

## LIVE BORDERS

Minutes of a Meeting of Live Borders held on Tuesday 12 May 2026

At 5.00 pm in the Discovery Room at the

Great Tapestry of Scotland

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

**Apologies:** John Bathgate.

**In Attendance:** Catriona McAllister (CEO), Graeme McMurdo, Ross McNay, Scott Weir, Kris Bryce, Jenni Craig (SBC) (online), Suzy Douglas (SBC) (online), Jen Knox (staff rep), Sheila Brodie (notes).  
Duncan Rollo (staff rep) sent apologies.

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| <b>1.</b> | <b>Welcome &amp; Apologies</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Resp |
|           | The chair welcomed everyone to the meeting.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |      |
| <b>2.</b> | <b>Board Administration</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |      |
|           | No declarations of interest were made.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |      |
| <b>3.</b> | <b>Adoption of minutes of Board Meeting 12 February 2026</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |      |
|           | Minutes of the meeting held on 12 February 2026 were approved as accurate.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |      |
| <b>4.</b> | <b>Matters Arising – Action Log</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |      |
|           | Items 1,2,3,4,6,8,9, and 10 were proposed for closure and closed.<br>Item 5 Live Borders Strategy – agenda item 6 –. Item closed as it was agenda item.<br>Item 7 Organisational restructure staff morale – not discussed. Item remains open.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |      |
| <b>5.</b> | <b>Tennis Business Case(s) update:</b><br><b>5.1 Padel Tennis Courts – Trifitness</b><br><b>5.2 Tennis and Padel courts - Galashiels Campus</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |      |
|           | Apologies were given for the late circulation of the Tri-Padel Heads of Terms.<br>Scott Weir, Programming Manager, introduced the papers outlining the development of the business case and the financially sustainable modelling of the centres. The approach taken is a conservative, phased approach to build usage plus achievable court utilisation projections.<br>PS asked if there was provision to cover the salaried post – yes. SE applauded the racquet coordinator post. PS enquired about the sinking fund – this is essentially a provision against future costs such as canopy cleaning, synthetic surface replacement. It was confirmed that this would be built up through reserves and not an accounting exercise.<br>The lease duration of 20 years for Tri-Padel is a consideration. CM confirmed that there is an option to break at 15 years.<br>Board noted that the Trifitness and Gala Academy models are different. Trifitness being more ‘pay-per-play’ and commercial, with the Academy delivering more of a community programme.<br>5.1 a) Board noted progress of Tri Padel<br>b) Board agreed that LB progress to sign Heads of Terms with landlord for Tri-Padel.<br><br>Board:<br>5.2 a) noted the progress made to date on the Galashiels Campus Tennis centre<br>b) agreed the LB be the preferred operator of the completed facility<br>c) agreed that LB would support SBC with the submission of stage 2 funding application to SportScotland<br>d) agreed that the LTA interest free loan element repayment and the annual sinking fund be funded by LB via facility income |      |

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| <b>6.</b> | <b>Live Borders Strategy</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                     |
|           | <p>Kris took Board through the Strategy next steps, explaining the five strategic priorities. Kris presented a slide deck <a href="#">LB Board Deck 12May26.pdf</a></p> <p>By 2031 Live Borders strategy will have delivered the 8 outcomes. The slides showing what success would look like. The measurement of success is a continuous cycle model, with insights informing developments.</p> <p>Some of the terminology used was commented upon (i.e.) staff, rather than our people and 'learning'.</p> <p>Board discussed the Strategy, CM confirmed it is very much a focused LB strategy and that it was not the intention to adopt all sector strategies. Underpinning the strategy, the Service Plans (responsibility of Heads of Service) will focus on delivery of the Strategy. Service plans shall ultimately</p> <p>Reference was made to the extensive consultations with staff and partners to get the strategy to this point. JK commented that the staff consultations had been very welcome, that it had been good to have an opportunity to reflect and feedback. As staff rep she had heard positives about the methodology and the proposals. Staff are welcoming of the new strategy. A condensed version would also be welcome.</p> <p>JC asked if it was strong enough in driving a strengthened economy – <b>CM to check</b></p> <p>The Board expressed a keenness to see the final designed version.</p> <p>Thanks were given to Kris on clarity, depth and process.</p> <p>Board:</p> <ul style="list-style-type: none"> <li>a) noted the content of the report</li> <li>b) approved the corporate strategy 2026-31</li> <li>c) noted the draft Business Plan 2026/27</li> <li>d) noted the intention to develop service plans in one year</li> <li>e) <b>noted the key risks identified in the report and the intention to report progress to future Board meetings.</b></li> <li>f) Requested a standing agenda item to consider progress against strategy be added</li> </ul> | <p>CM</p> <p>Future Agenda Item</p> |
| <b>7.</b> | <b>Facility Feasibility for Approval</b><br><b>7.1 Draft Report to Council</b><br><b>7.2 Business Transformation Programme Change record</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                     |
|           | <p>7.1 The CONFIDENTIAL report will be published by Thursday 14<sup>th</sup> May 2026 subject to the Board's approval. The report includes credible plans to deliver facility-based improvements. Most councillors have been briefed. The report is the product of LB and SBC working very closely together. The facility options/recommendations are set within the £5.2m capital budget, focussing on delivering two projects, whilst continuing to scope improvements to Gytes as a future capital bid.</p> <p>JC reflected on the progress made since November '25 and the positivity of the report, noting that what has been achieved in the time since November is excellent.</p> <p>SD reinforced how positively this is viewed and received by the council; it captures capital investment, transformation progress. The benefits are now starting to be seen.</p> <p>The chair thanked everyone for their positive and constructive comments and moved the topic to a vote. The Change Request was unanimously approved.</p> <p>7.2 BD explained that the Change Committee has built a process and developed the Business Transformation change record to maintain a robust record of changes made to the programme. This foundation will serve the business and board in the future as further projects are brought forward as the normal cadence of the company's way of working.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                     |
| <b>8.</b> | <b>Live Borders Year End management accounts</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                     |
|           | Board noted 2025/26 year end financial accounts and the finance committee report.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                     |

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| 9.  | <b>Board Self Assessment</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                     |
|     | <p>BD thanked those Trustees who had completed the self-assessment and participated in one to one meetings, reflecting that an efficient, skilled Board is vital to support the senior management team.</p> <p><b>BD took an action to pick up on a self-assessment actions going forward</b></p> <p>Board:</p> <ul style="list-style-type: none"> <li>a) noted the self evaluation output</li> <li>b) agreed that a range of actions be defined to address the learning output from the 2026 self evaluation exercise.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | BD                  |
| 10. | <b>Committee Updates</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                     |
|     | <p><b>Audit &amp; Risk 4 May</b></p> <p>PS said the minutes were still to be finalised, they shall be circulated to Board in due course. At their recent meeting Committee had looked through the corporate risk register rigorously. They noted the improvement in the financial management and considered whether this merited a reduction to risk, following discussion committee decided to keep the current score, but noted that this was likely to come down in the future.</p> <p>Audit &amp; Risk Committee (ARC) discussed the approach to sustainability, also the need to progress Safeguarding Training.</p> <p>GMc updated Board on Safeguarding:</p> <p>Policies have been updated, approved by Board, Safeguarding Leads have been identified (staff).</p> <p><b>PS to share access to the training he had undertaken.</b></p> <p>Concern and Investigation forms are in place. There were no major safeguarding issues to report and robust procedures are in place.</p> <p><b>Change 17 Feb, 17 March, 21 April</b></p> <p>Change committee has been focused on the Report to Council and getting the sequencing right. A key piece of work has been getting the Change Management right. As the BTP change record will not have been presented to the upcoming meeting of SBC and there are no other changes currently under consideration it was agreed that the change committee scheduled for the 19<sup>th</sup> of May be cancelled,.</p> <p><b>Next Change Committee (19<sup>th</sup> May 2026) to be cancelled</b></p> <p><b>Finance 26 February, 7 May</b></p> <p>CC reported that the Finance Committee meeting on 7 May had been a good meeting. She expressed appreciation for the clear figures, commenting that the papers were ‘night and day’ compared to last year. Committee is now receiving more detailed figures and information, which gives the committee a clear understanding of the financial position of LB.</p> | <p>PS</p> <p>SB</p> |
| 11. | <b>Standing Item – Business Transformation Programme</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                     |
|     | <p>GMc updated the Board on progress. Monthly meetings have taken place, Transformation work is all in Microsoft Planner. Project Team is regularly meeting with managers for updates, time line accuracy, risk etc.</p> <p><b>For August Board the Business Transformation Programme report will provide high level project progress, narrative on key projects, financial delivery against programme targets, exceptions that have been raised to change committee and any changes that have been made/proposed to the change record.</b></p> <p>Board:</p> <ul style="list-style-type: none"> <li>a) Noted the progress against the Business Transformation Programme</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | GMc                 |
| 12. | <b>Standing Item – H &amp; S Update (previous quarter)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                     |
|     | <p>No significant H &amp; S matters have been raised.</p> <p>28 minor accidents have been recorded</p> <p>2 financial loss incidents</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                     |

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|            | <p>6 near misses<br/>H&amp;S reporting in detail will be presented to Audit and Risk Committee, with updates and high risk / serious incidents coming to Board.<br/>Staff training continues, and the implementation of Compliance Genie continues.</p> <p>Board:</p> <ul style="list-style-type: none"> <li>a) Noted the general H&amp;S update</li> <li>b) Noted the update re significant H&amp;S matters</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |          |
| <b>13.</b> | <b>AOB</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |          |
|            | <p><b>Addition of a Board meeting in December</b> - not required, Safeguarding and H&amp;S review will take place in the new year.</p> <p><b>Actions from Board Self Assessment</b> - BD to take these, see item 9 action</p> <p><b>Board Uniforms</b> CC and MD received their gilets. BD already has his, NR and PS may collect theirs from HO when convenient.</p> <p><b>Strategic Partnership Agreement</b><br/>BD noted that officers from SBC and LB had been working extremely hard on the new strategic partnership document. This could form a very large item for August Board, therefore consideration of the level of detail presented / summary paper will be required. The agreement sets out the legal framework between LB and SBC, covering property, finance, service specifications and performance framework. The performance measurements will ideally be the same for LB and SBC (i.e.) measuring performance against service provision and against LB strategy.<br/>BD sought a succinct output based Principles Overview document for presentation to Board, a special meeting may need to be convened, or commentary could be online. This summary level document to be shared with SBC Corporate Management Team.<br/><b>CM and JC to continue work on the singular partnership agreement and the principles overview document for presentation to the Board</b></p> | CM<br>JC |
| <b>14.</b> | <b>DONM</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |          |
|            | <p>11 August 2026<br/>Board noted an additional summer meeting may be required to consider the Service Level Agreement proposals</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |          |

Meeting closed 6.45pm

13/08/2026

*W G Douglas*

W G Douglas (Aug 13, 2026 10:25:04 GMT+1)

| Action Log<br>– 12 May<br>meetingNo. | Action                                                                                                                                                                                                                                                           | Owner    | Due Date               |
|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------|
| 1                                    | Check if Strategy is strong enough in driving a strengthened economy                                                                                                                                                                                             | CM       | Immediate              |
| 2                                    | Board self assessment – actions arising                                                                                                                                                                                                                          | BD       | 11 August              |
| 3                                    | Share safeguarding training                                                                                                                                                                                                                                      | PS       | 11 August              |
| 4                                    | Cancel next Change committee                                                                                                                                                                                                                                     | SB       | Immediate              |
| 5                                    | Business Transformation Programme - provide high level project progress; with additional narrative on key projects; financial delivery against programme targets; any exceptions raised to change committee; and any changes made/proposed to the change record. | GMc      | 11 August              |
| 6                                    | Continue work on the Strategic Partnership Agreement and the principles overview document                                                                                                                                                                        | CM<br>JC | 11 August              |
| 7                                    | Pick up gilets                                                                                                                                                                                                                                                   | NR<br>PS | Next time in SBC<br>HQ |



# e.2026 08 03 Minutes Board Meeting 12 May 2026

Final Audit Report

2026-08-13

|                 |                                              |
|-----------------|----------------------------------------------|
| Created:        | 2026-08-13                                   |
| By:             | Sheila Brodie (sbrodie@liveborders.org.uk)   |
| Status:         | Signed                                       |
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## "e.2026 08 03 Minutes Board Meeting 12 May 2026" History

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