

Fife Sports and Leisure Trust

Minute of the Virtual Meeting of the Board of Directors
held on Thursday 10th June 2021 at 3.30pm via Microsoft Teams

Present: R Campbell (Chair)
J Hamilton (JH)
E Wallace (EW)
P Gulline (PG)
B Thomson (BT)
L Erskine (LE)
K Caldwell (KC)
D Watt (DW)

In Attendance: E Walker (CEO) Chief Executive Officer
W Watson (WW) Chief Operating Officer
V Wyse (VW) Head of Finance & Business Development
L Turnbull (LT) Human Resources Manager
S Urquhart (SU) Sport & Physical Activity Manager
F Prendergast (FP) Wellbeing & Programme Manager
C Bowman (CB) Personal Assistant (Minutes)

ACTION

999. Welcome and Apologies

The Chair welcomed everyone to the meeting. Apologies were received from C McDonald, A Suttie and D Lothian.

SU, VW, WW and FP were not present at the start of the meeting.

1000. Declaration of Interests

No declarations of interest were declared.

1001. Minute of the Meeting Held on 13th May 2021

The Minute was approved and the Chair was authorised to sign it.

1002. Matters Arising

981. Update on Beacon Leisure Centre

Timeline for re-opening pushed back due to failure of a ventilation unit. Once further information is received from the contractor Directors will be updated on the position. (WW)

- Item later in agenda.

982. Mental Wellbeing Policy Review Report

Information supplied to staff will be forwarded to Directors. (CB)

- Complete

Remitted the HR Manager to make appropriate arrangements for the launch of wellbeing initiatives and the implementation of the policy.

- Complete

Remitted the HR Manager to communicate the Mental Wellbeing Policy and Mental Wellbeing Managers Guide to Trade Unions and staff.

- Complete

983. Potential Merger - Update Report

A further update will be brought back to the Board of Directors regarding the council position (CEO)

- Item later in agenda.

996. Mental Wellbeing Policy Review Report

The Board authorised the CEO to implement the changes to the policy

- Complete

1003.1 Workforce Change Update Report

LT was in attendance for this item to answer any HR-related questions on this report.

The CEO provided Directors with an update on the proposal which was previously agreed at the March Board Meeting, subject to discussion regarding funding, and provided an update on the ongoing discussions with Fife Council regarding the changes the Council has asked the Trust to consider.

An anticipated timetable for the change was advised to Directors and a further implementation plan would be submitted to the Service Improvement Committee and subsequently the Board for approval.

A further progress update will be provided to the next Service Improvement Committee.

(SU, VW and WW along with Fiona Prendergast, Wellbeing & Programme Manager) joined the meeting at this point)

1003.2 Temporary Recruitment Update

SU provided the update. Recruitment was frozen in March 2020 and, in order to aid FSLT's recovery and a reduced opening hours model. This reduction enabled the Trust to reduce its staffing requirements.

Until the reduced opening hours model and a permanent staffing model is established, the Trust requires to temporarily fill vacant posts to avoid staffing shortages on the frontline. A detailed review has established the short-term requirements and an exercise has been undertaken to ascertain if vacancies or hours could be filled by current staff on part-time or full-time furlough. This has now left the Trust with a list of vacant posts and a list for a requirement for casual staff. If a post cannot be filled internally then it will be advertised externally.

JH asked if this has been communicated to staff. SU confirmed that all staff have been briefed and invited to submit a note of interest.

Directors discussed the item in detail and noted the report.

1004. Health Programme Delivery

The CEO introduced Fiona Prendergast (FP), Wellbeing and Programme Manager, who delivered an excellent presentation on the delivery of FSLT's health programme both pre and post-pandemic.

Following feedback from research undertaken by Napier University, a Health & Wellbeing Strategy and Delivery Plan has been implemented which will run until March 2022 along with a recovery plan which was in place after both lockdowns. An unexpected addition to the recovery plan was the 60-Day Sprint facilitated by Franklin Covey where FSLT collaborated with Fife Council to engage with participants from the health programme. A number of insights were gained into what is important for people and improvements have been made. To enable these a new health team structure has been approved and will include 1.5 FTE Health and Wellbeing Co-ordinators and 1.5 Health and Wellbeing Advisors.

The Trust will continue to re-think they way in which services are delivered to ensure they meet the needs of the communities and this will be achieved by working with partners and focusing on what can be achieved collectively. The 4DX project with Fife Council will provide a valuable opportunity to change mind-sets to work collectively to achieve common objectives.

PG asked who makes the referrals to the health programmes. These come from a wide range – NHS, Physiotherapists, GPs, Maggies, Fife Forum, Social Work, Men's Shed. Fife Voluntary Action also has a

link on their website and information is available at Fife Health & Social Care Partnership 'The Wells'. The aim is to target the people who need help. The CEO added that there is a demand for the service and a need to free up FP to enable her to sit on a forum to influence the funding agenda and raise the profile and remove any barriers at the point of entry. PG suggested that FP approach Kingdom FM to request a short slot to promote the programme. This will be taken into consideration within the communication element.

EW added that it was doubtful that NHS Fife would be willing to fund anything the Trust is doing at present. It might perhaps fund new projects on a short-term basis of 3 – 5 years max. He raised concern that the Trust might create a demand which the Trust cannot meet until it secures funding and therefore attract a negative response. The CEO noted his comments and advised that a temporary resource is available up to the end of this financial year.

1005. Active Fifers 4DX Approach Update Report

The CEO provided Directors with an update on a strategic endeavour project (The Four Disciplines of Execution) along with Fife Council which will commence in June 2021 and last for one year. The process represents a positive approach to tackling the longstanding policy need to increase physical activity and participation in sport whilst reducing health inequalities in Fife.

This approach helps teams and organisations deliver the strategic goals that everyone agrees are really important. It creates a regular weekly rhythm of focus that all team members commit to and it empowers every individual to decide what are the most important one or two things that they can do each week as their contribution. It involves deep collaborate working, listening differently to users trying new things, empowering front-line staff to be more innovative and creative.

The CEO explained the ongoing work within the Wildly Important Goals (WIGs) which consist of a Primary WIG and sub-WIFS - Offerings Awareness, Social Connectedness, Under 18s and Concessions. Regular meetings take place to progress the work streams and scores are recorded.

This is an ambitious programme but one to which the staff are fully committed. It is structured to motivate staff and drive change.

CEO

JH asked how this aligns with Community Use Schools. The CEO responded that it fits with the Sport & Leisure Reform and she will circulate the slide from the last Board meeting which provides an explanation.

CEO

Directors discussed and noted the shared Strategic endeavour with Fife Council and agreed to receive further updates on the progress and delivery of 4DX at regular intervals over the forthcoming year.

1006. Update on Proposed Trusts Merger

The CEO provided Directors with a detailed update on the position since the last Board meeting.

Fife Council is preparing a report to the Co-leaders of the Administration to review the position as a result of the pandemic and confirm, or otherwise, that work on the merger should continue.

Directors discussed the position in detail noting that a formal communication would be required from the Council to confirm their position, and that agreement by the Boards of both Trusts would be required once they were satisfied the merger was in the best interests of the Trust. The CEO advised that work on the due diligence for the merger would support this and correspondence from the Council on their latest position would be circulated to Directors, once received by the Trust.

CEO

Directors noted the update.

1007. Facilities Update Report

WW provided an update on the following centres and advised that the information provided in the Board Report was accurate at the time of writing, however there have been changes since.

Beacon Leisure Centre

Still some ongoing works but this shouldn't stop the Centre opening on 21st June 2021. Further tests of the water have been carried out with Burntisland Swimming Club and the conditions and the water testing meet the COVID standard for use.

Carnegie Leisure Centre

The anticipated handover date of the training pool remains 30th August 2021 with the pool opening on 4th September 2021. However, there are some parts still required to complete the work which need to arrive on time or there will be a delay as they are required for testing before the pool can be made available.

The main pool remains open with some temporary fixes applied to stop the leaks, however a further long- term solution will require to be progressed

Bowhill Synthetic Pitch

The new pitch was handed over w/c 31st May 2021.

Cowdenbeath Leisure Centre

The new sports hall floor will now be replaced in November 2021. Commissioning work is in place to remove the current damaged floor. There appears to be a difficulty in obtaining the wood which may further delay the replacement.

Cupar Sport and Leisure Centre

Sports Hall heaters are being replaced. The new sports hall floor has been delayed until after the Cowdenbeath floor has been completed and will take approximately two weeks to complete.

Kirkcaldy Leisure Centre

A programme of works will commence to replace the cassettes of rainscreen cladding. FC has confirmed this will be a 20-week programme that should not impact the operations of the Centre. However, it affects the car parking spaces around the Centre.

DW enquired of the opening hours and programme on offer once the Beacon Leisure Centre is opened to the public. SU will send this to DW and emphasised that capacity is restricted due to COVID measures. DW suggested that this be advertised widely. SU confirmed that this was already the case.

SU

Directors noted the above and agreed that further updates will be reported to the Board.

WW

1008. Club Survey Results

SU reported that a club survey was undertaken to better understand how FSLT can support local clubs to return to their bookings in the best way possible. The survey also helps the Trust learn more about customers using the venues and the barriers they face, including returning under COVID-19 restrictions. Details of the results are contained within the report.

An Engagement Plan for clubs and bookings will be developed with the potential to create a newsletter and a focus group with performance measurements. The insight from the survey will be combined with additional research into the customer journey and business processes to help inform a strategy for club and booking growth. The survey results will be shared with internal and external stakeholders including sportscotland and Fife Council. The insights from the survey will be combined with additional research in the

customer journey and business processes to help inform and strategy for club and bookings growth.

Directors noted the outcome of the club/bookings survey report and agreed to receive further updates on FSLT developing the club and booking relationship.

1009. Staff Survey Results

LT provided Directors with detailed results from the recent staff survey which was designed to gauge the level of confidence of staff returning to the workplace, and their concerns around wellbeing, health and safety, caring responsibilities, communication and support the Trust could provide to ease their transition.

The survey had a 63% response rate. A high percentage of staff felt positive about their wellbeing in the workplace, health and safety measures, level of communication and were ready to return.

An Action Plan has been developed in response to the outcomes and the EMT will be responsible for leading in their own service area. The survey results will also be made available to Trade Unions.

Directors discussed the report, noting the staff survey and action plan, that the EMT will deliver their respective plans and the HR manager will communicate the surveys results to staff and Trade Unions.

1010. Re-Opening Performance Review

A detailed breakdown of performance was detailed within the report. SU provided a review of performance for w/c 17th May 2021

Attendances have been increasing week on week with 28,135 attendances recorded. Public/family swimming has proved extremely popular, as have fitness classes. Gym usage has been steady – capacity is constantly increasing particularly with the use of PVC screens which were used during the election and can allow more equipment to be utilised closer together. Customer feedback remains strong in terms of overall customer satisfaction.

The Chair commented that the statistics were very encouraging and Directors noted the content of the update.

1011. AOB

1.011.1 Year End Accounts

VW provided Directors with a detailed update on the work currently being undertaken by her team in order to finalise the year end accounts.

The Year End entries are now complete and the draft accounts have been submitted to FC. The deficit has increased by £44k, however FC is aware of this and had previously agreed to fund the deficit. The VAT calculations have been re-visited as a result of the impact of COVID and FSLT is working with Azets (Auditors) to review this, the impact of which is between £45k - £50k. This will not affect previous years' calculations.

The first part of the virtual fieldwork is underway which is earlier than previously anticipated.

A full report, including the Cash flow position to September 2022, will be submitted at the next Governance and Compliance Committee meeting.

VW

1.011.2 Letter of Comfort

VW has requested a letter from FC to confirm its financial support of the Trust to the end of September 2022. This is required to satisfy the Directors that the business is a 'going concern'. The Auditors also require to be satisfied with the letter and will accept a similar wording to last year.

1.011.3 Declaration of Interests

A requirement of the audit is for Directors to refresh their Declaration of Interests and VW will email forms to Directors for completion.

VW

1.011.4 Bereavement

The CEO advised that the wife of a long-standing member of staff, sadly passed away at the end of May. She will send a card on behalf of Directors expressing the sympathy of the Board.

The Chair thanked the CEO and the EMT for their contributions.

1012. Date of Next Meeting

Thursday 12th August 2021 at 3.30pm via MS Teams.

Signed _____
Chair

Date _____