

KA LEISURE BOARD MINUTES

Meeting	KA Leisure Board Meeting
Date/Venue	27 th February 2025 – 10am, 22 Quarry Road, Irvine, KA12 0TH
Present:	<p><u>Directors</u> Ashley Pringle (Chairperson) Councillor John Sweeney (Vice Chairperson) Anne Todd Councillor Jean McClung Lorraine Tulloch Helen Campbell Ross Glover</p> <p><u>Employees</u> Malcolm McPhail (C.E.O) Laura Barrie (Head of Active Communities) Kirsty Jordan (Head of HR) Scott Morrison (Head of Strategic Planning and Development) Brian Wright (Finance Consultant) Rachel Williams (Head of Projects and Revenue Management) Kyle Lewis (GM Garnock) Stephanie Napier (PA to CEO) Notes</p> <p><u>NAC</u> Rhonda Leith – Head of Service (Connected Communities) Yvonne Holland - Project Manager (Schools for the Future) – Item 4</p>
Apologies	David Hammond – Executive Director (Communities and Housing) Councillor Jim Montgomerie Councillor Ian Murdoch John McMillan

MINUTES

1. Apologies

Apologies were received from David Hammond, Councillor Jim Montgomerie, Councillor Ian Murdoch and John McMillan.

Ashley Pringle reported that Ian Murdoch had submitted his resignation as Director due to difficulties with the meeting schedule.

2. Minutes of Meeting held on 05 December 2024

The minutes of the meeting held on 05 December 2024 were approved with the agreement that Councillor Sweeney was added to the list of attendees.

3. Ardrossan Campus – Presentation

NAC Project Manager Yvonne Holland provided an overview of the Ardrossan Community Campus facilities, highlighting its multi-use sporting and leisure amenities. Discussions included the implementation of a school security lockdown strategy to allow for community access but prevent unauthorised access, the coastal-themed interior design catering to neurodivergent needs, signage

and the accessibility of community facilities. The design of the pool area was confirmed to involve specialists to meet standards, while concerns about glare and privacy in changing facilities were addressed.

The project timeline was outlined with the intended opening date of August 2027 although this would be closely monitored as the start of construction is contingent on the completion of enabling works due to site contamination.

Ross Glover raised concerns over whether there was ample accessible parking, considering the aqua class alone. Yvonne detailed that plans were in place for 12 accessible spaces alongside 1 motorbike space. Yvonne discussed the balance required between the need for parking spaces and the encouragement of active travel explaining that the site is on the National Cycle route and is only 200 meters away from the town centre, which presents an opportunity for regeneration and improved access. It was confirmed that the active travel team are currently working on establishing connections to improve active travel routes, although specific details were not available at present.

Ashley thanked Yvonne for taking the time to attend and giving the Board of Directors a better understanding of the project. Yvonne offered to come back at a later date to update the Board on the progress of the project. Yvonne left the meeting.

4. Matters Arising/Action Points

Ashley explained that as December's meeting was not quorate; the proposals had only been agreed via email therefore there was a requirement to have these fully ratified. Ashley outlined the proposals and requested full Board approval.

➤ **Director Retirement and Re-Appointments**

Ashely Pringle, Lorraine Tulloch and Helen Campbell.

➤ **Appointment of Office Bearers**

Chairperson – Ashley Pringle (Stepping down on 31st March 2025)

Vice Chairperson – Councillor John Sweeney

➤ **Number of Directors on Board**

It was agreed that, in line with the recommendation of O'Donnell Consultancy's report on KAL governance, the number of Board members should be increased and its skills base broadened.

It was agreed to recruit 2 Directors as soon as possible and seek a new Chairperson to replace the current Chair through due Board process supported by Kirsty Jordan. Ashley reported that Kirsty had already started work on the process.

➤ **Residency of Board Members**

It was agreed that the appointment of non-NA-residents to the Board could be considered, on the condition that they are either employed or have an interest in the area.

➤ **Articles of Association**

As recommended by O'Donnell's report, this document requires to be updated.

The wording surrounding the question of appointing non-NA residents is written in a manner which could be open for interpretation. The suggestion is that the document is updated to be clearer for understanding.

The Board approved all the outlined proposals.

5. Department Reports

Malcolm advised that as documented in the Board papers, most Departmental Reports other than Business Report would be written only with any questions to be directed to the associated managers by email.

Malcolm provided an update on the Finance team, highlighting that Lee Gillan was still out of the business for the time being due to health reasons and introducing Kyle Lewis and Rachel Williams and a summary of their current roles. Malcolm outlined measures undertaken to manage financial operations in Lee's absence and ensure the business continues to move forward; Kyle has been assigned to produce P&Ls for the next few months, while Rachel will lead the finance team and work on efficiency savings. Malcolm reported that Brian Wright would still be providing support to the finance team but there was concern over the affordability of using such highly qualified personnel, therefore this formed the reasoning behind seconding Kyle and Rachel as a temporary measure to reduce the number of hours that Brian would cost. Ashley requested well wishes are passed to Lee from the board.

Brian summarised the Business Report, highlighting and reasoning the decrease in surplus from the previous reporting period. Brian outlined multiple budget and financial adjustments and reported a predicted rise in energy costs coming up in April, which could impact future budgeting and financial planning.

Concern was raised regarding the lack of a breakdown for income sources, which could hinder financial transparency and planning. It was agreed that a financial breakdown will be provided, either as an appendix or incorporated into the quarterly report, to enhance clarity on income sources and financial allocations and project funding.

Malcolm introduced Rachel to discuss the ongoing efficiencies projects she has been allocated to manage. Rachel discussed operational efficiency and budget monitoring, outlining the plan for a more robust monitoring of budgets as the new financial year approaches, involving regular meetings with GMs and budget holders to ensure expenditures are controlled and justified. Rachel highlighted recent concern regarding whether the current staffing levels are appropriate or whether there is overstaffing based on historical practices which in turn would lead to a staffing adjustment to maximise budget efficiency. Rachel outlined the next steps include conducting meetings with GMs to monitor expenditures and discussing financial sign-off processes to ensure that purchases are necessary and affordable.

Rachel reported on the Wellness Boost subscription that was soft launched in January, providing health checks for members, which is a new initiative for the organisation. Following staff training by external providers, the subscription will fully launch in early May and be available to all residents of North Ayrshire, not just gym members. Rachel reported that a partnership has been established with Health Heroes to provide access to various health professionals as part of the Wellness Boost

subscription. Discussions were also taking place with MH1 Global; a company who provide lifestyle questionnaires and provide a wellness score immediately for the member.

Rachel reported that early discussions have taken place to introduce a cafe in Vikingar Leisure centre that would replica the Portal café on a smaller scale; updates would be provided to Board at future meetings, but this project would expect to take around 6 months to progress.

Rachel also discussed that alongside Kyle, work had commenced looking at the Community Hubs, working through demographics and usage data such as throughput figures and staffing levels. Next steps would involve producing a customer survey to find out customers wishes, and an update would be provided at the next Board meeting.

The final project to be reported by Rachel was the Ardrossan Campus which has experienced a delay although consultation regarding the new campus and Auchenharvie site has been conducted locally, and the feedback received aligns with the intended vision for the campus.

Councillor Sweeney thanked and welcomed Rachel and Kyle to the team. He then raised concern, noting he had raised this previously regarding the additional workload on general managers of which he had communications with on the matter. Helen Campbell raised similar concerns for the Active Lifestyles team. Malcolm noted Councillor Sweeney and Helen's concerns and assured them that staff wellbeing was a priority with regular check ins with managers. He also noted the daily eeda check in which has been useful on sense checking with staff. Malcolm praised the managers for their enthusiasm and commitment to the organisation and described the community side of the business as world class reasoning the decision to combine operations and community to deliver commercially in the form of the new wellness subscription which is the first of its kind in the UK.

Malcolm provided an update on Auchenharvie, confirming that discussions were ongoing with contractors and the insurance company to facilitate the reopening of the fitness suite and swimming pool. Malcolm reported that the ice rink was now open and the wheelchair curling championships were going ahead as planned commencing at the end of the week.

Further discussions took place covering funding and financial sustainability, membership price increases, volunteer memberships and operational/management issues within Golf.

The Board noted performance across all business areas.

6. KPI Framework Report

Laura and Scott updated the Board on the ongoing development of the KPI framework, emphasising the importance of striking the right balance between providing meaningful insight and avoiding information overload. They highlighted the need to ensure that the dashboards and performance indicators remain strategic, accessible and focused, without overwhelming Directors with excessive detail. The Board agreed to proceed with the current list of identified KPIs and recognised the importance of establishing a clear review cycle. The next steps include finalising the framework and implementation of the associated dashboards and ensuring all team members have a clear understanding of the KPIs being collected and measured. This will support a consistent approach to performance monitoring as we move into the first quarter of the new financial year.

7. Wellbeing Alliance Update

Laura provided an update on the Wellbeing Alliance, highlighting its new strategic focus on child and family poverty as a key priority. She noted that the Kilwinning Pilot, which connects employability and wellbeing, is already underway and serves as a practical example of this integrated approach in action. Laura outlined the next steps, which includes continuing discussions with partners, refining the Alliance's focus, and maintaining delivery momentum.

8. Operational Strategy for next 12 months

Malcolm reported that the Audit Committee had agreed to proceed with the governance review recommendations which are crucial for improving governance operations, who we are and what we do, how we are going to operate the board, and tidying up the meeting structure and framework. The plan was to look at the technical aspects first and take a strategic approach expected to span over 3 years. Malcolm outlined the five main areas that would guide the process:

- **Phase 1**
 - **Principle 1** - Board Strategy and who we are – Year 1 – Comms
 - **Principle 2** - How we operate the Board -Strategic approach
 - **Principle 3** - KA Leisure Cultural – Board Culture Know, Show, Go – Behaviour protocols
- **Phase 2**
 - **Principle 4** - Decision protocols
 - **Principle 5** - Trustee performance

The board agreed that there should be a governance review action plan to ensure transparency and accountability in addressing the identified priorities. It was suggested to create a template that includes the actions from the governance review to facilitate tracking and reporting progress to the board.

Ashley announced that following a lengthy term as Employee representative on the board, Helen Campbell had submitted her resignation as Director. Helen explained this was due to personal reasons and capacity. The Board thanked Helen for her service and wished her well for the future.

There was a consensus on the idea of reinstating the employee consultation committee to enhance employee representation and engagement with the board. Kirsty reported that Lisa Little was in the process of restarting the Health and Safety Wellbeing Group to improve staff engagement. It was suggested that a new employee representative for Board could be advertised and selected from one of these forums.

9. AOB

Malcolm and John provided thanks to both Helen and Ashley on behalf of the Directors and staff for their long service and commitment to the Board, wishing them well for the future.

10. Date of Next Meeting

The date of the next meeting is Thursday 29th May 2025.