

East Renfrewshire Culture & Leisure Ltd (ERCL)

(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.

Barrhead Foundry and Microsoft Teams, on Tuesday 31st May 2022 at 3pm

Present: Professor Grant Jarvie (Chair) (GJ)
Andrew Allan (AA)
Councillor Paul Edlin (PE)
Councillor Owen O'Donnell (OO'D)
Councillor Katie Pragnell (KP)
Councillor Colm Merrick (CM) (Online)
Dr Noreen Siddiqui (NS) (Online)
Rob Crusher (RC)

Attending: Anthony McReavy, Chief Executive (AMcR)
Karen Storie, Director of Finance and Commercial Services (KS)
Mark Ratter, Director of Education (MR)
Margaret McCrossan, Head of Accountancy (MMcC)
Angela Burgess (minute taker) (AB)

Apologies: Steven Larkin

1. Welcome & Introductions

The chair welcomed everyone. As new members were present introductions were made.

2. Preliminaries (including apologies and quorum)

Apologies were received from Steven Larkin.

The Chair confirmed there are no Declarations of Interest and the meeting is Quorate.

3. Minutes of previous meeting

Minutes of 16 March 2022 were **agreed and approved**.

4. Matters arising

No matters arising.

5. Board Structure & Committee Membership

For ERCL, it was noted that Councillors Fletcher, Buchanan and Grant have resigned from the Board. New members appointed are Councillors O'Donnell, Edlin and Pragnell. Councillor Grant also resigned from the Trading Company, with Rob Crusher taking up the appointment to the Trading Board. It was noted at the Board that the Trading Company remains dormant at this time.

AMcR explained that the Board meetings are Quorate when 1 elected member and 1 board member present. Sub committees are a mix of elected members and board members.

AMcR, together with the chair of each sub-committee, provided an overview of the governance and how the committees operate. Following the Board resignations, it was highlighted that each committee would require appointments to be made.

After discussion it was decided and approved by the Board that Cllr O'Donnell will join the FAR committee and Cllr Edlin will join Cllr Merrick on the HRHSA committee. Cllr Pragnell will be Depute Chair of the Board.

AMcR said there is also a Nomination Committee for recruiting independent Board members and Board members would be appointed when the next vacancy occurs.

6. Board Governance

Board Charter

AMcR gave an overview and summary of changes to the charter.

AA asked if legislation changes were notified and the document is revised and kept up to date. AMcR stated that the current document was with Procurement and Legal, with assurance being sought on adherence to the regulations.

Any updates of changes required to meet legislation following the review by Procurement / Legal will be issued to the Board post meeting if required.

The governance documents were last fully updated in 2017 with some sections updated in 2019. It was agreed this would be updated every two years and presented to the Board. AA asked if a tracked copy could be presented each time. RC concurred.

Action

7. CEO Scorecard & Business Performance Report

AMcR presented the Q4 performance results.

There is still a lag in recovery in performance mainly due to some customers still a bit reluctant to return.

- Gyms and Fitness membership levels 62% above target and 78% of 19/20 levels
- Swimming Lessons ended Q4 with 2,438 participants, 94% of pre-lockdown registrations. Staff focusing on managing down numbers on waiting lists.
- Community Sports Programmes had an increased number of classes cancelled due to staff absence due to Covid but additional sessions were added to the end of the block.
- Theatre attendance recovered to 73% of 2019/20
- Community Facilities bookings continued to grow in Q4.
- Good recovery of attendances in libraries including Bookbug sessions. KP and AA praised the Bookbug sessions. AA asked if staff could participate with customers during Bookbug with some cross-selling. AMcR noted this does already happen, with a lot of interaction via digital platforms, but will discuss with Libraries and Marketing colleagues.

Customer Complaints

19 complaints received in Q4 compared to 14 in 2019/20. There is evidence to suggest that the failure of the email system early on in the quarter caused or exacerbated some complaints. Some of the complaints were customers complaining about other customers not being Covid compliant.

OMcD asked how long the recovery will be and what happens if we don't fully recover.

AMcR said full recovery is hoped to be by March 2023 and gave a summary of expected recovery. The impact if we were unable to reach a full recovery would be a financial loss and Managers would be required to manage this by managing costs including not filling vacancies.

Income has been compensated significantly with the Furlough scheme and NHS using our facilities for vaccine centres. We are waiting for NHS to advise about future requirements.

KP asked if there is a strategy to get older customers back. AMcR said we have regular communication with customers assuring them of high standard of cleanliness, safety measures in place. The customers who have returned are very positive of our approach. Eastwood Park Leisure is much smaller and can create challenges.

NS said she meets with Jude Smith, Marketing Manager regularly regarding the retention strategy. Customers are returning and staying longer.

AMcR said participation is down about 15% across the trust with the majority being at EPL. Other challenges are not having fitness classes at Carmichael Hall as these are at Clarkston Hall while the vaccination centre is in place. Most new members are joining on a 12 month contract membership providing more secure income.

AA asked about more swimming lessons or football sessions. AMcR said there are capacity constraints and we have a very large waiting list for swimming lessons.

In the new centre with larger pool we will be able to provide public swimming at same time as swimming lessons.

Recruitment has been slow particularly within Venues and Sports Development due to applicants completing online training courses but not having any practical experience. The last batch of interview was more successful.

KP asked about casual contracts. AMcR said lots of theatre stewards/coaches are casual staff as they are usually students. A number of the casual staff like the flexibility.

8a. Audit Planning Memo

The Board is asked to approve the Wylie & Bisset Audit Plan for year ended 31 March 2022.

It was noted that the format and content of the audit planning memorandum was standard.

The Audit Planning Memorandum was approved by the Board.

8b. 2021/22 Unaudited Financials and Commentary

The financials were taken as read, with an overview of the key points provided by KS.

8c. Accountancy SLA Review

KS gave an overview of the review. Overall the services have been satisfactory and any areas where issues have been highlighted, ERC and ERCL are working together to resolve.

9. **Report by Chair of the HR H&S and Appeals Committee**

RC gave a verbal update from the meeting in May 2022

The board approved the updates of the Special Leave Policy to include the section on early pregnancy loss prior to 24 weeks.

10. **Press and PR (issued separately)**

11. **AOCB**

No other business

Matters Arising

| Agenda Item no. | Action | By |
|-----------------|---|------|
| 6 | Board Charter – updated every two years and reported to the Board | AMcR |
| 7 | Q4 scorecard – consideration to be given to methods of cross selling when Book Bug or similar events are taking place. AMcR to speak to Scott Simpson | AMcR |

Approved by Board

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| 3 | Minutes of previous meeting | The minutes of 16 March 22 were approved by Board |
| 5 | Board Structure | Appointments to ERCL Board, Trading Company and Sub-committees were approved by Board. |
| 9 | Special Leave Policy | Agreed by Board |
| 8a | Wylie & Bisset Audit Plan | Agreed by Board |

Date of Next Meeting Tuesday 30 August 2022