

LIVE BORDERS

Minutes of Meeting of Live Borders held on Monday 27 February at 6.30pm
At Live Borders head office and Online

Present: Alison Moore (Chair), Bill White, David Pye, Ross Gardiner, Ewan Elder, Pete Smith, Neil Richards Tom Weatherston (online), Sarah Mathieson (online)

Not present: Pam Brown, Keith Allan, Raymond Kerr

Apologies: John Fordyce, Pete Smith.

In Attendance: Ewan Jackson, Laura Steven, Graeme McMurdo, Sheila Brodie (minutes)

1.	Chairs Welcome/ Apologies of Absence	Actions
	The Chair welcomed all to the meeting.	
2.	Board Administration	
	<p>a) Declaration of Interest: None</p> <p>b) Board business: There are currently two Board Trustee vacancies and an advert to recruit is being prepared. AM has identified two potential Board Trustees and the Board was asked to submit any recommended members to AM who is seeking to address the gender balance of the Live Borders Board.</p> <p>c) BSLE: A new Board member resolution was presented to appoint a new staff member representative on the BSLE Board. SW was approved as the new staff member representative, together with the signing of the required writing notice.</p>	
3.	Adoption of the Minute of the 21 November and 20 December (extraordinary) 2022	
	The minutes of the Board meeting held on 21 November 2022 were approved by BW and seconded by DP and 20 December 2022 approved by EE and seconded DP.	
4.	Matters Arising	
	<p>The update was discussed.</p> <p>The majority of the Matters Arising would be closed, with Appendix 1 of the paper explaining the current situation regarding charging admissions to museums.</p> <p>KSI 25 museums costs 2021/22 were lower than 2022/23 due to reduced opening as a result of COVID, resulting in only part of the year's costs in the accounts. Museums opening returned to pre-COVID hours increasing costs and therefore cost per visit in current year.</p> <p>KSI 3 – Learn 2 adversely impacted due to closure of Peebles swimming pool.</p> <p>KSI 4 – Other membership – there are eight types of other membership.</p> <p>Nov 22 – 06 RBS bank overdraft ongoing, request under review by RBS.</p> <p>Other items were included on the agenda for the current meeting.</p>	

	The update was noted by the Board.	
5.	Request for financial assistance update	
	<p>AM gave a verbal update. A request has been submitted to Scottish Borders Council (SBC) to ask for additional funding to cover increased energy costs, staff salary and the GTOS deficit. SBC replied setting out some conditions and declining to cover the staffing element.</p> <p>SBC have offered £550K support, (£330K for energy and £220K to cover forecast GTOS deficit) subject to Live Borders taking part in a six-month review looking at service redesign and service provision. Live Borders has agreed to this, which links with strategy, item 7. Paper to SBC in March will seek approval for this and also the waiving of reduction in management fee for 2023/24. In addition SBC will review Live Border's proposal for energy for next financial year.</p> <p>RG commented on the conditions A-J. AM reassured that her letter had reflected the Board discussions and that no decisions would be taken without the approval of the Board.</p>	
6	Chief Executive Officer's Report	
	<p>EJ noted incorrect date on CEO report and asked that this be amended to 27 February 2023.</p> <p>The Board discussed the CEO report.</p> <p>1. Performance: Further clarification sought on: KSI 9 Staff costs as a percentage of total income (less management fee): Noted this needs to be viewed with KSIs 18 and 19 as there is a correlation between staffing costs, income and vacancies. AM commented that the income being more than Reforecast gave a false positive. KSI 13 Net Promoter Score (NPS): Board sought further details to augment the NPS graph and narrative. It was noted there is further information in the NPS report, EJ confirmed he was happy to provide the whole report to Board</p> <p>2. Complaints, comments & compliments – Noted those highlighted in commentary did not reflect the table. AM asked that complaints relating to Quality be reviewed in conjunction with NPS. Board sought more detail on complaints, noting this information is provided to Audit & Governance Committee. There was a discussion regarding difficulties being experienced making bookings, highlighting the booking process requires improvement. EJ to take forward.</p> <p>Board requested a paper for next meeting: How we measure Customer Satisfaction.</p> <p>4.2 EE questioned why Live Borders was only applying for £200K of the £400K funding available for social prescribing. GMcM explained that SBC had indicated this would be the amount we would be awarded.</p>	<p>EJ</p> <p>EJ</p> <p>EJ</p> <p>EJ</p>

	<p>4.8 DP commented on footfall in museums, enquiring if there was a list of museums detailing their performance before challenging why Live Borders keeps poor performers open. He opined that managers should be free to maximise resources in those best performers.</p> <p>4.11 DP outlined there was no understanding locally regarding the Chambers Institution development project as there had been a lack of consultation. EJ said that comms were with SBC and that he could feed back through service leads, commenting that this was not a Live Borders project per se.</p> <p>4.19 BW challenged the 65% of income being requested from Community Centres. It was clarified that there had been a one-off levelling exercise at the start of 2022/23 resulting in parity of contribution across centres, with any increase / decrease being sought going forward being a percentage applied to the amount of contribution sought this year. It was noted that maintaining parity across centres and allowing them to benefit from increasing their income for reinvestment into the community. It was also noted that the assumption there is no incentive to increase income was incorrect.</p> <p>4.26 EJ opined that the target was too high and that 3% absenteeism has been assumed in the 2022/23 budget. It was agreed that the reference to high absenteeism be removed from the narrative at 4.26.</p> <p>The Board noted the report.</p>	<p>EJ</p> <p>SB</p>
7	Strategy Update	
	<p>Noted this report was for Decision – to amend dot and Agenda.</p> <p>The report was discussed by Board. SM asked about the people both as a key initiative / priority and also in terms of the make-up of the working group. There was then discussion regarding time lines, the strategic goals (six), whether there should be a 12-month strategy prior to the introduction of a new five-year strategy. GMcM explained that the scoped projects were how the six strategic goals would be delivered. It was noted the proposed timelines were challenging.</p> <p>Board requested narrative on each of the core work initiatives at 3.3 (b), with GMcM to reference 3.3 a) and 3.3 b) to the table at 4.2 to help with the Board’s understanding.</p> <p>It was then noted Live Borders is to focus on service redesign, in particular what can be achieved in the coming 12-months and the Partnership arrangements at 4.2. It was highlighted completing the service redesign work within six months was ambitious. AM noted there was a meeting with SBC on 28 February to discuss the service redesign proposal and that SBC would be bringing in an external consultant to drive through the service redesign project.</p> <p>The Board agreed the five recommendations outlined at 7.1.</p> <p>The Board noted the KSI targets 2023/24 would be defined during March 2023.</p>	<p>SB</p> <p>GMcM</p>

8.	FY 2023/24 Budget	
	<p>It was noted that, financially, it was an exceptionally challenging year ahead. LS took the Board through the papers, reflecting the drive to raise cost consciousness across the business, highlighting the focus going forward would be on managing margins and maintain a dynamic pricing regime where applicable.</p> <p>8a Revenue budget: LS noted she would maintain an opportunities and threats analysis against the 2023/24 Budget throughout the year.</p> <p>It was noted the £330K financial assistance for energy costs included in Table 3 represents a realistic figure and that the Budget assumed Live Borders would be in receipt of financial assistance during 2023/24.</p> <p>It was highlighted the General and Transformation Reserves totalling £457K, provided a cushion we would prefer not to use during 2023/24.</p> <p>Board approved the high level 2023/24 Revenue budget.</p> <p>8b Remuneration 2022/23: The Board discussed the proposals, expressing a desire to support those who were lowest paid. The three options all impact staff and their pay grades in different ways.</p> <p>The Board agreed to approve Option 3 and revisit it in circa 6-months once some of the opportunities had hopefully crystallised.</p> <p>8c Capital Plan 2023/24: LS briefed the Board on the paper, reflecting that a risk had arisen that we may have difficulty in securing contractors in the short term.</p> <p>The Board noted the update.</p>	
9.	Great Tapestry of Scotland (GTOS) Update	
	<p>GMcM explained the paper had been written knowing it would be shared with third parties at the External Services / Providers Monitoring Group, noting the private element of the paper challenged the Jura predictions.</p> <p>AM advised that SBC Culture and Finance portfolio holders were seeking a mitigation plan to increase visitor numbers to the Tapestry.</p> <p>AM suggested re-enacting the Board Tapestry Subgroup to strengthen Live Borders Governance in terms of GTOS.</p> <p>EJ commented on the need to capture the tourist market and advised that an extrapolated business report for Board would be provided in time.</p> <p>The lack of hotel accommodation in and around Galashiels and the impact on visitor numbers to the area was discussed.</p>	EJ

	<p>Board requested a further paper to update on mitigations and GTOS financials, including a commercial focus, be brought to next meeting.</p> <p>The Board noted the update.</p>	EJ
10.	Health and safety update	
	<p>LS advised that a new H&S Officer was now in role, with the key initiatives being focused on being SHE reporting and ensuring all staff are able to do this correctly and timeously.</p> <p>SM attended the H&S Forum meeting and was thanked for this.</p> <p>It was noted the H&S Forum was leading on the work required to meet the H&S objectives.</p> <p>SM noted a refreshed H&S Policy had been discussed at the H&S Forum and that it would be presented to Board. LS advised it was still under review and that it would be brought to the May meeting of the Board together with the H&S annual update, however the updated H&S Policy could be circulated before then if required.</p>	
11.	External Services / Providers Group Update	
	<p>EJ outlined Live Borders was attending the External Services / Providers Monitoring Group which was resulting in more detailed review and scrutiny of performance such as opening hours than before.</p> <p>He noted this reflected a new approach to SBC's management of services via a monitored service provision agreement.</p> <p>The report was noted by the Board.</p>	
12.	Head Office move	
	<p>EJ summarised a report had been presented to Board in 2021 outlining the proposal to consolidate the two main Live Borders offices into one.</p> <p>It was noted the demolition of the building next to Live Borders Headquarters would commence during the next financial year and this would displace Cornerstone from their current offices.</p> <p>The Board agreed the preferred Hub and spoke model option of a move from Melrose Road to St Marys Mill and utilisation of smaller, satellite offices and home working.</p>	
13.	Committee papers	
	<p>a) Audit & Governance Committee 1 December 2022 The Board noted the update.</p> <p>b) Finance Committee 20 December 2022 The Board noted the update.</p>	

Meeting closed at 9.03 pm

Date of next meetings: 22 May 2023
21 August 2023
20 November 2023