

**LIVE ACTIVE LEISURE LIMITED BOARD
MINUTES OF THE MEETING OF THE BOARD OF LIVE ACTIVE LEISURE
Held on Thursday, 22nd June 2023 at 5.15pm, Dewars Centre.**

Present:

Company Directors

Mr D Maclehose, Dr D Carey, Councillor B Leishman, Councillor B Brawn, Councillor S Carr, Mr D Longmuir, Mrs L Scott

Company Officers

Mr P Cromwell (LAL Chief Executive Officer), Mrs F Cameron (LAL Director of Finance/Deputy Chief Executive Officer), Mrs D Gaffney (LAL Head of Corporate Support Services), Mr G Watson (LAL Director of Operational Services), Mr A Brown (LAL Head of Contracts & Compliance), Miss G Edwards (LAL Board and Committee Administrator),

Mr D Maclehose in the Chair.

1 Apologies

Apologies were received on behalf of:

Company Directors, Miss E Muirhead, Mr C Allan, Mr I Collins

PKC Officers, Mr D Stokoe, Mrs F Robertson, Mrs K Johnston (PKC).

2 Declarations of Interest

Directors were reminded of their statutory duty to declare any financial and non-financial interests they may have in the items of business for consideration, identifying the relevant agenda item and the nature of their interest, in accordance with the Conflict-of-Interest Policy.

There were no declarations of interest.

3 Minutes

The minutes of the Board meeting on 4th May 2023 were submitted.
The Board agreed no redactions were necessary to the Minutes.

Resolved:

- i. Minutes were approved with no redaction

4 Matters Arising

Budget Matters – Reserves

The Life Cycle Reserve of £200K has been partially allocated, further update in 7.1 Q4 Business Performance Report

Customer Engagement

The engagement of customers is ongoing. Future Catering options will be discussed in 7.3 on the agenda

Martyn's Law

There is no provision within the Company's insurance for terrorism. This is a standard approach and the Company's Insurers felt that the cover we have is appropriate. Further information regarding cover relating to acts of terrorism will be requested.

Crieff Highland Gathering Project

No further updates.

Gannochy Trust Report

The chair has written to thank the Gannochy Trust for their continued support.

Governance Development

This is ongoing with a training session taken place on 14th June 2023, see agenda item 8.

Company Business Plan

Finance and Governance Committee have approved the Business Plan.

5 **Verbal Reports**

Human Resources Joint Review Committee

This committee met on the 15th June, this is a staff forum for consultation.

The following policies were reviewed and updated at the meeting:

- Smoking
- Substance Abuse
- Redundancy
- Social Media
- Cycle Scheme
- Free Access to Fitness
- Standards of Appearance

There was also a discussion around Health and Wellbeing. The next meeting will be in November 2023.

Finance and Governance Committee

This committee met on 30th May to discuss draft April figures. The main points were:

- At this very early stage of the financial year there is no change to the final forecast budget position identified for 23/24 of -£630K.
- Customer generated income for April has been positive achieving 133% of April 22, and 106% of budget for April 23. Total usages for April 23 are 107K compared to 71K for April 22.
- As mentioned previously fitness membership numbers have reached 98% of pre-covid levels at the end of March 23. With the announcement of the price increases to be implemented on 1st May 23, April did realise a number of cancellations, with a net loss of 80 members, down to 3682 members. This is 96% of precovid levels.
- Staff costs - are 1% over budget for the month. This is the first year that we have incorporated a slippage target into the budget (3%). Very close monitoring of staffing costs will be required over the course of the year.
- Company Business Plan approved
- PKC Contract for Service Agreement was agreed in principle. The Board requested amendments to the additional requirements section of the specification.
- Strategic risk management Policy and Risk Register was approved
- Good Governance award which is a review of governance standards and is recommended by OSCR. This is an external accreditation.

- ii. SMT will write to PKC to request amendments to the additional requirements section.

6 Report for Information

Health and Safety Report Q3 and Q4 2022/23

The Head of Contracts and Compliance introduced the Health and Safety performance information for the 3rd and 4th quarter of the year.

The main points were:

- The Company as a whole, and each venue, with the exception of Perth Leisure Pool, has an accident rate per 10,000 visits which is consistent with, or below, the national average.
- The number of "Near Miss – Water Rescues" particularly at Perth Leisure pool remains an area of note. Staff training in Q4 focused on early intervention, accident prevention and pool supervision and additional sessions were delivered to specific staff involved in previous incidents.
- Approximately 60% of the 736 accidents recorded were considered to be out with the control of the company with the majority of those being "activity related" where the cause is an inherent part of participating in sport and physical activity.
- The company has a proactive approach to the reporting of and response to accidents and incidents and seeks to learn lessons and make improvements wherever possible. This is evident in the numbers of "incidents and near misses" that have been recorded.
- Recent improvements to the reporting mechanisms have allowed venue teams to spend less time collating and more time analysing accident and incident information and for improvements to be implemented.

Continuous Improvement – QLM Leisuresafe

The Company has recently completed the **QLM Leisuresafe™** venue audit (between January and March 2023), this consisted of an in-person two-day audit at each venue. QLM Leisuresafe™ is a health and safety management certification for the sport and leisure sector. The assessment consists of a comprehensive review of health and safety documentation based around the significant hazards which present a risk to staff and visitors to the facilities.

In order to achieve QLM Leisuresafe™ certification **an overall score of 65%** is required. The scores achieved by each venue are listed in the Table below.

Venue	2023 Leisuresafe™ Score
Bell's Sports Centre	79%
Live Active Blairgowrie	79%
Live Active Loch Leven	79%
Perth Leisure Pool	88%
Strathearn Community Campus	85%
Dewars Centre	80%

The audit reports acknowledge that Health and Safety is managed to a good level in each of the venues audited, which is evidence that there is a proactive ethos towards the management of Health and Safety throughout the organisation. For this fact, credit is due to the Facility Operations managers and their venue teams.

Royal Life Saving Society (RLSS)

The Company is an approved Royal Life Saving Society Approved Training Centre. This accreditation enables the Company to deliver and assess RLSS regulated qualifications such as the National Pool Lifeguard Qualification (NPLQ), First Aid at Work (FAW) and similar. The Company's Swimming Pool venues are Royal Life Saving Society Approved Training Centres.

The External Quality Assurance visit conducted in May 2023 is an in-depth check of policies, procedures, equipment, and courses/assessments that have taken place. The audit looks at the Internal Quality Assurance process and how the standardisation of its Trainer Assessors are completed and evidenced. The audit concluded that the Company... *“ demonstrated a high level of organisation and systems in place and has implemented the standardisation requested previously... Overall, an excellent audit. Thank you and please continue to deliver the high standards.”*

The Directors were very pleased at the high standards that are being maintained and wanted to pass their thanks onto all the staff that were involved.

Capital Projects / PKC Leisure Asset Review

Blairgowrie Recreation Centre Development

The construction of the new Blairgowrie Recreation Centre commenced on 15th May with completion due towards the end of 2024. This is a Perth and Kinross Council led project however the Company continue to have representation on the Project Board and have established an internal Project Team to ensure the smooth transition of service delivery from the current centre to the new one.

Directors discussed the financial arrangements for the new venue – CEO confirmed that the PKC Business Case for the new venue included the anticipated additional costs associated with operating the new venue, given its change in design and range of facilities.

Leisure Property Asset Review

The Leisure Asset Review is a Perth and Kinross Council led project as part of their wider Transformation Programme.

The key deliverables of the project will be:

- An asset management plan detailing investment, disinvestment, and operational efficiency proposals for the leisure estate.
- Business efficiency targets related to the operation of the leisure estate along with carbon reduction targets will be identified.
- Any wider co-location and partner opportunities will look to be identified.
- PH2O project will be revisited giving recommendations on if/how to proceed with the project.

7 Report for Decision

Q4 Business Performance Report

The financial year end has ended in a more favourable position than was originally anticipated during the budget setting process for 22/23. The original unmitigated forecast budget was a potential deficit of almost £2m. The forecast has been adjusted as the year progressed. Customer generated income has gradually increased and achieved 88% of budget against an original forecast of 72%. This along with prudent management of staff costs and containment of other expenses within budget has resulted in a deficit for the year of £203K, plus committed spend for Bell's works of £260K (see note below)

Reserves Position

There was a discussion around the reserves, in summary, available reserves have decreased by £1.09M. This consists of:

- Balance of £725K re Bell's Gym Development (£25K previously used in 21/22).
- £162K re significant repairs/capital items funded from reserves.
- £203K re operating deficit for year to 31st March 2023

Before the financial year end the Company committed to spend £260K to replace the lift and upgrade the main arena lighting at Bell's Sport Centre. This work was to be funded from the Major Projects Revenue Budget. The work was not able to be completed prior to the year end and therefore the committed budget has been allocated to the Lifecycle Maintenance Reserve.

In addition, £630K has been set aside from General Reserves to fund the 2023/24 forecast deficit position as determined by the Budget Process.

These adjustments result in a balance of £5.3m of reserves available.

Resolved:

- (i) The directors approved the content of the report.
- (ii) The Directors noted the receipt of a Gift Aid payment received from Live Active Leisure Trading Limited
- (iii) The Directors noted the movement on reserves and the agreed use of reserves for 23/24.

Corporate Equalities and Trans People Accessibility Policies

The Head of Contracts and Compliance spoke through the consultation process and updates to the Policies since they were brought to the board in December 2022. The Perth and Kinross Equalities Strategic Forum and LEAP Sports Scotland have been consulted regarding the policies and their feedback has been included in the final version of the policies. Once the policy has been approved, training will be provided to relevant staff.

Resolved:

- (i) Both the Corporate Equalities Policy and Trans Person Accessibility Policy were approved by the Directors.

Dewars Centre - Catering Options Appraisal

The Chief Executive Officer presented the report and the options for future catering consideration at Dewars Centre. The directors agreed that option 2 provided the balance between extended service delivery whilst mitigating and limiting financial risk. preferred option although this would have to be closely reviewed and changed if necessary. It was commented that although catering is a trading activity, any financial risk is relevant to the charitable company and therefore it is appropriate that the report is considered by the private company that will be providing the catering will not be willing to work at a loss.

Resolved:

- (i) Directors agreed to Option 2 – Extended Catering, Bar and Hospitality offer – Lang’s Food. This will be reviewed on a four-weekly basis at the Finance and Governance Committee.

8 **Chair Update**

Directors Training – This took place on 14th June 2023. The Directors felt that the content of this training was good, but the background noise and technical issues impacted on the quality of delivery. The CEO has been asked to provide feedback to Burness Paul.

ALEO Review – The Chief Executive Officer and Mr Maclehose will meet with Thomas Glen (PKC CEO) and Fiona Robertson on July 19th regarding this. The CEO committed to sharing the project proposal scoping document.

Wellbeing Team – Mr Maclehose thinks that there is a responsibility for the Company to help more people get into exercise. It was discussed that there are various teams that work on this within the wellbeing team.

9 **AOCB**

Director of Finance – This is the last meeting that Mrs Cameron will be attending, Directors thanked her for the professional job she has done over the years in what is a complex job with a high level of pressure.

Experience ○ Investment ○ Opportunity ○ Commitment

Sponsorship Packages – This has been advertised and launched directly and through social media channels and there has been some interest from local companies.

Holyrood Debate on Dewars Centre took place on May 31st. There has been no further communication or offer of financial support following the debate.

PKC Leadership Review – PKC have carried out a review of the Senior Management Team and have proposed a reduction in the Executive Team from 5-3 posts and a reduction in the Heads of Service Team from 13 to 11 posts. ALEO partnership and development will be aligned to Economy, Development and Planning in the revised structure.

Breadalbane Swimming Pool – it had been reported in the media recently that the swimming pool has been closed over the course of the previous week due to maintenance issues, confirmation was provided to the Board that this was in relation to a technical issue which is managed by Mitie the FM provider in the Community Campus’.

10 **Date of Next Meeting - 31st August 2023**

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