

MINUTES of the MEETING OF THE BOARD OF DIRECTORS of WEST LOTHIAN LEISURE LIMITED held within Head Office, Bathgate Leisure Centre on THURSDAY 25<sup>th</sup> APRIL.

**Present** – Cindy Brook (Chair), Cllr Tom Kerr, Tom Carr-Pollock, Cllr. Angela Doran, Karen Anderson, Beverley Greer, Cllr. Chris Horne, Paul Williams.

*Note: Cllrs Angela Doran and Chris Horne left the meeting after item 11*

**Apologies** - Cllr Harry Cartmill, Cllr Andrew Miller

**In Attendance** – Robin Strang, Mark Chambers, Andrew Heron, Will Reeves (West Lothian Leisure) Jim Cameron, Alan Colquhoun (West Lothian Council)

- |   | <b>Action</b> |
|---|---------------|
| 1. <u>QUORUM</u><br>The Chair advised that a quorum of Directors was present and the meeting could proceed as planned.  |               |
| 2. <u>ADDITIONAL OR ANY OTHER COMPETENT BUSINESS TO BE CONSIDERED AT THE END OF THE MEETING.</u><br>The Chair advised that there were two additional items for discussion at the end of the meeting.  |               |
| 3. <u>DECLARATIONS OF INTEREST</u><br>There were no declarations of interest.   |               |
| 4. <u>MINUTE OF THE BOARD MEETING ON 28<sup>th</sup> February 2019</u><br>The minute of the Board Meeting held on 13 <sup>th</sup> December 2018 was accepted as a true and accurate record.<br>Matters arising:<br>Cashflow projection will be completed by Andrew Heron once 2019/20 budget is completed inclusive of core salaries/pay award/reduced management fee. | <b>AH</b>     |
| Ongoing issues with the telephone/computer connection at Polkemmet Country Park. Quote was £10K so was rejected and we are trying a wireless connection from Xcite Whitburn.  | <b>MC</b>     |
| Saving of £12K has been made changing waste uplift to Biffa.  |               |
| A renewed council 'letter of comfort' was requested but not received. Alan Colquhoun to follow up.  | <b>AC</b>     |
| Paul Williams shared a summary of a meeting with Peter McFarlane and Eric Lumsden from Sneddon & Morrison to express concerns regarding an email Paul was copied into. Both parties expressed their position and the matter was successfully concluded.   |               |

It was requested that Paul share the summary with the Directors via email and agreed WLL will continue to use the services of Sneddon & Morrison for the time being. **PW**

**Decision: The minutes were accepted as a true and accurate record.**

5. MINUTE OF THE AUDIT & FINANCE SUB COMMITTEE MEETING ON 27<sup>th</sup> MARCH 2019

The minute of the Audit and Finance Sub Committee on 27<sup>th</sup> March 2019 was accepted as a true and accurate record. No Matters arising.

**Decision: The minutes were accepted as a true and accurate record.**

6. HEALTH AND SAFETY ANNUAL REPORT

Will Reeves presented his annual report and review of health and safety compliance. Following extensive discussion and scrutiny the Board thanked Will for his comprehensive report noting that there were no areas of concern and that we continued to comply will relevant legislation and policies.

**Decision: To note the report.**

7. HEALTH AND SAFETY ANNUAL POLICY REVIEW

The policy is reviewed on a regular basis and following any significant change in the business. The policy has been adapted to reflect the new structure.

**Decision: Changes were approved**

8. COMPUTERISED DROWNING DETECTION SYSTEM

A paper was circulated detailing a proposal to install computerised drowning detection (CDD) systems into some Xcite pools to allow further savings to be made. Xcite Whitburn has been selected as a trial site for the system to be installed following board approval.

It was agreed to hold a workshop on Wednesday 29<sup>th</sup> May for Directors to hear from the various providers and QLM (our health and safety advisers) on the CDD systems and how they work. It was requested that two Lifeguards were invited to attend to offer views from the front line.

**Decision: To note progress and agreement to hold a workshop for Directors, staff and external experts**

9. PERFORMANCE REPORT: April 2018 to March 2019, provisional year end (REP-0781)

Finance

Andrew Heron went through the report in detail concluding that although we had a challenging year our performance was positive with a projected £263k surplus and an 8% growth in membership, our main income generator.

Performance Dashboard

Robin Strang went through the performance dashboard which shows non-finance performance indicators. Employee turnover and sickness absence figures are slightly above target but improved from the last report. Customer visits are above target. Positive e-communication figures, 1.3% ahead of target for web hits. Membership figures above target, concessionary visits 40% increase on last year. All other indicators are on target.

Operations

Retention is improving with the introduction of the new Service Plan (Total Wellness Journey) and is positively contributing to sales and retention. NPS Scores stay well above the national average.

Business Development

Mark Chambers reported that our membership sales are encouraging with the May campaign 'Keep Moving Together' launching on 1<sup>st</sup> May.

Within this financial year Xcite Whitburn, Craigswood, East Calder and Livingston are scheduled for the gym refurbishments. Planning meetings will be held in the coming weeks.

HR and Training

Employee turnover rate was 21.24% but unsurprising given uncertainty as we begin the implementation of the three year plan.

Our new Head of Operations, Karen Wernham joins us from Edinburgh Leisure on the 1<sup>st</sup> July.

Strategic Risks

Robin outlined the main risks to the business.

**Decision: Directors noted the positive performance during 2018/19.**

10. BUSINESS PLAN 2019/20

The draft business plan for 2019/20 had been previously circulated. Robin Strang asked for any final comments by the end of next week. Thereafter it would be concluded and circulated.

**Decision: To provide final comments by the end of next week All**

11. THREE YEAR FINANCIAL PLAN PROGRESS REPORT

Robin Strang updated the Board on progress to date with the implementation of the Three Year Financial Plan. The most significant component of the plan is the Modernisation Programme to restructure staff and operations at the sites. As this will require a significant reduction in staff hours we are required to have a minimum of a 30 day consultation (to 7 June) with staff at risk. The consultation timetable was shared. It was reiterated that severance payments relied upon funding from the council (an interest free loan paid back over 8 years) as stated in the Three Year Plan. Once the cost of this is known a request will be made to the council as was done last year for management posts.

Law at Work are advising WLL on the programme and will work with the relevant Trade Unions and Employee Reps. It is noted however, the TU's feel there is no requirement for Employee Reps due to collective bargaining agreements in place. RS noted that the advice he has received from Law at Work differed from this and as there is no written documentation it is difficult to determine what is the case. It was agreed to seek a second legal opinion.

**Decision: To seek a second legal opinion but keep proceeding with the plan. RS**

12. PAY AWARD 2019/20

The paper was discussed detailing the options for a 2019/20 staff pay award, including 0% as proposed in the Three Year Plan. The discussion included feedback from staff during the Chief Executives recent site visits. It was highlighted that any pay increase will have an impact on the 3 year financial plan.

Following discussion on the options and the impact on the budget and staff morale it was agreed to apply a 2% pay award for all staff. Tom Carr-Pollock and Karen Anderson abstained from the vote. The remaining Directors all voted for a 2% award.

**Decision: To apply a 2% pay increase for 2019/20**

13. GENDER PAY GAP REPORT 2018

The Chair and Chief Executive presented the summary report for 2018 which shows that there is a mean gender pay gap of 7.2%. Although this is significantly lower than organisations within our sector it has increased since 2017. Given that we are about to go through a significant organisational restructure it was agreed that no action should be taken now and to review the position in 12 months' time.

Tom Carr-Pollock and Paul Williams requested a copy of the full report.

RS

**Decision: To note the report**

14. FREEDOM OF INFORMATION REQUESTS AND STAGE 2 COMPLAINTS 2018/19

The Chief Executive presented the annual review of FOI requests and complaints escalated to stage 2. During the year there were four FOI requests, lower than in previous years, and all were answered within the 20 working days deadline. There were no complaints escalated to stage 2.

**Decision: To note the report**

15. RECRUITMENT OF NEW CHIEF EXECUTIVE: APPOINTMENT PROCESS

It was proposed that Cindy Brook, Beverley Greer, Cllr Chris Horne and Paul Williams make up the appointment sub-committee to recruit a new Chief Executive, and that it be chaired by Cindy Brook.

**Decision: Proposal agreed**

AOCB

16. Robin shared that Kay Stafford, HR Team Leader has submitted her resignation with 4 weeks' notice. As we are only filling business critical positions at present permission was sought to recruit as soon as possible as HR support is required to guide us through the restructuring programme.

**Decision: Agreed as Business Critical**

Dates of Next Meetings

17. **Audit and Finance Sub-Committee:** Wednesday 29<sup>th</sup> May 2019, 6.30pm at Xcite Bathgate.  
**Board Meeting :** Thursday 27<sup>th</sup> June 2019, 6.30pm at Head Office, Bathgate