# KA LEISURE BOARD MINUTES

| Meeting | KA Leisure Board Meeting |
|---|---|
| Date/Venue | 26th February 2026 – 10:15am<br>Fullarton ConneXions, Church St, Irvine KA12 8PE |
| **Present:** | **Directors**<br>Councillor John Sweeney (Chairperson)<br>Ross Glover (Vice Chairperson)<br>Lorraine Tulloch<br>Councillor Jean McClung<br>Euan Smith<br>Brian Macdonald<br>Paul Brodie<br>Steven Anderson<br>Councillor Mary Hume<br><br>**Employees**<br>Malcolm McPhail (CEO)<br>Laura Barrie (Head of Active Communities)<br>Kirsty Jordan (Head of HR)<br>John McMillan (GM Portal)<br>Scott Morrison (Head of Strategic Planning and Development)<br>Rachel Williams (Head of Projects and Revenue Management)<br>Kyle Lewis (GM Garnock)<br>Stephanie Napier (PA to CEO) Notes<br>Active Lifestyle and Community Sport Teams (Item 5)<br><br>**NAC**<br>Rhonda Leith – Head of Service (Connected Communities) |



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# MINUTES

## 1. Apologies

Apologies were received from Anne Todd, Councillor Louise McLaughlan and David Hammond.

## 2. Minutes of Meeting held on 27th November 2025

The minutes of the meeting held on 27th November were approved.

## 3. Matters Arising

There were no matters arising.

## 4. Director Appointment

The Board considered a paper outlining the requirement to fill a vacancy arising from the recent retirement of Councillor Jim Montgomerie. It was noted that, in accordance with the Articles of Association and nomination arrangements with North Ayrshire Council, a nomination had been received for Councillor Mary Hume to be appointed as Director of North Ayrshire Leisure Limited.

Following consideration, the Board agreed to proceed with the appointment as nominated.

The Board of Directors:

- Noted the nomination received from North Ayrshire Council.
- Approved the appointment of Councillor Mary Hume as Director of North Ayrshire Leisure Limited.

## 5. A Year in Review – Active Communities

Laura introduced the Active Communities Team and provided an overview of the work progressed across the last year, highlighting the increasing role of Community Sport and the Health & Wellbeing Service within wider prevention, wellbeing and community support agendas across North Ayrshire.

The Active Lifestyle and Community Sport teams then delivered a presentation outlining the breadth, scale and impact of delivery. Key areas highlighted included community classes delivered across all localities, including Arran, club and volunteer development, targeted “sport for change” interventions and the Talented Athlete Programme.

Directors noted the significant scale of the Health & Wellbeing Service, including over 100 referrals per month, approximately 1,500 individuals supported annually, 92 weekly classes and more than 50,000 attendances each year. The delivery of 42 condition-specific classes and community outreach health checks averaging 300 per month was also highlighted, alongside strong partnership working with NHS Ayrshire & Arran and a range of local organisations. The presentation reinforced the organisations role as a preventative, inclusive and community-focused organisation supporting residents across all ages and stages of life.



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Directors welcomed the presentation and commended the teams on both the scale and diversity of delivery, recognising the visible impact being achieved within communities across North Ayrshire.

Particular recognition was given to the strength of targeted interventions, including self-referral pathways, condition-specific programmes and initiatives such as Walking Football and Parkinson's activity sessions, particularly in relation to reducing isolation, improving wellbeing and strengthening social connection.

Directors also highlighted the importance of continuing to clearly communicate and evidence the impact of the work underway, whilst recognising the strong performance and continued growth of services despite ongoing financial pressures.

A wider discussion also took place around the promotion, visibility and advertising of programmes and services to ensure communities remain aware of the breadth of support and opportunities available across North Ayrshire.

## 6. Business Reports

Rachel Williams presented the Finance Report for Period 9, the proposed Capital Investment programme and the draft Budget for 2026/27.

The Company is reporting a year-to-date surplus of £4,307.

Income remains below budget due to the lengthy closure of Auchenharvie Pool, although trading income is ahead of the previous year. Employee costs reflect NI increases and restructure costs. Property costs remain underspent due to utility repricing.

The proposed capital investment programme for gym and sauna refurbishment across key sites was outlined. The total investment of £1,280,590 over five years was presented, with an ongoing annual impact of £128,059 from 2027/28. The investment focuses on essential replacement and refurbishment to protect income streams, maintain service quality and reduce reactive maintenance risk. The risks of non-investment, including projected membership and revenue loss, were noted.

The draft Budget for 2026/27 focuses on income diversification, cost control, efficiency measures and strengthening reserves in response to funding pressures and energy volatility. It was noted that significant additional income growth is unlikely due to market limitations; therefore, financial resilience will rely on disciplined cost management and retention performance. Key risks and mitigation measures were highlighted.

The Board of Directors:

- Noted performance across the business area.
- Noted the Period 9 financial position and key income and expenditure variances.
- Approved capital investment in line with medium term financial strategy.
- Noted the ongoing annual cost of £128,059 from year 2027/28.
- Confirmed that the investment supports medium to longer term financial sustainability and service quality.
- Approved the budget for 26/27.
- Noted the key risks and mitigation measures for 26/27.

Scott presented the KPI Executive Summary.

Directors welcomed the report, noting the improved strategic insight into organisational performance. Thanks were recorded to staff for the clarity of reporting.




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# KA LEISURE BOARD MINUTES

MINUTES (continued)

Discussion took place in relation to Health and Safety performance, including how preventable issues and emerging trends can be identified and measured. It was confirmed that future reporting will benchmark against national statistics. A concern was raised regarding reporting at Garnock Leisure Centre; it was noted that recent staff absence had impacted reporting levels and this is now being addressed.

Directors noted strong performance within Leisure and Community Sport. Within the Health & Wellbeing Service, maintaining delivery levels and promoting uptake within ASN activities was discussed.

Concerns were raised regarding recent changes to the Learn to Swim waiting list following feedback from customers. It was confirmed that the waiting list had been reset and transitioned to a revised approach, with complaints being managed and efforts ongoing to ensure fair access.

An update was provided on recruitment in advance of the Auchenharvie Pool reopening, with interviews currently underway.

People metrics were considered, including learning and development activity, targeted workshops and an 85% training completion rate, with additional sessions planned.

The Board of Directors:

- Noted the strong performance across all business areas and the actions underway to address areas currently operating below target.
- Noted the revised Health, Safety and Wellbeing Policy.
- Noted the commitment and development to staff training and health and wellbeing, including the progress of the Health, Safety and Wellbeing Group.

## 7. Board Strategy

Scott Morrison provided an update on Board Strategy, including confirmation of the next Board Strategy meeting scheduled for 18 March. It was noted that discussion papers will be circulated in advance and that clarity is required on key focus areas.

An update was provided on the wider organisational strategy, which is due for refresh, with finalisation anticipated between late March – early April. The outcome of recent audit and HR discussions was noted, alongside ongoing external audit activity.

It was confirmed that the Teams meeting held in the final week of the month was well received by the Board and that further engagement opportunities will continue.

The Board of Directors:

- Noted the update on Board Strategy and forthcoming meeting arrangements.
- Noted progress on audit and performance reporting activity.



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## 8. Gender Pay Gap Report

Kirsty summarised, and the Board noted the Company Gender Pay Gap Report which will be available on the Company website and submitted to the Government Equalities Office in line with regulation.

## 9. AOB

The Board noted that a presentation was delivered and considered it to be informative and beneficial. Appreciation was expressed for the time and effort invested in the areas. It was agreed that a 20-minute slot could be allocated for future similar items.

The Trinity hub was discussed and although there was the greatest intent for the relocation, the centre was unfortunately not fit for purpose primarily due to the age of the building, and any works would not have been cost effective.

Rachel confirmed with Directors that the Leisure Management system contract was due for renewal with a cost saving of £30,000, the Board agreed to renew the contract.

## 10. Date of Next Meeting

The date of the next meeting is Thursday 28th May, location will be confirmed at a later date.




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