

ANGUSalive

NOTE of MEETING of the Board of Directors of ANGUSalive held via MS Teams at 10:00 on Friday 17 February 2023

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

Apologies: None

Item No	Note
1.	<p>Welcome & Apologies</p> <p>KF welcomed everyone to the meeting. There were no apologies.</p> <p>Apologies: None</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 December 2022</p> <p>Directors were asked to consider whether the minute of the previous Board meeting provided an accurate representation of the meeting.</p> <p>TF proposed the minute was accurate and LD seconded.</p> <p>Matters arising <i>Café Leases</i></p> <p>IS noted the Angus Council lease for the café space at Monikie Country Park has been reviewed. It has been confirmed there is no break clause, which would allow the lease to be terminated early, and no exclusivity clause.</p> <p>IS advised we are therefore looking at the possibility of establishing a mobile food & beverage offering to provide a reliable daytime refreshment service to our Country Park visitors. The same type of mobile food & beverage offering could also be established at Crombie and Forfar Loch Country Parks. These opportunities are already being prepared for advertisement working with Council Property and Legal Services.</p> <p>IS confirmed income would be generated from the leases issued to operate these services and advised successful supplier(s) will be required to obtain all the necessary licenses to permit them to trade. He also noted we have secured funding from Museums Galleries Scotland to purchase a café pod and outdoor café furniture for the courtyard at Signal Tower Museum as part of the Signal Space Project. Both the café pod and furniture should be received by the end of March 2023 which means we can provide a space for a supplier to operate from at this venue.</p>

Investment Programme

IS noted an update will be provided within the Project & Digital Update report.

Social Value

KH noted work is underway through Community Leisure Scotland and an update will be provided at a future meeting.

Coaches Review

CK confirmed a meeting was held on 26 January 2023 to provide our Group Fitness Instructors (GFI) with details about the new engagement Agreements and Assignments which will come into place from 01 April 2023. Specialist advice for our team from Thorntons Employment Law Team alongside Angus Council HR and Payroll has been essential to confirm these new engagement arrangements and prepare all the supporting documentation.

CK advised final arrangements are being made to distribute documentation to GFI by 28 February 2023 and signed Agreements are to be returned to the Adult & Membership Physical Activity Lead by 20 March 2023. Assignments for the next block will then be agreed with each GFI in advance of the programme commencing on 01 April 2023.

KH noted more detailed information is available for Directors in the latest Finance & Audit Sub Committee Information Report. A final update on the GFI phase of the Coaches Review will now be provided to Directors and the report will confirm the other categories of coaches within ANGUSalive to be addressed in subsequent phases. This has been a complex piece of work and it is testament to the team that they have brought it to a successful resolution.

ACTION: CK to share a Coaches Review Update Report at the Board Meeting on 14 April 2023.

Transformation Update

GC noted work in the area has revolved around production of the ANGUSalive Business Plan. He advised it is the expectation of the Client that ANGUSalive will be responsible for generating solutions for the transformation of the organisation and the services it provides although guidance will be provided by Angus Council.

KF asked for guidance on what the right course of action would be, and GC confirmed long term solutions need to be sustainable, generate income, and be delivered in partnership with the Council. Updates to the Services Specification can be made in tandem with this process and as proposals come through in future Business Plans.

GC confirmed the Client expect ANGUSalive to generate more income in spaces such as Country Parks, which currently operate in a deficit position, and to attract more external funding through the Trust's charitable status.

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KF highlighted a significant proportion of services are free at the point of use with little opportunity to generate income and net turnover would need to be increased by £1.5m over the next three years to meet the current savings requirements over the same period.

KC acknowledged the expectations of the Client and asked now the Council has indicated a direction of travel for ANGUSalive to become a sustainable, self-funded organisation, what is the Council's position on ANGUSalive stopping services and closing buildings to meet the saving requirement when income cannot be increased this much.

There was discussion around this, including areas free at point of use and those considered as loss making activity.

DW noted income revenue would need to increase by at least 50% to meet the required savings, which is not realistic for any organisation, especially one of this nature, so cuts to services are inevitable.

GC noted savings can be made through cuts to cost of running services such as co-locating services and reductions in employee numbers, and highlighted proposals need brought forward early in the annual budget setting process through the Business Plan.

Consolidation of the Scottish Local Government Living Wage

KH highlighted it had been confirmed in an update at Finance & Audit and GC had provided confirmation through Board Intelligence that Angus Council would provide an uplift in the management fee to cover this increase in costs.

Board Meeting Schedule

KH confirmed the June meeting dates had been finalised and all diary invites for 2023 have now been issued.

Museums, Galleries & Archives Team Leader

KH noted this position had been advertised in late 2022 but we took the difficult decision to stop the recruitment process based on subsequent discussions with Angus Council about our future management fee and the associated impact on our revenue budget. A temporary arrangements has been put in place for the Theatre & Venues Team Leader to assume responsibility for Museums, Galleries & Archives from 01 April 2023 for one year.

Risk Register

IS noted this will be covered under Agenda Item 9 within Q3 Risk Register Report during this meeting.

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	<p><i>Investment Programme</i></p> <p>LD asked for an update on the meeting at Arbroath Sports Centre with the Angus Council Scrutiny & Audit Convenor and committee member to demonstrate the diversity of the programme on offer at the refurbished facilities.</p> <p>KH confirmed the tour of the redeveloped fitness suite and dance studio conversion was scheduled during a BE ACTIVE live well gym class on 16 December 2022 to give Councillors an opportunity to speak with participants and the instructor as well as members of the ANGUSalive leadership team. The visit had successfully demonstrated the versatility of our new fitness suite as it was being used by customers with a variety of different needs who shared their enthusiasm for the transformed spaces, new equipment and provided very positive feedback about how their fantastic instructor has helped them to maximise their workouts after the fitness suite had reopened. The instructor was also able to answer specific questions about how customers with different needs can use the new equipment, benefit from the revised layout and be assisted by our team to get the most from their membership / PAYG session.</p> <p>GC noted both Councillors had commented at the end of the tour how useful they had found the opportunity to see the venue and bring to life the information previously only available in reports to Council. He also added that they had asked to see the accessible changing rooms whilst in Arbroath Sports Centre and are keen for these to be improved.</p> <p>KH suggested there may be a benefit to scheduling tours of the other redeveloped fitness suites for Ward Councillors at each of the venues which have already been completed and at the other venues once the upgrades are finished.</p> <p>Directors discussed the options and agreed it would be beneficial to group the Councillors by locality.</p> <p>ACTION: CK to make arrangements when appropriate members of the Sport & Leisure team can support tours.</p>
<p>4.</p>	<p>Chief Executive's Report</p> <p><i>Big Swim Day / Save Our Pools</i></p> <p>KH provided Directors with an overview of the upcoming Big Swim Day event and Save Our Pools campaign scheduled for 24 February 2023. These events are being coordinated across the country by Community Leisure UK with national governing body (Scottish Swimming & Swim England) and national agency (sportscotland & Sport England) support.</p> <p>KH advised the event and campaign are designed to demonstrate the importance of swimming pools and wider sporting facilities operated by Charitable Trusts to the local people and clubs whilst highlighting the future fragility of this infrastructure.</p>

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KH proposed ANGUSalive gets involved with Big Swim Day to highlight our community's love of swimming but not Save Our Pools since there is currently no intent to close any of our swimming pools in Angus. This will also provide an opportunity to promote what's on offer at our swimming pools and potentially attract new customers, particularly following the closure of two local facilities. Colleagues in some parts of the country are already facing a very real prospect of closures, primarily as a result of increased energy costs but also higher costs across in budget areas, so these trusts will be participating in both the event and campaign.

Directors noted their approval this proposal for ANGUSalive involvement and support of Big Swim Day.

Monikie & Crombie Master Plan

KH advised the final version of the Country Park Facility for Outdoor and Recreational Activities Feasibility Study is now available. She proposed this is added to the agenda for Directors' Strategic Development Day on 17 March 2023 to provide sufficient time to discuss the report in detail. Representatives from The Glamis Consultancy and James F Stephen Architects will be invited to present the Feasibility Study findings and recommendations.

Angus Council Legal Services - Service Level Agreement

KH noted the service agreement between ANGUSalive and Angus Council for the provision of legal services is now ready for signature by the Chairperson following this meeting. She acknowledged the excellent support received from the Company Secretary in the review of the earlier iterations of the agreement to develop the final version which can be recommended for approval. Legal support will once again be in place and provided by Angus Council after the signed agreement has been received at Angus House this afternoon.

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KH confirmed the new website is now live and IS will provide more detail within the Project & Digital Update under Agenda Item 9 of today's meeting.

Reid Hall Reopening

KH noted the Reid Hall reopening was celebrated by a performance from Tayside Symphony Orchestra attended by over 200 people. She thanked Directors who represented the Board at this special event which marked the return of this performance and event space to community use following the period of closure when it operated as a vaccination centre for NHS Tayside.

5.

01_23 Finance & Audit Information Report*Financial Position*

DW provided an overview of the Finance & Audit Sub Committee meeting on Friday 03 February 2023. Highlights included the updated revenue position, capital position, and Going Concern status as at 31 December 2023. Full details of which are available for Directors in the meeting papers.

bACTIVE Membership

IS provided an update on the bACTIVE membership sales campaign that ran between 01 January – 14 February 2023 since it concluded after the Finance & Audit Sub Committee meeting. The campaign saw 1115 new members join bACTIVE and means there has now been an increase of 35% in total members compared to this time in 2022.

IS noted as consumer confidence returns following Covid there has been slow and steady increase in memberships throughout 2022. He also advised we would also expect a larger uptake in January in line with the industry trend.

Directors discussed the important influence the completed gym refurbishments have contributed to this growth in memberships. There was also discussion round how ANGUSalive monitor the success of marketing campaigns and how the use of new social media channels could help reach a broader customer demographic.

Risks and Concerns

DW highlighted a significant risk had been identified relating to outstanding payment of invoices by NHS Tayside for use of three ANGUSalive venues as vaccination centres during 2022/23. A total of three invoices have been raised but to date no payment has been received.

KH noted our Theatre & Venues Team Leader recently met Angus Council and NHS Tayside colleagues to assess the remedial work requirements at Arbroath Community Centre and Montrose Town Hall. He was advised verbally at that site visit in mid-February by the NHS Tayside representative that NHS Tayside are in dispute with us about the venue hire invoices and with Angus Council about the remedial works which was the first indication of this issue.

KH confirmed a meeting will be arranged with representative from all parties who were part of the original agreement to progress this matter. RF advised it is made clear to NHS Tayside this is not a single dispute with a single organisation since Angus Council have also raised invoices for costs in these venues.

Directors discussed the financial impact on ANGUSalive's 2022/23 year-end should these invoices not be paid.

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KH noted an invoice has also been raised for the £305k Dual Use agreement but payment has yet to be received and is invoice is being queried by the Angus Council Director of Education and Lifelong Learning.

Directors discussed that delayed payment of the Dual Use invoice has been a recurring problem for a number of years and asked the Client to assist since this is not an acceptable situation.

ACTION: GC to liaise with colleagues to progress payment of the Dual Use agreement.

External Funding

LD asked about opportunities to obtain external funding for projects such as Montrose Museum Reimagined.

KH advised we have met regularly with colleagues from the Council's Vibrant Communities team to review opportunities. We have suggested the possibility to make a broader Culture bid across Angus should be investigated and could potentially include Montrose Museum, Arbroath Library, housing the Angus Council Collection for MGA, and external projects such as Arbroath Courthouse.

GC confirmed work is ongoing in this area and highlighted there is still funding in the Council capital plan ringfenced for the Transformation Project and this would be available for ANGUSalive to use to resource these types of projects.

Charges Review and Budget Settlement

DW highlighted the anticipated £1.5m level of savings requirement from 2023/24 to 2025/26, with £500k to be delivered in each of the next three years, which was presented to the Finance & Audit Sub Committee. This includes an increase in the savings during 2023/24 from £210k to £500k and consequently the £290k is taken at risk.

KL noted the report was shared and discussed confidentially and is not yet publicly available in the public domain.

KH advised an updated version of the report was to be shared at this meeting, but it is still to be finalised and will therefore be circulated with Directors offline via Board Intelligence once available.

KH provided an overview of the Charging & Pricing Structure review noting prices were increased largely in line with the rate of inflation, which was 10.1% in October 2022, but some charges have been identified as requiring larger increases to reflect market conditions whilst others have been held because of the need to ensure people can continue to access our services to support their health and wellbeing. She added the increases applied in some other local authority areas have been significantly larger due to the cost pressures being faced nationally.

	<p><i>Internal Audit</i> DW highlighted the progress achieved through delivery of the internal audit plan for the current year and noted the are still several outstanding actions being addressed but it is anticipated these will be completed by yearend.</p> <p><i>Authorised Exemptions, Quick Quotes, and Competitive Tenders Report</i> DW provided a brief overview of the contracts covered within the Authorised Exemptions, Quick Quotes, and Competitive Tenders Report.</p> <p>Directors noted the content of the Information Report.</p>
<p>6.</p>	<p>02_23 2021/22 Annual Report</p> <p>KH noted hard copies of the 2021/22 Annual Report are available for Directors and confirmed the team have taken onboard Directors' comments about diversity and inclusion within the report imagery. The information contained in the report has already been approved as part of the annual account signing process and the final version will be presented to Angus Council Scrutiny and Audit committee on 25 April 2023.</p> <p>There was discussion around the approval process and timeline for producing the annual report.</p> <p>KH confirmed we would normally have the corporate version of the annual report ready for approval in December but resource challenges in the Marketing and Communication team meant this year's report had been delayed.</p> <p>Directors noted the content of the 2021/22 Annual Report and approved it for publication on our website.</p>
<p>7.</p>	<p>03_23 Gender Pay Gap 2022</p> <p>KH highlighted this report is published each year at the same time as the annual report and noted figures have returned to those seen pre-covid. The report shows ANGUSalive has a predominantly female workforce across the four quartiles but particularly in the higher earnings quartile meaning we have a gender pay gap favourable to females. This is in contrast to most organisations which have a gender pay gap favourable to males. She reminded Directors this report is not about equal pay, and all employees are paid the same based on the pay scales.</p> <p>Directors were asked to note the content of the report and approve for publication as required by UK legislation for organisations with more than 250 employees.</p>

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	<p>DECISION: Directors noted the gender pay gap information for the charity in the ANGUSalive Gender Pay Gap Report 2022 and approved the gender pay gap data submission to the UK Government gender pay gap reporting website, publication of the Gender Pay Gap Report on the ANGUSalive website and approved how equality and diversity will be managed in the future in the organisation.</p> <p>ACTION: GT to submit for publication ANGUSalive’s Gender Pay Gap information to government website and arrange for publication of the Gender Pay Gap report on our website.</p>
8.	<p>04_23 Project & Digital Update Report</p> <p><i>Sports Centre Refurbishment</i> IS confirmed the refurbishments at Brechin Community Campus, Montrose Sports Centre, and Arbroath Sports Centre are complete. Work will continue this calendar year to refurbish Forfar Community Campus, Saltire Sports Centre, and Carnoustie Sports Centre. Cost challenges in relation to property works at Carnoustie Sports Centre have meant changes to the building have needed to be scaled back and this has delayed this redevelopment project.</p> <p><i>ANGUSalive Website</i> IS reiterated the new website has now been launched following the withdrawal of the old website support by the previous provider. The first stage of the project was moving from Legend to Big Wave but still using the Umbraco platform and the second phase involved a move from Umbraco to WordPress as a content management system. While largely a ‘lift and shift’ this has seen some streamlining and updating of the website, including taking the opportunity to refresh imagery. The final phase will fully explore customer journey improvements to the new website.</p> <p><i>Monikie Country Park</i> IS noted the Aqua Glide Water Sports project has been put on hold at Monikie as there is currently limited infrastructure to support the delivery of this as a new activity at the park.</p> <p>Directors discussed how this project might fit within the Country Parks Masterplan developed by Glamis Consultancy.</p> <p>KH confirmed the Masterplan will be shared with Directors ahead of their next Strategic Development Day but emphasised it is a Feasibility Study which provides possibilities for increasing the offering in Countryside Adventure rather than a phased and costed delivery plan.</p> <p>GC confirmed this is high level document and does not have specific plans but rather focuses on general ideas of what the possibilities could be, and another phase of development will be required before development begins.</p>

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	<p>Directors discussed the commissioning process of the Feasibility Study, opportunities for funding the development of Country Parks, and the anticipated timeline for implementation.</p> <p>Directors agreed to the Glamis Consultancy report being tabled at the Strategic Development Session on 17 March 2023 and to invite a member of the consultancy group to come and present the findings of their work.</p> <p><i>Employee Benefits</i> IS noted the Employee Benefits project which had been presented to Board on 10 December 2021 is suspended due to resourcing challenges.</p> <p><i>ANGUSalive App</i> LD asked about the potential for use of the ANGUSalive app within Theatre & Venues in future.</p> <p>IS confirmed work is underway to use this solution within the service.</p> <p>Directors noted the content of the report.</p>
<p>9.</p>	<p>05_23 Q3 Risk Register</p> <p>IS provided an overview of the work done to simplify and clarify the risk register noting the minute of meetings of the Risk Committee highlighting key points of the discussion held are now available in Board Intelligence.</p> <p>LD asked if the decision by Angus Council to reduce the temperature of the swimming pools has caused any issues.</p> <p>CK confirmed he and IS are part of the energy saving working group who are monitoring the impact but there are currently no major issues. He highlighted while The Pool Water Treatment Advisory Group (PWTAG) issue guidance on the temperature for swimming pools for difference user groups there are no statutory limits.</p> <p>KH noted we have requested an equalities impact assessment to determine which groups will be most affected by this change and we will continue to monitor the situation.</p> <p>KF asked what the savings implication is for a one-degree reduction in temperature. GC confirmed the saving across the whole of the Angus Council estate is ~£250k and a two-degrees reduction increases this to ~£500k but no information is available for the swimming pools in isolation.</p>

	<p>IS highlighted the cost of running the swimming pools is significantly less than the income they generate. There was discussion around the impact of swimming pools closing locally and in neighbouring local authority areas.</p> <p>Directors noted the content of the report.</p>
<p>12.</p>	<p>06_23 Business Plan 2023/24 – 2025/26</p> <p>KH provided a high-level overview of the Business Plan for 2023-2024. She noted the Business Plan outlines the savings which have been achieved by ANGUSalive in previous years as well as the fact these have consistently been delivered on time and on budget. She added we are still waiting for confirmation of the overall NDR savings.</p> <p><i>Priorities</i></p> <p>KH noted our Business Plan priorities are categorised under two sections detailing actions which will be delivered in 2023-2024 and those which will be progressed during 2023-24 towards 2024/25 and 2025/26. She highlighted each priority will require resources to deliver the changes which will be completed under the Transformational Review.</p> <p><i>Transformational Review</i></p> <p>KH advised two Colleague Briefing sessions will be held on Monday 20 February 2023 at Reid Hall, Forfar and Webster Memorial Theatre, Arbroath. All ANGUSalive employees will be invited to attend one of the sessions which will provide an overview of our Business Plan priorities, some of our key achievements since 2015, but also outline the Management Fee saving requirement over the next 3 years and what we will need to happen moving forward.</p> <p>KH acknowledged not many specific details are available at this early stage since the service reviews to determine the direction of travel will only now be progressed under the Transformation Review. She noted the Organisational Review focused on the job roles and team structures required to provide the same services whereas the Transformation Review will need to creatively reimagine culture, sport and leisure services given the constraints of our contracting financial envelope. This mean a root and branch review of what services are provided, how they are delivered and where they take place needs to be conducted.</p> <p>There was discussion about the impact on employees and best approach to reassure employees throughout the process. Directors discussed the consultation process and highlighted the pitfalls of asking for stakeholder input in instances where the financial situation means we have little option but to inform rather than consult.</p> <p>GC noted it may be useful to address the opportunities and outcomes we would deliver within communities in addition to the financial aspects.</p>

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KH highlighted savings made as part of the service reviews undertaken this year are expected to deliver the £285k Management Fee saving for 2022/23 on a recurring basis once they have all concluded (expected Q1 2023/24).

There was discussion about the process of moving from concepts to delivery and the importance of being clear where responsibility sits for driving this and what resources are available or required.

SC asked about Countryside Adventure partnership arrangements at Montrose Basin Local Nature Reserve (LNR) and Glen Doll.

KH confirmed the Client has requested Angus Council Legal Services to review the Council's responsibilities at Montrose Basin LNR and this exercise is still in progress. We have highlighted through the Business Plan our intention for ANGUSalive to withdraw from this location in advance of the next wildfowling season in September 2023. ANGUSalive's involvement at Montrose basin LNR is limited to wildfowling and we intend to discontinue this service through the Trust. New arrangements with partners will need to be put in place by the Council and we will support as necessary. Local wildfowling associations, for example, run this service in other areas so could also do so in Angus but this needs to be resolved before the start of the next wildfowling season. Scottish Wildlife Trust operate out of this location and own the visitor centre used to deliver their conservation activities.

KH noted there are also partnership arrangements at Glen Doll with Forestry & Land Scotland and Cairngorms National Park Authority which will need to be reviewed to determine the nature of our future operations at Glen Doll. She confirmed engagement with partners is required to establish options and the Board will be kept appraised.

There was discussion about the financial implications of the services delivered by the Trust returning to the Council particularly in terms of staff cost, NDR, and VAT should the ALEO model become untenable in the same way a few other local authority areas are currently experiencing.

KH confirmed employee costs would remain the same since we use the same Pay & Grading Scale and Terms & Conditions but NDR only applies if services returned to the Council.

KL confirmed the rules round VAT have changed since the Trust was formed and would now be no different if services were delivered by Angus Council themselves.

AR left the meeting.

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	<p>KH provided more information about the approach to the employee session to be held on Monday 20 February 2023 and the input that had already been received by the wider Leadership Team in this area. She acknowledged that not all decisions that are going to be necessary will be easy to make, nor will they be well received by everyone, but hard decisions will need to be taken to ensure the long-term sustainability of the organisation and the services it provides.</p> <p>Directors noted the content of the report.</p>
10.	<p>07_23 Coronation of King Charles III</p> <p>KH highlighted ANGUSalive have taken the same approach as we did for the Queen's Platinum Jubilee celebrations and as associated employers this is aligned with Angus Council's approach although the implementation is different.</p> <p>KH advised both organisations are required to maintain the same pay related conditions as associated employers. She also noted that although both organisations need to adopt the same proposal to avoid equal pay claim issues, each organisation can decide how to do this in terms of moving a public holiday and when people can take the additional leave.</p> <p>KH confirmed full Council on 09 February 2023 approved their proposal to grant an additional leave day, rather than a public holiday, which is fixed on Monday 08 May 2023 unless an employee provides an essential service. The Council retained the public holiday on Monday 01 May 2023 rather than moving it to Friday 04 May 2023.</p> <p>KH confirmed ANGUSalive also proposes to make no changes to the public holiday on Monday 01 May 2023 since employees will already have made holiday plans using the 2023 published dates. However, we propose to grant an additional leave day (pro rata) for employees to take at any time during the 2023 leave year to give the flexibility for employees to use their leave as they want. Employees can choose to request this on Monday 08 May 2023.</p> <p>DECISION: The Board approved the proposals to make no change to our May Day public holiday on Monday 01 May 2023 and grant ANGUSalive employees an additional leave day (pro rata) as part of their annual leave entitlement for use during 2023 in recognition of the Coronation.</p>
11.	<p>ANGUSalive Policies & Procedures</p> <p>KH highlighted all four policies are Angus Council policies which ANGUSalive have adopted. These documents have been converted to reflect the appropriate ANGUSalive format, terminology and version number with only minor edits e.g. changes to update the language to reflect ANGUSalive roles within our organisation.</p>

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	Directors noted the content of the policy documents.
13.	AOCB KL asked permission from Directors to invite the Finance Service Leader to future meetings as part of monitoring and support in his role. He confirmed this would be in a support service capacity and not as a representative of the Client. Directors approved this request.
14.	Date of next meeting Full Board - Friday 14 April 2023