

# ANGUSalive

NOTE of MEETING of the Board of Directors of ANGUSalive held at 10:00 via Teams on Friday 16 April 2021

## Present:

<b>Name</b>		<b>Title</b>	<b>Initial</b>
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
Mark	Gilmartin	Independent Director	MG
Tam	Ferry	Independent Director	TF
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
Graham	Thom	Board & Executive Assistant	GT
<b>Apologies</b>			
Derek	Wann	Council Director	DW
Gordon	Cargill	Service Leader Angus Council (Governance & Change)	GP
Iain	Stevens	Senior Manager Business Management and Development	IS
Kenny	Christie	Independent Director	CK

Item No	Note
1.	<p><b>Welcome &amp; Apologies</b></p> <p>KF welcomed everyone to the meeting and noted apologies.</p> <p><b>Apologies:</b> Derek Wann, Gordon Cargill, Iain Stevens, Kenny Christie.</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. No declarations were made.</p>
3.	<p><b>Minutes of Meeting on Friday 26 February 2021 and Matters Arising</b></p> <p>Directors were asked to consider whether the minute of the previous Board meeting showed an accurate reflection of the meeting. RP proposed that the minute was accurate, and LD seconded.</p> <p><b>Matters arising</b></p> <p>KH provided a progress update on the resolution of issues for those with Angus Council IT devices using the Board Intelligence app. Discussions have taken place between Board Intelligence and Angus Council IT departments. KH noted there have been some challenges getting resource from Angus Council IT to move this forward and this had been escalated to the Client for assistance. PM noted an IT engineer with specialty in this area has now been assigned to the issue and will meet with the team next week to try and identify a fix.</p> <p><b>ACTION:</b> KH noted the next Risk Update Overview of the Risk Register will be brought to the meeting on Friday 18 June 2021.</p> <p>KH thanked Directors who had responded by email to provide their approval for ANGUSalive furlough arrangements to cover the period 01 May - 30 September 2021. She explained that for decisions of this nature to be made offline (i.e. in written communication by email) the Company Secretary had advised all Directors must provide a response to confirm their decision and the vote must be unanimous. A response had not been received from all Directors, therefore a decision on the furlough arrangements would need to be made at this meeting. Directors were asked to approve Scenario 2 from the Future Furlough Arrangements proposal circulated after Covid-19 Briefing #17 on Friday 19 March 2021 as part of the Development Day. All Directors present at the meeting confirmed their approval.</p>

	<p>KH noted HR are assisting with the preparation of letters for all salaried employees and casual workers to inform them of these furlough arrangements and secure their agreement to be “furloughed” for a further period from 01 May – 30 September 2021. She advised an ‘All Hands’ Call will also be set up next week to update the team in advance of letters being issued. TF asked if any measures had been put in place to alleviate the issue experienced with the previous mailing. KH confirmed an additional validation of the mailing lists has been conducted to ensure these are up to date, an automatic response has been added to the UKG mailbox so anyone returning their signed letters using this channel know their email has been successfully received, and an email will be sent to confirm that physical letters have been received. The letters will advise of this new process to provide confirmation of receipt.</p> <p>CK provided an update on the Creche Review which he is now leading due to sickness absence of the original Service Review Lead. Group and individual consultation meetings have been held and affected employees have returned their completed skills matrix forms which will be used to try to identify suitable alternative roles within the charity. Letters were issued on 06 April 2021 informing employees of the redeployment and redundancy process, currently one employee is anticipated to be at risk of redundancy although this could decrease or increase through the redeployment process. KH highlighted the list of vacancies within the organisation continues to evolve so this situation may change. LD asked if employees had responded favourably to the process. CK noted this had not been a process that employees would have wished to be part of given the choice, but they have mostly engaged positively through the different stages.</p> <p>KH thanked Directors who had attended the ANGUSalive Overview for New Director held on Friday 12 March 2021.</p> <p>KH highlighted the Sport &amp; Physical Activity Framework is still on track to be published in May and noted this had been circulated to Directors for feedback following the Development Session on Friday 19 March 2021. She added that the Cultural Strategy is also progressing and there will be a meeting held on Monday 26 April with the consortium to discuss next steps and how the project will move forward with wider partners.</p>
<p><b>4.</b></p>	<p><b>Chief Executive Verbal Update</b></p> <p>KH noted that following the First Minister’s announcements on Tuesday 13 April 2021, there will be some easing of the Scottish Government’s coronavirus restrictions from Friday 16 April 2021 although these are all from the perspective of individual restrictions and not related to our business. The next update will be provided by the First Minister on Tuesday 20 April 2021, but the outlook remains positive that reopening dates will remain as planned which will allow some of our facilities to reopen from Monday 26 April 2021.</p>

CK added that the recovery schedule tabled at the Development Session is continuing as planned with opening from 26 April 2021 in sport facilities, and libraries (including mobile libraries), and the home delivery service will resume from 10 May 2021. Museums & Galleries will be phased back starting on 01 June for Arbroath Signal Tower Museum, the Meffan will then reopen on 19 June and Montrose Museum on 26 June. RP asked when Gateway to Glens Museum will open. CK confirmed due to its small size and ventilation issues there's no confirmed date yet since social distancing guidelines cannot be adhered to.

CK confirmed we are continuing to follow sector guidance in our sports centres so they will initially only be open for individual use for adults from 26 April until 17 May when group fitness classes can resume indoors, assuming Angus continues to move down to Level 2 as scheduled on that date. Direct Debits (DD) collections from our customers across all bACTIVE membership categories will resume on 01 May 2021.

TF asked if there was an option to deliver outdoor group fitness classes. CK confirmed there will be a limited programme of outdoor group fitness classes until indoor classes can resume.

KF asked for an update on usage of the app. CK noted the app remains popular, and the online programme on offer continues to evolve to meet demand with additional instructors being brought in to provide classes. KH added that the free trial period for online content through the app has been extended to end of April 2021 to dovetail with the reopening of facilities and DD collections restarting. When the app moves to a chargeable service a catalogue of classes will be added in the 'on-demand' section, in partnership with WEXER, to increase the range available.

MG asked if we have lost many members during lockdown. KH advised the full extent will be unknown until the email goes out to our bACTIVE members providing information on DD payments restarting as some members may choose to cancel after receiving this communication. We had lost 25% of members at the point we entered the second lockdown based on the BACS preparation although this was not executed due to our sports facilities closing from 26 December 2020. She added that membership levels will be closely monitored after reopening and it is expected some members will choose to stay frozen for an extended period after it is possible to go back to exercise.

KH highlighted the new LIBBY app, which replaces RB digital, has recently been launched in libraries. This app provides a digital only service available to members of libraries. LIBBY makes available a broader range of titles as e-books and audiobooks as well as a significantly increased range of magazines for our library members. In addition the previous limitation of only one member at a time being able to accessing a 'copy' is now bypassed by LIBBY which improves the customer experience since library members don't have to wait for a fellow reader to check it back in before their preferred title becomes available.

KH updated Directors that RFID tagging of all books is ongoing at all our library service points, including the mobiles, with all venues on track to be completed later this week by the tagging team that is working across Angus. This is an essential preparatory phase of the project to introduce self-service kiosks within the libraries. These are being installed to help provide a better customer journey and importantly allow customers to check-in and check-out books themselves which will be essential in our recovery phase from coronavirus.

CK provided an overview of the Easter activity programme which included football and multi-sport camps at sports centres and outdoor sports and conservation activities in the Country Parks. It was highlighted that the programmes were very well attended with several sessions at full capacity.

KH reminded the Board that she has been a member of the Scottish Executive Group for Community Leisure UK since April 2017 and noted her intention to stand for re-election this year if Directors are supportive. She highlighted although there is a time commitment for this role, the benefits to ANGUSalive of her participation in the Scottish Executive Group are very valuable as it ensures we remain well connected across the country and have early sight of issues / opportunities impacting the sector. KF noted his support for this along with BD and LD who all commented on the benefits secured to date through KH holding this role – particularly at the time of the Barclay Report and most recently during the coronavirus pandemic.

KH noted her thanks to the team and partner DGLX for working to light up some of our buildings as ANGUSalive participated in the Covid-19 UK national day of reflection on 23 March 2021. This provided an opportunity for everyone to reflect on our collective loss and hope for a brighter future. She advised a handful of public buildings in Angus had been illuminated as part of a nationwide beacon of remembrance in memory of those who have sadly lost their lives to coronavirus and to once more thank our wonderful NHS and front line workers.

KH provided a high-level overview of the current leadership staffing situation noting there are some challenges at this level with vacancies being held, retirement and long-term sickness which includes Long-Covid and absences related to stress at work. She noted this is creating extra workload for those still working and the senior management team are looking at how to deal with this. There are also several employees at this level coming back to work after a prolonged period on furlough.

**ACTION:** BD asked if a current management structure can be provided for the Board. KH confirmed this would be included in the report presented at the Board meeting on Friday 18 June 2021.

	<p>TF asked about the planning process for bringing employees back to work and what measure were in place for supporting mental health and wellbeing.</p> <p>KH confirmed we have the 'Out time to talk' sessions fortnightly to allow informal conversations with colleagues and provides the opportunity for interaction not possible with emails or 'All Hands' calls. Issues and concerns raised at these sessions can also be fed back into leadership meetings. For employees coming back from furlough, the team have developed a training matrix which will essentially treat everyone as a new start and provide full inductions and training for their roles and this is already underway in sports centres. We have also been engaging with SAMH who have delivered mental health first aid training sessions to some of the leadership team. KH noted a wider programme of support is being investigated through Westfield Health and more information would be provided to the Board on this once available.</p>
<p>5.</p>	<p><b>08_21_Finance &amp; Audit Sub-Committee Information Report</b></p> <p>BD noted the Finance &amp; Audit Sub-Committee meeting was held on Friday 09 April 2021 and highlighted there was little movement in the financial figures since the previous Finance Update. He noted the Management Fee from Angus Council would remain unchanged in 2021/22 from the amount received in 2020/21 and there would be the usual uplift to cover the annual pay awards, increments and living wage increases. BD confirmed that KL had reported a financial surplus at year end noting we are in a positive position moving into financial year 2021/22.</p> <p>BD added that Nick Bennet was present to represent the external auditors, Azets, and reported although timescales were challenging, they were confident these will be met. One focus of both the internal and external audit will be the CJRS monies to ensure all furlough claims have been made in accordance with HMRC regulations. NB had also confirmed assurances for the accounts to be prepared on a going concern basis will again be required this year through a letter of comfort from Angus Council.</p> <p>BD also outlined the report from internal audit where Cathie Wylie had described the process and timescales for the internal audit. She had noted that the Angus Council internal auditors had been externally verified in 2020 and their processes of investigation had been approved.</p>

6.	<p><b>09_21_Renewal and Repair Fund Contribution 2021</b></p> <p>KL noted an R&amp;R Fund Contribution report is normally presented to Board annually for approval but that it had not been brought before Board last year due to the pandemic. As part of the Finance Update on 13 May 2020, the Directors approved no R&amp;R provision would be made allowing all available funds to be retained in order to provide flexibility to respond to Covid. This meant no monies were added to the R&amp;R fund at the end of 2019/20. Given the projected net income for 2020/21, there is now an opportunity to top up the R&amp;R funds in the 2021/22 financial year.</p> <p>KL provided the Board with an overview of the purpose and administrative element of the R&amp;R fund. He noted that during 2019/20 the approach of retaining the R&amp;R fund within the ANGUSalive accounts as a resource to offset the pension balance had been discussed with the Board and this approach will now be taken in future years. Any monies allocated to the R&amp;R fund will be held by the charity until required for use.</p> <p>KL outlined the proposal to allocate £500k to the equipment fund and £100k to the IT fund which would broadly replicate contribution levels from previous years, with the balance of £327k to general reserves to mitigate the impact of COVID-19. KL reminded Directors if this money was to be transferred to the R&amp;R fund, if required later in the year, the decision could be reversed to meet operational demand. It was noted it is helpful to have this money in the R&amp;R fund to demonstrate commitment to programme investment in our facilities.</p> <p><b>ACTION:</b> KH added prior to any R&amp;R spend being incurred, papers would be brought to Board to outline what that spend would be on with any urgent improvements being presented at the meeting on Friday 18 June 2021.</p> <p>The Board discussed the mechanism for purchases to be made through Angus Council with the R&amp;R fund held on the ANGUSalive side until required. It was noted that if purchases are made by Angus Council, all VAT can be recovered but they will also retain ownership of the assets purchased which must be made available for ANGUSalive to use to deliver services detailed in the Services Specification. KH added transfers would not be made on an ad hoc basis but for agreed amounts approved by the Board so these can be drawn down on as purchases are made.</p> <p>Directors discussed the frequency and strategy for replacing equipment in the facilities. KH noted the schedule of renewal was interrupted by the openings of Community Campuses in Forfar and Brechin, before resuming the planned programme of replacement. She added work is being undertaken in partnership with Alliance Leisure, to determine if replacing like for like was the best plan for each centre, or whether a larger change was required to revamp the facility. This project was put on hold through the pandemic but will resume for September conclusion.</p>
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	<p>TF asked if KL could provide a training session round finance issues such as asset transfer etc. KL confirmed this was possible suggested this could be part of development day.</p> <p><b>ACTION:</b> Include Finance training session in next Development Day on Friday 30 July 2021.</p> <p>KF asked for approval of this proposal, all Directors present agreed.</p>
<p>7.</p>	<p><b>10_21_External Funding Update Report 2020/21</b></p> <p>CK provided an update on external funding received up to 19 March 2021. Approximately £2.2m has been received with the majority coming from the CJRS and the Scottish Government Coronavirus Business Support Fund. The amount received in the other applications is detailed in the report. These successes have increased the team's confidence in making application for external funding and they are considering further opportunities as they emerge.</p> <p>CK noted some of the current bids being progressed include the Better Places Green Recovery Fund and the Common Good Fund among others. We also have an application already submitted focusing on our Country Parks to implement technology for car park equipment.</p> <p>CK noted there are six roles confirmed through the Kickstart Scheme and job outlines are being confirmed for these.</p> <p>BD noted it was positive to see the funds coming in and asked about the possibility of Active Travel providing money for country parks and cycle routes along with other sources such as Sustrans. CK confirmed a number of e-bikes and an e-trike have been acquired for Monikie Country Park and we are linking with colleagues to continue to identify these opportunities.</p> <p>The Board discussed the possibility of getting trishaws for the Country Parks to provide access for elderly and those with mobility restrictions and also the upcoming opportunities for the Museums to link to the COP26 climate conference to be held in Glasgow later this year.</p> <p>KH highlighted as part of the Organisational Review, funding was made one of the responsibilities of each lead role since the person completing the application really needs to understand the requirements of the department and the project to create strong submissions. Support can be provided by Angus Council Economic Development colleagues.</p> <p>TF asked if there is a decision process for how small a fund to apply for given the time/cost analysis.</p>



	<p>KH confirmed the cost benefit balance has been explained at the leadership team meeting on a number of occasions but there is currently no de minimus level. The team have been encouraged over the last year to make applications to promote a culture of applying for external funding as this was not in place prior to the charity’s creation and has taken time to establish since it requires a significant shift in culture. She added initially, smaller bids can be a good way to raise the charity’s profile with grant funders, but a balance needs to be found so time is spent appropriately.</p> <p>RP noted some of the veteran sites can provide funding if we can guarantee working with veterans.</p>
<p><b>8.</b></p>	<p><b>11_21_Services Review/Transformation Project Update</b></p> <p>KH provided an overview to date and noted regular verbal updates had been provided to the Board at Finance &amp; Audit Sub-Committee, Full Board and Covid-19 Briefing meetings over the past year.</p> <p>KH confirmed in the final six months of 2019/20 it was highlighted to Angus Council, as part of the budget negotiations for 2020/21, that a new Services Specification which changes the services provided to fit the financial envelope was going to be needed for future years from 2021/22. Further savings were being forecast as required from the Management Fee in 2021/22 and 2022/23 but all the changes that could be made by the charity without impacting service delivery have already been completed, primarily through the Organisational Review. This requirement to change the Services Specification had already been noted in the Council budget reports in February 2020 but creation of the Transformation Project needed to be accelerated because of the pandemic.</p> <p>KH highlighted regular updates have been provided to Angus Council throughout the pandemic to ensure elected members were aware both of our diminished ability to operate and deliver against Services Specification due to the pandemic, and also the financial status of the charity to secure continued support from Angus Council. Directors were asked to note that the five reports which had been presented at these council meetings were now available on a new shelf in Board Intelligence. Future reports will be uploaded so these are available to Directors at the same time as when they go to Council.</p> <p>PM advised that after a series of rapid improvements events, five working groups have been set up to consider changes to the Services Specification. He advised the remit of each working group and the overall timeline, revised so it now delivers a new Services Specification from April 2022, has provided in the reports to Council.</p> <p>KF requested the Board be sighted on the project plan to allow opportunity for input. He also noted that the plan would need to be in place for the Full Board meeting in January 2022 to make sure it is signed off prior to April 2022 when it is due to come into effect.</p> <p><b>ACTION:</b> PM to develop a more detailed timeline and present this to the Board on Friday 18 June 2021.</p>

	<p>KH noted that there are some risks and concerns, namely that local government elections may make it less likely significant changes will be approved by Council in advance of May 2022 and there may be changes in elected members from that date. Also, the strong year end position achieved in 2020/21 may cause risk to the understanding of the need for changes to be made to secure the long term sustainability and viability of the charity.</p>
<p><b>9.</b></p>	<p><b>12_21_Presents of Mind and Body</b></p> <p>KF introduced the proposal to identify time slots, working with partners, to provide free access to everyone in Angus within some of our venues and facilities. He asked the Board to note there will be a cost to this but could be financed ourselves in the short-term. He highlighted the benefits of making it clear to the wider community what their Trust can do for them in the local area.</p> <p>Directors discussed the various options round this proposal and the possible benefits and risks.</p> <p>KH noted the income risk of free offerings, and impact on membership and income generation.</p> <p>RP suggested having a 'Open Doors' type event. KF noted that under government guidelines at the time, previous come and try days have been about getting as many people through the doors as possible so this approach may be hampered by restrictions.</p> <p>KF ask Board if they approve in principle and the Executive team can investigate the art of the possible. All present agreed with this proposal.</p>
<p><b>10.</b></p>	<p><b>AOCB</b></p> <p>TF asked about car parking at the Country Parks over the Easter weekend. CK confirmed carparks, including the overflow at Crombie, were open and attended by employees most days. He provided an update on the current revenue from car parking and parking permits to date.</p> <p><b>ACTION:</b> TF asked that the ANGUSalive website be updated with most recent Board minutes. GT to supply these to marketing team to upload.</p> <p>AR noted the excellent Board Intelligence newsletter and publications about Board management and Covid recovery available through the resources section on their website and suggested these may be of interest to fellow Directors.</p> <p>RP thanked the Board for their kind wishes and condolences.</p> <p>RF confirmed the Articles of Association require all Directors to approve a decision if is to be made remotely.</p>

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	RF highlighted that if monies from the R&R fund, raised by ANGUSalive in its charitable status, are being spent on assets owned by the council, it is imperative that robust provisions are written into the new Services Specification ensuring ANGUSalive is given continued use of these assets moving forward.
<b>11.</b>	<b>Date of next meeting</b>  Full Board - Friday 18 June 2021