

# ANGUSalive

NOTE of MEETING of the Board of Directors of ANGUSalive held in Brechin Community Campus at 10:00 on Friday 15 April 2022

<b>Name</b>	<b>Title</b>	<b>Initial</b>
<b>Present:</b>		
Kenneth Fraser	Independent Director - Chairperson	KF
Alan Rae	Independent Director - Vice	AR
Bill Duff	Council Director	BD
Lynne Devine	Council Director	LD
Ronnie Proctor	Council Director	RP
Tam Ferry	Independent Director	TF
Derek Waugh	Independent Director	DW
Kenny Christie	Independent Director	KC
Kirsty Hunter	Chief Executive	KH
Iain Stevens	Senior Manager Business Management and Development	IS
Kevin Lumsden	Angus Council Finance Manager	KL
Gordon Cargill	Angus Council Service Leader Governance & Change	GC
Graham Thom	Board & Executive Assistant	GT
<b>Apologies:</b>		
David Lumgair	Council Director	DL
Robbie Francis	Company Secretary	RF
Colin Knight	Senior Manager Sport and Leisure	CK
Jessica Curran	Angus Council Finance Team Leader	JC

Item No	Note
1.	<p><b>Welcome &amp; Apologies</b></p> <p>KF welcomed everyone to the meeting and noted apologies. It was noted KL was joining the meeting via Teams and KC would be joining the meeting via Teams after completion of a prior engagement.</p> <p><b>Apologies:</b> David Lumgair, Robbie Francis, Colin Knight, Jessica Curran</p>
2.	<p><b>Declarations of Interest</b></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><b>Minutes of Full Board Meeting on Friday 18 February 2022</b></p> <p>Directors were asked to consider whether the minute of the previous Board meeting provided an accurate representation of the meeting. RP proposed the minute was accurate, and TF seconded.</p> <p><b>Matters arising.</b></p> <p><i>AED training</i></p> <p>KH noted we are not currently providing this training due to restrictions in library spaces therefore this action will be carried forward.</p> <p><i>Performance Reporting</i></p> <p>IS provided an overview of the performance reporting projects being led by GT and our Marketing &amp; Communications Lead for which presentations were made to the Executive Team on 21 February 2022 to share the outcomes and recommendation of the projects. He noted work will soon to be undertaken on the service level agreements which will link into these projects so more comprehensive performance information can be reported to the Board and Client.</p> <p><i>HR</i></p> <p>KH noted she had met with GC and the Interim Head of HR for Angus Council to discuss the challenges being faced and agree a new approach to try to address these issues. One of the HR Team Leaders now has a standing invite to ANGUSalive Executive Team meetings where they will provide updates on HR related matters. She added the first of these meetings had covered homeworking and work styles which ANGUSalive had previously not been consulted on.</p>

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### *Community Campus' and FCC Strategic Group*

KH highlighted there has been continued encroachment by both schools into community spaces such as the Conference Rooms, as demonstrated by the venue for this Board meeting, following the relaxation of Covid restrictions. It is important community spaces should be bookable and presented in a professional manner attractive to multiple users not looking like an abandoned classroom. Any party, including the school, using these spaces must ensure they are returned to the same condition as they were found ready for the next booking. Our team will liaise with school colleagues to agree a timeline for this to happen.

KH noted there are additional ongoing issues with customer access to community spaces at Forfar Community Campus, particularly in the café area which is still not open to the public. The engagement undertaken to date has seen some recent improvements, such as ANGUSalive customers being able to access the facility via the main entrance, but progress is slow and significantly behind the arrangements in place at Brechin Community Campus.

GC noted these spaces had been set up for community use from the outset and confirmed the school use should not impede ANGUSalive operations to support community use of the facilities.

BD suggested the issues be escalated to the council's Chief Executive and the Council Leader if the situation is not improving.

**ACTION:** CK to provide an update on the Community Campus position at the next Board meeting.

### *ANGUSalive Principles of Operation*

KF noted our charges have been held for some time now but with the planned reductions in Management Fee over the next three years and inflationary pressures on revenue budgets, this is unlikely to be sustainable moving forward. He highlighted this matter will be brought to the attention of the new council administration to start conversations about priorities for the future in the first meeting with the new Council Leader and Finance Convenor.

GC confirmed this can be added as a point in the next report to council.

Directors discussed the possibility of developing a set of mutually agreed principles to inform decisions about the future shape of services we provide.

GC noted this is about strategic planning and linking the strategy into the Community Plan to enable all parties to be working in partnership.

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KH highlighted this type of understanding would help us to overcome some of the obstacles we have just now by confirming the Council's requirements as the commissioner of services.

KF requested if there can be a meeting with the new councilors to help them understand what ANGUSalive is and does as well as the current financial position and future challenges.

KH confirmed she has requested ANGUSalive are involved in the new Councillor induction process, it is hoped there is better attendance at the session than from the last intake where 50% were present.

**ACTION:** KH to provide this information at the induction session for the new Councillors.

### *Defence Employer Recognition Scheme*

KH highlighted work was undertaken to investigate the possibility of ANGUSalive joining the Defence Employer Recognition Scheme. Currently we qualify for the bronze award but can consider applying for the silver or gold.

LD noted she would not support an application by ANGUSalive to be part of this scheme. KF highlighted there are many different employer recognition schemes and ANGUSalive may qualify for several.

**ACTION:** Investigate employer recognition schemes which could be relevant to ANGUSalive and our employees then present recommendations about whether we should consider membership of any schemes at a future meeting.

### **KC joined the meeting via Teams**

#### *Support for low-income families*

KH provided an overview on the work being carried out in this area. She noted there was £35k of funding to offer children and their families two months free membership in July and August, and swimwear and goggles where necessary. This was very well received with 373 applications resulting in a total of 1125 participants on the scheme. As part of the scheme, we gave out 254 pieces of swimwear and 34 pairs of goggles. The remaining money was used to offer extended memberships to the 99 participants who had made good use of their membership during the two months and would benefit by this being extended to 31 March 2022.

KH also noted there was a Participatory Budgeting bid for £6k made for every town in Angus with the Arbroath bid being successful in securing funding for 50 children to receive memberships. Work is underway with several partners to ensure children are identified and memberships are offered to them. This is targeted to be completed no later than 31 March 2023.

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	<p>KH added partnership work is also underway with Angus Council's Children, Families and Justice team. The initial project funding was £8k to be used for a year's membership for children who were looked after at home, and young people who are care experienced. Starting in February 2022, these funds would provide membership for 44 individuals but due to excellent uptake an additional £2k has been sourced to expand the programme.</p> <p>BD highlighted the Seagreen Community Benefit Fund is providing local community councils with £250-290k each which ANGUSalive may be able to apply to for supporting local children and families.</p> <p><b>Action:</b> KH to liaise with Angus Council's Vibrant Communities Service Leader regarding this possibility.</p>
4.	<p><b>Chief Executive Update</b></p> <p><i>Coaches Review</i></p> <p>KH highlighted several communications have been received from Group Exercise Instructors relating to a range of matters but mostly about rates of pay. She noted a meeting attended by members of the Executive Team, Sport &amp; Leisure Operation Leads and several Instructors was held on Wednesday 23 March 2022. The discussion was positive overall but contentious regarding rates of pay. HR support has been secured to help us to progress this complex matter by identifying the future model of engagement, associated pay and entitlements. She added a Coaches Review was being undertaken prior to Covid but due to a combination of the pandemic, changes in the team and resource availability through absences it had been delayed.</p> <p><b>ACTION:</b> KH to provide an update on progress of the Coaches Review at the next Board meeting.</p> <p><i>Legal Services</i></p> <p>KH noted colleagues from Angus Council Legal &amp; Democratic Services had advised ANGUSalive they would no longer be providing legal advice or support to the charity. She met with GC and his team who confirmed this is being worked through internally within the Council as the original agreement had been for Legal &amp; Democratic Services to provide legal advice and support.</p> <p>GC advised it is likely we will need a new service level agreement which confirms the advice and support to be provided as clarifies any restrictions on service provision related to matters where there is a conflict of interest between the Council and ANGUSalive.</p>

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KF noted that when the trust was formed it was agreed that legal services would be provided by Angus Council and if they do stop ANGUSalive will incur a cost to engage external legal services and therefore compensation would be expected from the Client to offset incurred costs.

### *Museums*

KH highlighted Brechin Town House Museum and Kirriemuir's Gateway to the Glens Museum have reopened to visitors as scheduled at the beginning of April 2022. The temporary exhibitions on display are David Waterson Etchings & Engravings in Brechin and The Post Office Makes its Stamp in Kirriemuir.

### *Holiday Activities*

KH noted there are currently Holiday Activities running across the organisation for school pupils. A highlight of these activities is the provision of free swimming at ANGUSalive pools for school children throughout the holiday period which has been achieved working in partnership with Angus Council.

### *Scottish Executive Group and CLUK meeting*

KH noted the Scottish Executive Group and CLUK meetings held on 12 and 13 April 2022 were extremely productive and provided important networking opportunities to learn from and share with colleagues nationally.

A summary of some of the key items covered on the agenda are provided below:

The environmental net zero challenge was discussed and there was agreement this is a future challenge for the sector. She highlighted ANGUSalive will need to work in partnership with Angus Council, as the building owners of the venues where our culture, sport and leisure services are delivered, to identify the actions required to achieve this.

The impact of energy price rises already being experienced by trusts and anticipated in future should prices remain high or continue to increase were a focus of discussions at these meetings. Approaches which could be adopted to reduce energy consumption were considered, including speaking to Scottish Swimming about swimming pool temperatures since this type of facility uses a disproportionate amount of energy. Some swimming pools in other UK nations have already closed or reduced opening hours in response to the financial consequences of this issue.

There was additional discussion on how the Gender Recognition Reform Bill and Gender Recognition Act 2004 may affect gender neutral spaces in public buildings, specifically provision of toilet /changing facilities, and whether funding would be made available for essential alterations to existing amenities.

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	<p>Succession planning to develop future leaders for the sector and more generally the need for investment in people and training for employees coming up through the organisations was reviewed.</p>
<p>5.</p>	<p><b>07_22 Finance &amp; Audit Information Report</b></p> <p>BD provided an overview of the Finance &amp; Audit Sub-Committee meeting held on Friday 25 March 2022. He noted an updated had been provided on the Team Leader recruitment process and the coaches review.</p> <p><i>Finance Update</i></p> <p>BD highlighted the projected outturn position will show a positive net income for 2021/22 which was considerably better than projections from earlier in the year. However, this was largely due to several one-off payments such as the Coronavirus Job Retention Scheme funding and vaccination centre rental received by ANGUSalive.</p> <p>BD noted the NHS payments for use of the three venues as vaccination centres from June – December 2021 were still outstanding, but it was expected these would be received soon. The claim for January – March 2022 has still to be submitted to Scottish Government but ANGUSalive has the information ready for inclusion when this is requested, and an accrual has been made in the accounts.</p> <p>BD confirmed ANGUSalive can currently be classed as a going concern until at least March 2023, although elements of the Angus Council support package currently in place may be at risk as part of their reserves review.</p> <p>BD noted there had been discussion about the plan for ANGUSalive to become self-sufficient in future and the challenges around achievement of this position, certainly in the short-medium term.</p> <p><i>Audit Process</i></p> <p>BD noted there had been updates on the internal audit plan and reporting, and the external auditors outlined their plan for the year which posed no issues or concerns at this time.</p> <p>There was discussion round the capital plan and the monies allocated for Forfar Library redevelopment.</p> <p>KH noted the various reasons decisions had been taken not to progress the library integration projects at this time.</p>

	<p><i>Outstanding Payments</i></p> <p>KL provided an update on the outstanding payments, including the Dual Use and NHS payments. He advised that ANGUSalive had not received the payment due under the Dual Use Agreement at the time of the Finance &amp; Audit Sub Committee, but this was subsequently received on 07 April 2022. He noted the collection of this agreed payment may still be an issue moving forward.</p> <p>KL confirmed no money has to date been received for the vaccination centres due to the Scottish Government finding issues in claims made by other local authority areas. He noted the payment is not at risk, only delayed and has been accrued into the accounts.</p>
<p>6.</p>	<p><b>08_22 Renewal &amp; Repair Fund Contribution</b></p> <p>KL provided an overview of the R&amp;R Fund Contribution report which is presented annually at this time. He noted this report allows the Directors to guide where funds are allocated and allows us to demonstrate good governance around decisions for this money.</p> <p>KL highlighted the total net income which, as a charity, ANGUSalive will reinvest back into the organisation through a variety of methods such as the R&amp;R Fund, reserves, or the Health &amp; Wellbeing Project.</p> <p>KL confirmed that with a reduction of unrestricted reserves to £1.6m following the Board's prior decision on the reserves policy, it is proposed the balance along with all 2021/22 net income be allocated to the R&amp;R Fund with a split of 87% to 13% between the Equipment and IT. He noted these funds would be held on the ANGUSalive accounts until the time it was needed for spending when it would transfer to Angus Council. He added that moving forward, it will become harder to allocate money for R&amp;R so it is prudent to do so now while net income is available.</p> <p>The Board noted the content of the report and approved the recommendations within.</p> <p><b>Decision:</b> The Board approved the recommendations for the unrestricted reserves to be reduced to the minimum level and these excess funds to be allocated to the R&amp;R Funds along with the net income from 2021/22.</p> <p><b>KC left the meeting</b></p>



<p>7.</p>	<p><b>Transformation Project</b></p> <p><i>Service Design</i> GC noted that on the Monday following the Director Development Day, there had been a service design session attended by ANGUSalive and Angus Council colleagues. He highlighted the session had been used to develop the content of the report which will be presented to the new Council on 30 June 2022. The report will be jointly developed by ANGUSalive and the Client and will be shared with the Board prior to the Council meeting in June. The report to Council will progress the first series of proposed changes in the Transformation Project.</p> <p><i>Service Level Agreements</i> GC highlighted the service level agreements (SLA) between ANGUSalive and Angus Council will need refreshed to reflect the current position and future operation requirements. He noted the Licence to Occupy agreement is now out of date and needs updated on changes which have taken place already. The dual use agreement which relates to the contested payment made by Schools &amp; Young People will also need updated as will the Support Services agreement, so it is clear what support is provided to ANGUSalive moving forward.</p> <p><i>Transformation Plan</i> GC noted following the June paper, the Transformation Project will then focus on the longer-term projects which will take more time to develop and may need linked into the business plan from ANGUSalive and the Angus Council Strategic Plan. He requested ANGUSalive prepare a draft business plan for early October 2022, so this is visible on the council side for their budget planning. There was a general discussion around these matters.</p> <p>DW suggested a project tracker be prepared in order to better understand and monitor the progress of each project.</p> <p><b>Action:</b> GC to create Transformation Project tracker and present this to the Board at the June meeting. This will include information on the benefits of each actions.</p>
<p>8.</p>	<p><b>08_22_Monifieth Library</b></p> <p>KH highlighted the information which was to be presented has been delayed due to Covid related issues with the contractors. She noted we had hoped to have the feasibility study results from the architects by now, but they will not be available until later in the month. Additionally, because Monifieth Community Project Group's preferred contractor is having staffing issues through Covid, costings will now not be available until the end of April.</p>

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	<p>She noted the floor plans are developed and all three parties are happy with them. The community group had been enthusiastic about how the library proposals fitted within the space and feel it will enhance the use of the hub. The ANGUSalive team were delighted with the increase in natural light and how their requirements are accommodated.</p> <p>KH highlighted that following meeting with Angus Council Vibrant Communities team about the engagement with community in Monifieth, it has been decided community engagement will take place during the weeks beginning 09 and 16 May 2022 in both the current library and the community group location.</p> <p>Directors noted the content of the report.</p>
<p>9.</p>	<p><b>ANGUSalive Policies</b></p> <p>The Board approved the policy presented.</p>
<p>10.</p>	<p><b>AOCB</b></p> <p><i>Facility Redevelopment</i></p> <p>IS confirmed we have now appointed the preferred supplier for CV and resistance machines as Life Fitness, and flooring and functional fitness equipment as Indigo Fitness. Professional lighting, audio and visual solutions will be procured from Hutchison Technologies through Indigo Fitness. He noted supply chains are being affected by the conflict in Ukraine and this may cause delays to the programme, but we anticipate the equipment arriving in May. He noted there are also contingency plans being developed for getting equipment to the sites should they be required.</p> <p>IS added work is already underway for the next stage of the facility redevelopment project and we are organising pre-orders for the anticipated needs. A paper will be brought to the Board in June to secure money from the R&amp;R funds for these purchases.</p> <p><i>Team Leaders</i></p> <p>TF asked if the Team Leader post for Museums, Galleries &amp; Archives needs a different recruitment approach through engagement of a Recruitment Agency since a suitable candidate was not found through the standard process.</p> <p>KH noted this post is being covered through internal arrangements on a temporary basis until 31 March 2022 but at the point of going out to readvertise it may be worth looking at a different approach.</p>

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	<p><b>Action:</b> KH to investigate options for recruitment of the MGA Team Leader.</p> <p>RP asked about the possibility of the Archives service moving out of Restenneth. KH noted the current lease ends in 2025 and the future service location will form part of the Transformation Project.</p>
	<p><b>Date of next meeting</b></p> <p>Full Board - Friday 24 June 2022</p>