

Fife Sports and Leisure Trust

Record of the Meeting of the Board of Directors for Fife Sports and Leisure Trust held on Thursday 21st June 2018 at 2pm in the Hebdomadar's Room, University of St Andrews

Present: R Campbell (Chair)
E Wallace (EW)
C McDonald (CMcD)
J Hamilton (JH)
D Watt (DW)
K Caldwell (KC)
D Lothian (DL)
T Norris (TN)
N Mitchell (NM)
A Suttie (AS)
L Erskine (LE)

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
C Bowman (CB) Personal Assistant (Minutes)

ACTION

683. Welcome and Apologies

The Chair thanked everyone for attending the meeting. Apologies were received from Neil Crooks.

684. Declaration of Interests

There were no conflicts of interest declared.

685. Minute of the Directors Only Meeting held on 22nd March 2018

The Minute of the Directors Only Board Meeting held on 22nd March 2018 was approved and the Company Secretary was authorised to sign it.

686. Minute of the Board Meeting held on 22nd March 2018

The Minute of the Board Meeting held on 22nd March 2018 was approved and the Chair was authorised to sign it.

687. Matters Arising

677.1 Attendances to the end of February 2018

WW reported that the Trust is considering a new computer package for collecting relevant customer data and ascertaining trend analysis. At present data is mainly collected via social

media and it is anticipated that a tailor-made package will improve the customer experience and also boost sources of income through trend analysis and specific marketing strategies.

677.5 Crèche Update

The CEO advised that a managing change consultation process has commenced with staff and Trade Unions.

688. Chairman's Report

The Chair reported that since the last Board Meeting in March he had met with the CEO to discuss various items of business, including arrangements for the appointment of a Vice Chair and also the notes of interest received for the vacant position of Independent Director.

The Chair advised Directors of a meeting with the Company Solicitors, Burness Paull LLP, on 27th April 2018 for advice on the Management Fee and of correspondence with the Executive Director for Communities, Fife Council, on this matter.

The Chair also informed Directors that since the last Board Meeting he had attended the official launch of the Trust's Learn to Swim Scheme in partnership with Scottish Swimming and Scottish Water on 16th May at Michael Woods Sports and Leisure Centre and also the official opening of the impressive Michael Woods Indoor Football Arena on 30th May.

On 31st May the Chair also attended a Corporate Health and Safety meeting with the Executive Management Team and Safety and Facilities Manager.

689. CEO's Report

1. Operational Update

The CEO introduced SU who provided an update on a variety of operational matters. These are summarised as follows:

Leisure Active Membership Scheme – campaigns, statistics and unpaid debtors list

Overall attendances at sport and leisure facilities have decreased as at the end of May 2018. This is attributed to the recent spell of good weather which has seen a drop in casual use and gym attendances in particular.

Following a campaign in May to boost Leisure Active sales and to lessen the impact of the opening of Puregym in Dunfermline, a marketing campaign took place which resulted in 892 new

members joining the scheme. This has led to an increase in the membership base of 750.

Administration Review

The Leisure Active Administration Team has improved the Direct Debit process to recover unpaid monies and has reduced the debtors' list by 54.3%

Learn to Swim Programme

The Learn to Swim Programme, delivered in partnership with Scottish Swimming and Scottish Water, was officially launched on 16th May 2018 at the Michael Woods Sports and Leisure Centre. Directors were reminded that the Trust now has a dedicated Aquatics Co-ordinator and offers swimming lessons over 49 weeks of the year, with participants given the bonus of free access to any public swimming session throughout the year when participating in the programme. The changes have ensured that quality is at the forefront of the Learn to Swim programme

Michael Woods Indoor Football Centre

The Indoor Football facility was officially opened on 30th May 2018 by the Provost of Fife, Councillor Jim Leishman.

Capital Investment Projects at Dalgety Bay and Levenmouth centres

Progress was reported on the £1m one-off investment project at Levenmouth Swimming Pool and Sports Centre and similarly a £250k one-off investment project at Dalgety Bay Sports and Leisure Centre. Both projects are due to be completed within the current financial year.

Gym Refurbishment Programme

The first phase of the refurbishment programme has been completed at Carnegie Leisure Centre, Duloch Leisure Centre, Bowhill Swimming Pool and East Sands Leisure Centre. Phase 2 will commence in June 2018 with Cupar Sports Centre, Cowdenbeath Leisure Centre and Dalgety Bay Sports and Leisure Centre gyms being upgraded. The timeline for the refurbishment of the remaining gyms is still to be confirmed.

Lifeguard Training

Work has continued at sport and leisure facilities to ensure an appropriate level of training for Lifeguards is in place. Nine facilities with pools have achieved a training rate of 90%. This is an increase of 2% compared to the previous year, with the long term achievement target of 95%.

Business Improvement Initiatives – key focus on growth

A number of strategies have been developed and implemented to deliver the strategic priorities and desired outcomes of the Corporate Strategy 2017/20. Plans which are in place include: Operations, Gyms, IT, Aquatics, Leisure Active, Sales Development and Marketing. A Health & Wellbeing Strategy is currently being developed with an official launch planned for the Autumn.

Directors noted the work of the Health & Wellbeing Team and suggested ways of securing external funding to publicise classes and in particular link this to the Government's Health Agenda.

Mystery Shopper

In January 2018 a Mystery Shopper company (Proinsight) carried out a mystery shop visit for all centres which has resulted in an action plan being developed on areas for improvement. This initiative will continue over the next 12 months when the company will re-visit centres to assess improvements to the customer experience.

2. Review of Performance 2017/18

The CEO presented a report which provided Directors with an insight into the work of the Trust during 2017/18 to deliver the strategic priorities and desired outcomes of the Corporate Strategy. Following consideration of the report it was agreed that a press release should be issued and an assessment undertaken to upgrade the Healthy Working Lives Bronze award to Silver status.

Directors noted the CEO's Report and commended staff for their achievements.

3. Committee Membership Report

The CEO presented the report which outlined proposed changes to the membership of the Company's Committees following the recent resignations of two Board Directors. The Board approved the report.

4. General Data Protection Regulations (GDPR) Update

VW referred to a briefing note previously circulated to Directors and which was also considered by the Audit, Finance and Compliance Committee at its meeting on 13th June 2018.

690. Appointment of Vice Chair

The CEO advised Directors that two nominations have been received for the office of Vice Chair. Following consideration of this matter Directors appointed a Nominations Committee to guide the Board in relation to the appointment of an appropriate individual to serve as Vice Chair.

It was remitted to the CEO to make the necessary arrangement for the Nominations Committee to meet the Directors who have submitted an expression of interest to become Vice Chair.

CEO

691. Update on the Recruitment of an Independent Director

The Chair advised that he and the CEO had recently met to discuss three notes of interest received from applicants who were interested in joining the Board. Following consideration of this matter and given that the merger with Fife Golf Trust (FGT) might be realised in the future, it was felt prudent to wait until the merger position is clarified by Fife Council as it may be that Directors on the FGT Board could have the right skills mix to take up the vacant Independent Director's post.

692. Draft Revenue Budget 2018/19 Progress Report

The CEO presented a report which outlined the work that had taken place since the last Board Meeting to review areas of the business and to identify opportunities for other savings. The report also provided an update on the negotiations taking place with Fife Council regarding the Services Fee payable to the Trust.

The CEO advised of a meeting which took place on 14th May 2018 between Fife Council Officers and FSLT representatives and an agreement to establish a joint Council/Trust working group to consider a number of scenarios for the Trust's service delivery against different funding levels. Each scenario would review the package of services which FSLT can deliver within different cost envelopes including the implications and risks associated with each. Directors were advised of the timescale for this exercise and the desire of Council Officers to present the results to key members of the Council's Administration as part of the budget setting process for 2019/20 and beyond.

Directors also considered the matter of the Trust's Draft Revenue Budget for 2018/19.

693. 2017/18 Provisional Outturn Report

VW presented the report which was considered by the Audit, Finance and Compliance Committee at a meeting on 13th June 2018. The report provided details of the Provisional Out-turn position as at 31st March 2018 together with a cash flow forecast for the year to 31st March 2019.

Following consideration of the report and Directors' questions the Board noted the content of the report.

694. External Audit Plan 2017/18

VW referred to the External Audit Plan produced by the Company Accountants, Scott-Moncrieff, which summarises the work plan for the 2017/18 external audit. The plan sets out the way in which both the Board and Scott-Moncrieff will meet their respective responsibilities under charities legislation and International Standards on Auditing. It summarises the responsibilities of the Board and the Auditor and provides a proposed timetable of the work to be audited.

Directors noted the content of the Plan.

In addition to the plan, Directors were advised of forthcoming work to update their Declaration of Interests proforma.

695. Committee Business Report

The CEO referred to the Minutes of the recent meetings of the Business Performance and Human Resources Committees and advised that the Minute of the Audit, Finance and Compliance held on 13th June 2018 would shortly be circulated.

In considering the report the Board endorsed the recommendation of the Human Resources Committee to accept the Draft Data Protection Policy which was developed to comply with the General Data Protection Regulations (GDPR). The CEO advised that in future all matters pertaining to GDPR would be referred for consideration to the Audit, Finance and Compliance Committee prior to reporting to the Board.

CEO/VW

Directors noted the content of the report.

696. Any Other Business

696.1 The CEO distributed a copy of the Gender Pay Gap Report and advised that FSLT has a 0% median pay gap between male and female staff, which is significantly below the official Scottish Government figure of 6%.

696.2 The Chair advised Directors that a Board Development Day will be organised for the latter part of the year

CEO

697. Date of Next Meeting

The next meeting of the Board will take place on Thursday 9th August 2018 commencing at 3.30pm in the Corporate Training Room, Cowdenbeath Leisure Centre.