

Fife Sports and Leisure Trust

Record of the Meeting of the Board of Directors for Fife Sports and Leisure Trust held on
Thursday 30th November 2017 at 3.30pm, Cowdenbeath Leisure Centre

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

In Attendance: E Watson (CEO) Chief Executive Officer
W Watson (WW) Chief Operating Officer
V Wyse (VW) Head of Finance & Business Development
M Rae (MR) Safety & Facilities Manager
S Urquhart (SU) Operations Manager
C Bowman (CB) Personal Assistant (Minutes)

ACTION

645. Welcome and Apologies

In the absence of SS, RC in his capacity as Vice Chair, Chaired the meeting. He thanked everyone for their attendance and extended a warm welcome to Tom Norris on attending his first Board Meeting as a Director.

Apologies were received from Stephen Stewart (SS), Jeph Hamilton (JH), Darren Watt (DW) and Ross Paterson (RP).

646. Declaration of Interests

There were no conflicts of interest declared

647. Minute of the Meeting held on 28th September 2017

The Minute of the meeting held on 28th September 2017 was approved and the Chair authorised to sign it.

648. Matters Arising

599. WW agreed to issue Directors with an updated list of health and safety visit dates and to provide a briefing at the next Board Meeting.

WW

649. Chairman's Report

There was no Chairman's report due to the absence of SS.

650. CEO's Report

The CEO introduced his report and invited members of the EMT and SU to assist with the reporting of items.

Operations

- SU reported that attendance levels were down 2.35% compared to the same period last year. This in part can be accounted for by the drop in fees from summer free swimming due to the swimming times being shortened, the continued closure of the training pool at Carnegie Leisure Centre which has lost 16,000 attendances and a 3-week closure of the swimming pool at Cupar Sports Centre. Directors were advised that attendances may also drop slightly at Levenmouth Swimming Pool and Sports Centre and the Beacon Leisure Centre due to the change in swimming pool opening hours.
- The Leisure Active Membership Scheme is at its highest since 2008/09 with currently 12,155 members recorded. Sales have increased by 52%. In order to combat the opening of PureGym in Dunfermline a Budget Gym Prevention Strategy has been developed. To date, 160 gym members have cancelled their membership as a result of the opening of PureGym. The strategy aims to improve the member journey programme and better engagement with staff. Pay As You Go customer levels have also dropped off but the Leisure Active Membership Scheme remains a very good product.
- The swimming pool changes at the Beacon Leisure Centre and Levenmouth Swimming Pool and Sports Centre have been very well received with minimal disruption and a low level of complaints from customers.
- The Swimming Lessons Programme continues to be profitable with over 6,000 children in the scheme and 1,800 on the waiting list. An Aquatics Strategy 2017/20 has been developed and this will be an agenda item for the Board Meeting on 1st February 2018.
- Gym refurbishment projects have taken place at Carnegie Leisure Centre and Duloch Leisure Centre with the Beacon Leisure Centre refurbishment planned for December. Phase 2 of the refurbishment programme will take place at Bowhill Swimming Pool, Cupar Sports Centre and East Sands Leisure Centre followed by Phase 3 at Levenmouth Swimming Pool and Sports Centre and Dalgety Bay Sports and Leisure Centre.

- Attendance at Lifeguard training is at 89%, the highest ever recorded. A training plan has been developed for all centre staff covering fire evacuation etc and a Trainee Duty Manager development programme has been created.
- Kirkcaldy Leisure Centre, Lumphinnans Sports Hub and Michael Woods Sports and Leisure Centre have been awarded 4-Star status by Visit Scotland. An improvement plan is currently being developed Fife-wide to increase the star rating for centres.
- A review of the Leisure Information Management System (LIMS) is currently underway which has included a survey involving staff, customers and managers to assess the effectiveness of the system. This project is being taken forward with the assistance of Fife Council's Procurement Service.
- Attendances at Dalgety Bay Sports and Leisure Centre have fallen, in the main due to the loss of an outdoor event (PKD Festival) and the Acrobay Gymnastics Club moving to its own premises in Rosyth.
- In response to questions from Directors SU advised that a Mystery Shopper company has been engaged to improve the customer experience and to help identify ways of improving services which are delivered from sport and leisure facilities. TN agreed to meet with SU and WW to discuss ideas on collecting customer and trend data.
- Directors discussed the recent media release in relation to the Glasgow Commonwealth Games 2014 and the stagnation of participants in sport and physical activity. The CEO agreed to pursue this matter and try and obtain further information.

**SU/WW/
TN**

CEO

Managing Change Programme

WW reported on the progress with the outstanding Change Programme and advised that the completion date for the project will now not take place until 2018. Trade Unions were given an update at a TNCF meeting on 30th November 2017 and staff have been advised of the change proposal. WW reported that while formal approval through the Change Control procedure has still to be agreed with Fife Council there is a commitment from both parties for the change programme to be delivered. WW outlined the benefits of the change and confirmed that a communication strategy will be developed in due course to advise customers.

Renegotiation of the Management Fee

The CEO confirmed that a meeting is to take place on 7th December 2017 with the Joint Leaders of the Administration to discuss the

Management Fee. Directors were advised that work is continuing with the development of a 3-year budget and that a draft Revenue Budget Report 2018/21 will be presented at the February Board Meeting.

VW

Annual Reporting to Fife Council – 2016/17 Financial Year

The CEO reported that Fife Council received FSLT's Performance Report for 2016/17 at a meeting of the Communities and Housing Committee held on 9th November 2017. The Committee noted the continuing strong performance of FSLT and the role the organisation plays in delivering sport and health and physical activity services to the communities of Fife.

Barclay Review Update

The CEO advised Directors of the Government's decision not to accept recommendation 24 of the Barclay Review - to end the rates relief for ALEOs. The CEO was asked to write to Sporta Scotland and to record the Board's appreciation for the lobbying work that was undertaken on behalf of Sporta members.

CEO

Be Active Fife Trading Subsidiary Update

VW reported that the Company is aiming to start trading on 1st April 2018 once the legal and accounting issues are in place with Fife Council.

Associated Employers – ALEOs

WW provided background, referring to the Report considered at the Board Meeting on 26th January 2017, in which it advised of a Court of Session decision involving Glasgow City Council and two of its ALEOs relating to equal pay law. Directors were advised of the work which is currently being undertaken by an Associated Employers Working Group whose membership consists of Fife Council employees and representatives of the Fife Trusts. WW highlighted the key issues currently under consideration by the working group.

In considering this agenda item the Board of Directors agreed to refer a particular Associated Employer's matter to the Human Resources Committee and for that Committee to report back to the Board in due course.

HR
Comm

The Board noted the CEO's report.

651. Trust Management and Governance Update

The CEO advised that Fife Council's Community and Housing Services Committee considered a Trust Management and Governance Report at a meeting on 9th November 2017. The

Committee agreed for a proposal to be developed to merge Fife Golf Trust (FGT) with FSLT subject to approval by the respective Board of Directors. A copy of the report was made available to the Board. At the same meeting the Committee noted the ongoing work between Fife Council and all four Trusts to develop sustainable funding arrangements on a three-five year basis for the provision of a range of services on behalf of the Council.

It was noted that Fife Council had been invited to send a representative to the Board Meeting in order to help facilitate discussions on the way forward. This invitation was not accepted. At this point LE declared a possible conflict of interest as she had attended a Council Policy and Co-ordination Meeting when this matter had been discussed. Following consideration, Directors agreed to allow LE to remain and contribute to this agenda item.

The CEO advised that he had received an email from the Council's Community Projects Team Manager (also FSLT's Client Officer) which outlined the Council's preferred approach in taking the proposal forward. It was agreed that the CEO would forward the email to Directors. While noting the Council's approach Directors also gave consideration to their own responsibilities as Company Trustees and agreed that a programme of due diligence should be undertaken and that a FSLT working group be established consisting of the SS, RC, CEO, WW and one Director to take this forward.

CEO

During discussion of this agenda item there was an adjournment of the meeting at the request of LE to speak with the RC and CEO privately.

Following an extensive discussion of this agenda item it was agreed that the CEO should write to Paul Vaughan, Head of Communities and Neighbourhoods, to request a meeting with himself, the Chair and Vice Chair to enable Directors' concerns to be communicated and to seek further clarification on the Council's methodology with the development of the merger proposal.

CEO

652. Health and Safety Report

MR presented the report which provided Directors with key information pertaining to Health and Safety for the first half of the financial year. MR referred to the HSE document "Leading Health and Safety at Work" and Directors' responsibilities relating to this, the Health and Safety Action Plan and Incident Reporting and Monitoring. Directors were advised that there are no corporate health and safety matters which require to be considered by the Board.

Directors were invited to meet with MR if they wish to discuss the Company's health and safety work programme and it was agreed that visits to sport and leisure facilities should remain a priority with visits

completed by 31st March 2018. RC requested that previous issues raised by Directors from visits to sport and leisure facilities should be collated and circulated.

CEO/MR

Subject to minor changes to the Health and Safety Action Plan, the Board noted the content of the report.

653. Finance Report

VW presented the report which outlined the revenue and cash flow projections for the financial year to 31st March 2018 based on the position in mid-November 2017.

VW provided an explanation for the income and expenditure, particularly in areas of under-achievement and advised that current projections show a revenue deficit for the current year which is a slight improvement on the figure provided at the previous Board Meeting. VW advised that the report takes into account the anticipated reduction in income with the opening of the new budget gym in Dunfermline. VW also reported that this deficit will reduce the reserves balance to £1.4m which is above the minimum policy level.

VW provided explanations to questions from Directors and the Board noted the content of the report.

654. Committee Business Report

The CEO referred to the recent meetings of the Human Resources Committee and the Audit, Finance and Compliance Committee. Directors were advised that Linda Erskine has been appointed as Chair of the Human Resources Committee and Jeph Hamilton as Chair of the Audit, Finance and Compliance Committee.

The Board of Directors approved (a) a new Maternity and Adoption Leave Procedure (b) FSLT to be registered as an accredited Living Wage Employer.

Directors were advised that the Audit, Finance and Compliance Committee had recommended the revision of the Business Risk Register in order to re-prioritise risks and to reflect changes to VAT and the requirements of General Data Protection Regulations.

Directors noted the contents of the report.

655. Board Away Day – Reflections

At the request of RC, Directors agreed to defer this item to the next meeting of the Board.

656. Date and Venue of Next Meeting

Thursday 1st February 2018. Venue to be confirmed.

NB – The meeting will take place in the Lecture Room at the Music Institute, Dunfermline commencing at 3.30pm.

Signed _____
Chair

Date _____