

Fife Sports and Leisure Trust

Minute of the Meeting of the Board of Directors for Fife Sports and Leisure Trust held on Thursday 19th March 2020 at 3.30pm in the Music Institute, Dunfermline

Present: R Campbell (Chair)
E Wallace (EW)
D Lothian (DL)
P Gulline (PG)
A Suttie (AS)
K Caldwell (KC)

In Attendance: J Hamilton (ICEO) Interim Chief Executive
W Watson (WW) Chief Operating Officer
L Turnbull (LT) Human Resources Manager
S Urquhart (SU) Sport & Physical Activity Team Manager
R Adamson (RA) Quality Improvement Manager
V Wyse (VW) Head of Finance & Business Development
S Aldred (SA) Company Accountant
M Rae (MR) Safety and Facilities Manager
C Bowman (CB) Personal Assistant (Minutes)

ACTION

838. Welcome and Apologies

ICEO thanked everyone for attending the meeting which Directors attended via Microsoft "Teams" due to the COVID-19 outbreak.

Apologies were received from Carolyn McDonald and Linda Erskine.

839. Declaration of Interests

There were no conflicts of interest declared.

840. Minutes of the Meeting Held on 30th January 2020

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

841. Matters Arising

827. GDPR Update

ICEO advised that David Mills, DPO, would not be attending further Board Meetings. RA will be picking up the actions from the GDPR Action Plan and reporting going forward.

VW advised that she has emailed Fife Council requesting a meeting to establish ownership of the CCTV.

ICEO advised that he has requested project manager assistance from Fife Council to assist with the GDPR project.

810. Replacement Partner Director

ICEO advised that this is being dealt with by Andy MacLellan, Team Manager Communities Projects, Fife Council. Directors will be advised when information becomes available. Noting it is likely to be ratified at the April Community & Housing Committee, subject to current Covid-19 impact.

818.1 Potential Merger

WW is in discussions with Fife Council and will report back to the Board.

842. Chairman's Report

The Chair reported that since the last Board meeting he has met with the ICEO on several occasions to discuss ongoing business.

843. CEO's Report

The ICEO presented the report together with input from members of the Executive Management Team. He explained to Directors that this report was in a new format and provided a more visual report with appendices attached for Directors to read more detailed information.

843.0 Coronavirus (COVID-19) Pandemic

MR advised Directors that he is working closely with Fife Council's Integrated Management Team to keep FSLT informed of any recommendations relating to the virus. Advice includes HR protocol, IT provision for home working and general advice.

LT provided an update of the staffing situation at the current time and will follow advice from Fife Council.

Directors noted the statement from FSLT's Insurers that a claim cannot be made for loss of income. The Trust will therefore require financial support from Fife Council.

The Executive Management Team (EMT) will be in daily contact with MR and Fife Council to assess the situation and to maintain business continuity arrangements. Costs will be kept at a minimum where possible and the full financial impact on the business is likely to exist for 12 weeks.

843.1 Update on Strategic Priorities

ICEO updated Directors with details of a meeting that he and the Chair attended with the Head of Communities and Neighbourhoods and members of Fife Council's Administration to discuss the Trust's current financial position, the budget for the next 3 years and the impact on the Trust's reserves position

Since that meeting Fife Council has written to the Chair noting that the reserves are low and confirming that the Council will continue to support FSLT for the foreseeable future to enable it to continue to operate its services. The Council will also work closely with FSLT to address the impact of COVID-19 as this has been incorporated into the Council's financial risk management plan.

The ICEO explained to Directors that the EMT has revisited the three strategic objectives to now include two sub-headings under "Improving the Customer Experience", ie. Having Great Staff and Being a Great Place to Work. The original 20 strategic outcomes have been aligned and these will be incorporated into staff objectives.

843.2 Growing the Business

SA provided Directors with commentary on income and expenditure during 2018/19 and 2019/20, noting these were subject to any year end impact caused by the Covid-19 issue. Income in 2019/20 is better than previously anticipated, although there is still a forecasted shortfall in the budget. Expenditure is down, in the main due to the Redesign of Services Programme. Cash flow has tracked ahead of budget throughout the year and the 2 peaks in the graph were explained as two pay periods in May last year, plus 2 management fees received in one period. Debt has decreased slightly, however one large outstanding debtor remains a concern and this is currently being investigated. Directors will be updated on the situation.

SA sought approval from Directors to accept the Draft Budget Report 2020/21 which was considered at a meeting of the Governance and Compliance Committee earlier in the month. AS proposed this and RC seconded it.

843.3 Improving the Customer Experience

SU updated Directors on work ongoing to improve the customer experience. Plans are in place to launch a customer survey which will measure KPIs via a Customer Satisfaction Score, Customer Effort Score and Net Promoter Score. Customers will be asked to complete a survey when leaving the facility either online or at reception. Going forward, iPads will be available to complete a survey on site before customers leave. The data collected will enable the business to provide a service which is tailored to the customers' requirements. Changes will be piloted and if successful will be rolled out to all centres.

WW advised Directors that she has developed a Stakeholder Plan, including KPIs, in order to engage with local MPs/MSPs, local sports clubs, trade unions and Elected Members to inform them of the service FSLT delivers within the existing Management Fee. Meetings have been positive and have raised awareness of the services provided, particularly within the health and wellbeing team.

843.4 Being a Great Employer and Being a Great Place to Work

LT advised Directors that the EMT is currently working on a Performance Management Framework aligned with the corporate objectives to ensure that staff are given an opportunity to develop their business skills and to have succession plans in place. The HR Action Plan now includes KPIs which will provide a measurement of how well the plan is on target. A staff survey has been devised but this will now be put on hold until the COVID-19 pandemic is over. Sickness absence is below target, staff turnover remains low below the 7% target and 77% of staff received training during the financial year.

843.5 Being Great at What we Do

ICEO advised Directors that the EMT has identified 5 key processes that will look to be “leaned” in 20/21. Improvement plans will also be developed based on customer and staff satisfaction surveys.

843.6 Making a Difference

ICEO advised that the Risk Register continues to be monitored and that the top 10 risks will be shared with Directors at all future Board meetings. Currently the Corona Virus is the biggest risk to the company. VW is finalising a commercial calendar showing planned activity throughout the year which will enable forward planning. The Trust has also be signed up to Scotland’s Mental Health Charter which aims to ensure there is no barrier to anyone with a mental health problem participating in physical activity and sport. An Action Plan is in place to provide staff with a better understanding.

MR reported that staff and customer incidents were consistent with the usual pattern for the business and remained low. Unfortunately there is no benchmarking data available from other similar Trusts to compare this with. MR also reported that health and safety inspections have not identified any significant issues, planned maintenance reviews have all been submitted on time and all technician requests have been fulfilled on time. The Trust is also looking at Green projects with an aim to increase recycling, reduce the use of single-use plastics, meet carbon reduction targets and meet Fife Council’s objectives under the Zero Waste Fife Resources Strategy Action Plan.

843.7 EMT Transformation Plan

RA provided a brief overview of the programme for 2020. 16 work streams have been identified with the top 5 being developed as projects. All work streams and projects are reported on a weekly basis at the EMT meeting using a RAG status. Each of these aligns to the 5 key strategic themes – Growing the Business, Improving the Customer Experience, Being a Great Employer, Being Great at What We Do and Making a Difference and identifies the key benefits to the

business, the status at the last period and the status at the current period. Project owners will meet with the ICEO on a two-four weekly basis to provide updates.

844. Committee Business Report

Directors noted the content of the business discussed at recent meetings of the Services & Operations Committee and the Governance & Compliance Committee.

845. Any Other Business

845.1 Recruitment of CEO

ICEO reported that four candidates were interviewed for the post on 16th March 2020. Two candidates had identical scores and a possible second interview was being considered.

845.2 Feedback on Board Format

ICEO asked Directors to feed back any comments on the new Board Meeting format directly to him.

RC thanked JH for Chairing the meeting and also those who joined the meeting remotely.

846. Date of Next Meeting

Thursday 18th June 2020, commencing at 3.30pm in the Corporate Training Room, Cowdenbeath Leisure Centre (COVID-19 permitting).

Signed _____
Chair

Date _____