

Meeting	KA Leisure Board Meeting
Date/Venue	29th August 2024 – 10am, 22 Quarry Road, Irvine, KA12 0UG
Present:	<p><u>Directors</u> Ashley Pringle (Chairperson) Councillor Jim Montgomerie Councillor Jean McClung Anne Todd Lorraine Tulloch Helen Campbell Ross Glover.</p> <p><u>Employees</u> Malcolm McPhail (C.E.O) Laura Barrie (Head of Active Communities) Scott Morrison (Head of Strategic Planning and Development) John McMillan (General Manager Portal) Susan Kelly (General Manager Auchendarvie) Fiona Comrie (Health and Wellbeing Manager) Kirsty Jordan (HR Lead) Sharon Law (CRM and Data Manager) Stephanie Napier (PA to CEO)</p>
In attendance NAC	Rhonda Leith (Head of Service – Connected Communities).
In Attendance O'Donnell Associates	Sarah Geoghegan and Clair Bryan
Apologies	Councillor Sweeney (Vice Chairperson) Councillor Murdoch
MINUTES	
1. Apologies	
Councillor Sweeney (Vice Chairperson) Councillor Murdoch	
2. Minutes of Meeting held on 25 April 2024	
The minutes of the meeting held on 25 th April 2024 were approved.	
3. Matters Arising/Action Points	
<p>The Chairperson issued a warm welcome to Sarah Geoghegan and Clair Bryan from O'Donnell Associates; in attendance for Item 4 to carry out a presentation on the Governance review project and observe the meeting. A welcome was also issued to Kirsty Jordan (HR lead) and Sharon Law (CRM and Data Manager) who were attending their first meeting.</p> <p>The requirement for an Action plan to be included in future Board papers was discussed and agreed.</p>	

4. Governance Review

Sarah Geoghegan and Clair Bryan carried out a Governance review presentation outlining the reviews objectives, methodology and next steps, which include observing meetings and compiling a report for the Board. Discussions emphasised the significance of good governance in charities, particularly post COVID-19, highlighting the need for annual reviews and strategic committee management to prevent trustees from overstepping into operational areas, which happened through COVID but is no longer required. Board dynamics were also addressed, stressing collective responsibility and the necessity for a clear strategy.

It was confirmed that the interview process between Board members and management had been completed, although two Board members had not yet participated. Feedback indicated positive engagement, with all participants being open and willing to contribute. Meetings with relevant North Ayrshire Council officers would follow, and any second interviews with Board members or staff would be optional. Sarah and Clair also confirmed their availability for any further input from those wishing to add to previous discussions.

The possibility of holding a development day for Senior Managers and Board members facilitated by O'Donnell Associates was discussed. The day would allow for focused discussions on the organisations priorities and challenges alongside supporting the Board in the creation of their own strategic document that would outline the organisations direction. It was agreed to revisit this option after O'Donnell Associates presents their final findings and recommendations.

5. Department Reports

1. Health Safety and Wellbeing Report

Sharon Law summarised the Health, Safety and Wellbeing Report with particular focus on the re-development of staff which continues to be a priority area moving forward.

Laura Barrie reported that Sarah Shimmen, our Workplace Wellbeing Partner is preparing to launch a more tailored Wellbeing survey, designed to serve as a preliminary 'quick check' before the HSE survey later in the year. Discussions are also underway regarding a series of training opportunities for staff including, resilience and time management. Following the launch of the HSE survey, Sarah would also deliver a session for the Board of Directors to update them on the findings. Laura further noted that a new Occupational Health provider has been appointed, and the reinstatement of the Employee Health Safety & Wellbeing group is forthcoming.

The Board noted:

- Health and Safety Performance across the Company.
- The change to the Health and Safety management reporting systems.

2. Business Report

Malcolm McPhail summarised the Business Report, noting that both Brian Wright and Lee Gillan had contributed to the preparation of accounts. Malcolm reported that Lee is now back in the business and is doing well in her recovery. The Chairperson asked that the Board of Directors best wishes are passed on to Lee.

Malcolm discussed the new Business Report layout, adding that if anyone would prefer to revert to the previous layout or would like a different approach then adaptations can be made.

A discussion was held concerning outstanding debts to KA Leisure and the measures in place to collect debt and avoid reoccurrence. It was confirmed that the most occurrences of debt were through a loophole in the memberships and operational issues in the control of invoices being sent and tracked. John McMillan confirmed a recent exercise had recovered a large sum of debt and that measures have been put in place to avoid reoccurrence such as invoice tracking and contract awareness for new members. It was agreed that an external agency could be used to chase debt, but no court action should be taken.

The Board noted performance across the business area.

3. Leisure Report

Susan Kelly presented the Leisure report. Staff recruitment was discussed, Susan confirmed that there was shortage of skilled staff to tend to the Golf courses, therefore an external contractor had been recruited to fill the gap in this area. Susan confirmed different avenues were currently being explored as a solution to the lack of qualified Greenkeepers, such as having minimal greenkeepers with labourers hired as support. The shortage of skilled staff across the full company was discussed and whether there would be potential for more Ayrshire College training initiatives to help with recruitment. The Chairperson suggested Susan could have further discussions with Kirsty Jordan and propose a new training/recruitment scheme to report back into Board.

John McMillan provided a summary of the Appreciative Inquiry projects currently being undertaken with particular focus on the Efficiencies project that will help control expenditure and generate additional revenue. John reported that Agile Methodology would be used, and he described in detail the 5 stages/phases of the project: Define, Discover, Dream, Design and Deliver. The Chairperson described the model as “excellent practice”, requesting that the Board is updated going forward on the progress of the projects. Lorraine Tulloch noted her interest in the projects and that previously she was worried about capacity for such projects with the new structure, but it was good to see the work being carried out.

The Board noted performance across the business area.

4. Health and Wellbeing Service Report

Fiona Comrie summarised the Health and Wellbeing Service Report, reporting that recruitment has been a challenge, especially with the recent increase in participation which is mainly due to a 28% increase in programme referrals, but that staffing issues are being addressed with the introduction of new trainee posts. Fiona reported that her team are preparing for discussions with HSCP to review outcomes and funding needs with the aim to secure additional funding for staffing. Fiona reported that funding bids had already been submitted for additional staffing to support community rehabilitation efforts across North Ayrshire and other funding opportunities were being investigated. Positive feedback, complimenting staff on the more targeted approach of the health checks on the Activator was also reported.

The Board noted performance across the business area.

5. Community Sport Report

Scott Morrison presented the Community Sport Report. Scott provided thanks to Councillor Jim Montgomerie for his support in the launch of the Talented Athlete programme which has received applications covering a wide variety of sports. Scott noted that the football memory club has grown considerably and Paul Todman's contributions to the club were recognised.

As requested by Councillor Jim Montgomerie, Susan provided an update on the skate park, noting that discussions were still being held with North Ayrshire Council regarding the park. Susan reported the site had been a fire target from youths in the area and damage was considerable with repairs or replacement cabins costly, but the site had been made safe as a priority. In respect of the skate park being open for use, Susan confirmed the bigger picture would need investigated as the area would need to be safety checked on a regular basis.

The Board noted performance across the business area.

6. People Report

Kirsty provided the Board with a summary of her career to date and the work she has been carrying out since her employment commenced with KA Leisure in April 2024. Kirsty summarised the People Report giving more detail on the following areas:

- Implementation of Personal Development Reviews that have been rolled out for the first time in the company's history.
- The updating of policies and procedures.
- New Occupational Health provider – Ayrshire Medical Services (AMS)
- Roll out of the Employee Assistance programme that will give staff 24/7 confidential support, advice and guidance on legal, health and financial matters.
- The cleansing of data in the system to ensure data integrity before analysing metrics related to tenure, gender, contracts and absence.
- Review of structure and pay rates.

The Chairperson noted that he is "delighted" that an HR specialist has been appointed who can now focus on projects that have been dormant in the company for some time. The Chair suggested that an HR Committee meeting should be arranged to allow more time to discuss the structure and pay review, Trade Union consultation, Policy Tracking and Recruitment issues.

The Board noted performance across the business area.

6. KPI Framework Dashboard

Scott Morrison provided an update on the progress made with KPI Dashboards, reporting that the Fitness dashboard was complete, and work had commenced on the HR dashboard, explaining Dashboards had been built with both Directors and staff in mind. Scott provided thanks to Anne Todd who had provided help on the dashboards at a recent meeting. Scott agreed that Dashboards would be complete by the next Board meeting and hopefully the new style report would be issued.

Anne Todd suggested there was possibly too many Key Strategic KPI's, highlighting the importance to get it right and suggesting another workshop may be valuable. A discussion was held surrounding reducing the Key Strategic KPI's and ensuring only relevant areas were reported but could still sit in the background as a useful tool for staff. Scott noted that the plan going forward would be to hold Board meetings quarterly alongside additional focused workshops. The Chairperson suggested an Audit Committee was organised to allow for due diligence on the KPI framework.

7. Wellbeing Alliance Update

Malcolm issued a recently published Health Club Magazine article discussing the introduction of the Wellbeing Alliance across North Ayrshire, highlighting the requirement to deliver on the Alliance's promises now that it has become more visible, and interest is global.

Laura provided an update on the last Steering Group meeting held in May that hosted multiple guest speaker and partners. Laura explained that the meeting went well but the concept of the Alliance was still not widely understood therefore she had started work meeting with partners individually and working more closely with the third sector interface.

Laura reported that the team is in the process of establishing the Operational Working Group, which will focus on mobilising delivery across localities and advancing the Wellbeing workstream of the LOIP. Given the breadth of the Wellbeing pillar, several options and exercises are being explored to break it down into more manageable components.

Laura also outlined the next steps for the Alliance, emphasizing the need to formalize efforts with a data-driven approach to create a unique value proposition. Pilot projects are currently being developed in the Kilwinning locality in partnership with the Local Employability Partnership, linking wellbeing with employment, training, and skills development opportunities. Additionally, Laura highlighted the growing focus on public-facing communications and branding, as well as the need to explore and secure collective funding opportunities.

8. AOB

There was no other business.

9. Date of Next Meeting

The date of the next meeting is Thursday 31st October 2024.