

## LIVE BORDERS

Minutes of a Meeting of Live Borders held on Thursday 31 March 2025

At 5pm in the Discovery Room at the

Great Tapestry of Scotland

**Present:** Neil Richards(Vice Chair), Caroline Cochrane, Marshall Douglas, Fiona Doig, Sam Eccles, Paul Smart, Ugo Mbaezue, Bill Douglas (Chair)

**Apologies:** Jane Cox

**In Attendance:** Jill Franks Interim CEO, Graeme McMurdo, Sheila Brodie (notes) Jen Knox, staff rep, Duncan Rollo, staff rep.

**On Line:** Jenni Craig (SBC), Suzy Douglas(SBC)

<b>1.</b>	<b>Chairs Welcome/ Apologies of Absence</b>	
	NR welcomed everyone to the meeting. Apologies – Jane Cox	
<b>2.</b>	<b>Appointment Chair of Live Borders</b>	
	NR proposed BD as Chair of the board. All those in attendance agreed and BD was unanimously voted to the position of Chair of the board. Bill Douglas accepted the role of Chair	
<b>3.</b>	<b>Board Administration</b>	
	BD took up the Chair of the meeting a) <b>Declaration of Interest:</b> none. b) <b>Board business:</b> 4 new independent Trustees joined the Board. 2 employee reps joined the Board.	
<b>4.</b>	<b>Adoption of Minutes of meeting 26 August 2024</b>	
	Minutes of the meeting held on 27 February 2025 were approved by those who attended the meeting.	
<b>5.</b>	<b>Matters Arising</b>	
	Committees need to be established; Finance & A&G could have the numbers reduced as these are internally governed. <ul style="list-style-type: none"> <li>• Audit &amp; Governance - not less than 3 + Chair. Quorum 3</li> <li>• Finance - 4 Trustees+ Chair. Quorum 3</li> <li>• H&amp;S Forum – 1 representative</li> </ul> <b>ACTION:</b> Establish Committees and committee membership	BD
	Nominations could be populated at such time as Trustees are being recruited, the make up of this committee is governed by the Articles of Association. <ul style="list-style-type: none"> <li>• Nominations – 1 Independent, 1 Partner, 1 HR specialist, 1 Senior SBC Official</li> </ul> Concessions Proposal – closed as this is part of the Transformation Programme	
	Finance Management Accounts – ongoing. Outcome to have a better-informed debate on energy usage. <b>ACTION:</b> Collate baseline energy information to inform this debate.	GMc
<b>6.</b>	<b>Live Borders Financial Accounts to P11 (February 2025)</b>	
	Period deficit position and year end forecast deficit position noted.	

	<p>The tight cashflow position is being closely monitored on a daily basis by the Chief Executive.</p> <p>Work is being undertaken to prepare the 2024/25 Accounts for the Auditors.</p> <p>The Reserves position was challenged by Board for both Restricted and non-Restricted reserves. The sufficiency of funds was questioned (e.g.) sufficient reserves in place to cover payroll; 3-months costs; redundancies. Reference was made to a policy document that states the current position.</p> <p><b>Action:</b> Policy document to be circulated.</p> <p><b>Action:</b> Value derived from current policy document to be calculated, compared to current reserve and circulated to board members.</p> <p>Reference was made to the Risk Register and requirement for Financial Risk to be included (e.g.) highlighting variance between budget and actuals. Noted that the Management fee is insufficient to deliver services in accordance with the SPA. Noted that in the past the Council has acted as guarantor.</p> <p><b>ACTIONS:</b> Consider reserves Policy, confirm whether there are sufficient funds in place per policy. Consider amending the Reserves Policy. Develop a plan to move forward and build up Reserves. Develop the Risk Register.</p> <p>The February P&amp;L was discussed. CC asked for a breakdown of 'Grant Income' and 'Other Staff Costs'</p> <p><b>ACTION:</b> GMc to provide breakdown of each</p> <p>Fundraising was discussed and Sam stated that happy to meet with Jill and staff to discuss</p> <p><b>ACTION:</b> Fund-raising meeting with Sam to be arranged</p>	<p>SB JF</p> <p>Fin Ctte</p> <p>GMc</p> <p>JF</p>
7	<b>Live Borders Budget FY 25/26</b>	
	<p>Board noted the significant savings requirement against the second half of the 2025/26 financial year (£1.5m), to be realised via implementation of the Asset Review recommendations.</p> <p>Board considered that approving the full-year, breakeven budget on this basis was not an option – particularly as the Asset Review report is not due to be considered by Council until 24<sup>th</sup> April. The board did not feel it was in a position to presume the outcome of the SBC council meeting considering the report findings and recommendations. Board noted that some Transformation actions that do not require Council approval can be taken forward, however property rationalisation forms a large part of the Asset Review financial savings. Approval to a 6-month budget (to end September 2025) was discussed.</p> <p>The timeline for budget setting was also discussed – ideally a draft budget being agreed by the beginning of the calendar year. SBC reported that the Council budget could not be approved until 20 February, which was one factor in the timeline for Live Borders budget setting.</p> <p>Board would like ongoing scrutiny of budget, with risks and mitigations and an improved budget setting process and approval process. More comprehensive financial reporting to be brought to Board.</p> <p><b>ACTION:</b> Comprehensive reporting to be discussed.</p> <p>Fair Work policy was raised</p> <p><b>ACTION:</b> Live Borders Fair Work policy to be circulated</p>	<p>Fin Cttee</p> <p>SB</p>

	<p>Pay increase (from 1<sup>st</sup> April) was discussed - proposed 3% pay rise for staff above real living wage – was agreed. The CEO remuneration was discussed as this has been a topic of conversation on social media and to Elected Members following the publication of the CEO recruitment advert.</p> <p><b>ACTION:</b> Risks relating to staff competition for staff (e.g.) from other employers to be added to the Risk Register</p> <p><b>DECISION:</b> Board unanimously approved the first 6 months of the budget.</p>	JF
<b>8.</b>	<b>Live Borders KPI Targets 2025/26</b>	
	<p>Noted Targets seem sensible, but Board would like to see staff satisfaction survey measure(s) (including exit surveys, staff and members) and customer satisfaction measure(s) added.</p> <p>The KPIs presented in the report are public-facing KPIs (reported through ESPMG). Board would like to see additional PIs that it can use to better monitor performance/delivery and the business in general.</p> <p><b>ACTION: Additional PIS to be developed</b></p>	GMc
<b>9.</b>	<b>Transformation Programme Update</b>	
	<p>The main focus of the Transformation Programme since January has been to progress the Asset Review – in conjunction with the external consultants (Alliance Leisure and Integratis).</p> <p>The review report is due to be considered at 24<sup>th</sup> April Council and information will be in the public domain on 17<sup>th</sup> April. Communications are drafted including Comms Plan, Draft Media Release; Live Borders Staff Comms; FAQs and draft Elected Member briefing.</p> <p>The return of Property R&amp;M responsibility to SBC for the Sporting Estate is progressing. Responsibility is transferring on 1<sup>st</sup> April 2025, but there will be a transitional period to work thorough.</p> <p>Board wants to fully engage with the Transformation Programme/Asset Review going forward. SBC to consider how this can best be done within the existing governance of Executive Board and Council.</p> <p><b>ACTION:</b> Board Engagement with Transformation Programme options to be considered and brought back.</p> <p>Board is planning a Strategy Day – needs planning; needs to include links to other relevant strategies; competitor analysis information/data. Aim the develop the clear vision and strategy for the business. New CEO should be in place for this.</p> <p><b>ACTION:</b> Strategy Day to be planned</p>	JC  BD/JF
<b>10.</b>	<b>Disclosure Scotland Legislation Changes</b>	
	<p>No paper presented.</p> <p><b>ACTION:</b> Confirm any actions to be taken within next month</p>	JF
<b>11.</b>	<b>Future Meetings schedule</b>	
	<p>Board may want to review the frequency of meetings and remits of committees.</p> <p>Board would like a core agenda for each board meeting to be in place underpinned by the Committee structure.</p>	

	<p>All Actions to have a defined owner.</p> <p>Board members agreed to the setting up of email accounts for trustees with access to Board papers in Sharepoint.</p> <p><b>ACTION:</b> Email accounts to be set up</p>	SB
	<b>AOB</b>	
	None	

Meeting closed at 7.10pm

W G Douglas

**Signature:** W G Douglas  
W G Douglas (Jun 17, 2025 12:38 GMT+1)

**Email:** bdouglas@liveborders.org.uk






# Approved Minutes March Board

Final Audit Report

2025-06-17

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