



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.
Tuesday 14th November 2023 at 3.00 pm at East Renfrewshire Culture and Leisure Headquarters,
1 Burnfield Avenue, Giffnock and on Microsoft Teams

Present: Professor Grant Jarvie (Chair) (GJ)
Dalvir Johal (DJ) (Online)
Councillor Paul Edlin (PE)
Councillor Owen O'Donnell (OO)
Councillor Andrew Anderson (AA)
Rob Crusher (RC)
Susie Malcolm (SM)

Attending: Anthony McReavy, Chief Executive (AMcR)
Mark Ratter, Director of Education, ERC (MR)
Margaret McQueen, Director of Finance ERCLT (MMcQ)
Robert Hammond, Head of Operations (RH)
Ian Pye, Head of Sports and Physical Activity (IP)
Moira McFadden, Head of Communities and Arts (MMcF)
Scott Simpson, Head of Libraries & Information Services (SS)
Kat Lee, Commercial Accountant (KL)
Margaret McCrossan, Head of Accountancy ERC (MM)
Rhonda Turnbull, Minutes

1. Welcome & Introductions

The Chair welcomed everyone to the meeting, first meeting in the New Trust Offices.

The Board welcomed Margaret McQueen, Director of Finance ERCLT and introductions were made.

GJ introduced MMcQ and formally welcomed her to the Board.

2. Preliminaries (including Apologies, Declarations of Interest & Quorum)

Apologies were noted from Cllr Colm Merrick, Steven Larkin, and Jude Smith.

The Chair confirmed no Declarations of Interest and the meeting was Quorate.

3. Minutes of Friday 15th September 2023 were agreed and approved.

4. Matters Arising

Item 5 - Foundry Car Park. MR and AMcR have both had discussions regarding the parking at Barrhead Foundry Car Park. ERCL have still received no formal response, but are led to believe that ERC hope to bring forward plans in relation to paid car parking but currently have no clear timelines. It is a work in progress and will be left as an ongoing action. Update at next Board meeting.

5. Chief Executive's Q2 Scorecard & Business Performance Update

AMcR presented to the Board the Key Performance Indicators for Q2 2023/24, in the form of a Balanced Scorecard and Business Performance Report. Report was taken as read.

Key points highlighted included:

- Libraries are a little bit slower to recover due to national change in how visits are calculated.
- All other services Swimming/Community Facilities/Arts & Heritage all performances are up. Positive yield in swim/gym fitness.
- Change team/Marketing performance good and projects progressing.
- Recruitment of staff is challenging and has been discussed at HRHSA.
- SLA – should be Amber – noted (correction)
- Number of complaints received require to be read in context of extremely high volume of customers, scorecard metric requires some adjustment to reflect this.
- AA - Excellent report re: gym packages – new junior project re-members junior S1 – age 24 - Congratulations given to Ian Pye regarding this.
- Community Facilities – school out of hours, error on report (timing issue), figures will catch up with what should be a positive narrative at next board meeting.

6. Report by Chair of the Finance, Audit and Risk Committee (FAR)

a) 2023/23 Q2 financials and high level forecast

MMcQ gave an overview of Q2 financials and the paper was taken as read.

For the first 6 months of the year, the operating deficit of £252k is ahead of budget by £604k. Operating Income is £127k ahead of budget with positive performance across Theatre Hire and Sports due to higher participation levels across all service lines than originally planned.

AA asked if recruitment of all posts was successful would this affect bottom line of income. AMcR said yes it would materially affect our costs and therefore P&L. KL pointed out that although vacancies are not filled, staffing levels have to be maintained to operate buildings and programmes through overtime and use of casual staff.

AA asked about funding the education programme, IP said education places were not matched as in previous years. MR confirmed planning/funding was given late. IP doesn't know if funding will be available in the future.

Discussion followed regarding funding for consequent years and various options were discussed, agreed the children are losing out.

PE enquired about the possibility of 3rd sector commercial funding and Fundraising. AMcR outlined issues in relation to this. A range of possibilities for further follow-up discussions to be considered later.

The Board approved

b) 2024/25 Draft Budget Update

AMcR gave an update on the 2024/2025 draft budget. Further refinements are expected with a proposed final version presented at next Board meeting. Paper was taken as read.

c) Service Level Agreement

Guidance paper was presented based on the level of service provided by the Council department – **Approved by Board**

7. Report by Chair of HR, H&S and Appeals Committee

RC gave a verbal update on the meeting held on 7th November 2023.

- Q1 & Q2 HR Matrix was evaluated. An issue has been identified in calculation of absence data and rectification is underway, therefore no absence data is available.
- The reports identified further drop in FTEs as the result of unsuccessful recruitment.
- Dickie Building transfer has had a positive impact on HQ staff. Next phase is transfer of Heritage Collection and also work on a Contact Centre
- Staff Awards was well received by staff and how the application process allows for good work to be identified and expresses.
- An overview on the plan for Staff Engagement and Re-branding was given to the committee
- Update on Trust policy review, work has been paused due to capacity issues
- H&S report – objectives were on track, accident and audit actions were predominately all resolved and no RIDDOR reportable incidents
- Discussions took place around Anti-Social Behaviour at Barrhead and actions taken
- No Active Appeals underway
- No JCCs since last meeting

GJ thanks RC for extensive report and accepted the report.

8. 2024 – 2025 Draft Business Plan

AMcR gave an overview of the Draft Business Plan. AMcR identified that this usually was approved at Dec council meeting but purely due to an arbitrary line within the transfer agreement. Discussion with Council has concluded this would actually be far more relevant to be presented for approval in March 2024 when budgets have been set by the Council.

9. Press and PR – issued separately

10. AOCB

No other competent business was reported.

Chair thanked all staff and board members and wished everyone well for the festive season ahead.

Date of next meeting TBC – March 2024.

Action Points

Item	Action	By
4	Foundry Car Park – update at next meeting	AMcR/MR
8	24/25 Business Plan – March 2024	AMcR

Approved by Board

3	Minutes of 15th September	Approved
6	Q2 Financials	Approved by Board
6	Service Level Agreement - Accountancy	Approved by Board
7	HR Report	Approved by Board