

Minutes of Board Meeting held on 25th April 2024

Present – Ashley Pringle (Chairperson), Councillor John Sweeney (Vice Chairperson), Councillor Ian Murdoch, Councillor Jim Montgomerie, Councillor Jean McClung, Anne Todd, Lorraine Tulloch, Helen Campbell and Ross Glover.

In attendance – Malcolm McPhail (C.E.O), Laura Barrie (Head of Active Communities), Scott Morrison (Community Sport Manager), John McMillan (General Manager Portal), Susan Kelly (General Manager Auchendarvie), Fiona Comrie (Health and Wellbeing Manager), Lisa Little (Health and Safety Manager) and Stephanie Napier (PA to CEO).

In attendance from North Ayrshire Council – Rhonda Leith (Head of Service – Connected Communities).

The meeting started at 10am.

1. Apologies

Apologies were received from Lee Gillan and David Hammond.

2. Minutes of the meeting held on the 29 February 2024.

The minutes of the meeting held on the 29th February 2024 were approved.

3. Matters arising/Action Points

The Chairperson brought forward Item 4. The HR Committee recommend that Ross Glover is appointed as the new Community Representative Director for the Board. Ross provided the Board with an overview of his background in teaching and producing pantos for local drama groups alongside his connections with Active Lifestyles team, and explaining why he was interested in joining the Board at KA. The Board agreed to appoint Ross Glover as Director.

4. New Director Appointment

Please see Item 3.

5. Departmental Reports

5.1. Health Safety and Wellbeing Report

Malcolm informed the Board this meeting would be Lisa Little, the Health and Safety Manager's final meeting as she had secured employment with another organisation. The Board offered Lisa congratulations on her new appointment and thanked her for all her hard work at KA Leisure and securing the recent ROSPA Award which was described as a "major achievement" by the Chairperson. Councillor Sweeney provided Lisa with his personal congratulations for the Awards, adding that he would like to discuss KA's promotion and communication of Awards at a later point in the meeting. Laura and Malcolm both offered thanks to Lisa for her commitment to KA Leisure and wished her well in her new employment.

Susan presented the Health Safety and Wellbeing Report.

Councillor Sweeney asked for more information on the recent Fire at the Portal Leisure Centre. John McMillan explained the Fire Watch Commander had visited and the cause was a faulty box; an issue the Fire Service Risk assessor had never witnessed before. The repair had been reported through RADAR but

had not yet been completed. Rhonda Leith explained that the new quarterly PMI meetings would help to improve communication and any ongoing issues with repairs would hopefully be rectified. The Chairperson added that a Maintenance agreement had previously been discussed and Malcolm confirmed that this agreement would be part of the future plan.

A discussion was held about the Aggression at Work policy and whether this was in place and what measures were currently being taken to support staff. Laura confirmed a policy was in place and training opportunities were currently being investigated and would be filtered through to all frontline staff.

The Board noted:

- Health and Safety Performance across the Company.
- KA Leisure has been successful in achieving RoSPA President's (10 consecutive Gold) and the RoSPA Leisure Safety Gold Award for health and safety performance during the period of January 01, 2023, to December 31, 2023.

Lisa Little exited the meeting.

5.2. Leisure Report

Susan presented the Leisure Report.

The Chairperson asked for clarification on attendance figures and why the target was far greater than the actual figure. Laura explained that the targets were historically based on formulas and that this issue would be rectified with the new KPI reporting processes. Anne Todd added that she had emailed a template that could possibly assist with this issue. Anne questioned how gym attendance was currently being measured. John explained that gym attendance was currently only recorded if users registered at the front desk, adding that the Fitness and Membership manager was working on a Tile system that would provide more accurate figures. The Chairperson added that reliable attendance figures are crucial and should be a top priority for KA. Laura explained that the plan going forward would be that live data could be accessed at any time, to benefit both Board reporting purposes and also for the respective teams across the business.

Councillor Sweeney requested that the Board is provided with live updates on the reinstatement work at Auchenharvie Golf Course. His concern on 2 areas surrounding Golf were also raised: the wellbeing of Greenkeeping staff in the absence of the Golf manager and the current condition of the Golf courses due to staffing issues. Susan responded to update that hours were being covered and the courses were currently being kept going until the vacant post is filled. Malcolm added that the option to purchase new machinery was being investigated, with the plan to move this around the courses on a rotational basis. This would allow for more efficient preparation of the courses and reduce manpower in this area. Malcolm confirmed a paper would be brought to the Board at a later date. Councillor Murdoch added that he was pleased to see Golf rounds had been increasing, questioning the possible reasoning for this. Malcolm responded that post Covid, figures have increased, and compliments have been received about the course conditions. Malcolm added that the membership bolt on and the good value proposition could also be behind the rise.

Councillor Murdoch advised that he was pleased with Malcolms contribution at the recent Largs Community Council meeting, noting the absence of a community centre in Largs and how Vikingar could be

utilised for this purpose which would in turn increase footfall for the centre. Malcolm agreed that the idea to turn Vikingar into a centre for the community was a good idea, adding that future plans would turn the Leisure centre into an entertainment venue, noting his intention to approach the Board with more detail when a more definitive plan was in place. Malcolm confirmed that the heritage of the centre would be protected at all times. Laura added that there is a development work underway across all main leisure venues to maximise space, to ensure they were able to support a wider programme of wellbeing activities and be a welcoming social space to support communities with inclusion and loneliness.

The Board noted performance across the business area.

5.3. Active Lifestyle Report

Fiona presented the Active Lifestyle Report.

Fiona discussed the work carried out as part of the Activator community programme is extremely valuable, in particular delivering blood pressure checks. This has highlighted the need for a new vehicle due to the ongoing maintenance issues faced. Fiona noted that due to demand, having two vehicles would be beneficial.

The Chairperson questioned whether attracting skilled staff was an issue for the referral team. Fiona responded that staffing is difficult industry wide, and the implementation of a comprehensive programme is required but funding and training are barriers in this area. Fiona noted that taking on apprentice staff can take 12 months to train and is costly but retaining staff is an issue and an exercise of salaries is required. Fiona noted that the team are working with specialist areas within the NHS to ensure a social prescription system is in place, with many partners playing their part but meeting the demand in North Ayrshire is difficult. Fiona noted that although funding has remained static for a number of years, salaries have increments have increased so affordability continues to be an issue we monitor.

Councillor Montgomerie commended the work carried out by KA and noted that the general public are not aware of how good KA is. Malcolm responded that a marketing specialist may be required or possibly promoting an existing member of staff for this purpose. A discussion was held around how marketing should be targeted as meeting demands is already difficult and teams are working to capacity already due to staffing issues. Scott Morrison added that KA Leisure requires a relaunch and rebrand which would clearly define each area of the organisation.

The Board noted performance across the business area.

5.4. Community Sport Report

Scott Morrison presented the Community Sport Report.

Scott discussed the introduction of a Talented Athlete programme which would fit in with the profile of North Ayrshire, offering a reduced membership fee for users and be sponsored by Pulse Fitness. There would be no costs involved other than the potential cancellation of memberships of any potential recruits. Scott could not predict the potential numbers but added that there would be set application periods throughout the year. Accessibility/opening times would be discussed and agreed with the General Managers and pop-up gyms would be used as an additional resource. Initially membership would be open to international athletes, but this would expand after a 6-month review period to allow a financial analysis

and any required amendments to be applied. Councillor Montgomerie noted that a programme such as this should be at the forefront of an organisation like KA Leisure.

The Board:

- Noted performance across the business area.
- Approved the proposal for the introduction of a Talented Athlete Programme.

6. KPI Framework/Board Report Format

Laura and Scott provided a summary of the work carried out in relation to the KPI framework which the team are introducing across all business areas. An online workshop was held to assess and refine the framework content. This was attended by the Chairperson and Lorriane Tulloch, additionally Anne Todd sent information by email. Reporting areas have been split into key business areas and a programme built to provide the information. Most of the data will be generated by Legend, however, there are a few systems we utilise, and targets have still to be agreed. The reporting periods have still to be agreed to align with the schedule of meeting dates. Some of the indicators may be on annual reporting basis and some of the data does not require a target. Scott added that the aim is to provide the Board with a series of high-level material reflective of the business. Scott explained there may be a requirement for external support to be sought to create a programme that will simplify the process of data collection. Laura added that the plan at this stage is to further refine each reporting area with a few identified measures per area. Malcolm stated that having a small number of indicators, possibly 12-15 on the front page as being “great governance”.

Councillors Sweeney and Montgomerie exited the meeting.

The Chairperson asked for more information on the Impact Data set that was provided, adding that any information in this area is crucial and demonstrated clearly where we are making a difference. Laura advised that this data was already being collected to compliment the quantitative data captured, however would require further development work as the Wellbeing Alliance progresses and we begin to report within the CPP Impact Tool which has been developed. Laura noted that more clarity was required for this data set and the Chairperson requested that this information is sent on to the Board via email once available.

It was agreed for the next Board meeting the team would start the process of syncing in the narrative to the new format and develop the dashboards. Scott noted that the new format would evolve future Board meetings with the agenda likely to change.

7. Wellbeing Alliance Update

Laura provided a summary of the progress made and detailed the Next Steps event held in March, which was opened by North Ayrshire Council Leader, Marie Burns. This event began to explore the development of the Alliance and the move to delivery and a public facing brand. A booklet and animation video has also been produced to share the range of engagement activities undertaken across the last year and provide strategic context and background. This phase is being supported by Electrify – who many partners across North Ayrshire have used their services. Electrify will continue to support the communications aspect and the development of engagement activities. Discussions are also ongoing with UWS who are intended to support a formal evaluation programme, with a focus on process and logic modelling. Laura explained she is also working more closely with



the third sector to allow for a broader partnership. Malcolm noted the intent to move at pace before the next Steering Group meeting is scheduled.

Rhonda Leith thanked the Elected members for their help in securing the £40k set aside for the Wellbeing Alliance development activities.

8. Any Other Business

Malcolm provided an update on Lee's absence and the cover arrangements for this period.

Malcolm advised the Board that KA would soon be introducing a Vehicle Salary sacrifice scheme which would be a fantastic benefit for staff and help to reduce their carbon footprint.

9. Date of next meeting

The date of the next meeting is Thursday 27th June 2024.