

LIVE BORDERS

Minutes of a Meeting of Live Borders held on Thursday 16 June 2025

At 5pm in the Discovery Room at the

Great Tapestry of Scotland

Chair: Bill Douglas

Present: Ugo Mbueze, Neil Richards, Paul Smart, Bill Douglas, Caroline Cochrane, Marshall Douglas, Fiona Doig

On line: Suzy Douglas, Jenni Craig, Catriona McAllister, Sam Eccles

In Attendance: Graeme McMurdo, Sheila Brodie, Jen Knox (staff rep.)

Apologies: Jane Cox

1.	Welcome & Apologies	
	<ul style="list-style-type: none">• Apologies received from Duncan Rollo (staff rep.)•	
2.	Board Business	
	<ul style="list-style-type: none">• No conflicts of interest were declared.	
3.	Approval of Previous minutes	
	<ul style="list-style-type: none">• The minutes of the previous meeting held on the 31 March 2025 were approved as an accurate record.	
4.	Matters Arising	
	<ul style="list-style-type: none">• Committee Membership: Action on Sheila completed; further discussion scheduled.• Energy Baseline Data: Graeme to liaise with Ross and report on swimming pool energy use.• Reserves Policy: Circulated and approved.• Fundraising: Sam reported progress with staff engagement and meetings.• Fair Work Policy: Circulated; staff competition risk added to register.• KPIs: To be reviewed during Strategy Day.• Disclosure Scotland Legislation: No immediate board action is required; compliance cost implications because of the 5-year renewal requirement noted.• Email Accounts: Issues persist; IT support to resolve.• Risk Register: To be reviewed by relevant committees.	
5.	Committee Structure & Terms of Reference	
	<ul style="list-style-type: none">• Proposal to review ToR's and potentially restructure committees:• Merge Audit & Risk and Finance Committees debated but ultimately kept separate.• Proposal to create a People & Change Committee to oversee workforce and organisational transformation.• Nominations Committee may be integrated into the new committee.• Action: Bill, Catriona, Ugo and the committee chairs to meet and review the committee structure, terms of reference, and delegated authority.	

6.	Financial Performance	
	<ul style="list-style-type: none"> • 2024/25 Outturn: £96K trading loss; £184K strategic loss (may convert to surplus pending pension valuation). • Cash Flow: Stable through Sept 2025; dependent on SBC management fee. • Audit Issues: Payroll mapping, suspense codes, and reconciliations flagged. • Restricted Funds: Concerns raised over unspent grants (e.g., £93K for tapestry). Sam and Catriona to investigate. • Pension Funds: Clarification needed on classification (restricted vs unrestricted vs general). • Action: Caroline to work with Ross to investigate audit discrepancies. • Action: Catriona to review project closure processes and grant compliance. • Action: A meeting is to be arranged for the chair of the Finance committee & chair to meet with SBC leadership to discuss financial sustainability. 	
7	Strategy Day Planning	
	<ul style="list-style-type: none"> • Scheduled for the 27th of June. • Focus: Vision, mission, stakeholder engagement, financial sustainability, and early priorities. • Output: Bridging plan for next 6–12 months and foundation for long-term strategy. 	
8.	Transformation Programme Update	
	<ul style="list-style-type: none"> • Workforce Alignment: Proposal to permanently remove 6.16 FTE vacant posts approved. • Action: Graeme to check FTE and salary for the part-time post at Wilton Pool • Action: Catriona to document and retire posts from the HR system. • Note: The transformation is a JOINT programme requiring SBC and Live Borders to work together. • Note emphasis given to SBC budget pressure and the need to expedite efficiency savings. <p>A request to change the plan of record was made. This change was agreed by the board and the new plan is below.</p> <ul style="list-style-type: none"> • Museum Charging: Deferred to April 2026. A focus on increasing donations and implementing Gift Aid will be used to make up for the lack of charges for museums. • Action: Catriona to appoint a short-term consultant to support Gift Aid implementation (subject to cost approval). • Action: Detailed paper on museum charging to be presented in November. 	
9.	Community Engagement Plan	
	<ul style="list-style-type: none"> • Public consultation is underway (online survey, drop-ins, Focus Groups & pop-ups). • Concerns raised about: • Clarity of purpose and messaging of the Focus Groups. • Inclusivity and managing expectations. • Board and staff resource constraints as there are 19 focus Group meetings being planned. <p>A discussion around the intent of the Focus Groups was held. It was clarified that, in the absence of other guidance, the focus Groups should be seen as a means of gathering information. This information, along with that gathered from the other fora, can be collated</p>	

	<p>and used to prepare options for specific properties and services. It was agreed that the options papers preparation should be led by Live Borders. These options would be worked through with SBC teams and, subject to elected Members' approval, be discussed with community groups such as those which had been involved in the earlier Focus Group meetings. It was further noted that members were free to attend any of the focus Group meetings they wanted. This can only help inform the debate around the options.</p> <ul style="list-style-type: none"> • Action: Graeme to circulate the engagement timetable. • Action: Catriona to work with SBC on messaging and communication 	
10.	Staff Survey	
	<ul style="list-style-type: none"> • This is a combined survey to assess views on the Integratis report and general staff sentiment. • Action: Graeme to finalise the survey with additions to: • Clarify prompts. • Enable Mobile and paper access. • Ask for optional demographic data. • Add a free-text space for ideas and feedback. • Action: Catriona to follow up with site visits and staff engagement sessions. 	
11.	Tennis Centre proposal	
	<ul style="list-style-type: none"> • Proposal for Live Borders to operate new tennis/padel facility. • Concerns raised over: • Strategic fit. • Financial sustainability. • Reputational risk. • Action: Catriona to conduct due diligence and prepare a business case. • Action: Interim board meeting to be scheduled (likely August) to review and decide. 	
12.	AOB	
	<ul style="list-style-type: none"> • OSCR Requirements: Trustees' personal details are to be submitted as per new regulations. • Board Governance: Frequency of meetings and delegated authority to be reviewed. • Farewell: Fiona announced her departure; board expressed thanks for her service. 	

Meeting closed at 7.30

W G Douglas

Action Log

No.	Action Item	Responsible	Deadline
1	Review committee structure and terms of reference and delegated authority	Bill, Ugo, Catriona, Committee Chairs	July 2025

2	Investigate audit discrepancies and suspense codes	Caroline, Ross	July 2025
3	Review unspent restricted funds and grant compliance and project closure	Catriona, Sam	July 2025
4	Arrange meeting with SBC leadership re: financial sustainability	Sheila	July 2025
5	Retire 6.16 FTE vacant posts from HR system	Catriona	Immediate
6	Check fte and salary align – Wilton Pool	Graeme	Immediate GMcM update – checked and rectified
7	Appoint consultant for Gift Aid implementation	Catriona (with Bill's approval)	July 2025
8	Prepare museum charging paper for board	Catriona	November 2025
9	Circulate engagement timetable Catriona to work with SBC on messaging and communication	Graeme Catriona	June 2025 GMcM update – circulated.
10	Finalise and distribute staff survey. Follow up with site visits	Graeme Catriona	June 2025 GMcM update – survey finalised
11	Conduct due diligence on the tennis centre proposal	Catriona	August 2025
12	Schedule interim board meeting for tennis centre decision	Sheila	August 2025
13	Submit trustee details to OSCR	Sheila	June 2025

Signature: W G Douglas

W G Douglas (Aug 19, 2025 13:34:43 GMT+1)

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2025 08 03 Minute of meeting 16 June 2025 BD FINAL

Final Audit Report

2025-08-19

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