

ANGUSalive

NOTE of MEETING of the Board of Directors of ANGUSalive held at 10:00 via Teams on Friday 26 February 2021

Present:

Name		Title	Initial
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
Derek	Wann	Council Director	DW
Kenny	Christie	Independent Director	CK
Tam	Ferry	Independent Director	TF
Ken	McKay	Independent Director	KM
Kirsty	Hunter	Chief Executive	KH
Kevin	Lumsden	Angus Council Finance Manager	KL
Robbie	Francis	Company Secretary	RF
Peter	Morton	Senior Practitioner - Strategic Commissioning	PM
Colin	Knight	Senior Manager Sport and Leisure	CK
Iain	Stevens	Senior Manager Business Management and Development	IS
Graham	Thom	Board & Executive Assistant	GT

Apologies

Mark	Gilmartin	Independent Director	MG
Gordon	Cargill	Service Leader Angus Council (Governance & Change)	GP
Lesley	Hadden	Project Lead	LH

Item No	Note
1.	<p>Welcome & Apologies</p> <p>KF welcomed everyone to the meeting and noted apologies. He welcomed the new Board members, Kenny Christie and Tam Ferry. Directors introduced themselves, their backgrounds, and their roles in this and other organisations.</p> <p>Apologies: Mark Gilmartin, Gordon Cargill, Lesley Hadden</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>BD highlighted at the Special Council Meeting on Thursday 04 March 2021, the Council appointed Directors will be part of Angus Council discussions regarding the Council budget and that these decisions may have a financial impact on ANGUSalive. BD, RP, LD, DW all made a declaration of interest in this regard.</p>
3.	<p>Minutes of Meeting on Friday 17 July 2020 and Matters Arising</p> <p>KL noted the initials in Section 6 of the minute needed changed from KL to KH. BD proposed that the remainder of the minute was accurate, and LD seconded.</p> <p>The Sport & Physical Activity Framework update to be provided by CK will be covered by KH in this meeting.</p>
4.	<p>Minutes of Meeting on Friday 23 October 2020 and Matters Arising</p> <p>LD proposed the minute to be accurate, and BD seconded.</p> <p>KF asked for confirmation for process of reporting a positive case of COVID-19 to RIDDOR. KH confirmed that in the event of a positive COVID-19 case, we report to HSCT and they have a form we then complete. They then make an assessment on that information as to whether work related/to report to HSE as part of RIDDOR process.</p>

<p>5.</p>	<p>Board Positions Review</p> <p>KF highlighted that with changes in Board members there are several committee positions that are now available.</p> <p>KF nominated AR as Board Vice Chairperson and this was seconded by TF.</p> <p>KF requested BD, as Vice Chairperson of the Finance & Audit Sub-Committee, transitions into the Chairperson vacancy to provide continuity and an opportunity for upskilling of new committee members. BD accepted but noted Council elections are approaching and he would therefore propose doing this on a temporary basis before handing over to another Director closer to this time. KF suggested a 12-month term which was agreed by all Directors.</p> <p>KF asked if Directors would like to fill the 1, perhaps 2, vacant positions on the Finance & Audit Sub-Committee. TF and DW volunteered, KF confirmed he would stand down with new Directors in place.</p> <p>KF noted AR has stood down from the Trading Company as he is now required at Board Leadership pre-meet in her role as Vice Chairperson. KC volunteered to fill this vacant position on the Trading Company.</p> <p>KF highlighted that training is required if anyone is interested in sitting on the HR panel. KH noted training should be undertaken by all Board members, whether they use it or not, as a wider pool should be available if needed, and make up of panels may need different personnel. It was agreed all Directors would attend the training, for first time or as a refresher session during the next Development Day.</p>
<p>6.</p>	<p>Chief Executive Verbal Update</p> <p><i>Board Intelligence</i></p> <p>KH noted issues for Council appointed Directors and ANGUSalive employees accessing packs and functionality through the Board Intelligence app. Independent Directors on personal device are unaffected. She added this has been escalated to the Client to highlight that it is unacceptable that not all Directors can access Board information and papers. Directors were asked to note that annotations which they had shared cannot be viewed while the app is not accessible. KH reminded Directors packs can still be accessed through the web version of Board Intelligence.</p> <p>ACTION: PM to progress issue with Angus Council IT department to resolve as soon as possible.</p>

External Audit

KH highlighted the contract with Azets, our external auditors, ends in May 2021. The option to extend this has been approved with minimal cost increase for another year with an option to extend for one further year under the current procurement arrangements. The team are working with Azets to develop the external audit plan for 2020/21 to ensure prepare for end of year accounts process. The external audit plan will be taken to Finance & Audit Sub Committee in April 2021 for scrutiny.

Tayside Contracts

KH noted, as previously discussed, that during the period of reopening from August 2020 Tayside Contracts attempted to charge the full contractual value for services rather than only for work undertaken. ANGUSalive considered this to be unacceptable since the option to furlough employees was open to Tayside Contracts and it was an employer decision whether to use the Scheme. It was confirmed on 03 February 2021 that payment will only be made for work undertaken from August to Dec 2020 and will remain to be the case until the end of furlough. This generated a saving of approximately £150-160k for ANGUSalive.

Furlough – Casual Workers

KH provided an update on the Coronavirus Job Retention Scheme (CJRS). It was agreed by Board at COVID-19 Briefings #15 on 23 December 2020 to extend the offer of furlough to our casual workers for the duration of any periods Angus was in Level 4 (or higher) of the Scottish Government’s Protection Levels Framework until 30 April 2021. 170 casual workers were sent letters on 23 December 2020 inviting them to agree to be placed on furlough from 26 December 2020 on this basis as outlined in their letter. 133 casual workers returned a signed copy of their letter with a further 37 not responding to the furlough letter.

These 37 casual workers were sent a second letter on 08 February 2021 to ask if they were still available to work and if so whether they wanted to remain on the supply list. 20 casual workers have returned a signed copy of this letter to confirm they wish to remain on the supply list and 1 replied to remove their name from the list. No response was received from 16 casual workers so they will now be removed from the supply list as the deadline has passed.

KH highlighted a very small number of casual workers have been in contact after getting the February 2021 supply list letter to claim they had returned the December 2020 furlough letter and felt they should have been included in the Scheme. ANGUSalive have honoured payments for those who could provide evidence of returning their letter by the 06 January 2021 deadline - these costs cannot be recovered from HMRC for December 2020 or January 2021 since our claims had to be submitted by 14th of the following month. Those who could provide evidence will be included in the Scheme for future months.

KH asked the Board if they were comfortable with the position being held that those who could not provide evidence will not receive any backdated or future payments as they cannot be included in the Scheme. Trade Unions have been made aware of this position and have contacted us regarding one casual worker.

TF asked if we were required to get a response from casual workers for them to qualify for furlough and whether there was proof the furlough letter had been sent to them. KH confirmed that we need to secure workers' permission to implement the temporary variation and the Digital Reprographics Unit could confirm the letters were sent. KH added that one person did not get a letter sent to them, as it was identified they has been missed from the list, but this had since been rectified and they are now receiving payment within the Scheme.

RP asked if letters were sent as an electronic or hard copy. KH confirmed two hard copies had been sent to each team member so that they could retain one copy for their records and return a copy is choosing to post rather than email the signed letter. Furthermore, a Communicate email was sent on 24 December 2020 to advise all casual workers were to be offered the opportunity to be included in our furlough arrangements again along with details that they needed to provide a response. An announcement was also made on the UKG workforce management system and employee page on our website. Trade Unions were also notified of the Board decision on 23 December 2020.

KC asked how the casual workers were asked to respond. KH confirmed they were advised to email their response to the email address provided in the letter ensuring they added a subject line and included text in content of email, or it might be stopped by the security firewall. If they could not email the signed letter and had to post it, they were asked not to hand deliver to William Wallace House as it is unoccupied at this time. All casual workers had previously been included in the Scheme from March to August 2020 so had prior experience of what they needed to do.

Directors unanimously agreed with the decision of the Chief Executive only to include casual workers who had returned signed letters in our furlough arrangements.

Furlough – Salaried Employees & Coaches

KH update the Board on furlough arrangements for salaried employees, and coaches who had worked during the period of trading from 14 September - 24 December 2020. The letter sent to all salaried employees and coaches, who had worked since reopening, currently covers the period to 31 March 2021 as this was the Scheme end date when the letters were issued. Subsequently, the UK government extended the CJRS until 30 April 2021 and through delegated authority from the Board, salaried employees and coaches were sent another letter on 08 February 2021 to extend the furlough period to 30 April 2021. 164 letters were issued with 132 returned to date. KH noted everyone was reminded during the 'All Hands' call on Thursday 25 February 2021 letters are due back by end of today.

KH reminded the Board the Decision Log confirms Directors agreement to pay at 80% of normal earnings to the end of the Scheme on 31 March 2020. KH asked from a governance perspective for the Board to provide confirmation of their approval for pay to remain at 80% to the revised end of Scheme on 30 April 2021.

KF highlighted the Decision Log is available on Board Intelligence for new Directors information. He also noted the primary objective for reducing to payments to 80% was to ensure the organisation remained a 'Going Concern' and ensure the long-term sustainability of the charity. KH proposed during the Development Day on 19 March 2020, the Board could use put aside some time to consider how the announcements set to be made by the UK Chancellor in the Budget on 3 March 2021 may affect salaried employees and perhaps casual workers from 01 May 2021.

All Hands Call

KH noted an 'All Hands' call was held on Thursday 25 February 2021 for all team members. This was hosted on BT MeetMe and for the first time concurrently on Microsoft Teams. The purpose of this call was to update the team on the current situation with two of the Leadership Team providing spotlights on external funding, Our Time to Talk and the ANGUSalive app. Another call will be scheduled to provide an update on future furlough arrangements following the UK Chancellor's Budget announcements on 03 March 2021.

Creche Review

KH noted progress of the Creche Review following the decision by full Board, at the Finance & Audit Sub-Committee on 29 January 2021, to approve the cessation of all creche services offered by ANGUSalive and removal of the associated posts from the Establishment. Affected staff have now been contacted by the Principal Officer Sport & Leisure inviting them to a group consultation meeting on 04 March 2021. There are several potentially suitable vacancies across the organisation, and we remain hopeful redeployment opportunities can be identified for our creche assistants. The current timeline aims to conclude the review in Q1 2021/22 around the end of April / start May 2021.

Sport & Physical Activity Framework

KH provided an update on the Sport & Physical Activity Framework for Angus. The Framework is centred round the six Active Scotland priorities, Angus Community Plan outcomes and aligns to ANGUSalive strategic aims. The key themes are agreed and working groups established with leads identified from across the partners.

A consultation process has been undertaken with the general public, local clubs and National Governing Bodies. The Angus Community Planning Partnership (ACPP) consultation took place this week with Angus Health & Social Care Partnership expressing an interest in getting involved and a call has been arranged to progress their participation.

CK highlighted the proposed framework was being well received and it is projected the Framework will be ready to publish in May 2021. CK thanked KM for all his work as a Director on the project and also the Move More project.

KM highlighted a new Director representative may be required on Move More. *[Following the meeting during the director debrief it was confirmed LD will replace KM as ANGUSalive Director on the Move More ANGUSalive Steering Group.]*

KC noted that in Dundee, it was made clear the framework was owned by the Dundee partnership and was not the Leisure & Culture Dundee Framework. He asked whose has responsibility for monitoring and reporting for the Angus Framework. CK confirmed ANGUSalive will be hosting/leading the project but the various partner groups will take the lead on the different working groups and feed back to ANGUSalive.

LD asked if one of themes was engagement with community. KM confirmed engaging with community is an important part of it and areas have been highlighted within working groups where this can happen.

Angus Cultural Strategy

KH highlighted development of the Angus Cultural Strategy has been ongoing through the pandemic. Culture Radar were commissioned by ANGUSalive and Angus Place Partnership to develop this strategy just prior to lockdown in March 2020. Work has been undertaken to establish what is already happening and identify future opportunities. Desk research and telephone interviews were carried out then four consultation sessions were held with participation from across the sector. Culture Radar are drafting the strategy and publication is targeted in Spring 2021.

Coronavirus Restrictions

KH noted the First Minister had provided an update on the Scottish Government Strategic Framework update on 23 February 2021. The update outlined the plan for easing of restrictions and a move back into Levels across Scotland from an indicative date of 26 April 2021. This would mean that, under the current guidance, ANGUSalive will be able to reopen all facilities and services except for indoor group exercise classes. However, there may be some changes to activity guidance, and it is important to note the detail for each Level are under review. A further update to provide more detailed information is now expected from the First Minister on 15 March 2021.

Non-contact outdoor sport is scheduled to resume for 12 to 17-year olds from 15 March 2021 so there may be an opportunity to offer children activities during the school Easter holidays. KH highlighted the decision has been made to bring back all our Leadership Team at least three days per week in March and April to ensure we are ready to reopen when possible. KH added a recovery update will be brought to the Development Day on 19 March 2021.

	<p>KC asked if there are networks around the country for ALEOs where ANGUSalive has the opportunity to discuss current issues with colleagues and go to government as a body. KH confirmed ANGUSalive is actively involved in Community Leisure UK, the membership association for trusts. This networking, support and sharing of ideas has always been beneficial to ANGUSalive but particularly during the Barclay Report and more recently throughout the pandemic. KH sits on the Executive Group for Community Leisure Scotland which has provided ANGUSalive with a seat at the decision-making table and ensured we are well connected with colleagues.</p> <p><i>Angus Council Meetings</i></p> <p>KH noted there are three upcoming Angus Council meetings where ANGUSalive papers will be included on the agenda. These include the Scrutiny & Audit Committee on 02 March 2021 where our 2019/20 Annual Report will be presented. On 04 March 2021, there is a Special Council Meeting to review the budget with one paper to agree the Council Management Fee, Covid-19 support package and ANGUSalive charges for 2021/22. On 18 March 2021, there will be a full Angus Council meeting where an Update Report will share the current position about what ANGUSalive can provide from the current Services Specification.</p>
<p>7.</p>	<p>Finance & Audit Sub-Committee Information Report</p> <p>BD noted that the Finance & Audit Sub-Committee meeting held on Friday 29 January 2021 was open to all Board members. He provided an oversight of the agenda items discussed which are covered in the report.</p> <p>DW noted he is consulting with the design team for the new Monifieth High School regarding incorporating the library within the campus and asked if Angus Council have replied about the library issue. KH confirmed conversations are ongoing through PM and GC in their capacity as Strategic Commissioning and other council channels.</p> <p>DW asked if there is scope to now include libraries in the Brechin and Forfar campuses post Covid. KH confirmed she is meeting with the Client and Property Services colleagues to look at options available across the estate. She added that hopefully there will be an update available by the Development Day on 19 March to update the Board on strategic principles and planning framework for this.</p> <p>The Board discussed the consultation process around combining services and KC noted that during the transfer of Brechin City Hall it was highlighted that centralisation of services is not always best for the community and a spread of activities in various areas may be better. KC asked if there had been research done in other local authority areas which had previously centralised service. BD noted that in this had happened in Perth and Kinross Council and we</p>

	<p>could consult with them again to see how this has worked out.</p> <p>PM highlighted that this planning was at a very early discussion stage with no commitments just identification of possible opportunities for consideration.</p>
<p>8.</p>	<p>Finance Update</p> <p>KL highlighted the finance reports are in the new Board Intelligence format and noted he would welcome feedback on the readability of the new report. He confirmed current projections show a net income position with no requirement to draw on underlying general reserves carried forward from 2019/20. KL highlighted that since the report was written, outstanding debtors of £74k has been reduced £59k following payment of an invoice by the Forestry Commission.</p> <p>KL highlighted little had changed since the report at the Finance & Audit Sub-Committee meeting on Friday 29 January 2021. Income levels are still receiving support from CJRS and the net income position is largely due to this income alongside reduced staff and property costs. These costs will increase as facilities and services reopen but hopefully this will be offset by an increase in income too.</p> <p>DW commented that if CJRS ends then the reserves may reduce quickly if facilities cannot reopen at the same time and asked what the financial impact would be. KL confirmed that if reopening is delayed, income generation is too slow and furlough not extended it will create a deficit position, but that's where general reserves and Angus Council support package comes into effect. He noted there is approximately £1M support available and reserves mean we should on current projections get through 2021/22. This is intrinsic to 'Going Concern' and our external auditors will again consider this carefully.</p> <p>KH added additional savings had been made by prioritising use of our salaried employees, rather than casual workers, except for group exercise instructors. She also noted during recovery vacant positions in the establishment will be reviewed and only recruited where necessary, i.e. where a specific skill set is required such as Outdoor Activity Instructors, until the longer-term financial position and future Services Specification are confirmed.</p> <p>KH highlighted the paper being presented at the Angus Council meeting on Thursday 18 March 2021 will advise elected members a revised Services Specification between ANGUSalive and Angus Council will now be available from a deferred start date of April 2022. In addition, during the reopening period and next year of Covid recovery the services ANGUSalive can provide will be impacted and governance required to agree changes to the specification.</p>

	<p>KL asked the Board to note the risk with further lockdowns or restrictions if route map doesn't go to plan. There is also risk round Angus Council support package if there is financial instability in the local government but currently 'Going Concern' is looking okay for next 12 months with the planned level of support.</p>
<p>9.</p>	<p>2021/22 Budget/Management Fee Settlement</p> <p>KL stressed this report is not public or shared with other elected members, but it is important the Board is sighted on the content in advance of the report, in the appendix, going to Angus Council.</p> <p>The proposed management fee will be approximately £4.056M which is an increase from last year to reflect increases in staff cost due to pay award, increments and minimum wage uplift. It was noted the pay award is still under negotiation so not able to be confirmed but the estimate is based on a 2% increase.</p> <p>KL highlighted that ordinarily there would be a reduction in the management fee to allow for a savings element, but it has been agreed there will be no reduction this year to help manage the impact of Covid-19, and the planned savings over the next two years will both be deferred by one year.</p> <p>KL noted in the report in the appendix, ANGUSalive had initially been allocated £119k from the Loss of Income scheme but the Scottish Government have since increased the pot of available monies meaning the ANGUSalive allocation has increased to £265k. This will be held on the Angus Council side but will be ringfenced and made part of support package and this would be drawn on first when support is needed.</p> <p>KF added Board risk appetite had been low throughout the crisis and the approach has been cautious. Modelling produced shows that while cash flow looks healthy now the position can still change quickly as we continue to progress through this situation towards the new normal. Fundamental to how the Board has looked at the approach has been a focus on being able to maintain the services we provide for people in Angus.</p> <p>KL confirmed cashflow modelling with cash flow underpins 'going concern' basis, a cautious approach has been taken to ensure cash in bank.</p>
<p>10.</p>	<p>Charging & Pricing Review 2021/22</p> <p>IS noted the information contained in this report was presented at the Finance & Audit Sub-Committee on Friday 29 January 2021. He highlighted most charges will remain the same as in 2020/21. The exceptions are carparking at</p>

	<p>Countryside Adventure, small library changes and charges for the new app which were discussed and approved.</p> <p>KC asked about the move from free use of the app to it being a chargeable service. IS highlighted that direct feedback from users through the app indicated the majority of users would be willing to pay for this function. He noted that the decision was made to maintain this free service to end of March 2021 and work on changing from beginning of April 2021 onwards. KH added that it has been made clear to customers that although the trial period is free use of the app would be chargeable in future.</p> <p>AR asked is there any research how the app can be adapted and expanded within ANGUSalive service. IS confirmed this is happening through the Operational Recovery Group which has formed an app development working group.</p> <p>KF asked if Board approved the proposals outlined in the report and all Directors present agreed.</p>
<p>11.</p>	<p>Project & Digital Update</p> <p>IS provided an overview of the ongoing projects. This included the new app, UKG (formerly Kronos) workforce management system to which a scheduler module is being added, Workpro which is the new complaint management system and is now live and will also include FOI requests soon.</p> <p>The RFID project within libraries is moving forward and will be deployed in libraries soon. BD asked about RFID being used in all the libraries or just one as a trial. IS confirmed it will be in place in all ANGUSalive libraries.</p> <p>Board Intelligence is providing Directors and Senior Management Team a new way of sharing Board papers and streamlining Board meetings. Once the app issue is resolved it will also be useful for sharing comments.</p> <p>Enthuse, the online donations platform has received 14 donations so far totalling £418 with average donation of £35.</p> <p>IS noted future opportunities to develop further modules with Legend and continue Windows 10 and Microsoft Office 365 roll out across the organisation.</p> <p>The Monikie Country Park project which started in February 2020 has now reached completion of Phase 1, with Phase 2 starting shortly. Wider Countryside development opportunities include the submission of funding bids to build on Monikie business development opportunities. LD asked about corporate partners for this and whether they are serious enquiries. IS confirmed these are active plans but the partners are also under Covid restrictions which is causing delays.</p> <p>BD asked about the possibility of developing a small motor home park at Monikie. IS will add this to the list for consideration moving forward. LD offered support for this idea especially if holidays abroad are restricted as we may need more of this moving forward.</p> <p>KF asked Board if they are happy with the position being adopted, all agreed they were.</p>

<p>12.</p>	<p>Risk Update Overview</p> <p>IS highlighted that the main risks still in red are mainly down to current circumstances and include the management fee and income generation. The main point of uncertainty being the global pandemic and how we can react to change round this. He noted risk management is maturing as the organisation develops. IS reminded the Board the risk register sits in Board Intelligence on the risk shelf.</p> <p>TF noted it's quite hard to read the risk register on Board Intelligence due to size of the sheet. IS confirmed contact will be made with Board Intelligence to seek better presentation solution.</p> <p>RF requested the risk register be circulated with the papers rather than standing alone on BI shelf as it's important for Directors to be sent the information not just a link to it. IS confirmed this would happen in future.</p> <p>KF added the Board would like to see the effectiveness of control measures and when we could expect when the risks could be deescalated.</p> <p>ACTION: IS to ensure information about whether approach to manage each risk is effective with decrease in risk profile and if not have it reassessed by the risk working group.</p>
<p>13.</p>	<p>Annual Report</p> <p>KH highlighted the 2019/20 annual report was presented and approved at the Finance and Audit Sub-Committee on Friday 29 January 2021 since the full Board was in attendance. The report is going to Angus Council Scrutiny & Audit Committee Meeting on Tuesday 02 March 2021. She asked Directors to note the promotional timeline presented in the report and highlighted the Angus Council meeting will end this.</p> <p>KH noted this report is the corporate version of our achievements in the previous year and designed to bring to life the work of the charity for the community with a separate word version going to Companies House to provide the full accounts and directors' reports.</p> <p>KH provided an overview of changes to the corporate annual report and the evolving format. The presentation of case studies has changed to include more 'did you know' sections. There is also be a starter page in ANGUSalive colours to mark change into new sections of the report. The introduction from a partner this year is from sportscotland and is timely choice given progress with the Sport & Physical Activity Framework which will feature as a case study next year. In previous years there has been an emphasis on ANGUSalive as a charity, a business, a member of the community planning partnership. We are now promoting our relationships with national partners with SLIC last year and next year potentially through Museums Galleries Scotland or Creative Scotland.</p> <p>KF congratulated the team for the hard work that has gone into producing the report and delivering the activities in it.</p>

<p>14.</p>	<p>AOCB</p> <p>KH offered a session to new directors to provide an overview of the organisation and background context. Directors welcomed this opportunity to find out more and wanted it to be arranged as soon as possible. ACTION: GT to set up a session prior to the Development Day.</p> <p>TF asked about Development Day start time and whether this could move to a 12:00 start rather than 10:00. KF will investigate this. LD asked if they could be shorter. KH added that these used to be in person and timings included lunch but with virtual format this could be revisited. AR agree with development sessions. KF to liaise with GT to see what time would best suit Directors in future.</p> <p>AR noted he would like to undertake a familiarisation programme of physical visits to the various facilities and will liaise with GT about arranging a programme for these visits to be made available to Directors.</p> <p>TF requested that contact information for the Board be shared on Board Intelligence. KH confirmed this is in the process of being collated and will be added soon along with confirmation of committee membership.</p> <p>KM outlined his time on the Board and highlighted how well everyone has done through the last year and all the challenges involved. He praised the work being done to drive forward the significant changes seen in the last 5 years. KH thanked KM for his contribution and work over the last 5 years and KF added his thanks particularly for the commitment of KM to stay though the pandemic and work on the Sport & Physical Activity Framework.</p>
<p>15.</p>	<p>Date of next meeting</p> <p>Full Board - Friday 16 April 2021</p>