

## LIVE BORDERS

Minutes of a Meeting of Live Borders held on Monday 20 August 2018 at 6.30pm  
Old Gala House, Galashiels

**Present:** Peter Duncan (Chair), Cllr Neil Richards, Bill White, Alison Moore, Raymond Kerr, Keith Allan, David Pye, Aude Le Guennec, Cllr Helen Laing, Pete Smith, Ellie Swinburn, Kim Smith

**Apologies for Absence:** Cllr David Parker, Alasdair Hutton, Drew Kelly

**In Attendance:** Ewan Jackson, Linda Ross, Jane Hogg, Lynne Irons and Jane Munro (notes)

	<b>Chairs Welcome/ Apologies of Absence</b> The Chair welcomed everyone to the meeting and noted apologies of absence as per above.	
2.	<b>Board Administration</b> a) <b>Declaration of Interest:</b> No declarations of interest were noted b) <b>Arrangements for AGM:</b> It was noted that the AGM will be held on 24 <sup>th</sup> September at 6.30pm and will be preceded that afternoon by a strategy meeting. Further details to follow. The Chair also intimated that as per the Live Borders Articles of Association he is due to stand down from the position of chair having served for three complete years. He further intimated that he would step down from his position on the board at the end of the AGM. Nominations of fellow Board members or expressions of interest in the position of Chair were invited. The Chair thanked Pete Smith for his contribution as Chair of Finance Committee as the finance meeting earlier in the month would be his last. A stakeholder event for Live Borders strategy will be held on the morning of 12 October, to which Trustees will be invited.	
3.	<b>Adoption of the Minute of the Board Meeting of 21 May 2018</b> The minutes of the Board Meeting of 21 May 2018 were approved by Raymond Kerr and seconded by David Pye	
4.	<b>Matters Arising</b> Updates were noted from the report. It was noted further updates were addressed in the papers for the Board meeting. Alison Moore cannot attend the September H&S Forum; alternative arrangements will be made.	
5.	<b>2017/18 Annual Report and Accounts</b> Auditors report confirmed unqualified accounts for 2017/18. The reconciliation between the management accounts and statutory accounts was explained, along with the reported pension position.  It was queried why there had been a significant increase in the Debtors. This was explained as the one off costs for ERVS and Capital Expenditure which were late in being paid by SBC.	

	<p>It was explained that the Management Fee supports the revenue expenditure for Live Borders. The Capital Allocation is fixed at £250k for the sport and leisure facilities and a varying amount is awarded annually for cultural services transferred in April 2016. In 2017/18 this amount had been £90k.</p> <p>The SBC pension guarantee was queried and assurances given.</p> <p>It was noted that the Audit and Governance Committee had recommended the Annual Report and Accounts for approval.</p> <p>The Board approved the 2017/18 Annual Report and Accounts, noting appendix 4, letter of representation that is submitted to the Auditors on behalf of all Trustees.</p>	
<p><b>6.</b></p>	<p><b>Schools Swimming</b></p> <p>The background to the work done to date to ensure the sustainability of the school swimming programme, repackage the product and engage with schools was outlined.</p> <p>Trustees discussed the detail of the price increase, with assurances given around product, engagement with schools and inequalities. Some of the barriers to school participation were also discussed. School swimming was discussed and agreed that the current operational model is not sustainable. Concerns were raised regards to deprived and disadvantaged children no longer having the opportunity to learn to swim.</p> <p>The CEO informed Board that the principle that every child in the Borders should swim remained a key objective in the swim plan. Discussions would be held with schools to fine tune the school swimming product in support of this objective. Reference was made to the Pupil Equity Fund available to schools as a possible means of managing inequality and access issues.</p> <p>Board requested that an update report on the operational finances of school swimming be presented to the Finance Committee after 6 months.</p> <p>It was noted that the proposal to remove the budget of £60k for school swimming had been taken and approved by Board in February 2018. It was agreed to amend the recommendation to “The Board agreed the steps being taken to ensure sustainability of a school swimming product going forward”.</p>	<p>CEO</p>
<p><b>7.</b></p>	<p><b>Reimagining our Library Service</b></p> <p>The purpose of the work outlined is to modernise and future proof, turning the libraries into a sustainable asset.</p> <p>It was noted that there had been no local public opinion sought to date and this would follow once Board had approved the progress to date and actions to progress.</p> <p>The Chair summed up the discussion by confirming what the options were –</p>	

	<p>closures, co-locations with other services such as community centres or innovation of services. The Board agreed that innovation of services was the preferred route and if not, then co-location. It was made clear that the service needed to be sustainable.</p> <p>The recommendation was amended to “The Board noted the progress to date and endorsed the move to completely reimagine the library service”.</p>	
<b>8.</b>	<p><b>Museum Accreditation</b></p> <p>The Board noted the report and the ongoing work to comply with the UK Museums Accreditation Scheme. The Board also approved delegated sign off to the Executive Management Team for associated internal policy change for accreditation compliance.</p>	
<b>9.</b>	<p><b>Performance Monitoring</b></p> <p>The Board noted the Quarter 1 performance. It was noted that the exceptional dry and warm weather of the first quarter, along with the Teviotdale Leisure Centre projects running behind schedule had impacted significantly on financial performance.</p> <p>The Chair warned that continuing reliance on increasing income was not a sustainable financial strategy to deal with management fee reductions.</p> <p>It was noted there had been challenges in reporting sports attendance numbers. A resolution is being progressed with the software supplier. In terms of assurance, had the income position rather than attendance numbers been used, performance would have been acceptable.</p> <p>The Board noted quarter 1 performance, after receiving assurances that resolving the attendance numbers was being urgently prioritised</p>	
<b>10.</b>	<p><b>Health and Safety Quarterly Report</b></p> <p>It was noted that there has been an issue with the participation figures via the Gladstone leisure management system which did not allow an accurate portrayal of some of the statistics (e.g. Peebles High School). However, it was noted that Live Borders is in a strong position with Health and Safety, with only 2.5 reported accidents per 10,000 visitors.</p> <p>The Board noted the report.</p>	
<b>11.</b>	<p><b>Chief Executive’s Report</b></p> <p>Board queried and received assurances on work to scope the potential for the waterwheel at Tower Mill to become an interactive/VR visitor attraction and the ALEO report which had been largely positive for Trusts.</p> <p>The CEO confirmed the Kelso High School project was going well and implementation/transition had been smooth.</p>	

	<p>It was noted that the Member Trustee Liaison meeting scheduled for Tuesday 21 August would include discussion on a strategic plan for the out of hours' management of the school estate.</p> <p>The Board noted the report.</p>	
<b>12</b>	<p><b>2019/20 – 2023/24 Revenue Budget</b> Board noted the pressures and indicative management fee reduction over the next few years. An updated management fee proposal is anticipated at the Member Trustee Liaison meeting on 21 August.</p> <p>A provisional Finance Committee meeting would be scheduled for October, to which all Board members can be invited. The necessity for this meeting would depend on the indicative management fee impact, and the timing of proposals from SBC.</p> <p>The Board noted the new approach and the outline of options being scoped to counter the anticipated significant reduction.</p>	CEO
<b>13.</b>	<p><b>The Great Tapestry of Scotland</b> The capital work is progressing on schedule. The operational and interpretation plans are being worked on, the detail will be discussed at the next Board Sub Group on 3 September.</p> <p>The Board noted the progress in the development of the project.</p>	
<b>14.</b>	<p><b>How Good is our Culture and Sport (HGIOCS)</b> Once implemented the reporting framework will become part of the overall quarterly Performance framework.</p> <p>The Board noted the work to date on the implementation of the qualitative “How Good is our Culture and Sport” framework to enable learning and improvement planning for service.</p>	
<b>15.</b>	<p><b>Committee Papers</b></p> <ul style="list-style-type: none"> <li><b>a) Audit and Governance Committee – 23 July 2018</b> Approval of the minutes deferred until next meeting.</li> <li><b>b) Finance Committee – 7 August 2018</b> Minutes approved by Pete Smith and Peter Duncan.</li> <li><b>c) The Great Tapestry of Scotland – 13 June 2018</b> Minutes approved by Ellie Swinbank and Aude Le Guennec.</li> </ul>	
	FINAL ITEM TAKEN IN PRIVATE	
<b>16.</b>	<p><b>Job evaluation and harmonisation</b> Background to this significant piece of work was provided, including reference to the Trustee session on 23 July and the Finance Committee discussions. Ashworth Black consultancy had worked with LB to design the scheme and lead us through the process. Board had previously indicated their desire to become a Scottish</p>	

Living Wage employer, although not accredited. The financial impact had been considered in detail by the Finance Committee.

Recommendation a) Appendix 2: Harmonisation of terms and conditions  
Board discussed, overtime rates and impact of changes, notice periods, sickness payment. Clarification on whether or not allowances are pensionable to be included in the briefing to staff.

Board approved the harmonised terms and conditions to be consulted on.

Recommendation b) Appendix 1: The job evaluation and pay structure  
2018/19 budget provision for 2018/19 was confirmed as £180k. Board discussed the difficulty of balancing the affordability of a new pay structure with a desire to have a single salary point for each grade.

The long term affordability was discussed in detail, with Board noting their concerns on managing incremental costs in the context of a reducing management fee. Also considered against a background of challenging income targets which cannot continue to be used to reduce the impact of cuts.

Board expressed their unease on service based increments, while acknowledging the complexity of introducing a robust performance management framework and their unease in terms of the long term affordability of the model. Increment procedure needs to reflect how these will be managed, including non-award in circumstances such as disciplinary or absence issues (page 12 of appendix 1).

Low staff turnover was discussed, however, there is also evidence of difficult to fill roles where salary, post titles and agency recruitment have been required to fill specialist roles.

Impact on staff red circled was discussed, with protection of 3 months full and 3 months at 50% discussed. Agreed that this would be managed through consultation feedback.

The equality impact and greater impact on female employees was discussed, and assurance given on the robustness of the evaluation process, supported by Ashworth Black as experts in the field.

Pete Smith asked that his concerns were noted, stating that while it was a fair system for equal pay, he was apprehensive about the long term affordability without a 5/6-year financial plan to show how the costs could be met.

Board agreed the need to implement a fair and equitable harmonised scheme was agreed, along with the need to manage the affordability, through discussions with SBC and the need to strategically reshape our workforce and manage them differently to achieve our objectives. That there was no value in delaying and a risk if we were to amend the scheme proposed by the expert, Ashworth Black.

The need for job evaluation was a direct consequence of integration and agreed

that this should be discussed with SBC as part of the management fee discussions.

Board approved the scheme as recommended for consultation. Recognising a robust process supported by expert consultants had been undertaken. Trustees Helen Laing and Bill White to be used as a sounding board throughout the consultation, subject to overall discussion above.

Recommendation c): Scottish Living Wage

Board approved the move to be a Scottish Living Wage employer. All grades would be maintained, with SLW allowance paid.

Recommendation d): Financial implications

Board noted the implications and agreed to raise these with SBC as part of the management fee discussions.

Board to receive a report at end of consultation period, seeking approval for the final scheme and harmonised terms and conditions.

Board approved:

- a) the harmonised terms and conditions to be consulted on
- b) approved the scheme for consultation and Trustees H Laing and B White to be used as a sounding board throughout the consultation. A report will be presented to Board following close of formal consultation.
- c) approved the move to be a Scottish Living Wage employer
- d) noted the financial implications and agreed to raise these with SBC as part of the management fee discussions

Meeting closed at 9.00 pm

Next Board meeting Monday 19 November 2018