

LIVE BORDERS

Minutes of a Meeting of Live Borders held on Tuesday, 16th December 2025
At 5pm in the Discovery Room at the
Great Tapestry of Scotland

Present: Bill Douglas (Chair) Paul Smart, Caroline Cochrane (online), Marshall Douglas, Kirsty Kiln (online), Neil Richards, Ugo Mbaezue

Apologies: John Bathgate, Sam Eccles

Absent: Duncan Rollo (staff rep)

In Attendance: Catriona McAllister (CEO), Graeme McMurdo, Ross McNay, Jenni Craig (online), Suzy Douglas (online), Jen Knox (staff rep), Sheila Brodie (notes)

1.	Welcome & Apologies	Resp
	The chair welcomed everyone to the meeting.	
2.	Board Administration	
	No declarations of interest were made. Noted, Caroline Cochrane, Kirsty Kiln and Catriona McAllister still to verify their identities with Companies House.	
3.	Adoption of minutes of Board Meeting	
	Minutes of the meeting held on 7 October 2025 were approved as accurate. A clarification was provided regarding an italicised paragraph inserted for transparency after circulation. With no further amendments, the minutes were approved.	
4.	Matters Arising	
	The action log was reviewed. A date has been set for the Risk Workshop in January 2026. Most actions were proposed for closure. These have now been closed. (1,2,3,5,6 & 9) 4. Agenda item. 7. The removal of P&L from Management Accounts is almost complete, next month, restricted and unrestricted grants will be split. RM is working with Jill Stacey in SBC. SD is comfortable with output. 8. Tennis centre (open), this has been put to the side as the focus is on the Academy. Item closed and will be brought back to the Board at the appropriate time. 10. Identity verification with Companies House remains open for CC, CM & KK.	
5.	Committee Terms of Reference	
	The Board reviewed updated ToRs for Nominations and Change Committees. The Nominations Committee has no permanent post holders as it will form as required. Discussion focused on the meaning of "appropriate sources" for board recruitment; clarification was provided that this refers to people from a variety of backgrounds, ensuring diversity and fairness. ToR approved, subject to this final amendment being enacted. Change Committee All approved the ToR as presented	GMc

6.	Business Transformation Plan	
	<p>The CEO presented a comprehensive update, including governance structures, joint working arrangements with SBC, project progress dashboards, resource planning, benefit realisation expectations, and risks. Key discussion points included project prioritisation, reporting cadence, resource constraints, and political considerations due to the joint nature of the programme. Partnerships are no longer a separate pillar, but are interwoven with the 5 pillars.</p> <p>Live financial position will be worked into the dashboard so that the success or stalling of any project will illustrate the impact on the overall Transformation projected financial outcome. The Dashboard will make clear when Risks become issues, so necessary action can be taken.</p> <p>Good progress has been made in the initiation phase. PS asked about prioritisation of particular elements, capacity and benefit realisation. CM stressed that Pounds and Pence have to be the priority. BD explained the role of the Change Committee in picking up an overview. This committee meets monthly. The change committee will ensure that the benefits are achieved – i.e., reap the benefits of moving to the business world, not just the move to the business world.</p> <p>The discussion moved on to threats and issues for the Risk register, CM stating that different risk profiles may emerge, and may be linked to political dynamics. It was noted that, in addition to the elected members of the board, we have Suzy and Jenni as a sounding board as we move through this complex stakeholder arrangement and transformational change programme. JC commented that the programme had been well received, and is reassuring. The new committee is very commendable. SD viewed that it was very useful seeing the programme taking shape.</p>	
7.	Museums Admission Charging Paper	
	<p>Board viewed this as a good comprehensive paper. The Board discussed the detailed analysis on charging feasibility. Concerns included legislative constraints, visitor sensitivity, staffing implications, and facility investment needs. The Board agreed not to introduce charges for 2026/27 except where already in place (GTOS and JCMM). Alternative income generation strategies will continue, with an annual review.</p> <p>JC noted that the Scottish Government has approved the introduction of an entry fee for Historic Environment Scotland’s Callanish Standing Stones on the Isle of Lewis; there is a need to keep a watching brief on other organisations. Local residents will continue to have free access.</p> <p>Board approved recommendations b, c & d</p> <ul style="list-style-type: none"> b. Agrees that Museum Charging is not introduced for the Live Borders museums for the financial year 2026/27. (with the exception of GTOS and JCMM where charging is already in place) c. Agrees that the alternative methods of generating income through the Museum Service, as set out in section 5 of the report, will be progressed during 2026/27. d. Agrees that consideration of the introduction of museum admission charges, in the context of current legislation, is reviewed by the Board on an annual basis. <p>Donation of £40k + Gift Aid noted, this could be used to match fund, very positive piece of news.</p>	
8.	Safeguarding Update and Policies	
	<p>Both safeguarding policies, Adult and Children, were approved. PS volunteered to act as Executive Trustee Lead for both policies. Discussion included the need for procedures and training, and the importance of a consistent organisational approach. The first steps will be to embed, roll out, and deliver training to senior managers and online training to the Board. Process is embedded in the polices, which also detail Safeguarding Leads.</p>	

	PS widened the discussion to cover all policies. CM advised that SafeSure, an integrated management system will capture all policies, their ownership and review dates.	
9.	Health & Safety Update and Policy	
	The updated Health & Safety Policy was approved on the recommendation of the Audit & Risk Committee.	
10.	Finance Committee Update	
	The Finance Committee reported a year-to-date surplus, continued work on grant/donation separation, and pension accounting adjustments. Discussion included the importance of clear reserves planning.	
11.	Change Committee Update	
	The Committee's role in overseeing the BTP was highlighted. Recruitment of project management resources was approved to support programme delivery.	
12.	Audit & Risk Committee Update	
	Minutes and a summary report were presented in board papers. The Committee flagged to the Board an awareness of the need for SLAs – schools, along with the relationship with schools, there is a need to regularise these and to ensure Risks and H&S are covered. The Change Committee may need its own risk register, which would need to be consolidated into the corporate risk register. TD9 Radio provoked discussion on underutilised space and how income might be maximised. The committee had also discussed support to micro enterprises.	
13.	AOB	
	H&S RIDDOR incidents and reporting: Incidents are investigated, LB looks at near misses as well as accidents – this data is used to identify problems and also can inform training requirements. The Board reflected on organisational progress, acknowledged staff contributions, and confirmed the value of board engagement in upcoming events and workshops. Thanks were given to the Board for their support by both CEO and Chair. The Performance report, which was circulated for information was praised, PS reflected that it demonstrates the breadth and depth of the work that is being done. Schedule of meetings for 2026 – SB to send out invites to Board and Committees. List of Events for Board attendance to be compiled and sent to Board as last year.	SB SB

Meeting closed 6.15 pm


W C Douglas (Feb 13, 2026 10:51:33 GMT)

Papers supplied for information

13/02/2026

- 1) Minutes of Change Ctte, A&R Ctte and Finance Ctte
- 2) Quarter 2 Performance Report
- 3) Minute of 20th November 2025 Scottish Borders Council meeting

Action Log – 16 December 2025 Board Meeting

No.	Action	Owner	Due Date
1	Amend committee ToRs	GMc	Immediate
2	Circulate the schedule of meetings and send diary invites	SB	Immediate
3	Compile and circulate a list of events for Board attendance	SB	February
4	CC, KK & CM to obtain identity codes from Companies House.	CC, KK, CM	Immediate

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Final Audit Report

2026-02-13

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