

LIVE BORDERS

Minutes of a Meeting of Live Borders held on Monday 18 August 2025
At 5.30 pm ON LINE ONLY

On line: Bill Douglas (chair), Ugo Mbueze, Neil Richards, Caroline Cochrane, Marshall Douglas, Kirsty Kiln

In virtual attendance: Suzy Douglas (SBC), Jenni Craig(SBC), Catriona McAllister (CEO), Sheila Brodie (notes), Ross MacNay (Finance) Jen Knox & Duncan Rollo (staff reps)

Absent: Jane Cox

1.	Welcome & Apologies	
	Apologies received from Sam Eccles and Paul Smart	
2.	Board Business	
	No conflicts of interest were declared. Welcome to Kirsty Kiln, new NHS rep.	
3.	Approval of Previous minutes	
	The minutes of the previous meeting held on the 16 June were approved as an accurate record.	
4.	Matters Arising	
	Board noted the Matters arising which are informed by the action log, with updates added since last meeting. Board agreed they approved this presentation.	
5.	Finance Committee Report	
	CC advised that progress has been made, she gave an overview of the figures which had been presented to the committee and are now presented to Board. CC highlighted that LB has a profit of £52k against a projected £34k for the month, the quarterly profit is £91k. Concerns – facility hire, which is short of budget. Some legacy issues have been corrected - invoicing has been carried out and one bad debt has been written off. Operating costs are £18k over budget, these are offset by grant income which has been received. There are still variances, Finance is working to resolve these. LB will move to using a single chart of accounts. CC expressed appreciation for the work which RM has put in, committee is now receiving meaningful information. RM confirmed that facility hire and utilities were the focus for financial attention. There is still a long way to go but the progress is promising. It is hoped that by October LB will have accounting aligned to SBC timetabling. BD expressed appreciation for the Finance Committee report.	
6.	Finance Report, appendices and Consideration of additional request for funding	
	Board Discussed the handling of Grants, how they should be reported to committee and how they impact upon the main accounts. Full income and expenditure should be recorded and included in grant applications ie back office functions such as finance team costs, proportion CEO, admin costs as well as direct project costs. Donations: it was broadly agreed that these should be used where they are received, with perhaps 25% going to a central fund for wider projects. Policy to be developed providing governance for the handling of donations and grants. SD asked about the timing of this. BD suggested November. CM agreed and advised that LB is	

	initiating a campaign just now, the timing will allow LB to build assumptions into 2026/27 budget. Drawn down donation funds will require Board & SBC approval. Board discussed the requirement for additional funding via a loan from SBC, timing and cash flow were considered. Council will be asked to approve a loan on Thursday, if approved SBC will be in a position to make a formal offer of loan. Noted that PS had indicated that he would approve any such offer. UM questioned LB ability to finance the repayments. There was further discussion on whether repayments would have to come from the bottom line, or whether, for instance, funds from building sales could count towards repayments. SD explained that this income would go into SBC capital fund in the first instance, and whilst not a definite no it could only be seen as a plan B. It was noted that the Change Fund is for a specific purpose and that LB will have to service the loan. Board noted that Council will be advised that challenging decisions will need to be made to enable LB to become financially sustainable and to be in a position to repay any loan. BD asked the Board to approve delegated authority to CM and BD to accept any such loan that may be offered. This was approved. Noted that the press have already picked up on this request, SBC papers having been published. CM keen to get comms out to staff and will cover this off. Board 1. Approved the management accounts 2. Approved the reworked budgets 3. Approved the writing of accounting policy on Grants and Donations – to take it out of the P&L and how budget will be tracked and presented to committee 4. Approved delegated authority to BD and CM to accept the loan from SBC should this be offered.	
7	Tennis Centre	
	The Tennis Centre is proposed by SBC to be operated by LB. A costed plan will not go to the next Board meeting in October, but CM and Finance will conduct due diligence. It should be fairly straightforward as LB will be managing the operation of the new Gala Academy sports facilities. However, the LTA plan includes delivery of coaching. This programming is not currently part of LB delivery. There is a great opportunity for LB to facility manage the Tennis Centre, but no additional staffing hours can be offered to deliver coaching and sports development. The ratio of paddle tennis to tennis was discussed, along with the health benefits to all age groups. Board approved the continued discussion and LB being the preferred partner. Specifically Board • Agreed that Live Borders is the preferred manager/operator of the completed Tennis Centre. This allows the project to progress and for the Stage 2 funding application to be made. • Agreed that a future paper be brought to Board containing the full, detailed profit and loss business case for Live Borders management of the Tennis Centre and that Board must approve this future business case prior to Live Borders formally taking on the management and operation of the completed Tennis Centre.	
8.	Update from A&R Committee	
	Board received an update following the last A&R committee in May previously. Next A&R committee has been rescheduled to take place in September.	
9.	Bridging Strategic Plan	

	CM spoke to this paper, explaining that objectives and statements will be added to the plan. There are now six themes. CM explained that the senior team embraced the plan and the clear direction, explained how she would report to Board and highlighted some early successes, such as the staff saving which has been seen as a result of introducing Lemon bookings for Halls. Projects will be subject to peer review, which will include review by SBC. Some projects will go beyond the 2 year bridging plan. Staff morale has been considered, CM referenced the staff uniform, this is not a project but impact on morale and therefore performance made it important to include. CM and JC will look at how all the interlinked projects are reported. The sequencing needs to be right. There may need to be a Change Committee to oversee the Programme management. BD referenced the ToRs work and said that he had put forward a proposal. In terms of a combined change Board SD advised that BD is currently a member of the Executive Board, presently CM represents LB on this Board. Both LB and SBC Programmes feed into the Joint Transformation Board. CM outlined some vacancies and the need to bring in some experienced and seasoned change managers in the short term to manage the change, then once a steady position is achieved LB will recruit to the operational positions. CM and BD to pick up on membership and attendance of the Senior Change Board. Board - Noted the structure of the Bridging Strategic Plan (i.e.) Portfolio/ Project/ Workstream/ Task; - Noted the governance arrangements in place for any changes made to the Bridging Strategic Plan. - Noted the next steps for the development of the Bridging Strategic Plan (Section 1.5) - Agreed that the Bridging Strategic Plan structure and governance be used for the delivery of work taken forward by the organisation over the coming 18-24 months. - Noted the Bridging Plan project updates (Section 3) - Noted the dates and locations for upcoming engagement Focus Group events.	
10.	AOB	
	Approval of CM and RM as bank signatories was sought. Formal approval was granted. Board approved this proposal. Forms to be signed and a record of approval to be submitted to the bank.	

Meeting closed at 6.50

W G Douglas

Signature: W G Douglas

W G Douglas (Oct 9, 2025 11:16:28 GMT+1)

Email: bdouglas@liveborders.org.uk

Minute of meeting 18 August 2025 signed

Final Audit Report

2025-10-09

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-  Document created by Sheila Brodie (sbrodie@liveborders.org.uk)
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