

ANGUSalive

NOTE of MEETING of the Board of Directors of ANGUSalive held at 2.00pm at Webster Memorial Theatre on Friday 23 February 2018.

**Present:**

<b><i>Name</i></b>		<b><i>Title</i></b>	<b><i>Initial</i></b>
<b>Kenneth Fraser</b>		<b>Independent Director - Chairperson</b>	<b>KF</b>
Colin Brown		Council Director	CB
Braden Davy		Council Director	BD
Bill Duff		Council Director	WD
Ken McKay		Independent Director	KM
Sandra Ross		Independent Director	SR
Lesley Hadden		Executive Management Team Personal Assistant	LH
Colin Knight		Senior Manager Sport and Leisure	CK
Iain Stevens		Senior Manager Business Management and Development	IS
Sheona Hunter		Company Secretary	SH
Dawn Johnston		Angus Council - Senior Accountant	DJ
Kevin Lumsden		Angus Council Finance Manager	KL
<b>Apologies:</b>			
Kirsty Hunter		Chief Executive	
David Cheape		Council Director	
Stewart Ball		Angus Council Client Representative	
Fiona Dakers		Senior Manager Libraries Customer and Culture	
Cathie Wylie		External Auditor	
Hannah Whaley		Vice Chairperson	
Ian Lorimer		Angus Council Head of Corporate Finance	
David Moore		Independent Director	

Item No	Note
1.	<p><b>Welcome &amp; Apologies</b></p> <p>KF welcomed everyone to the meeting.</p> <p>Apologies were received from Kirsty Hunter, Hannah Whaley, David Moore, David Cheape, Fiona Dakers, Cathie Wylie, Ian Lorimer and Stewart Ball.</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>Cllr Duff declared an interest as a member of PBSG, Montrose Common Good and Friend of William Lamb.</p>
3.	<p><b>Minutes of Meeting on Thursday 14 December 2017</b></p> <p>The Directors approved the minutes of the above meeting.</p> <p>Proposed as accurate by WD and seconded by CB</p>
4.	<p><b>Matters arising from the Minute of Meeting on Thursday 14 December 2017</b></p> <p>WD asked what the impact has been due to the recent changes in bACTIVE membership. IS advised membership had been in decline from July – November. 01 January run presented around 8450. To date current membership count is sitting at approx. 8600. A February promotion is active from now until the end of March which should see an increase in membership numbers. KF requested trend analysis is developed and asked this is taken from date of transfer if possible.</p> <p>KF highlighted a resolution between ANGUSalive and Education on the outstanding debt. A follow up meeting has been confirmed on 21 March to progress recommendations from the working group. KF advised this was a critical revenue stream for ANGUSalive and requested the Finance and Audit sub-committee scrutinise the proposals.</p>

<p>5.</p>	<p><b>Chief Executive Update – Provided by Iain Stevens and Colin Knight</b></p> <p><b>Org Review Update</b></p> <p>CK provided an overview on progress of Organisational Review. Work has continued to progress positively.</p> <p>Review team meetings have been held with members to carry out information gathering and research work.</p> <p>IS advised work is being undertaken within review teams to finalise job roles, grades and, where relevant, work patterns. New roles will require job evaluation and review teams are working on completing this documentation. Depending on recommendations and whether further work is required, the proposals will be implemented at different times and different rates. It is understandable that you will expect definitive timescales for implementing the reviews, but these cannot be confirmed at present.</p> <p>A number of the areas covered under the review will be moved into Phase 2 and work will continue to make recommendations to Board as and when is appropriate.</p> <p>CK confirmed teams are committed to completing work on the review proposals as soon as possible to allow the employee consultation phase of the Managing Workforce Change process for employees in scope.</p> <p>KF requested a road map is created to show how ANGUSalive are going to deliver, where we are on the journey and what resource requirements are. Roadmap to be presented to the Board at the Development Session on Friday 30 March 2018.</p> <p>SR enquired about whether the team needed additional resource to assist with the process and whether someone should be designated as the lead for the project.</p> <p><b>Legend System</b></p> <p>The new system has been launched across the ANGUSalive estate. Install has been completed at Monikie however is not yet live. We are effectively testing a live environment, the project has been fast paced and has concluded in a 6 week timescale.</p> <p>Automated reports are currently under development alongside dashboards for managers, to allow for decision making around real time information.</p>
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	<p>Contactless chip and pin devices have along been installed.</p> <p>A BACS bureau service has commenced. And is proving very successful as we are able to process monies that historically would have been lost to the organisation. Online booking pilot is scheduled for April/May, predominately classes initially and moving to a model where clients will be able to purchase memberships online.</p> <p><b>Annual report</b> KF requested the Annual Report is tied in with a launch. IS to investigate.</p>
<p><b>6.</b></p>	<p><b>Information Report &amp; Finance and Audit Sub Committee Update</b></p> <p>The Information reports summarised information presented to the Finance and Audit Sub-Committee for approval.</p> <p>SR provided a high level overview of the meeting on Friday 26 January 2018.</p> <p>The Finance and Audit Sub Committee meeting provided a useful format for a more detailed look at financial matters with adequate time for discussion.</p> <p>The governance and reporting of the subcommittee was discussed. As per the remit for the group, finance and audit related updates and reports will be sighted first at the Subcommittee to allow analysis and discussion where the timing of meetings allows. The Subcommittee will report to the Board on the outcome of its meetings through submission of minutes and a verbal update to Full Board meetings, indicating where items have been approved, recommendations made, or if the Subcommittee deemed an item necessary to be passed to full Board for further discussion.</p>
<p><b>7.</b></p>	<p><b>Report 01_18_Finance Update</b></p> <p>The Board noted the content of Report 01_18.</p> <p>KL highlighted the new management system, Legend, was installed successfully on 13 December across ANGUSalive sports facilities. A further phase of installs has now been carried out across the cultural estate. The system will allow improvements relating to financial issues to be carried out in a more efficient way.</p> <p>The ANGUSalive VAT return for quarter 3 of 2017/18 (for the 3 months ending 31 December 2017) was prepared by Finance officers, and subsequently submitted (following review and approval by the Senior Manager – Business Management and Development) by its due date of 7 February 2018.</p>

	<p>The Board noted the recovery percentage was higher than the previous 2 quarters due to a combination of factors, processing of leisure income received since the introduction of the Legend system has yet to flow through to the ledgers owing to difficulties getting the necessary interface to work. It is expected the VAT recovery position will rebalance in quarter 4. The Board noted at 31 January 2018 the majority of outstanding debtor value is relatively evenly split across the “&lt; 30 days” and “31-90 days” bands.</p> <p>KF requested trend analysis be pulled together for review at the Finance and Audit Sub Committee.</p> <p>KL advised a surplus for the year is projected which is a decrease from the projected outturn reported at December’s Board meeting and is largely due to a reduction in membership numbers.</p> <p>KL advised the savings target of £300,000 per annum is based on estimates ANGUSalive would have staff cost and other budget pressures over the period averaging £300,000 per annum. On average the management fee would decrease and increase each year by the same value – the Council refers to this as “flat cash”. It is expected for 2019/20 and 2020/21 the required saving of £300,000 will be at least matched by eligible increases for staff etc. costs such the working assumption is that the management fee for those 2 years would hold steady at £4,141,000 each year.</p> <p>KL confirmed a report on the management fee to be received from Angus Council for financial year 2018/19 was considered by the ANGUSalive Finance Sub-Committee on 26 January 2018 and thereafter by the special budget setting meeting of Angus Council on 15 February 2018. The Board noted the Council had set a savings target from the ANGUSalive management fee of £300,000 per annum for 3 years from 2018/19 to 2020/21.</p>
<p><b>8.</b></p>	<p><b>Report 02_18_ Membership Review</b></p> <p>The Board approved the request for the Senior Leadership Team commences a full review on membership structures and charging. The Board noted the review will cover all service areas within ANGUSalive, the Pricing Policy and Booking Terms and Conditions.</p> <p>The Board approved a full review of the current Club ACE scheme with a view to introduce membership charges and discounted rates for block bookings.</p> <p>KF requested confirmation of the timescale and options appraisals be presented at the Board Development Session on 30 March 2018.</p>

<p><b>9.</b></p>	<p><b>Report 03_Pricing Policy 2018/19</b></p> <p>The Board noted the report on the review of charges for 2018/19 was approved by ANGUSalive's Finance and Audit Sub Committee on 26 January 2018.</p> <p>The Board further noted although not specified in the pricing policy, Angus Council services will continue to be charged the community rate for the use of ANGUSalive halls and venues.</p> <p>The Board approved V1.2 Pricing Policy.</p>
<p><b>10.</b></p>	<p><b>Report 04_18_ Internal Audit Plan 2018/19</b></p> <p>The Board notes the audit planning process used to develop the annual internal audit plan and that future audit plan documents will be brought to full board</p> <p>The Board approved the proposed audit plan for 2018/19, and the discharge of which will be reported to subsequent meetings.</p> <p>KF requested Policy and Procedures are added to the Risk Register.</p>
<p><b>11.</b></p>	<p><b>Report 05_18_ Internal Audit Annual Plan Progress</b></p> <p>The Board noted the progress in the completion of the Angus Alive annual internal audit plan for 2017/18 and the position with completion of outstanding level 1 actions.</p> <p>The Board further noted future progress reports will be taken to the Finance and Audit Sub Group for scrutiny.</p>
<p><b>12.</b></p>	<p><b>Report 06_18_ Compliments and Complaints</b></p> <p>The Board noted performance information for quarter 3 in relation to compliments and complaints.</p>
<p><b>13.</b></p>	<p><b>Report 07_18_ Sickness Absence Performance</b></p> <p>The Board noted performance information for quarter 3 in relation to sickness absence.</p>

<p><b>14.</b></p>	<p><b>Report 08_18_ Safety Health &amp; Wellbeing Performance</b></p> <p>The Board noted performance information for quarter 2 in relation to safety, health and wellbeing.</p>
<p><b>15.</b></p>	<p><b>Report 09_18_ Corporate Risk Register</b></p> <p>the Board reviewed the most significant risks facing the organisation contained in the corporate risk register and considered the adequacy of risk controls and risk appetite.</p> <p>The Board noted the Corporate Risk Register Reports would be submitted on a quarterly basis and business unit risk registers will be further developed but will not be brought to board as they are deemed operational.</p> <p>SR agreed to share a template for a Risk Register.</p>
<p><b>16.</b></p>	<p><b>Report 10_18_ William Lamb Studio</b></p> <p>CK advised ANGUSalive undertook a full assessment of the running costs for WLS. The annual revenue costs are estimated to be in the region of £8,087 and NDR is not applied since the site transferred to management by ANGUSalive.</p> <p>CK highlighted by returning management and oversight of the William Lamb Studio and its collection to Angus Council it will return ANGUSalive to a cost-neutral position. CK advised continuing with management and oversight of the William Lamb Studio and its collection will require ANGUSalive to find alternative external funding or re-allocate existing ANGUSalive resource to meet on-going revenue costs.</p> <p>ANGUSalive has a deficit of £3,087 for management of the William Lamb Studio and its collection for the current financial year.</p> <p>The Board approved ANGUSalive management to continue to discuss option proposals with Angus Council employees around the potential return of the management and oversight of the William Lamb Studio and its collection to Angus Council.</p>

<p>17.</p>	<p><b>Report 11_18_ ANGUSalive future vision and capital programme update</b></p> <p>The Board noted the progress on capital project works for Carnoustie Library, Montrose Library and Forfar Library and the senior leadership team’s proposal to examine the wider ANGUSalive estate needs alongside Angus Council’s current capital programme commitment to the ANGUSalive estate.</p> <p>IS highlighted the ANGUSalive vision is to create a single Angus Heritage Research Centre (AHRC) – a fit-for-purpose facility to securely house Angus Council’s collections that also incorporates research, learning and access facilities.</p> <p>IS advised the proposed facility would incorporate ANGUSalive Head Office and consideration will be given to including the library and/or museum for the locality within the proposed facility, as well as longer term plans for the entire ANGUSalive museum estate.</p> <p>The Board further noted a proposal paper will be taken to Angus Council’s Policy and Budget Strategy Group (PBSG) in March to formalise pausing the current Forfar Library works with a view to giving us some time to assess options, funding streams and potential locations.</p> <p>Report to be circulated to Board prior to the PBSG meeting.</p>
<p>18.</p>	<p><b>Report 12_18_Social Media Protocol</b></p> <p>The Board approved the ANGUSalive Social Media Protocol and noted a social media plan will be developed for each service area.</p>
<p>19.</p>	<p><b>ANGUSalive New Policies and Policy Conversion</b></p> <p>The Board noted the following policies:</p> <ul style="list-style-type: none"> <li>• Application for re-grading</li> <li>• Grievance Policy</li> <li>• Prevention of illegal working</li> <li>• Working time Regulations</li> </ul>



<p>20.</p>	<p><b>Any Other Competent Business</b></p> <ul style="list-style-type: none"> <li> <p>• <b>Organisational Review – Proposal to Development Day (30 March 2018)</b></p> <p>IS advised further proposals will be worked up to be brought to Development Day for approval.</p> </li> <li> <p>• <b>Organisational Review – Proposed Sub – Committee</b></p> <p>To be discussed at the Development Session.</p> </li> <li> <p>• <b>Angus Schools for the Future</b></p> <p>WD highlighted a consultation process on a new School project in Monifieth and local councillors have suggested incorporating leisure facilities. WD feels ANGUSalive needs to be involved in discussions with Angus Council moving forward ANGUSalive need to be fully engaged with Angus Council. Reflection with FCC – only 2 weeks notice to pull together requirements for the site!! ANGUSalive should be able to influence plans for the future. KF confirmed schedule of meetings set up with CEO AC, Leader and these could be used to discuss this.</p> </li> <li> <p>• <b>Company Secretary.</b></p> <p>SH notified the Board of her retirement and confirmed official correspondence communicating this should be provided to the Chief Executive of Angus Council. IS to progress election of a new Company Secretary with Legal and Democratic Services.</p> </li> <li> <p>• <b>R &amp; R</b></p> <p>Review annual accounts table carried out in Angus Council. KL proposes draft provisional transfer to the R&amp;R. Board unanimously agreed.</p> </li> <li> <p>• <b>ANGUSalive Sports Awards – Friday 16 March 2018</b></p> </li> </ul>

ANGUSalive

	<p>CK provided an overview of arrangements and ticket sales for the ANGUSalive Sports Awards and stated that the team we relooking forward to welcoming AA Board members to this ceremony. LH to arrange a VIP ticket for BD</p> <ul style="list-style-type: none"><li>• <b>Business Plan</b> IS provided overview of draft Business Plan. KF requested the first draft is presented to the Finance and Audit Sub Committee in May 2018.</li></ul>
<b>21.</b>	<p><b>Date of Next Meeting</b></p> <p><b>Friday 27 April 2018 – Monifieth Chambers</b></p>