



SOUTH LANARKSHIRE
Leisure & Culture

**BOARD MEETING – 9 AUGUST 2023
AGENDA**

Location: Hamilton Town House

**Agenda
Item**

1. Board Training– Disciplinary and Appeals Panel Training
2. Sederunt
3. Apologies
4. Declarations of Interest – Annual Return
5. Minutes of Previous Meeting
6. Matters Arising
7. Performance Report – 1st Quarter 2023/24
8. Revenue Budget 2023/24
9. Board Paper Publication
10. Code of Conduct
11. SLC Strategic Commissioning Plan
12. Board and Group Leader Meeting – Verbal
13. AOCB
 - ◆ Recruitment Update
 - ◆ Schedule of meetings
14. Risk Register Implications

Date of Next Meeting (AGM) – 4 October 2023



South Lanarkshire Leisure and Culture SCIO is Scottish Charitable Incorporated Organisation (Scottish charity number SC023549) responsible for the operation, management and delivery of leisure and cultural activities on behalf of South Lanarkshire Council.

Minutes of Meeting of the Board of Directors of South Lanarkshire Leisure and Culture SCIO held at Hamilton Townhouse at 2pm on Wednesday 17 May 2023.

1. Sederunt

Chair:

Avril Osborne

Board Members:

Cllr John Anderson, Neil Brown, Cllr Andrea Cowan, Craig Cunningham, Chris Goudie, Cllr Ross Lambie, Alan Morrison, Cllr Mo Razzaq, Stephen Smellie

In Attendance:

Kay Morrison (Chief Executive)

Nick Lansdell (Strategy and Business Development Manager)

David Booth (Executive Director of Community and Enterprise Resources)

Paul Warnock (Health and Safety Manager) – Agenda item 4

Leigh Simmonds (QLM) – Agenda item 4

Joanna Boag-Thomson (Shepherd and Wedderburn) – Agenda item 4

Chris McGill (Shepherd and Wedderburn) – Agenda item 4

2. Apologies

Angela Beggan, Robert Craig, Cllr Maureen Devlin, Lisa Maule

3. Declarations of Interest

Craig Cunningham declared his employment with the Health and Social Care Partnership who provide funding to SLLC.

4. Trustee Briefing Session

The Board was presented with the following briefing sessions:

◆ Trustee responsibilities under Health and Safety

Presented by Quality Leisure Management, the input covered the responsibilities of Trustees under current legislation.

◆ Trustee responsibilities (SCIO), Director responsibilities (SLL Trading Ltd) and Other Legislation/Regulations including Information Governance

Presented by Shepherd and Wedderburn, the input covered Trustees responsibilities and governance and a briefing on Information Governance (including confidentiality) and best practice for Board conduct.

◆ Presentations from the briefing sessions will be distributed to the Board following the meeting.

5. Minutes of Previous Meeting

The minutes of the meeting of the Board held on Wednesday 1 March 2023 were submitted for Board approval as a correct record.

- ◆ Following some discussion regarding the content of Board minutes it was noted that the purpose of the minutes is to reflect general discussions and outcomes.

The Board: approved the minutes.

6. Matters Arising

There were no matters arising.

7. Performance Report – 4th Quarter 2022/23

The Board was guided through the report for the fourth quarter of 2022/23.

The Board: noted the report.

8. Audit Committee Update

The Board was provided with an update on business considered by the Audit Committee.

- ◆ Audit Committee was not quorate therefore Chair of the Committee has asked that any Board members interested in joining let Company Secretary know.
- ◆ External Auditors presented their Audit Plan for period ended 2 April 2023. SCIO conversion as of 3 April considered within permissible audit tolerance therefore only one set of accounts required.
- ◆ Anti Money Laundering checks will be carried out for all Trustees for due diligence purposes.
- ◆ Internal Audit provided an update to the Committee. Some action required to be closed off however Internal Audit are confident this will be complete by June.
- ◆ Internal Audit will also provide an opinion on assurance for signing off the accounts which provides comfort to External Auditors that everything is on track.
- ◆ An update on contracts awarded was presented to the Committee.
- ◆ An old audit action regarding ACE membership performance was noted.

The Board: noted the update.

9. Financial Position 2022/23

The Board was presented with a report providing an update on the financial position for 2022/23.

Recommendation: The Board is asked to note the content of the report.

The Board: noted the report.

10. Revenue Budget 2023/24

The Board was presented with a report providing an update on the proposed 2023/24 budget.

Recommendation: The Board is asked to note the content of the report.

The Board: noted the report.

11. AOCB

Recruitment Update

- ◆ An update on recruitment of the new Leadership Team, was provided by the Chief Executive.

Annual General Meeting

- ◆ The Board were reminded that as part of the new constitution, SLLC are required to have an Annual General Meeting (AGM) with the member organisation, SLC, in attendance. The timing of the AGM must fit with completion of the Audit and Annual Accounts. The Board will be updated as soon as a date for the AGM has been identified.

12. Risk Register Implications

Nothing to note in risk register as a result of this meeting.

Date of Next Meeting

The next meeting is scheduled for 2pm on Wednesday 9 August 2023 at Hamilton Townhouse.

Chair

South Lanarkshire
Leisure and Culture

Quarterly Report

Quarter 1
April to June 2023



SOUTH LANARKSHIRE
Leisure & Culture

1. Business Perspective

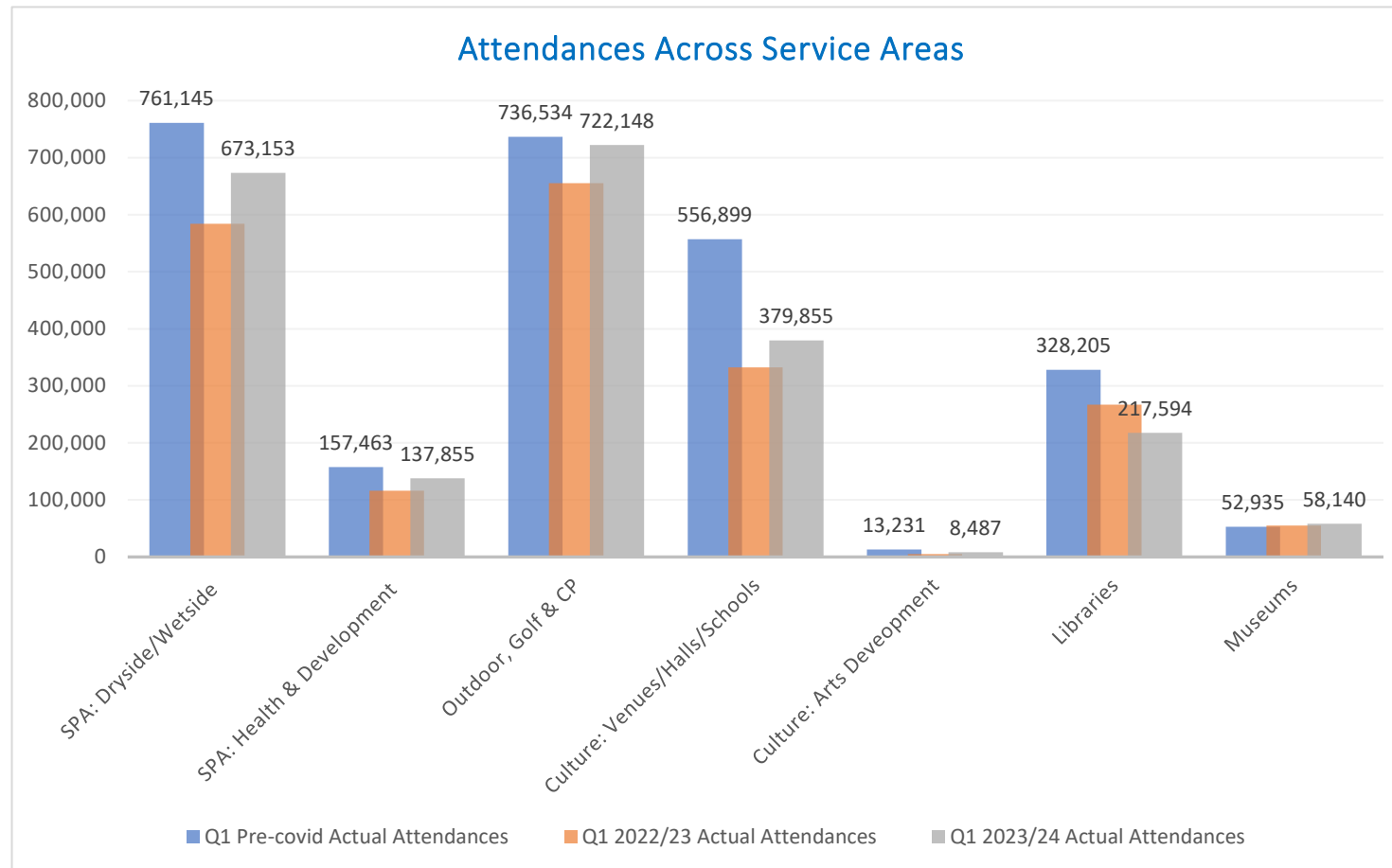
Budgetary Position

The £290K shortfall in income against budget has been partially offset by £197K of expenditure underspends against budget, resulting in an unfavourable net position of £93K.

Measure: FINANCE	Budget (£K): Quarter 1	Actual (£K): Quarter 1	Variance (£K):	% +/-
Income (YTD)	£10,239	£9,949	£290	2.8 ↓
Expenditure (YTD)	£8,500	£8,303	£197	2.3% ↓
Net Position (YTD)	£1,739-	£1,646-	£93-	5.3 %↓

Attendances - year on year comparison

In order to better reflect how the business is rebuilding after COVID-19, the table below provides a comparison of performance against both 2022/23 and 2019/20 (pre-covid) attendances, acknowledging that customer behaviour is changing.

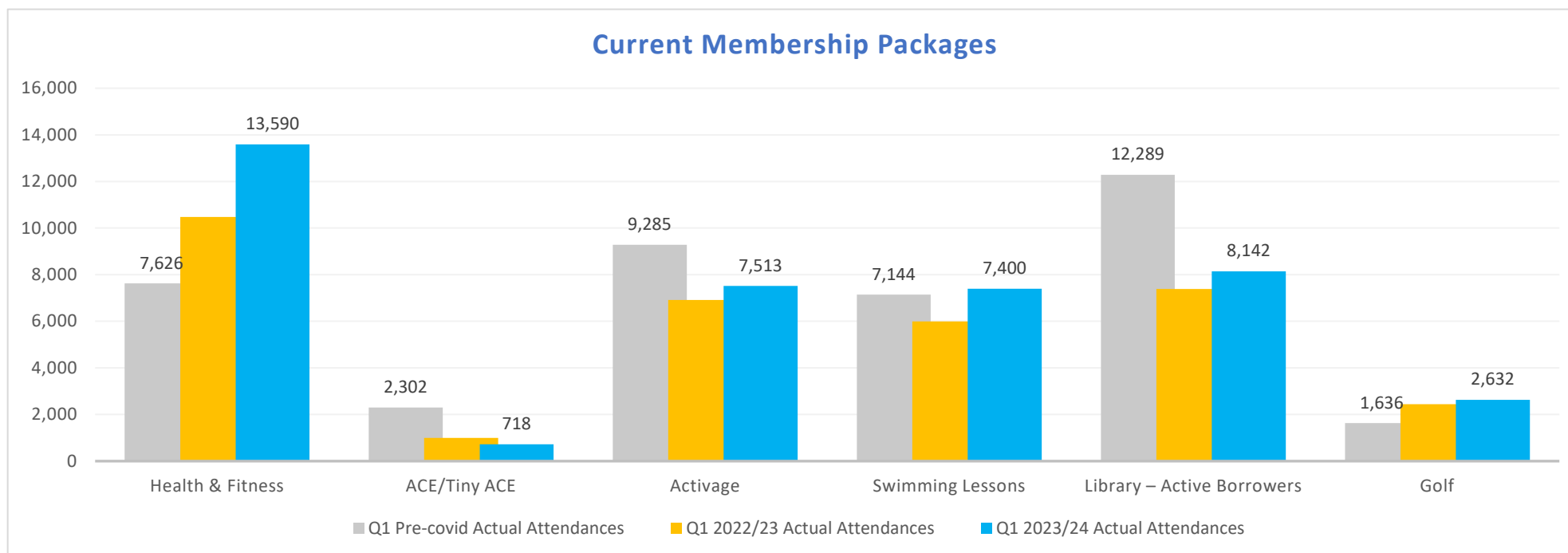


Notes:

- Sport and Physical Activities (SPA) – Wetside attendances remain 5.8% below pre-covid attendances with dryside attendances 18% below.
- Cultural facilities – although venues have almost fully recovered both halls and schools lets have remained slow to recover similarly for Arts development.
- Physical visits to our libraries during Q1 accounted for 42% of attendances with virtual visitors continuing to grow at 58%, highlighting a significant change in customer behaviour.
- Physical visits to museums over the quarter accounted for 81% of attendances. Total attendances for museums have exceeded pre-covid figures.

Measure: ATTENDANCES	Q1 Pre-covid Actual Attendances	Q1 2022/23 Actual Attendances	Q1 2023/24 Actual Attendances	% +/- Q1 2022/23 vs Q1 2023/24
SPA: Dryside/Wetside	761,145	584,296	673,153	15%↑
SPA: Health & Development	157,463	116,214	137,855	18.6%↑
Outdoor, Golf & CP	736,534	655,162	722,148	10.2%↑
Culture: Venues/Halls/Schools	556,899	332,552	379,855	14.2%↓
Culture: Arts Development	13,231	4,901	8,487	73%↑
Libraries: Physical visits	261,251	126,464	93,208	26.3%↓
Virtual visits	<u>66,954</u>	<u>140,580</u>	<u>124,386</u>	11.5%↓
Total	328,205	267,044	217,594	18.5%↓
Museums: Physical visits	48,596	48,827	47,646	2.4%↓
Virtual visits	<u>4,339</u>	<u>6,179</u>	<u>10,494</u>	70%↑
Total	52,935	55,006	58,140	5.7%↑

Membership Packages

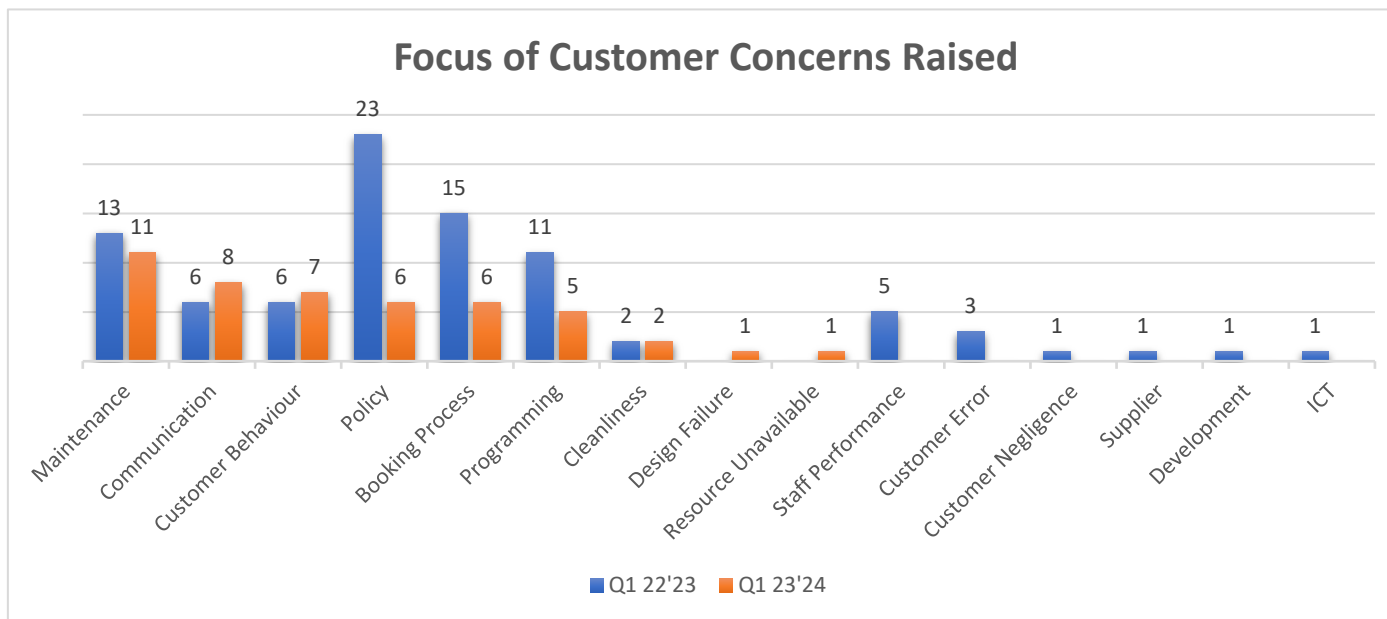


Notes:

- H&F memberships (include Juniors – 2,682) has increased by 30% against Q1 2022/23 and exceeded pre covid packages by 78%. This product is working well and continues to grow, these packages were removed from the ACE/Tiny ACE product following feedback, and in turn helps offset the low ACE packages.
- The average retention period of cancelled members (601) in Q1 is 10 months.
- Library: Active Borrowers continues to rebuild and represents members who have used the service recently.
- Golf memberships exceeded pre-covid figures by 61%.

Measure: MEMBERSHIPS	Quarter 1 Pre-covid Actual Attendances	Quarter 1 2022/23 Actual Attendances	Quarter 1 2023/24 Actual Attendances	% +/- Q1 2022/23 vs Q1 2023/24
Health & Fitness (Adult and Junior)	7,626	10,473	13,590	30%↑
ACE/Tiny ACE	2,302	999	718	28%↓
Activage	9,285	6,917	7,513	8%↑
Swimming Lessons	6,802	5,314	7,400	39%↑
Library – Active Borrowers	12,289	7,391	8,142	10%↑
Golf	1,636	2,439	2,632	8%↑

Customer Focus



Notes:

- Quarter one saw 47 recorded customer concerns across our services.
- 32 were handled by the SPA service (68%), 9 by Outdoor (19.5%), 1 by Culture (2%), 2 by Libraries (4%), and 3 by HQ (6%).
- 41 complaints (87%) were closed off, all of which were fully resolved at the frontline resolution stage.
- 31 issues were closed off on time, equating to 76% completed within timescales.
- 6 remain open awaiting conclusion from relevant manager.

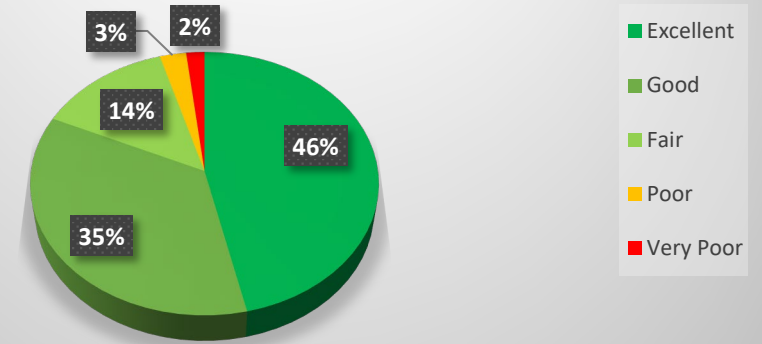
Measure: CUSTOMERS	Quarter 1 2022/23	Quarter 1 2023/24	% +/- Q1 2023/24 comparison against Q1 2022/23
Complaints	105	47	55%↓

Customer Satisfaction

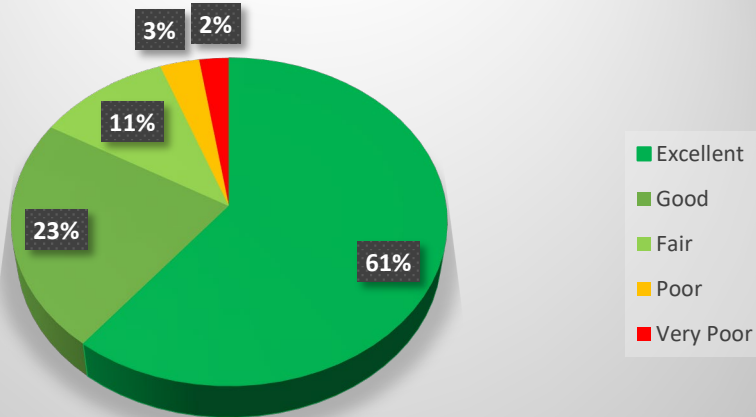
Results of a recent online customer survey across all services delivered very favourable results and reiterated to SLLC that our focused approach to recovery is working well. We will use these results as a baseline against future quarterly surveys across individual services.

What customers said about our performance overall:

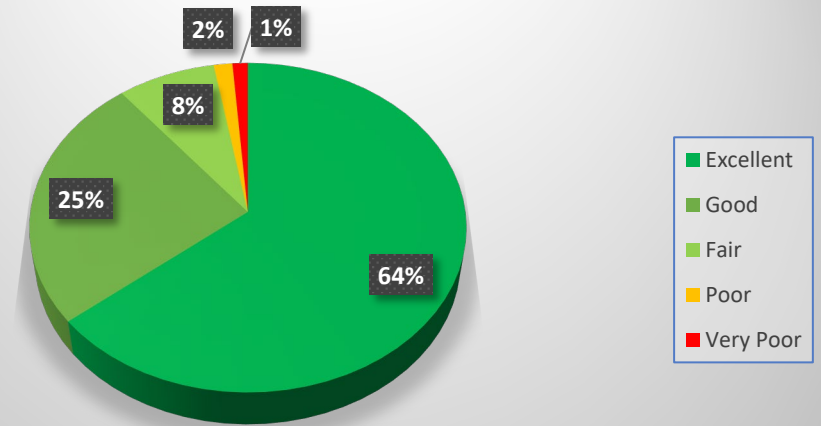
How did we perform across all areas -
95% rated our service provision excellent, good or fair



Value for money **95%**

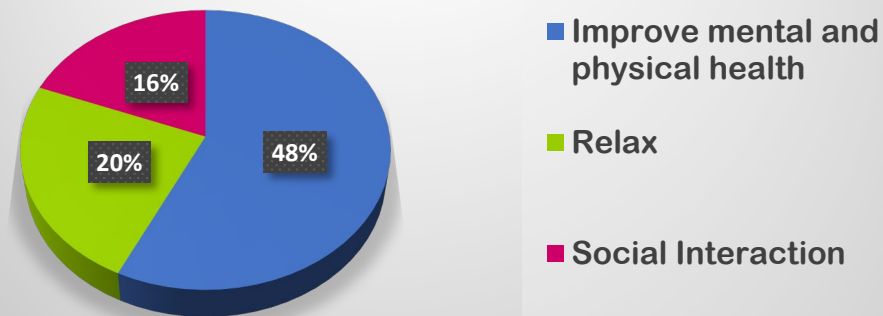


Staff performance **97%**

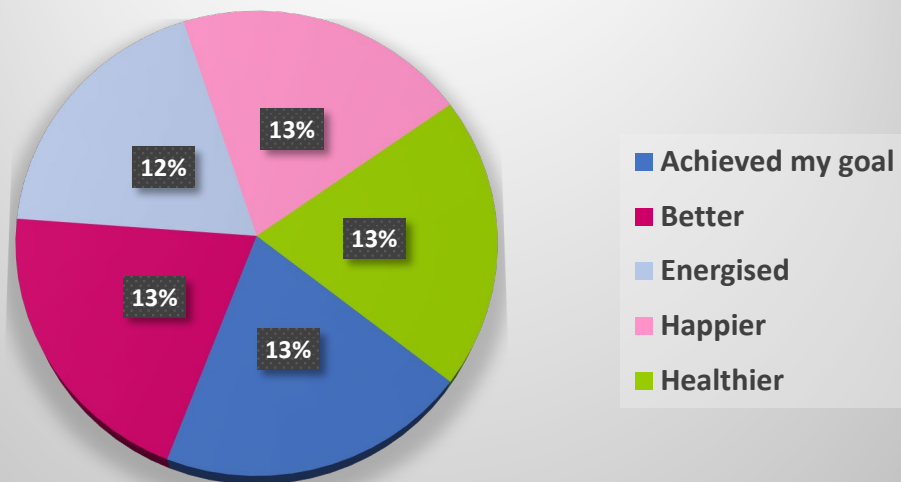


How customers thought their visit had impacted their health and wellbeing:

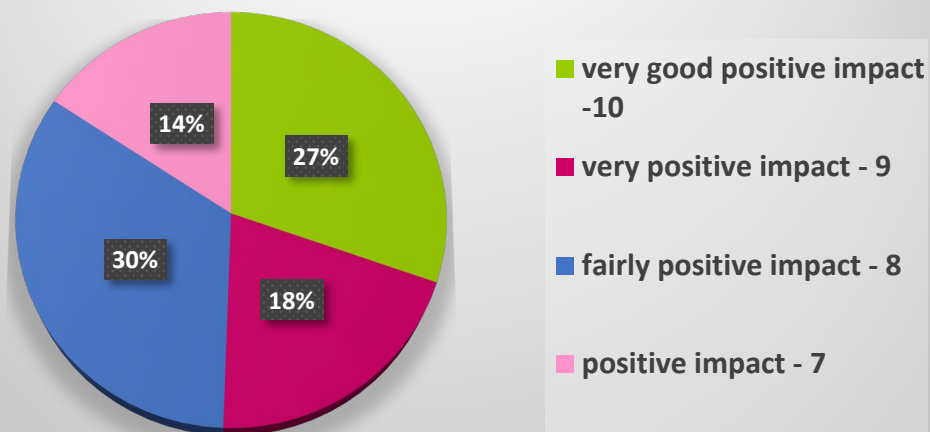
Reason for your visit? top 3 responses - 84%



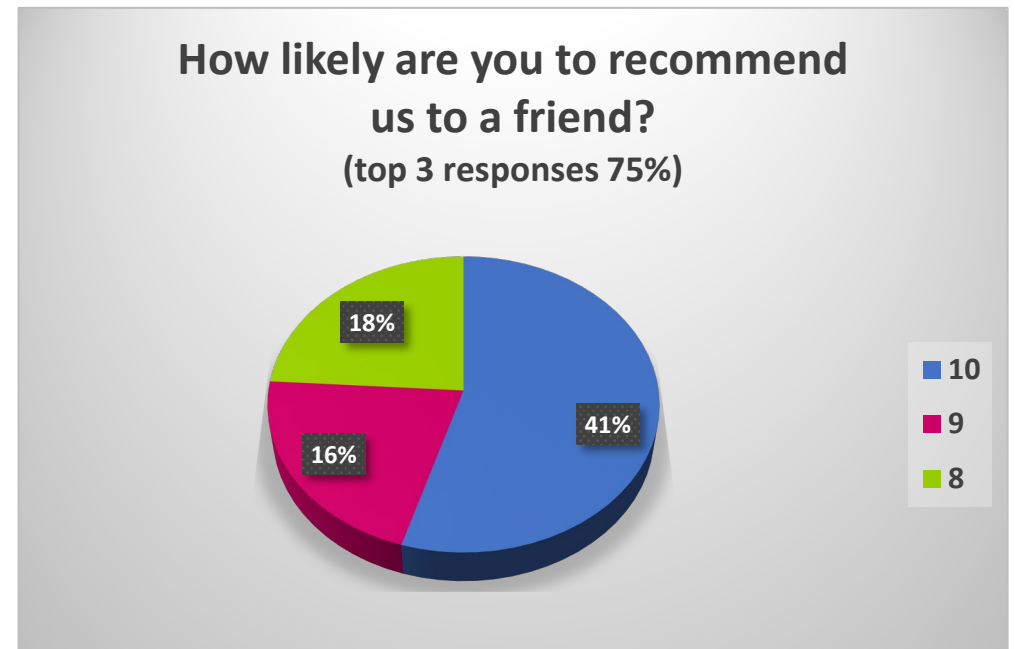
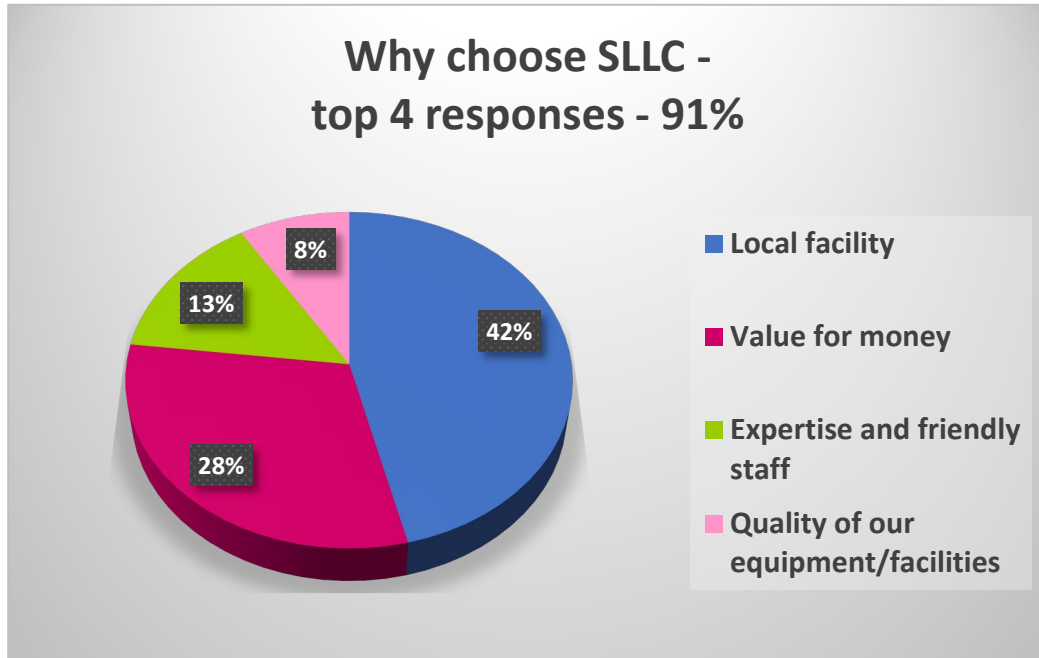
How did you feel after your visit? top 5 responses - 64%



Did your visit have a positive impact? (rate on a scale 1-10) top 4 responses - 89%



Why they chose SLLC:



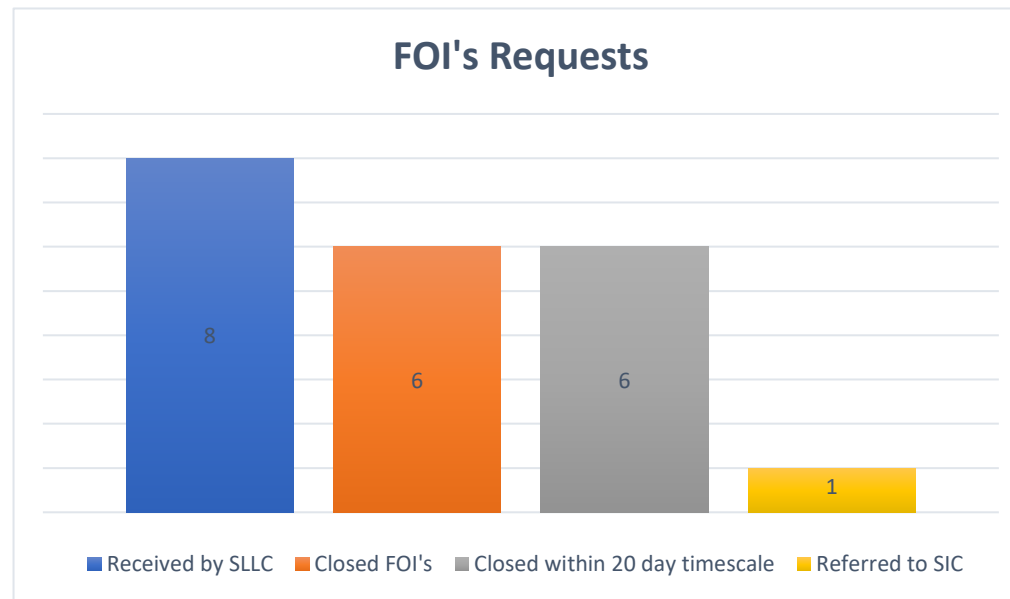
Safety

The number of reported accidents and incidents has remained consistently low and highlights that safety is a key priority to SLLC. During the quarter there were two major accidents to customers which were not reportable under RIDDOR as these both related to sporting injuries, and one to a staff member.

Measure: HEALTH & SAFETY	Quarter 1: 2022/23	% +/- Q1 2023/24 Comparison against Q1 2022/23	Quarter 1: 2023/24
Accidents/Incidents to staff	9	11%↓	8
Accidents/Incidents to customers	22	41%↑	31

Freedom of Information (FOI) Requests

In the first quarter of 2023/24 SLLC recorded eight (8) FOI requests for information.



Notes

- The number of FOI's received in a quarter can differ from the number of FOI's closed in a quarter. This is because an FOI received in one quarter may be closed in the next quarter, still within the 20 working day timescales for responses to be issued.
- Of the six requests closed this quarter, one had all information requested disclosed, with five receiving a partial refusal.
- The most common reason for refusing is that 'information is not held' – this being covered by an FOISA exemption.
- We received one application for a decision by the Scottish Information Commissioner relating to a previous refusal to disclose information.
- An FOI requestor has asked the Scottish Information Commissioner (SIC) to investigate the way SLLC handled their request. An application for a decision by the SIC is the next step in the process should a requestor remain dissatisfied with our response following a review of our original decision.

2. Performance against SLLC Strategy 2022 - 2027

Objectives to meet Strategy Outcomes

Health and Wellbeing – We will help the people of South Lanarkshire to live healthier, happier lives with a focus on physical and mental wellbeing

2023 (Year 2) – Priorities, Activities and Achievements

Key Priorities	Priority 1 (HWB1) Participate in a whole system approach to health and wellbeing along with our partners including the NHS, the Health and Social Care Partnership and others, to improve health and wellbeing for individuals and communities within South Lanarkshire	Priority 2 (HWB2) Encourage and support the inactive to be active with focus on positive physical health and wellbeing Outcomes	Priority 3 (HWB3) Support positive mental health and deliver on health and wellbeing outcomes	Priority 4 (HWB4) Provide early intervention and prevention initiatives to address health and wellbeing matters at their root cause
Comments from Chair of Health and Wellbeing Group	<p>Partnerships are well established across SLLC within services areas. We will work towards widening this to achieve a whole system approach.</p> <p>Across SLLC we have offered many opportunities to engage in activity with several free opportunities to try our services, making it easy to get started.</p> <p>Programmes are in place to support positive mental health however more awareness of how we can help and the pathways available is required.</p> <p>SLLC have well established programmes in place in collaboration with partners to support residents in addressing health and well-being matters.</p>			

Health and Wellbeing Successes

Family Colour Run

Calderglen's Family Run of Colour took place in the park during the month of May with the event being extremely popular and enjoyed by people of all ages. This year we had over 500 participants who came along and got involved in the colour run - families and friends of all abilities either walking, skipping or running our rainbow course.

Healthy Reading Collection

The Healthy Reading collection, funded by NHS Lanarkshire, has been expanded to include books in hard copy and e – format to support young people dealing with difficult issues in their lives. Books recommended by health professionals are available in libraries and online and offer trusted information sources. There are also graphic novels and fiction stories that deal with sensitive issues such as body image, gender identity and how to navigate the complex world of social media. The books aim to educate and provide opportunities to read about other young people's experiences and feelings to help them better understand what they are going through.

**Connected and Engaged – We will enable people to connect with each other and with their community through the services we provide
2023 (Year 2) – Priorities, Activities and Achievements**

Key Priorities	Priority 1 (CE1) Reach out to people where they are, by providing services to all communities across South Lanarkshire	Priority 2 (CE2) Support communities to develop and build their capacity and, where appropriate, explore options for asset transfer of our resources	Priority 3 (CE3) Develop alternative delivery methods and grow our digital offerings such as online classes and access to e-books	Priority 4 (CE4) Help tackle isolation by providing initiatives that bring people together
Comments from Chair of Connected and Engaged Group	<p>SLLC has been reaching out to communities by attending and contributing to Our place Our Plan (SLC community engagement) groups via our officers and delivering events that engage communities of interest via events like the Colour Run and Library events.</p> <p>SLLC are working closely with SLC on several requests about potential Community Asset Transfers (CAT). The Arts Development and sports teams have also consulted with over 50 community groups about capacity building, governance and funding. The arts team secured a £20k bid from Clydegateway to deliver a specific arts project.</p> <p>SLLC delivered its volunteer recognition event this quarter which ensures the ongoing stability of the SCIO’s volunteer workforce. Alongside this SLLC are further developing its IT offering moving customer interface to online sales and wearable technology. Additionally, Short videos were developed on our key health interventions to share with our partners and referred patients. The videos give key messages and exercises to support deconditioning and in turn reduce risk of falling.</p> <p>SLLC continues to grow its partnerships with Green Health partnership, Seniors Together and Education Resources co-producing programmes and initiatives that help tackle isolation. These programmes take the shape of ‘community connect’ at Willie Waddle Centre, Activage membership (including the active days) via ‘the Chronicle’ and arts programmes in Cairns and Bankhead Primaries.</p>			

Connected and Engaged Successes

BygoneCon and East Kilbride Heritage Centre

Following on from the event held in Rutherglen Library last year, East Kilbride Central Library hosted the popular BygoneCon in April and took the opportunity to launch the new East Kilbride Heritage Centre at the event. A wide range of groups and organisations gathered to share their interests and passions for heritage and local history and 622 people visited the library on the day. Council Leader Joe Fagan and SLLC Chair Avril Osborne declared the Heritage Centre open and welcomed people to view the interesting artefacts and records from the town's history.

Club Engagement Workshops

As part of our on-going commitment to community groups and grass route organisations, SLLC recently added three additional workshops to our Clubs and Communities Development Programme for 2022-2023. These workshops focus on key themes for good governance and organisational development for community groups. However, as part of price and concession discount changes from April 2023, SLLC also offered engagement sessions to further understand clubs' concerns as well as share additional detail around how and why decisions have been made. There were over 25 different organisations in attendance across the three workshops on offer, as well as local Councillors and members of staff from both South Lanarkshire Leisure and Culture and South Lanarkshire Council. The engagement raised a number of concerns related to the U16 price policy which included the following themes:

- Timescale of implementation
- Communication with Clubs
- Unwelcome price increases
- Large scale impact
- Impact on Council Plan outcomes

The information from the engagement sessions was fed back to the board of SLLC as well as SLC.

**Equality and Inclusion – We will provide accessible wellbeing and learning services through targeted interventions
2023 (Year 2) – Priorities, Activities and Achievements**

Key Priorities	Priority 1 (EI1) Ensure equality of opportunity by making sure that our services are accessible to all	Priority 2 (EI2) Target our programmes and interventions to ensure we reach those most in need of our services	Priority 3 (EI3) Enable access to learning and information across our communities and support community learning	Priority 4 (EI4) Provide welcoming inviting spaces where customers receive a warm reception
Comments from Chair of Equality and Inclusion Group	<p>SLLC are represented on the SLC Access Panel to ensure we are aware of any accessibility issues faced by residents accessing our services. Additionally the group represent SLLC on the SLC Equality and Diversity working group which ensures we are abreast of changing legislation whilst providing us the opportunity to connect with wider council services to identify opportunities for improvement and collaboration.</p> <p>SLLC are currently undertaking an audit of our programmes and targeted services to establish gaps in provision whilst identifying any barriers to accessing our services. The group have identified the need for connecting with 3rd sector partners to better understand the experiences faced by some sections of our communities accessing our services.</p> <p>The priority to enable access to learning and information requires focus and the development of actions to achieve.</p> <p>The group are currently reviewing the training requirements of the workforce to ensure competence and confidence in this area. Through mandatory learning and sharing of good practice this will support this priority area.</p>			

Equality and Inclusion Successes

Dear Billy

National Theatre Scotland brought their touring play *Dear Billy* to East Kilbride Arts Centre in May with the show described as being autism friendly. To ensure that this was the case, East Kilbride Arts Centre produced a visual aid describing what an audience member could expect when attending the show. The guide was populated with text and pictures of the different areas that would be visited during the show - from walking in the front doors, to the bar area to the studio theatre. It advised to expect loud noises during the show and that applause would happen throughout and would be louder at the end of the performance. It was an extremely useful tool that we are looking into rolling out to other venues. Access Boxes containing dark glasses, earplugs and ear defenders were available for audience members that required them.

East Kilbride & Camglen Schools Inclusion Sport festival (June 2023)

In June, East Kilbride and Cambuslang Active schools team coordinated the inaugural EK & Camglen Sport inclusion festival. This event was planned to complement the five new ASN sports events and competitions included to the 22-23 School Sport SL calendar. The event was hosted at the John Wright Sport Centre and saw approximately 70 pupils from six ASN schools/bases from the East Kilbride and Cambuslang & Rutherglen communities. Participating pupils had a widespread range of physical, learning and sensory needs. Pupils were provided with the opportunity to participate in three targeted activity sport stations that were designed to support pupils of all ages and abilities. Pupils took part in; Boccia Bonanza games, Athletics run, jump and throw games, as well as Football drill and games. All activity stations were supported and coached by qualified SLLC coaches, Active School volunteers, senior sports leaders from St Andrews and St Brides High School, and club coaches from EK Athletics clubs. This event was also supported by partners from Scottish Disability Sport and the South Lanarkshire Disability Sport Branch.

Autism Friendly

Autism Friendly Mornings have been running every Wednesday during the summer holidays at Calderglen Zoo providing a quieter opportunity for neurodivergent people to explore the zoo and gardens.

Harry Lauder Collection

In June 'National Treasure: South Lanarkshire's Sir Harry Lauder Collection' opened at Low Parks Museum - an exhibition celebrating the life and career of Scotland's first international superstar told through South Lanarkshire's museum collection. The exhibition is part of a £36,000 project funded by Museums Galleries Scotland which will also deliver a small touring display and improved online content, helping to increase access to this important collection. In 2022, the Sir Harry Lauder Collection was recognised as nationally significant to Scotland, awarded by Museums Galleries Scotland on behalf of the Scottish Government. The exhibition has attracted audiences of all ages and was developed with a particular focus on introducing Sir Harry to our younger visitors, encouraging participation through interactive dress-up and performance areas within the gallery space, and a summer programme of associated activities. Workshops have been developed in partnership with Ambassador Theatre Group which will take place from August onwards and there will be a series of talks relating to Sir Harry, and to music hall and variety theatre entertainment.

Organisational Sustainability – We will develop a business model that allows sustainable provision of quality services in priority areas 2023 (Year 2) – Priorities, Activities and Achievements

Key Priorities	Priority 1 (OS1) Develop a financially sustainable business model which optimises income and utilises diverse funding streams	Priority 2 (OS2) Develop our people ensuring staff remain highly skilled and are supported to deliver the best standard of customer service	Priority 3 (OS3) Review our facilities to ensure we have financially sustainable spaces to enable quality service provision	Priority 4 (OS4) Reduce waste and energy usage and seek new ways to be more energy efficient across our services
	<p>The group is meeting regularly and has made significant progress on a number of key actions. A new sub-group to review Property Estates has been formed and the energy usage group has been re-established. Both groups will contribute to the implementation measures relating to actions for the year.</p> <p>SLLC has secured funding from South Lanarkshire College undertake training for our staff in Customer Service Training, this will provide staff the skills, knowledge and understanding of customer engagement. Two courses have taken place and the feedback from staff has been very positive.</p>			

Organisational Sustainability Successes

Volunteer Thank You Celebration

To recognise the contribution of the 120 volunteers/students who have engaged, and delivered within our Active Schools, Sports Development and Health programmes, we hosted our annual celebration at Chatelherault Country Park. The volunteers enjoyed a BBQ, a quiz and an overview of the positive impact their contribution has made to the school, club and health communities in South Lanarkshire with over 10,000 sessions delivered. We heard from 3 students who have gained employment through various training and mentoring opportunities, by engaging with our programmes, and will now be moving onto positive designations and employment within the sport and leisure industry.

Bothwell Library Reopens

Bothwell Library reopened to the public in May after a successful community asset transfer of the building to Bothwell Futures. The library forms part of a beautifully refurbished community hub and offers library access for 24 hours per week. Library staff participated in the opening programme of events and the library has been well received by the community with 933 people visiting from 20th May and throughout June.

Clean Air Day

Calderglen Country Park celebrated 'Clean Air Day' in June by promoting their new bicycle repair stand and encouraging sustainable modes of transportation to the park via social media channels and advertising around the zoo building.

3. Capital Projects

Refurbishment Hamilton Palace Sports Grounds is now complete. The refurbishment has included the re-surfacing of three five-a-side pitches, the re-purposing of former multi-courts to form a seven-a-side training area and the provision of two tennis courts.

A tender has been received by SLC for repairs to the Horseshoe Bridge at Calderglen Country Park.

4. Emerging Challenges

The following challenges remain

- Inflation remains high and it is anticipated to fall in future quarters however prices will continue to increase.
- Utilities have been pre-purchased however it is anticipated that costs are likely to remain high.
- The employment market remains competitive.
- Some of our older facilities require investment to bring to modern standards or to halt any further deterioration.

5. What we did well

Because everything was done to a high and friendly standard makes the Town House a good night out

At Strathaven Library I have been treated extremely well by the staff, they were exemplary in their understanding.

Had a fantastic morning at Calderglenn Colour Run... love the challenge. Love the fun. And mostly love the people always a fantastic atmosphere and loads fun.

Customer Recognition

Staff very helpful, good with kids. Kids loved it. Carlisle Leisure Centre is a fabulous party venue. Thanks

I have used Rutherglen Library for many years. The computer suite is excellent with very good support from staff who easily resolve problems.

Staff at Blantyre are always very helpful and kind.



Report

Report to:	Board of Directors
Date of Meeting:	9 August 2023
Report by:	Nick Lansdell, Strategy and Business Development Manager

Subject:	Revenue Budget 2023/24
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1. Background

1.1. The purpose of the report is to:

- ◆ Update the Board on the most recent 2023/24 budget monitoring position as at 30 June 2023.

2. Recommendations

2.1. The Board is asked to approve the following recommendation:

- (1) That the content of the report be noted.

3. Background

3.1. This report follows a previous report to the 17 May 2023 Board meeting regarding the 2023/24 budget which indicated a balanced budget for the year, highlighting significant risks and items that were unquantifiable at that time. This report provides an update on the 2023/24 budget monitoring position as at 30 June 2023 following a robust review of income and expenditure to date across all service areas.

3.2. South Lanarkshire Leisure and Culture (SLLC) still faces pressures resulting from changes to the funding model which have led to the transfer of some additional liabilities from South Lanarkshire Council (SLC or the Council) to SLLC as an alternative to the Council seeking savings from SLLC in previous years. These include:

- ◆ Utilities – increases in utility costs are now met by SLLC where they were previously met by SLC.
- ◆ Pay Award – The exact figure for this year has yet to be determined and is dependent upon Trade Union and COSLA agreement.
- ◆ Apprenticeship levy.

3.3. Additional utility costs due to industry price increases have been provided for.

3.4. The ongoing repercussions of the pandemic continue to have a negative impact on business recovery with income not yet at pre-Covid levels. This is exacerbated by the increased cost of living, resulting in less expendable household income and abnormal inflationary pressures increasing the cost of service provision.

- 3.5. The phased implementation of the under 16's club concession changes was reported at the 17 May 2023 Board meeting. This reduces our income amount for this year more than originally planned, creating an additional pressure in the region of circa £218K not factoring in first two months. SLC have stated that there will be 'no detriment' to SLLC following the decision taken regarding phasing of this change. We will continue to monitor the situation over the coming months and provide further update during the agreed phased period up until 1 April 2025.
- 4. Position at 30 June 2023**
- 4.1. The current position is an overspend position of £93k, mainly due to insurance and IT overspends which result from historic budget levels which are being addressed through budget realignment to provide accurate reporting.
- 4.2. Monthly finances continue to be closely monitored with remedial action being taken as required to manage budgets as effectively as possible.
- 4.3. Additionally, work is currently being undertaken by the Finance Team to more accurately reflect specific income/expenditure being incurred and to enable more accurate forecasting. It is expected that this exercise will be completed in September following the 2022/23 audit which takes place in July 2023 and the Board will be updated on progress at the November 2023 Board meeting.
- 4.4. Current projections indicate reserves levels for 2023/24 of circa £475k. The final position will be reported to the Board on completion of the 2022/23 financial accounts.
- 5. Next Steps**
- 5.1. Continued monthly monitoring will be undertaken and an outturn position will be calculated once the realignment exercise outlined is complete and staff will continue to liaise closely with SLC officers. An updated position will be presented at the November Board meeting.
- 6. Employee Implications**
- 6.1. There are no employee implications arising from this report.
- 7. Financial Implications**
- 7.1. The report highlights the risk of SLLC ending the year with a funding gap.
- 8. Other Implications**
- 8.1. There are no other implications in terms of risk and sustainability.
- 9. Equality Impact Assessment and Consultation Arrangements**
- 9.1. There is no requirement to carry out an impact assessment or consultation in terms of the proposals contained within this report.

Nick Lansdell
Strategy and Business Development Manager

9 August 2023

Links to SLLC Objectives

- ◆ Organisational Sustainability
- ◆ Health and Wellbeing
- ◆ Connected and Engaged
- ◆ Equality and Inclusion

Previous References

- ◆ None

List of Background Papers

- ◆ None

Contact for Further Information

If you would like to inspect the background papers, if any, or want further information, please contact:

Nick Lansdell, Strategy and Business Development Manager

Ext: 8454319 (Tel: 01698 454319)

E-mail: nick.lansdell@southlanarkshireleisure.co.uk



Report

Report to:	Board of Trustees
Date of Meeting:	9 August 2023
Report by:	Nick Lansdell, Strategy and Business Development Manager

Subject:	Board Paper Publication
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1. Purpose of Report

1.1. The purpose of the report is to:

- ◆ Ask the Board to approve the re-establishment of the publication of South Lanarkshire Leisure and Culture (SLLC) Board papers.

2. Recommendations

2.1. The Board is asked to approve the following recommendations:

- (1) Board papers are aimed to be published online five working days after the date of the Board meeting.
- (2) Summaries of committee business are included in Board papers.
- (3) Confidential Special Board meetings papers continue not to be published due to their confidential nature.
- (4) Briefing Sessions for Board members and elected members out with Board meetings take place when required.

3. Background

3.1. SLLC previously published Board papers following a meeting of the Board. This practice ceased during Covid restrictions. It was planned to re-instate this arrangement once SLLC transferred to a Scottish Charitable Incorporated Organisation (SCIO) which commenced for 3 April 2023.

3.2. Additionally on 17 May 2023 the South Lanarkshire Council (SLC) Executive Committee was asked to agree the recommendation that:

The South Lanarkshire Leisure and Culture (SLLC) SCIO Board be asked to routinely publish board agendas and papers online to assist with transparency, scrutiny and understanding of matters of concern to the community.

This resolution was shared with the SLLC Board at its meeting on 17 May 2023.

3.3. The resolution was approved by the Council Executive Committee and subsequently ratified at a meeting of the Council on 24 May 2023. Following this, SLC wrote to SLLC detailing the resolution as outlined above in 3.2.

- 3.4. The SLLC Board now requires to consider arrangements for the routine publication of Board papers and agendas as per the original intention to resume the practice from the establishment of the new SCIO.
- 3.5. In considering the approach to the publication of agendas and papers, the previous practice of publishing Board papers has been reviewed and current legislation has been considered. Benchmarking of the custom and practice of other similar Trusts and SCIOs in relation to the publication of papers has also been considered. These similar organisations are consistent in publishing their papers retrospectively and in line with the recommendations of this report.
- 3.6. It is anticipated that some business that is discussed by the Board will remain either commercially sensitive or confidential due to the nature of the subject matter. In publishing any Board papers consideration needs to be given to the requirement of the Freedom of Information (Scotland) Act 2002 (FOISA) and UK General Data Protection Regulations (UK GDPR) or the Data Protection Act 2018 (DPA 2018). As a result, some business may still be required to be conducted confidentiality.

4. Special Board Meetings

- 4.1. These meeting may be held when there is an urgent need for Board decision out with the regular schedule of meetings or when there is confidential and sensitive business, and this information would typically be covered by FOISA exemptions or fall within scope of UK GDPR and DPA 2018. This includes matters whereby there is risk of:
 - ◆ prejudice to the effective conduct of public affairs
 - ◆ endangering health and safety
 - ◆ breach of confidence
 - ◆ breach of legal privilege
 - ◆ prejudice to commercial interest
 - ◆ breaching some other law, such as disclosing personal information in contravention of the UK GDPR or the DPA 2018
- 4.2. As such confidential Special Board papers would not be published and it is likely that a request made under FOISA would be refused by statutory exemption.

5. Briefing Sessions out with Board meetings

- 5.1. In instances where matters of significant change are anticipated which have the potential to impact on the services delivered by SLLC, or on the communities of South Lanarkshire, separate advance briefing will be provided both to Board Trustees and representative elected members of the Council and this will be referred to in Board papers. Examples where a briefing may occur might include service reductions or proposals around certain concessionary pricing.
- 5.2. The format for any briefings will be agreed by SLLC and SLC in advance and this will set out the mechanism for information to be shared with elected members and will provide clarity on the onward sharing of information and any parameters for confidentiality.

6. Next Steps

- 6.1. The aim will be for approved Board papers to be published five working days after the date of the Board meeting. This will take place with immediate effect.
- 6.2. Reports from Committees will be made using the template at Appendix 1.
- 6.3. Confidential Special Board meeting papers will not be published due to their confidential nature.
- 6.4. The SLLC Guide to Information, detailing the classes of information that we publish will be updated to reflect the above.

6.5. A review of the publication of papers will take place after 12 months.

7. Employee Implications

7.1. There are no employee implications arising from this report.

8. Financial Implications

8.1. There are no financial implications arising from this report.

9. Other Implications

9.1. There are no other implications in terms of risk and sustainability.

10. Equality Impact Assessment and Consultation Arrangements

10.1. There is no requirement to carry out an impact assessment or consultation in terms of the proposals contained within this report.

Nick Lansdell

Strategy and Business Development Manager

9 August 2023

Links to SLLC Objectives

- ◆ Organisational Sustainability
- ◆ Health and Wellbeing
- ◆ Connected and Engaged
- ◆ Equality and Inclusion

Previous References

- ◆ None

List of Background Papers

- ◆ None

Contact for Further Information

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Appendix 1

Committee Update
[COMMITTEE NAME]
[DATE]

1. Key issues considered:
2. Key issues to highlight:
3. Any decisions/approvals taken to highlight:
4. Any risks identified to highlight:



Report

Report to:	Board of Trustees
Date of Meeting:	9 August 2023
Report by:	Nick Lansdell, Strategy and Business Development Manager

Subject:	South Lanarkshire Leisure and Culture SCIO (SLLC) Trustee Code of Conduct
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1. Purpose of Report

1.1. The purpose of the report is to:

- ◆ Ask the Board to approve proposals for a new Code of Conduct for South Lanarkshire Leisure and Culture SCIO (SLLC) Board members.

2. Recommendations

2.1. The Board is asked to approve the following recommendations:

- (1) That the Code of Conduct be approved.

3. Background

3.1. The SLLC SCIO constitution requires that the SCIO has a code of conduct. The Board is required to set a Code of Conduct with which charity Trustees shall comply.

3.2. The Constitution states that the Code of Conduct shall be supplemental to the provisions relating to the conduct of charity Trustees contained in the Constitution and the duties imposed on charity Trustees under the Charities and Trustee Investment (Scotland) Act 2005.

3.3. The Code of Conduct draws on advice from the Office of the Scottish Charity Regulator (OSCR), our legal advisers and best practice as adopted by similar leisure and cultural trusts.

3.4. The SLLC Company Secretary has liaised with the South Lanarkshire Council (SLC or the Council) Monitoring Officer during the process of drawing up the Code of Conduct and the Council Monitoring Officer has indicated the SLLC Code is compatible with the Councillors Code of Conduct.

4. Code of Conduct

4.1. The Code of Conduct sets out the key expectations from the Board of individual Trustees including:

- ◆ Behaviours, values and general conduct
- ◆ The requirement to adhere to key principles based on the principles of public life
- ◆ Conduct at meetings
- ◆ Confidentiality
- ◆ Conflict of Interest

◆ Breach of Code or Leaving the Board

- 4.2. Full details of the Code of Conduct are outlined in Appendix 1 which has been written from the perspective for inclusion in the Governance Guide for Trustees which is being compiled. In addition to the Code of Conduct, the Governance Guide sets out the operation and conduct of the Board including appointment and responsibilities of Trustees, training and development, procedures for Board meetings, committees, and risk management.
- 4.3. Training remains mandatory for Trustees and its importance has been highlighted by OSCR. Trustees who are unable to attend training will be required to attend at an alternative time and a record of training maintained to reflect attendance.

5. Next Steps

- 5.1. Details of the Code of Conduct will be set out in the Governance Guide for Trustees which it is anticipated will be provided to Trustees later this year at the Annual General Meeting.
- 5.2. Trustees who are elected members of the Council may obtain further advice from the SLLC Company Secretary as required. The Council Monitoring Officer has advised that the Council will be re-issuing guidance to Councillors who are Trustees to ensure clarity.

6. Employee Implications

- 6.1. There are no employee implications arising from this report.

7. Financial Implications

- 7.1. As outlined in the report.

8. Other Implications

- 8.1. There are no other implications in terms of risk or sustainability.

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. There is no requirement to carry out an impact assessment or consultation in terms of the proposals contained within this report.

Nick Lansdell
Strategy and Business Development Manager

9 August 2023

Links to SLLC Objectives

- ◆ Organisational Sustainability
- ◆ Health and Wellbeing
- ◆ Connected and Engaged
- ◆ Equality and Inclusion

Previous References

- ◆ None

List of Background Papers

- ◆ None

Contact for Further Information

If you would like to inspect the background papers, if any, or want further information, please contact:

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Appendix 1

Code of Conduct

Behaviours and Values

We ask all Trustees to share SLLC's vision of 'Healthier, happier, more connected lives' and to achieve excellence in all that you do, sharing insights, expertise, ideas, and successes.

You will:

- Promote values for the whole organisation and demonstrate the values of good governance through behaviour including the Values of the SCIO namely:

Do the right thing - Even when no one's looking.

Be a great team - Work together. Share ideas. Share mistakes. Share successes.

Own it - Be accountable for outcomes good and bad. Don't pass the buck.

Be positive - Be hospitable. Make people feel good.

- Support the organisation on strategy and major decision-making to deliver all activities effectively.
- Support the Chair in their efforts to lead the organisation.
- Support the Chief Executive and their team in the effective leadership of the SCIO.
- Be fully prepared and contribute to meeting goals at Board meetings (minimum 4 times a year).
- Participate in induction, training and development activities for Board Members.

Principles

In addition to having a duty to act in the best interest of the SCIO and in accordance with the core functions and duties of the organisation, Trustees are also asked to adhere to general key principles:

- **Duty:** To uphold the law and act in accordance with the law and in the best interest of SLLC and in accordance with the core functions and duties of the organisation.
- **Selflessness:** Take decisions solely in term of the SCIO interest and not act to gain financial or other material benefit for yourself, family or friends.
- **Integrity:** You must not place yourself under any financial, or other, obligation to any individual or organisation that might reasonably be thought to influence you in the performance of your duties.
- **Objectivity:** You must make decisions solely on merit and in a way that is consistent with the functions of SLLC when carrying out business including making appointments, awarding contracts or recommending individuals for rewards and benefits.
- **Accountability and Stewardship:** You are accountable for your decisions and actions. You have a duty to consider issues on their merits, taking account of the views of others and must ensure that the SCIO uses its resources prudently and in accordance with the law.
- **Openness:** You have a duty to be as open as possible about your decisions and actions.
- **Honesty:** You have a duty to act honestly. You must declare any private interests relating to your duties and take steps to resolve any conflicts arising in a way that protects the SCIO interest.
- **Leadership:** You have a duty to promote and support these principles by leadership and example, and to maintain and strengthen the public's trust and confidence in the integrity of the SCIO and its members in conducting business.
- **Respect:** You must respect fellow members of the Board and employees of SLLC and the role they play, always treating them with courtesy. Similarly, you must respect members of the public when performing duties.

Conduct at meetings

In addition to following the procedures for Board meetings as detailed in the Constitution and this Governance Guide, Trustees are asked to:

- Follow the Policies, Procedures and Practices relating to governance at Board level and be held to the same standards for these as the employees.

- On occasions where a vote may be required, vote on agreed items during the meeting and accept a majority vote on any issue as decisive and final (where a vote is evenly split the Chair has a casting vote).
- Respect the authority of the Chair and their role as meeting leader.
- Maintain confidentiality unless authorised by the Chair or the Board to speak of it.

Confidentiality

The responsibilities of Trustees currently falls within scope of both charity and company legislation.

The clear guidance from OSCR is that, in line with their statutory duties, our Trustees must act always in the best interests of the charity. A breach can include financial forecasts, price sensitive and strategic matters: it is a disclosure to any other person, without authority and generally used in circumstances where information is not, as yet, in the public domain, and is not trivial, and it would cause harm.

The sharing of information from a meeting that is held in confidence could be as viewed as contrary to the best interest of the SCIO and therefore held as being in breach of these responsibilities.

Throughout Trustees must act in accordance with a charity's constitution and make decisions based only on the SCIO's interests and not his or her own, or those of any body to which he or she might also have a duty.

It is worth considering in the event that a disclosure was made, following a confidential meeting, that there would be a likely breach of trust that would inhibit the functioning of any future meetings held in similar circumstances.

Conflict of Interest

As a Board Trustee, you must put the interests of the SCIO before your own interests or those of any other person or organisation including those responsible for your appointment. Where you cannot do that, there may be a conflict of interest. A conflict of interest is any situation in which a Trustees personal interests, or interests that they owe to another body, may (or may appear to) influence or affect the director's decision making.

The term 'conflict of interest' can cover a range of situations and may also be called a 'conflict of roles' or 'conflict of duty'. Examples of what may construe a conflict of interest include:

- Where a Trustee could gain financial benefit from a decision the charity has to make.
- A Trustee is discussing a contract or business arrangement with an organisation their family have links to.
- A Board Trustee is also an employee of a company that the charity is doing business with an employee, or potential employee, of the charity is connected to one of the charity Trustees.
- Being a Trustee of two or more charities that are competing for the same grant(s) or funding.
- Being a Trustee of a charity where you are also a service user or customer, in which case this should be declared.
- A Board Trustee applying for a job in the charity.

An interest held by an individual who is "connected" with the charity Trustee under section 68(2) of the Charities and Trustee Investment (Scotland) Act 2005 (husband/wife, partner, child, parent, brother/sister etc) shall be deemed to be held by that charity Trustee.

A Trustee will be deemed to have a personal interest in relation to a particular matter if a body in relation to which they are an employee, director, member of the management committee, officer or elected representative has an interest in that matter.

However, any Trustee appointed by virtue of being an elected members or officers of the Council (in line with the Constitution) shall be entitled to vote in relation to a particular matter notwithstanding that the Council has an interest in that matter. In such instances the Trustee shall comply with the provisions of Constitution and in the instance that a personal interest or duty which conflicts (or may

conflict) with the interests of the SCIO exists the Trustee must withdraw from the meeting while an item of that nature is being dealt with.

In circumstances giving rise to the possibility of a conflict of interest between the SCIO and any other party the Trustee must:

- Act in accordance with a charity's constitution and make decisions based only on the SCIOs interests and not his or her own, or those of any body to which he or she might also have a duty.
- Ensure that the SCIO complies with any direction, requirement, notice or duty imposed under or by virtue of the Charities and Trustee Investment (Scotland) Act 2005.

Each Trustee shall comply with the Code of Conduct (incorporating detailed rules on conflict of interest) prescribed by the Board.

Breach of Code or Leaving the Board

Any substantial breach of any part of this Code of Conduct may result in removal from the Board of Trustees.

In the event of resignation notification should be made to the Chair in writing.

Further detail regarding the serving of Trustees and their appointment and resignation is contained within the Constitution.



Report

Report to:	Board of Trustees
Date of Meeting:	9 August 2023
Report by:	Nick Lansdell, Strategy and Business Development Manager

Subject:	South Lanarkshire Council Strategic Commissioning Plan for SLLC
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1. Background

1.1. The purpose of the report is to:

- ◆ Update the Board on the development of the South Lanarkshire Council (SLC or the Council) Strategic Commissioning Plan for South Lanarkshire Leisure and Culture (SLLC).

2. Recommendations

2.1. The Board is asked to approve the following recommendation:

- (1) That the content of the report be noted.

3. Background

3.1. Work is underway by South Lanarkshire Council, to develop a Strategic Commissioning Plan for SLLC that will clearly outline the Council's 'Ask' of SLLC in delivering Leisure and Culture services on their behalf.

3.2. In developing such a plan there are three key elements that require to be considered:

- ◆ Developing the 'ask' – clearly outlining areas of focus for SLLC, expectations etc.
- ◆ Impact of Council's property asset review.
- ◆ Impact of potential further reduced funding from SLC to SLLC and continuing budget pressures.

3.3. The 'ask' from SLC, the property asset review and the financial pressures and savings requirements are interlinked in terms of the Council's ability to develop a commissioning plan that identifies priorities for SLLC. It will set out the expectations regarding service delivery and, while recognising the limitations in relation to available assets and funding, it will provide clarity, allow for longer term planning and help align the shared aspirations of both SLLC and SLC.

4. Strategic Commissioning Plan

4.1. The Strategic Commissioning Plan is being drawn up to set out a clear strategic framework for the provision of leisure and culture activities in South Lanarkshire.

- 4.2. The Plan is anticipated to have two key strands:
- ◆ to define the legal relationship between the Council and SLLC by aligning the existing suite of legal documents which govern the relationship between SLC and SLLC and clarifying the requirements of each organisation, and
 - ◆ to define the Council's 'ask' of SLLC by highlighting the key strategic intentions over the medium to long term, in support of SLC's own strategic priorities.
- 4.3. In doing so, the Plan will help to ensure that leisure and cultural services remain accessible and sustainable whilst taking account of available and projected Council funding. This will enable SLLC to best position itself to continue to improve the health, wellbeing and learning of South Lanarkshire residents. Key elements of the Plan will likely include:
- ◆ South Lanarkshire Vision
 - ◆ Policy Context
 - ◆ The SLC – SLLC Relationship Defined
 - ◆ Strategic Intentions 2022-2027
 - ◆ Funding Agreement
 - ◆ Monitoring, Evaluation and Reporting
- 4.4. The Plan is expected to cover the remaining term of the Council Plan, "Connect" 2022-2027, and the strategic intentions will be reviewed and refreshed at the end of this term to align with each Council Plan term thereafter.

5. Property Asset Review

- 5.1. The purpose of the Council led Property Asset Review is to provide an objective review of the facilities owned by SLC, including those operated by SLLC. It sets out to enable decisions to be taken on the future priorities within the context of available financial resources for operation and required capital investment, whilst reflecting the increasing standards of building performance and energy efficiency.
- 5.2. The Property Asset Review is being undertaken in the context of increasing financial pressure on the capital and revenue budgets of the Council, and the need for those budgets to support facilities over the medium to longer term where levels of income may be potentially decreasing.
- 5.3. Area based workshops are being conducted with elected members to look at assets within a ward in greater detail and this exercise is planned to conclude in Autumn 2023.

6. Financial Outlook

- 6.1. The Council report to the SLC Executive Committee on 21 June 2023 advised of a projected budget gap for 2024/25 of £29.207m for the Council as a whole. As indicated in the report, the Council's Budget Strategy for 2024/2025 assumes, at this stage, no additional allocation of monies from the Council to SLLC beyond the current level of funding. In light of the overall budgetary pressures being experienced across local government, the potential for further discussion on the level of Management Fee contribution needs to be prepared for.
- 6.2. SLLC still faces pressures resulting from changes to the funding model which have led to the transfer of some additional liabilities from the Council to SLLC as an alternative to the Council seeking savings from SLLC in previous years. However, these pressures are recurring pressures that would continue in future years and require to be addressed in addition to any potential future savings sought by the Council. These include:
- ◆ Utilities – increases in utility costs are now met by SLLC where they were previously met by SLC.
 - ◆ Pay Award – as above. Increases in pay award are now contributed to by SLLC rather than SLC.
 - ◆ Apprenticeship levy.

- 6.3. The continuation of the above is anticipated to cost circa £5.7m in the coming year and whilst some budgetary provision exists there are, in addition to the above, existing budget pressures that will require to be addressed via savings. These include increased overheads, significant cost pressures from pool operation, income under-recovery, and a £1.5m pressure relating to the one-off funding that was agreed by SLC for the current financial year only.
- 6.4. The savings achievable by SLLC are directly linked to the Property Asset Review being undertaken by the Council and the timeline for completion, which will impact the ability of SLLC to implement the actions required for the start of the new financial year to achieve the level of savings required.

7. Next Steps

- 7.1. Meetings are ongoing between SLC and SLLC officers to develop the Strategic Commissioning Plan and an initial session was held with Elected Members on 19 June 2023 to provide contextual information to support the development of the Plan. A survey of elected members is being undertaken over the Summer period that will contribute to this work and a further session with Elected Members is scheduled for 12 September to begin to define the Council's 'ask' of SLLC.
- 7.2. SLLC Officers are participating in the Property Asset Review that is being led by the Council.
- 7.3. SLLC officers will work with SLC to draw up options for meeting budgetary challenges and to ensure the maintenance of a balanced budget and a report will be presented to the Board at its November meeting.

8. Employee Implications

- 8.1. There are no employee implications arising from the report.

9. Financial Implications

- 9.1. There are no financial implications arising from the report.

10. Other Implications

- 10.1. There are no other implications in terms of risk and sustainability.

11. Equality Impact Assessment and Consultation Arrangements

- 11.1. There is no requirement to carry out an impact assessment or consultation in terms of the proposals contained within this report.

Nick Lansdell
Strategy and Business Development Manager

9 August 2023

Links to SLLC Objectives

- ◆ Organisational Sustainability
- ◆ Health and Wellbeing
- ◆ Connected and Engaged
- ◆ Equality and Inclusion

Previous References

- ◆ None

List of Background Papers

- ◆ None

Contact for Further Information

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Meeting Schedule - August to November 2023

August Board Meeting

Meeting Date

Wednesday 9 August

Board and Group Leader Meeting

Meeting Date

Monday 4 September

AGM October

Meeting Date

Wednesday 4 October

Stakeholder Meeting

Stakeholder Meeting

Friday 27 October

November Board Meeting

Meeting Date

Wednesday 15 November