this training and it will be happening soon.</p> <p>ACTION: KH to review AED training with the libraries team and Children & Families Physical Activity Lead</p>
<p>6.</p>	<p>Annual Accounts</p> <p>KL provided an overview of the Annual Accounts for Directors. He noted these account statements had been scrutinised by the Finance & Audit Sub-Committee at their meeting on 10 September 2021 and there were no changes to the statements since that time. He also noted although the Committee had recommended the accounts be approved, they need to be presented to the full Board for formal approval.</p> <p>KL asked the board to note three key highlights from the annual accounts, these include:</p> <ul style="list-style-type: none"> • The annual statements give a true and fair view of the financial position; • The accounts have been prepared on a going concern basis; and • The External Auditors' opinion is unqualified and there are no significant findings. <p>KL noted these conclusions were heavily influenced by the approval by Angus Council to extended aspects of the financial support package on 17 September 2021, including flexibility on the timing of Management Fee payments, access to loss of income funding, set aside of 2020/21 budget savings, and additional cash flow support. This approval was required for the Council's Director of Finance to provide a Letter of Comfort to ANGUSalive confirming these support measures would be in place until 31 March 2023. Based on the predictions of income, and the Letter of Comfort from the council, the external auditors were satisfied in relation to the going concern position.</p>

	<p>KL asked the Board to note the Angus CLT (Trading) Limited annual report and financial statements were approved by the Trading Company at their meeting on 24 September 2021 immediately prior to this Board meeting and the ANGUSalive annual report and consolidated financial statements had been scrutinised and approved by the Finance & Audit Sub-Committee at their meeting on 10 September 2021 so both were ready for full board to consider.</p> <p>Directors noted the content of these reports.</p> <p>Directors thanked everyone involved for their efforts during the audit process and the help they provided throughout.</p>
<p>7.</p>	<p>External Audit Report</p> <p>NB provided a high-level overview on the Audit Findings Report prepared for ANGUSalive and Angus CLT (Trading) Limited for year end 31 March 2021.</p> <p>NB highlighted the report contains commentary on the financial performance of ANGUSalive along with identified key risk areas. Significant risks included Going Concern and income from the Coronavirus Job Retention Scheme (CJRS). He noted the impact the Coronavirus pandemic had on trading opportunities meant Going Concern was a risk for many companies this year and was not unique to ANGUSalive but due to uncertainty in the rate at which membership levels would recover they had asked for a Letter of Comfort from Angus Council confirming support measures would remain in place for at least the 12-month period from the date of signing (today). Due to the significant income being received by the charity through the CJRS, this area was also investigated in conjunction with audit work undertaken by the internal auditors who offered no recommendations in this area.</p> <p>NB noted there are a small number of recommendations in the report although none are significant and will not affect the outcome of the report. He confirmed Azets were pleased to report their audit findings are unqualified and confirmed they are happy to sign the accounts.</p> <p>KF thanked the Azets team and asked the board to formally approve the 2020/21 accounts for signing.</p> <p>Decision: The Board reviewed and approved the letter of representation, approved the accounts for signature and thereafter submission to Companies House and the Office of the Scottish Charity Regulator.</p> <p>NB and SC left the meeting.</p>

	<p>KH highlighted the annual report will now be transformed into the corporate version for communication with internal and external stakeholders and this will be presented at the Board meeting on Friday 10 December 2021. ACTION: GT to include Corporate Annual Report 1 April 2020 – 31 March 2021 on next Board agenda.</p>
<p>8.</p>	<p>Performance Management</p> <p>IS highlighted it has been a very challenging situation for 2020/21 given the limited time that our venues have been open and asked the board to be aware of the widespread effect of the pandemic on the data presented and take this into consideration. He noted performance in all service areas is significantly down compared to previous years, but this does not offer a true reflection of the amount of work being undertaken by the team. He added that while we are recovering slowly, the impact of the pandemic will continue to affect performance this year with the affordability position requiring reduced opening hours across the venues.</p> <p>IS asked the board to be aware work is being undertaken to improve the format and presentation of this type of information across all levels of the organisation. Monies received through the Flexible Workforce Development Fund is allowing projects to be undertaken in conjunction with Dundee and Angus College to improve data analysis, reporting and communication within ANGUSalive. GC added Angus Council are undertaking similar work to improve performance reporting against strategic priorities etc and suggested linking in with ANGUSalive for this important element of partnership.</p> <p>KF confirmed this is an area the Board are interested and look forward to seeing the improvements implemented.</p> <p>The Board of Directors noted the highlight performance for the period 2020/2021.</p> <p>ACTION: IS to liaise Angus Council colleagues to link GT in with data projects.</p>
<p>9.</p>	<p>Corporate Governance</p> <p>IS provided the Board with an update on Safety, Health and Wellbeing performance, customer feedback received, and the level of sickness absence within ANGUSalive across during the year 01 April 2020 - 31 March 2021.</p> <p>IS noted this had been a challenging year with employees away from the business on furlough and this had impacted the figures. Sickness statistics reflect the difficult situation with regards to increased workloads leading to increased levels of stress, and also a number of absences relating to COVID-19 self-isolation which is a new category.</p>

ANGUSalive

	<p>KH added sickness figures were further skewed by furlough as sickness may not have been reported while employees were not at work anyway and noted stress related absences increased significantly due to a number of people being off on long term stress.</p> <p>There was discussion around the control and support measures which are in place relating to stress such as the Stress Management policy, PAM Assist and the introduction of Our Time to Talk. IS noted mental health awareness training had been provided to all of the leadership team and mental health 1st aid training is taking place in October and November 2021 for several employees.</p> <p>KC requested Board are updated on stress absences more regularly than the annual report. KF confirmed the board would like to be kept apprised of this area and asked for the impact of the measures being implemented.</p> <p>KH noted we also engaged with Westfield Health, a not-for-profit organisation, to deliver health and wellbeing opportunities for employees which will allow ANGUSalive to opt out of services currently provided by PAM Assist such as the telephone service whilst still maintaining employee benefits such as the physiotherapy service, and would like to get this progressed soon.</p> <p>KF asked for the board to remain sighted on this and be provided with progress updates.</p> <p>The Board noted the information contained in the report.</p>
<p>10.</p>	<p>17_21_Transformation Project</p> <p>GC provided a summary of the report and the outcome of the Angus Council meeting started on Thursday 09 September 2021 and reconvened on 17 September 2021. He noted the reporting process for the Transformation project has been important throughout the pandemic and has helped increase awareness in the council around ANGUSalive. It was acknowledged the production of the report to Angus Council was a joint effort between the two teams and highlighted the need to keep the project moving forward.</p> <p>GC noted the update to ANGUSalive's current temporary operating arrangements, along with proposed recovery plans over the next few months, following the Scottish Government's lifting of almost all formal lockdown restrictions on 09 August 2021. It is understood by the client ANGUSalive's short-term re-opening arrangements have unavoidably been tailored to reflect their affordability position and interim changes to the Services Specification which will form the content of a formal change notice between the Council and ANGUSalive have been agreed.</p>

ANGUSalive

	<p>GC highlighted the continued requirement for ANGUSalive to temporarily hand back to the Council three facilities (Reid Hall, Forfar; Arbroath Community Centre; and Montrose Town Hall), using the provisions in the licence to occupy agreement, with the purpose of using said facilities to support the ongoing vaccination programme, and thanked ANGUSalive on behalf of Angus Council for helping facilitate this need.</p> <p>GC noted there are currently five workstreams for the Transformation Project and one of key findings so far was more service design conversations are required in the Communities space. He confirmed the council are hoping to work collaboratively with ANGUSalive as it is clear ANGUSalive will have a key role in the need for change and transformation. He also highlighted while there is a need for the workstreams to move forward, the uncertainty of the recovery timeline is creating challenge in this area so there is no update at this point on the project timeline KH added there will be additional challenge due to local elections in 2022.</p> <p>There was discussion by Directors about the Transformation project and the implication of the continued need to make savings. KH noted if further savings are required to be made prior to the launch of the new Services Specification, there may need to be continued reduction in operating hours and staffing levels to meet these savings targets.</p> <p>KF noted as an organisation, the Board support the direction of travel but suggested it may be more beneficial for the executive team to work on the project outcomes rather than forming a new business plan based on the current services specification if this is likely to change in the next 12 months. GC highlighted the Business Plan is an important element of the planning process and the council still require this to be generated. It was agreed this could be discussed in more detail at a separate meeting.</p> <p>The Board noted the information contained in the report.</p>
<p>11.</p>	<p>Risk</p> <p>IS highlighted the main risks identified in the corporate risk register. These included risks relating to the Angus Council management fee, income generation, and business continuity specifically in relation to staffing and recruitment, and also the uncertainty relating to the global pandemic, and the fluctuating nature of guidance relating to how we are allowed to operate as a business. He added these risks will be brought to the Angus Council budget setting meeting in 2022.</p>

ANGUSalive

	<p>IS noted regarding income generation, ANGUSalive has retained approximately 60-64% of pre-Covid levels on membership income which is similar to other leisure and culture trusts and local authorities across Scotland. He highlighted the Marketing & Communication team are currently developing new membership campaigns, and the redesigned learn to swim programme should also help generate income. Work is also underway to identify reinvestment opportunities in sports centres and country parks to modernise the service offering. This is to try and reduce reliance on bACTIVE membership income by diversifying the portfolio to attract the family market. Directors discussed the various concepts which are being investigated in partnership with external partners such as Alliance Leisure. KH noted there is a Director Development Session to be held on Friday 22 October 2021 and some proposals will be presented to the board for scrutiny and consideration. KF agreed it is worthwhile looking at these income generation opportunities and they may also link into the new service specification.</p> <p>IS highlighted the ongoing challenges in staffing and recruitment. He noted ANGUSalive are providing training courses to upskill potential employees to ensure a better quality of applicants in future. There was discussion around staff retention and how this might link to the strategic plan. There was discussion around various recruitment paths into ANGUSalive. KF asked for employee recruitment and retention to be added to the Development Day agenda.</p> <p>KC asked whether ANGUSalive could provide swimming for all children in Angus. KH confirmed there is already swimming for all children through the national learn to swim programme in Scotland. CK added this is delivered in most schools by ANGUSalive although some schools provide their own teaching staff. We also provide the Learn to Swim programme in the sports centres as part of our commercial offering.</p> <p>RF noted eight of the ten risks were rated as red and asked if it was possible to see this in more detail. KF asked if the risk register can be presented at the Development Session.</p>
<p>12.</p>	<p>Draft Meeting Schedule</p> <p>KH presented the draft meeting schedule for 2022. KL noted the Angus Council budget setting meeting date had not yet been confirmed so the February meeting may need to change dates to synchronise with this. GT and KL to track this and update meeting schedule if required.</p> <p>Directors discussed the options for updating the time at which meetings are held.</p> <p>DECISION: Meetings will remain as a 10:00 start and Development Sessions will move to 12:00-16:00.</p> <p>ACTION: GT to identify a range of venues suitable for meetings so Directors have the opportunity to visit the various sites and services throughout the organisation.</p>

<p>13.</p>	<p>AOCB</p> <p>RP highlighted Council Directors had received an email from a member of the public expressing concern about the decision to not reopen Brechin Townhouse Museum for the remainder of this financial year. He noted the importance of keeping the public apprised of what we are doing as an organisation but also how these decisions are reached in order to improve public relations.</p> <p>LD asked what the visitor numbers were like in the museums and KH provided an overview.</p> <p>KH clarified for the Directors, the decision to not reopen Brechin Townhouse Museum or Kirriemuir Gateway to the Glens Museum at this time is directly linked to the affordability position and not restrictions imposed by the Scottish Government's Covid-19 guidance for operating public buildings like museums. She highlighted a recent survey conducted by Museums Galleries Scotland demonstrated:</p> <ul style="list-style-type: none"> • 61% of operators have reduced or plan to reduce opening hours at some or all venues; • 40% of museums in Scotland have not opened this year, and; • Of those museums which have opened this year, 98% have seen a reduction in visitor numbers with 60% experiencing less than 50% of pre-Covid visitor numbers, and 27% experiencing less than 80% pre-Covid visitor numbers. <p>Directors discussed this area including the possibility of utilising community volunteers in these spaces in future.</p> <p>RP left the meeting.</p> <p>ACTION: KF asked the executive team to consider how to open dialogue with the correspondents.</p> <p>TF requested prior to the meeting for the board and executive team to revisit the decision to not have the Meffan Winter festival this year. KH confirmed it is not possible to hold this event because the RSA Ages of Wonder exhibition will still be on display at the time it would normally run.</p>
<p>14.</p>	<p>Date of next meeting</p> <p>Full Board - Friday 10 December 2021</p>