

East Renfrewshire Culture & Leisure Ltd

(A company which is a Scottish Charity (Scottish Charity Number SC0045726) incorporated in Scotland under the Companies Act with company number SC486489)

Minute of a Meeting of the Board of Trustees of East Renfrewshire Culture and Leisure Ltd.

The Foundry, Barrhead on Tuesday 26 February 2019 at 3.30pm

Present: Jim Wilson (Chair) (JW)  
Andrew Allan (AA)  
Councillor Barbara Grant (BG)  
Councillor Colm Merrick (CM)  
Professor Grant Jarvie (GJ)  
Dr Noreen Siddiqui (NS)  
Steven Larkin (SL)

Attending: Anthony McReavy, Chief Executive (AMcR)  
Karen Storie, Director of Finance and Commercial Services (KS)  
Mhairi Shaw, Director of Education, ERC (MS)  
Margaret McCrossan, Head of Accountancy, ERC, (MMcC)  
Margaret Walker (Minute Taker)

Apologies: Councillor Danny Devlin  
Councillor Paul O'Kane

**1. Welcome & Introductions**

The Chair welcomed everyone to the meeting.

**2. Preliminaries (Including Apologies and Quorum)**

Apologies received from Councillor Danny Devlin & Councillor Paul O'Kane  
There are no Declarations of Interest.

The Meeting is quorate.

**3. Minutes of the meeting of 4 December 2018**

The minute of the meeting of 4 December 2018 is accepted as true and accurate.

**4 Matters Arising**

All actions from the previous meeting of 4 December 2018 are closed.

## **5. Chief Executive's Business Performance Update**

### *Balanced Scorecard*

The closure of the Foundry drove the below plan swimming lesson participation, with confidence high that inroads will be made in the uptake of lessons before the end of the financial year.

### *Swimming*

ERCLT has signed up to the Scottish National Swimming Framework. The National Framework is an all-inclusive pathway providing opportunities for everyone to participate in any aquatic discipline they choose at whatever level they aspire.

The Operations Manager will attend the next scheduled Board meeting to present the new Swimming Programme.

### *Staff Recruitment*

There was discussion around the difficulty in recruiting staff and the initiatives developed to encourage recruitment such as taking on swimming staff without qualifications and training them to the standards required.

AA is interested in the training offered to staff, and feels it is a topic worth exploring.

Big Wave provided training in sales which is supported by in-house training. The Continuous Professional Development element is now quite developed with the programme focussed on more critical areas such as gyms and swimming.

The Chair suggested that further discussion on training for staff can be brought to future Board meetings, agreeing that steps have been made in closing the gap in training from where we were in 2015 and where we are going. There has been movement but improvement is still required.

CM suggested further discussion around training on a joint vision with ERC could also be brought to board to discuss.

AMcR suggested that the 'Vision for the Future' programme could encompass this.

MMcC stated that Vision for the Future is in the process of being developed and is in the very early stages.

### *Gyms*

Looking to expand opening hours as surveys indicate customers would like earlier opening and later closing times in gyms.

Once the impact of new opening hours are clear new opportunities will arise to move payments to Direct Debits and reduce the amount of pay as you go customers.

There was discussion around what we are offering customers and how improvements can be made.

There are issues around the parking facilities particularly at Eastwood Park Leisure. ERCLT has a good relationship with ERC Environment Department and the CEO will investigate and progress the parking issues with Environment Department.

#### *Gymnastics*

ERCLT has a vibrant, well attended, gymnastics programme that has grown exponentially. Issues around the recruitment of gymnastic coaches have mainly been resolved with British Amateur Gymnastics Association modifying and reducing the costs of the training allowing more coaches through the system at a quicker pace.

### **6. Report by Chair of the Finance Audit & Risk Committee (FAR)**

The Board is asked to consider the report and comment on matters as appropriate. The report was delivered by the newly confirmed Chair of the Finance Audit and Risk Committee, Andrew Allan.

The FAR Chair reported that the FAR Committee convened on 12 February 2019 discussing Period 10 Financials. Pension Value Assumptions, ICT Service Level Agreement, Grant Register, ERC Core Systems Update and proposed meeting dates for 2019/2020.

- Internal Audit 2019/20 Plan  
Based on the 20 days provided by ERC for Internal Audit the following areas are proposed for audit coverage in 2019/20:

Treasury Management  
Data Protection/Retention

The Board agreed with the proposed subjects for audit coverage 2019/20.

The Period 10 Financials and Forecast are recommended to the Board by the FAR Committee.

The Board agreed with and accepts Period 10 Financials and Forecast.

The 2019/20 Budget Update is recommended to the Board by the FAR Committee

The Board agrees with and accepts the 2019/20 Budget Update.

A summary of financial trends will be provided to the FAR committee and will also be considered as an addendum to the Board papers.

### **7. Report by Chair of the HR, Health & Safety and Appeals Committee**

The Chair of the HR, Health & Safety and Appeals Committee (JW) reported that the Committee met on 21 January 2019.

The Open Plus Pilot was discussed and assurances given around any perceived risks.

The main thrust of the meeting was around recruitment of new staff and training of staff.

The Chair reported that the H&S SLA has been amended. The SLA was taking ERCLT down a different direction to where we wanted to go.

There will still be some crossover with the Council in that accident reporting will continue through the Council.

ERCLT are now heading towards a more corporate approach. The SLA will break at the end of the financial year.

The Head of Operations is meeting the company providing H&S services with the new regime to be in place by 2 April 2019. The new regime will place ERCLT in a better position regarding H&S.

## **8. Board Governance**

### *Board Charter*

At the previous Board meeting of 4 December 2019 AA requested that the discussion around the governance documents is carried forward to the February Board meeting.

The governance documents are unchanged from the previous Board meeting and set out the terms of reference for sub committees and roles within the sub committees along with the processes around business transactions.

Standing orders to supplement the report were approved and adopted by the Board as live at the time, and should be reviewed again.

It is good practice to have a Board Charter and although not strictly necessary for a charitable trust, OSCR recommends that charities produce a charter.

There were no comments or questions on the terms of reference.

The governance documents are agreed and accepted by the Board.

### *Board Succession Planning*

The Nominations Committee is scheduled to meet with prospective Board of Trustees members on Tuesday 12 March 2019. There will be 3 candidates and whilst there is only one vacancy on the Board it will provide an opportunity to put names on file for any future vacancies.

Once the decision has been made by the Nominations Committee the Board will ratify that decision. East Renfrewshire Council will then approve the nomination.

Looking at diversification of the Board it may be worth reconsidering the Articles of Association around committee membership.

This can be discussed at the Board Away Day scheduled for October 2019.

## **9. 2018/19 Pension Valuation – Salary Assumptions**

The FAR Committee discussed the options noted in the associated paper. KS proposed an amendment to the paper which would hold Yr1/Yr2 in line with the recent salary negotiations, thereafter reverting to the actuarial default assumptions in the paper.

A discussion followed and the Board agreed that it would be appropriate to base the valuation on the proposed amendment.

These assumptions are revisited annually with pension valuations brought to the Board every year.

The Director of Finance and Commercial Services will set up a meeting with Actuaries Hyman Robertson, herself and the Chair of the FAR Committee to discuss the results of the actuarial valuation methodologies.

#### **10. ERCL Services Review – ICT**

The ICT SLA appears to be fit for purpose, with little or no issues with it and is the most business critical SLA.

Service out with business hours will be resolved if we outsource to suppliers, outsourcing the service will be less of a risk to ERCLT.

#### **11. Gym, Fitness & Swimming Development Programme**

*Big Wave Update*

Huge progress has been made over the year with the focus on key performance indicators.

The Big Wave initiatives are continuing around sales training and customer retention processes, without the continued close contact with the company.

#### **12. 2019/20 Proposed Board Dates**

*To propose revised dates for the Board meetings for 2019/20.*

The proposed dates were discussed. It was agreed that the Board meeting Scheduled for 18 February 2020 would be pushed forward to allow for the Councils' budget process to be completed.

#### **13. Declarations of Interest**

Board members are asked to complete the Declarations of Interest required for audit purposes.

#### **14. Press & PR**

There has been a sustained marketing campaign to attract new members to our facilities. Distribution of leaflets etc. has taken place on high streets. Welcome packs are being prepared for distribution to new homes in East Renfrewshire area. A slimmer leaflet is being considered for distribution throughout the authority. Participants in classes are being automatically re-enrolled and this is working well with retention rates climbing.

A partnership with Health & Social Care is being considered to allow expansion of our joint services.

The Press Cutting Service requires to be investigated around the issues of copyright.

#### **15. AOCB**

It was agreed that it would be helpful if ERCLT staff attended Board meetings to present to Board members their roles within the trust.

The meeting closed with a vote of thanks to the outgoing Chair, Jim Wilson.

The Chief Executive thanked Jim for his years of service to the Board of Trustees and for his excellent Chairmanship of the Board.

The outgoing Chair thanked everyone for their service to the Board of Trustees.

The meeting closed at 17.50hrs.

**Date of Next Meeting: Tuesday 4 June 2019, Venue TBC**

### Action Points

<b>Agenda Item</b>	<b>Action</b>	<b>Owner</b>
5	Investigate and progress with ERC Roads Department regarding parking situation around Eastwood Park facilities	AMcR
5	Further discussion around staff training to be brought to future board meetings.	AMcR
5	Presentation of new Swimming Programme for Board Meeting of 4 June 2019 (Robert Hammond)	AMcR
5	Further discussion on training for staff brought to future Board meetings (Vision for the Future)	AMcR
6	A summary of financial trends to be provided to the FAR committee and also considered as an addendum to the Board Papers.	KS
8	Looking at diversification of the Board it may be worth reconsidering the Articles of Association around committee membership. This can be discussed at the Board Away Day scheduled for October 2019.	AMcR
8	Standing orders to supplement the report were approved and adopted by the Board as live at the time, and should be reviewed again	AMcR/KS
8	Looking at diversification of the Board it may be worth reconsidering the Articles of Association around committee membership. Diversity – Articles of Association. This can be discussed at the Board Away Day scheduled for October 2019.	AMcR
9	Schedule meeting with Actuaries	KS
13	Declarations of Interest to be completed.	All Board of Trustees Members
14	Discussion with Marketing Officer around provision of Press Cutting Subscription.	AMcR