

Fife Sports and Leisure Trust

Record of the Meeting of the Board of Directors for Fife Sports and Leisure Trust held on
Thursday 9th August 2018 at 3.30pm in Cowdenbeath Leisure Centre

Present: R Campbell (Chair)
E Wallace (EW)
C McDonald (CMcD)
J Hamilton (JH)
K Caldwell (KC)
T Norris (TN)
N Mitchell (NM)
A Suttie (AS)
N Crooks (NC)

In Attendance: E Watson (CEO) Chief Executive Officer
W Watson (WW) Chief Operating Officer
L Turnbull (LT) Human Resources Manager
V Wyse (VW) Head of Finance & Business Development
S Urquhart (SU) Operations Manager
M Tanner (MT) Senior Graphic Designer
K Crichton (KAC) Sales & Membership Manager
C Bowman (CB) Personal Assistant (Minutes)

ACTION

698. Welcome and Apologies

The Chair thanked everyone for attending the meeting. Apologies were received from Donald Lothian and Darren Watt.

699. Declaration of Interests

There were no conflicts of interest declared.

700. Marketing Strategy Presentation

The CEO introduced Margorie Tanner, Senior Graphic Designer, and Kelly Crichton, Sales & Membership Manager.

MT presented Directors with an overview of the Trust's Marketing Strategy for 2018/19. This included a number of planned reviews to examine existing levels of income, better utilisation of facilities and a series of projects to increase income streams and reduce the budget deficit.

Directors offered advice on a number of avenues to explore within marketing, branding, membership scheme, pricing strategy etc and ways of generating income.

MT provided detailed answers in response to Directors' questions.

KAC provided details of plans to further develop the Leisure Active membership scheme and the company brand. NP was keen to pursue an incentive scheme for sales staff, however in the current financial climate, this would not be possible.

Directors requested that priority be given to creating a business plan to establish a sales baseline and produce a timeline to be presented to the Business Performance Committee with a progress report to the Board meeting in November and thereafter on a quarterly basis.

KAC/MT

The Chair thanked MT and KC for their presentations.

701. Minute of the Board Meeting held on 21st June 2018

The Minute of the Board Meeting held on 21st June 2018 was approved and the Chair was authorised to sign it.

702. Matters Arising

689. Capital Investment Projects at Dalgety Bay and Levenmouth Centres

The CEO advised that the RPM room at Dalgety Bay Sports and Leisure Centre is now complete. Work on the studio will be completed in August. The revised gym at the centre will now have 50 stations.

The upgrade at Levenmouth Swimming Pool and Sports Centre will commence in October with access returned to the Trust in February 2019. The refurbishment will increase the size of the gym and add a new studio. Customers will be kept informed of closures and progress.

689. Mystery Shopper

WW reported that following feedback from the Mystery Shopper an action plan has been developed aimed at improving the customer experience. This initiative has proved to be good value for money as it highlights areas for improvement.

689.2 Review of Performance

WW reported that a Working Group has been established to progress with upgrading the Healthy Working Lives Bronze status to Silver.

690. The CEO advised that two Directors have expressed an interest in the position of Vice Chair. A Nominations Committee meeting has been arranged for 6th September 2018

to meet with both candidates and the Board of Directors will be informed of the outcome at the Board Meeting on 27th September 2018.

703. Chairman's Report

The Chair reported that since the last Board Meeting in June he had met with the CEO on several occasions to discuss various items of Board business. These topics will be covered later in the agenda.

704. CEO's Report

1. Review of FSLT's Management Fee

The CEO referred to the briefing note issued to Directors following the last Board Meeting which updated them on the Management Fee position at that time and in particular to a letter received from the Head of Communities & Neighbourhoods which set out three scenarios of potential funding levels.

Directors were advised that a Working Group consisting of Fife Council and FSLT representatives met on 1st August 2018 with a further meeting scheduled to take place on 24th August 2018. FSLT has been asked to produce a business case with three scenario options under consideration.

Directors discussed and considered a number of issues in relation to the Management Fee issue and it was noted that the matter had been given considerable consideration at previous meetings and required to be brought to a conclusion at the earliest opportunity.

The Board maintained its view that FSLT must be given an adequate Management Fee to deliver an agreed package of core services on behalf of the local authority. Timelines remain a major concern for the Board.

The CEO advised that he had extended an invitation to the Head of Communities and Neighbourhoods to meet the Board but was still awaiting a response. It was agreed that the CEO would continue to pursue this matter. Directors agreed that if required, a special meeting of the Board would be necessary in order for dialogue to take place with the Council.

CEO

It was agreed that the CEO would bring a further report to the next Board Meeting.

CEO

CMcD left the meeting at 5.45pm

2. Corporate Strategy 1st Quarter Reporting

2.1 Attendances

Directors were advised that there has been a slight drop in attendances over the summer period, mainly due to the particularly good weather.

2.2 Progress Report

Directors noted the report for the first quarter of the year which highlights the progress made so far to deliver the strategic priorities and desired outcomes of the Corporate Strategy. Directors requested this be in a RAG format in future.

NC reported that local swimming clubs have approached him to say that their instructors are keen to provide swimming lessons. Following discussion it was agreed that WW will pursue this matter.

WW

3. Health and Safety

The CEO advised that the Company's Health and Safety Policy is currently under review. He also advised that there were no matters of significant importance to report to the Board. All Directors' inspections scheduled for Q1 are complete.

4. Proposed Merger of FSLT with FGT – Advice from Burness Paul LLP

Directors were given a copy of an email received from the Company Solicitors in respect of the stance which the Office of the Scottish Charity Regulator (OSCR) may take on the matter of the proposed merger.

5. Revenue Budget Update (Savings Options) Report

The CEO presented the report which had been considered by the Audit, Finance and Compliance Committee at its meeting on 1st August 2018. The report provided detailed information on plans and initiatives currently taking place to increase revenue streams which included further promoting the Leisure Active Membership Scheme, a Sales Development Plan, on-site advertising, launch of new fitness classes and a new Marketing Strategy.

KAC outlined the five key objectives of the Sales Development Plan and illustrated the activities, actions and timescales to review where savings can be made and where income can be generated in the short and long term periods. KAC provided detailed answers

in response to Directors' questions. TN expressed an interest in assisting KAC and MT with the plan.

An update on progress will be reported at a meeting of the Audit, Finance and Compliance Committee later in the year.

6. Declaration of Interests Forms

CEO

The CEO reminded Directors to return their updated details to CB as soon as possible.

Directors noted the content of the CEO's report.

Directors

705. General Data Protection Regulations (GDPR) Report

VW referred to the initial GDPR Compliance Audit Report which has been prepared by Really Good **Data Protection (RGDP)**, an external company that FSLT is proposing to engage to support its compliance with the Regulations. The initial report was considered by the Audit, Finance and Compliance Committee at its meeting on 1st August 2018 and it was agreed that a detailed action plan will be submitted to the next meeting of the Committee and monitored at subsequent meetings.

VW

706. Annual General Meeting 2017/18 Report

The CEO updated Directors of the arrangements for the Company's Annual General Meeting (AGM) to be held on 27th September 2018 and sought their agreement for Fife Council to re-appoint RC and CMcD to the Board. This was agreed.

VW

The CEO advised that as RC's tenure as a Director was coming to an end, he had to relinquish the role of Chair, however he had intimated his willingness to continue after the AGM. Directors were in agreement for RC to continue as Chair.

The CEO advised Directors that they will receive formal notice of the AGM no later than 14 days prior to the meeting.
Directors noted the report and agreed to the recommendations.

VW

707. Committee Business Report

The CEO referred to a recent meeting of the Audit, Finance & Compliance Committee and the Minute attached for Directors' perusal. Directors noted the content.

VW reported that a number of outstanding debts had been recovered, one from a local club which has been outstanding for some time. VW also advised that she will pursue Fife Council for more regular updates.

VW

The Chair recommended that the Executive Management Team assign policies to individual Committees for review. Directors were advised of the work currently taking place. The Chair further recommended that the roles and remits of each of the Committees be updated.

Directors noted the items of business contained within the Minutes of the Audit, Finance and Compliance Committee meetings held in June and August 2018.

Directors noted the content of the report.

708. Any Other Business

Health & Wellbeing

EW reported that he had recently visited Duloch Leisure Centre with Dr John Harden, National Clinical Lead for Quality & Safety, working for the Scottish Government, who was hugely impressed with the Active Options programme. Dr Harden was unaware of the work which FSLT delivers in this area and will discuss this with his colleagues in Scottish Government.

709. Date of Next Meeting

The next meeting of the Board will take place on Thursday 27th September 2018 commencing at 3.30pm, venue to be confirmed. The AGM will follow at 5.00pm.

Signed _____
Chair

Date _____