

LIVE BORDERS

Minutes of a Meeting of Live Borders held on Thursday 12 February 2026

At 5.00 pm in the Discovery Room at the

Great Tapestry of Scotland

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

Apologies: Sam Eccles, Kirsty Kiln

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

1.	Welcome & Apologies	Resp
	The chair welcomed everyone to the meeting. Meeting was delayed in starting due to technical issues (apologies).	
2.	Board Administration	
	No declarations of interest were made.	
3.	Adoption of minutes of Board Meeting 16 December 2025	
	Minutes of the meeting held on 16 December 2025 were approved as accurate.	
4.	Matters Arising	
	Items 1,2,3,5,6,8,9 closed 4,7,10,11,12 were proposed for closure and are now closed. 13 List of events for Board was circulated with meeting papers 14 Safeguarding sign off was proposed for closure. Noted that these policies had not yet been published on website although the request had been made. Following meeting the policies have been added to the Publications page on Live Borders website. https://www.liveborders.org.uk/about-us/publications/	
5.	Budget 2026/24	
	RM talked Board through the budget papers, following questions relating to local government settlement JC advised that papers had been published today for next weeks council meeting to ratify budget. (link: https://scottishborders.moderngov.co.uk/ieListDocuments.aspx?CId=132&MId=7579) Board reviewed Live Borders 2026/27 budget incorporating transformation programme, staffing restructure, and pricing proposals. Income increase forecast of £258,988 driven by price adjustments, memberships, swimming lessons. ACTION: RM to check and amend bullet points at paragraph 2 of the budget paper so that they clearly show to the income increase of £258,988 (bullets ad to £238,996) Staffing costs reflect restructure savings, additional roles, and proposed 2% cost of living allowance and the impact that Real Living Wage increases has in terms of % increase for those on the lower grades (6.7%)	RM

	<p>Finance committee recommended the approval of the 2% staff pay award to Board (for those staff on levels above Real Living Wage). Board noted that the Finance Committee had engaged in a good debate.</p> <p>Board discussed Public Sector Pay Policy and agreed that the Live Borders pay award had to be within the available budget envelope.</p> <p>Utility costs are expected to show favourable variance. Marketing investment increased. BD sought approval from the Board to allow CEO to speak to SBC regarding the SPA and the consequences on the budget associated with a continued flat management fee.</p> <p>Board approved: (a) Live Borders Budget 2026/27; (b) the delegation of Authority to the Change Committee to allow for amendments in the budgets as we build out the transformation plan. Change Committee delegated authority where the net effect on the budget is not altered by +/- £20k (c) empowerment of CEO to negotiate SPA with SBC</p> <p>Appendix 1 Staffing pay increases: Board Approved Pay award: 2% uplift from April 2026 Board considered and rejected a further 1.5% uplift later in the year</p> <p>Appendix 2 Pricing detail and narrative: (a) Board noted the 2026/27 pricing report. (b) Board noted that the financial assumptions have been built into the 2026/27 budget.</p> <p>JC tendered apologies and left the meeting</p>	
6.	<p>Strategic Framework</p>	
	<p>KB presented the <u>draft</u> 2026–2031 strategy in a powerpoint presentation, highlighting Purpose, Vision, Mission and five strategic priorities: Sustainability & Investment; Organisational Capability; Excellence & Innovation; Impact & Inclusion; Partnership & Influence.</p> <p>KB gave context to the slides and explained the journey to reach this point with the draft strategic framework. BD asked how success would be measured; this would be through (new) KPIs. There will follow a detailed process identifying corporate and departmental priorities defined by business transformation. The services which Live Borders delivers must link to the strategy.</p> <p>Board supported direction; requested continued emphasis on environmental sustainability, reducing poverty, and safeguarding as strategic themes.</p> <p>Staff had made it known that they sought strategic direction and leadership. Staff reps reported that there are still pockets of angst amongst staff, including those in group 1. Overall the linkage and tangibility was seen to make sense and it was thought that the framework will help people in their new roles aligning delivery to strategy.</p> <p>Board liked the structure and flow and appreciated the explanation of the process. Board went on to discuss stakeholders and the alignment of the framework to key national strategies.</p> <p>ACTION: PS and KB to engage with one another to further discuss stakeholder mapping, engagement with communities etc</p> <p>CM sought a steer from Board, gauging the degree of further input they might require. BD advised that he was comfortable with CM and KB taking the framework forward, there will be</p>	PS

	<p>further engagement with staff and stakeholders. CM and KB hoping to have the framework final draft ready by April, next Board meeting is 12 May.</p> <p>ACTION: Final version to be brought to Board meeting 12 May. Board noted that approval and sign off may need to be brought forward.</p>	CM
7.	Business Transformation Plan	
	<p>CM gave a progress update, the focus has been on the restructure which is progressing at pace. Noted nothing to report by exception just now, CM will meet with SBC officers next week to discuss reporting to council on 26th March in terms of engagement, management and sequencing.</p> <p>Revenue timeline may require amendment, with potential of a stronger position in latter years of the programme, mainly dependent on the available capital and the sequencing of facility refurbishment/redevelopment projects.</p> <p>Board noted that there is still a lot of work to do and that Change committee is meeting monthly to monitor progress.</p> <p>On the restructure Group 2 staff have received matching offers. The deadline for acceptance is today (12th Feb). Discussions with Group 3 staff are progressing. This group has until the 23rd February to submit matching paperwork. All people in this group have been spoken to twice.</p> <p>Long term vacancies provide the flexibility to deliver the new structure, adverts are live now for posts to maximise opportunity to attract external applicants whilst also being available for internal applicants.</p> <p>Board noted the effort to avoid redundancies.</p> <p>Staff reps were consulted and advised that morale is low at the moment. Staff are concerned, including those in Group 1 (identified as not being at risk). Board noted that many people have, over the years picked up additional tasks and workstreams which are not identified in their current JDs and this is one issue causing concern with some staff members and groups of staff. Staff in this group were reported as experiencing a sense of disconnect and they have not been consulted. CM advised that conversations are happening, she had met with the Ops teams to explore these points.</p> <p>CM and BD will be going out to join staff at informal breakfast meetings, followed by site visits which will give staff an opportunity to voice concerns and opinions. The pace of change has been very fast and necessarily so and all staff will complete job evaluation forms (later in 2026 into early 2027) to capture what they actually do and inform new JDs in alignment with the strategic framework. CM very aware of the issues.</p> <p>ACTION: CM to speak with Jen and Duncan to support them in their role as staff reps and gain a deeper insight. CM happy to speak to groups wherever needed. Credit was given to the reps for voicing their concerns.</p> <p>ACTION: Revisit staff morale at the next Board meeting, bringing further staff feedback.</p> <p>BD proposed provision of a link to the programme dashboard in the Board papers. Programme dashboards to be refined to reflect multi-year financial impact and project sequencing.</p> <p>ACTION: place link in agenda</p>	<p>CM</p> <p>JK/DR</p> <p>GMc</p>

8.	Committee Updates	
	<p>ACTION: the date of the meeting(s) to be included on the agenda for clarity</p> <p>Finance – everything has been discussed at item 5, Budget. Audit & Risk – PS noted that minutes of both ARC and Finance had been circulated. Change – committee meeting each month. Project resource approvals confirmed.</p>	SB
9.	Health & Safety Update and Policy	
	<p>CM advised Board of an incident which had occurred in December, this was investigated by H&S. Procedures were in place, however the handling of the incident and subsequent complaint response was not ideal. A perfunctory, procedural response was made, this lacked empathy and didn't address the parent's concerns. A face-to-face meeting with the parent, hearing their concerns and alleviating these would have delivered a far better result.</p> <p>This parent has reported the incident to H&S Executive and to local MP as a result of the impersonal response. CM made it clear that there is zero tolerance for lifeguarding staff not doing their job or paying attention. Corrective actions have been taken. Noted two other incidents had been handled well.</p> <p>ACTION: safeguarding link to be added. Enrol Board members in this online training</p>	SB
10.	AOB	
	<p>Target for the suite of KPIs are usually set at or around February Board meeting. However with work progressing on the SPA and on the Strategic Plan framework the KPIs are subject to change. Agreement to carry on with existing KPIs in the meantime.</p> <p>JB mentioned the GSP(AC) fire evacuation. CM said that it should not have happened – people should have been held indoors at the fire exit(s) until evacuation was absolutely required. Bathing suited barefooted persons should not have been taken outside. In addition, it was unacceptable that the CEO heard about the incident on face book. Lessons have been learned and were outlined to Board.</p> <p>Board concluded that it had been a good meeting.</p>	

Meeting closed 7.15pm

W G Douglas
W G Douglas (May 15, 2026 11:56:34 GMT+1)

Action Log – 16 December 2025 Board Meeting

W G Douglas

No.	Action	Owner	Due Date
1	Check website – Safeguarding polices to be uploaded – Publications page	SB	Immediate
2	Check and amend bullet points so that they deliver the total £258,988	RM	Immediate
3	PS and KB to engage with one another to further discuss stakeholder mapping, engagement with communities etc	PS	Immediate
4	Final version of the strategy to be brought to Board meeting 12 May. Board noted that approval and sign off may need to be brought forward.	CM	April 2026
5	CM to speak with Jen and Duncan to support them in their role as staff reps and gain a deeper insight.	CM	May 2026

6	Restructure: Revisit staff morale at the next Board meeting, bringing further staff feedback.	JK / DR	May 2026
7	Place link to programme dashboard in the Board agenda (standing item)	GMc	May 2026
8	Include the date of the committee meeting(s) on the agenda for clarity	SB	May 2026
9	Safeguarding link to be added. Enrol Board members in this online training to facilitate access	SB	Immediate







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Final Audit Report

2026-05-15

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