

Fife Sports and Leisure Trust

Minute of the Virtual Meeting of the Board of Directors
held on Thursday 13th May 2021 at 3.30pm via Microsoft Teams

Present: R Campbell (Chair)
J Hamilton (JH)
E Wallace (EW)
P Gulline (PG)
A Suttie (AS)
D Lothian (DL)
B Thomson (BT)
L Erskine (LE)
K Caldwell (KC)

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
C Bowman (CB) Personal Assistant (Minutes)
K Marsh (KM) HR Advisor (Item 982)

ACTION

975. Welcome and Apologies

The Chair welcomed everyone to the meeting. Apologies were received from C McDonald and Darren Watt.

976. Declaration of Interests

No declarations of interest were declared.

977. Minute of the Meeting Held on 25th March 2021

The Minute was approved and will be signed by JH who Chaired the meeting in the absence of the Chair.

978. Matters Arising

959. AOB

Programme to review facilities prior to re-opening to be issued to Directors (CB)

The CEO thanked those Directors who visited centres. Any Directors who wish to can contact CB to arrange a visit.

966. CEO Update

Insurance Renewal 2021/22

Push Insurers for a rebate (VW)

No rebate available.

Proposed Changes to Articles of Association for Virtual Meetings

Remit the Chair to approve the wording of the change prior to submission of the written resolution to the Sole Member (VW)

Complete.

Re-opening Timeline

Send one year in lockdown video link to Directors (CEO)

Complete.

967. Annual Accounts and Audit Plan

JH advised that the G&C Committee recommended a more robust and carefully worded letter of support be provided by FC at the date the accounts are approved. The CEO will discuss this with FC's Head of Communities & Neighbourhoods. (CEO)

Ongoing.

Directors approved the content of the Audit Planning Letter and Letter of Engagement from Azets for the audit, subject to them noting their responsibilities as outlined in the letters and remit to the Company Secretary to sign them on their behalf. (VW)

Complete.

971. Workforce Change Planning: The Proposed Approach to a Business Operating Model from 1st April 2021 onwards

Discussion is ongoing with Fife Council on the delivery of the proposed approach and Directors will be updated on a regular basis.

972. Senior Management Restructure Proposal

Discussion is continuing with Fife Council to complete the outstanding areas previously outlined to allow the CEO to progress the restructure and Directors will be advised once these are complete.

979. Chairman's Report

The Chair reported that since the last Board meeting he has had a few virtual meetings with the CEO to discuss business which in the main will be covered later in the agenda. He has reviewed the amended Articles of Association and audit papers as well as the content of the Governance and Compliance Committee and is content with all.

980. CEO Update

The CEO provided Directors with an update of business discussed at recent Committee meetings which have taken place since the last Board meeting. Directors were referred to the Minutes of the meetings which were circulated with the Board pack.

Strategy Committee (7th April 2021)

One of the Main items of business discussed was the FSLT Recovery Plan 2021/22 which contains six priority themes as outlined in the plan.

The CEO thanked Directors for their feedback on the draft document which was approved by the Strategy Committee. The final document will be issued to Director shortly.

The Chair noted that this was a short-term plan outlining the recovery of the business over one year and that it will feed into the future strategic plan. The Chair expressed his appreciation for all the work involved in producing the plan.

Governance & Compliance Committee (4th May 2021)

Two items of note not covered in this agenda:

1. Policy Register

All FSLT policies have been collated into one place and recorded on a master sheet. Gaps have been identified and addressed.

2. Q4 Media Relations Review

From 1st January 2021 – 31st March 2021 there were 9 media releases focusing on a different theme each week, all of which were picked up by the majority of local newspapers and posted on the FSLT website and social media channels. This will be an ongoing item for discussion at the Committee.

If Directors wish to have sight of any reports discussed at Committees they should contact the CEO to request this.

The Board of Directors noted the Committee Business undertaken since the last Board Meeting.

981. Re-Opening Briefing Note

Update on Beacon Leisure Centre

The CEO reported that the Trust learned on 11th May 2021 that unfortunately a problem has been identified with the ventilation in the pool area, with the unpredictable failure of a motor. The Trust is working closely with FC to resolve this issue as quickly as possible. This has inevitably pushed back the timeline for allowing the clubs to test the pH level of the water and for the centre to re-open to the public. Once further information is received from the contractor Directors will be updated on the position.

WW

SU provided a review of the performance of the centres during the first week of re-opening (26th April – 2nd May 2021) after the lockdown period in December 2020.

The Trust will continue to monitor its performance on a weekly basis at the moment and updates will be provided to the Board once further data is available.

AS enquired what the averages were assessed against. SU clarified that this was over a 51-week period pre-covid, however, going forward figures will be measured seasonally, eg a July against a July.

The CEO added that this data will be used as a statutory performance indicator which will be reported to FC and used as part of the local Government benchmarking framework. The LIMS system at the moment is unable to produce all the detailed information on a weekly basis therefore the team is heavily involved in producing these weekly figures. This will continue up to July and thereafter monthly monitoring will commence. Hopefully physical distancing will be relaxing by then and figures will improve.

Directors noted the content of the report.

982. Mental Wellbeing Policy Review Report

LT introduced the policy which focuses on the mental wellbeing of the workforce and outlines the mechanisms which have been put in place to support employees' when returning to the workplace. The Governance and Compliance Committee recommended it be presented to the Board for approval.

KM provided Directors with an update on the strategy aimed at creating a healthy workplace which supports employees. Staff will be signposted to Mental Health First Aiders (MHFA) within the organisation who are volunteers, trained and equipped to offer a confidential listening service to employees who are struggling to cope, particularly on their

return to work following a long period of absence during COVID. MHFAs will offer a sympathetic ear and guide staff towards the appropriate support. They are able to have an “intervention” (informally named a coffee session) with a member of staff to discuss their concerns. The MHFA Champion (KM) will meet with the MHFAs on a monthly basis to discuss generically the interventions, review any areas of concern within the business which require support and share best practice/experiences. Weekly water cooler sessions via MS Teams for office staff provide an opportunity for colleagues to catch up informally for a chat.

The launch of the strategy coincided with the Mental Health Awareness Week (10th – 16th May 2021) when a daily theme targeting mental wellbeing issues was made available to staff, customers and staff in other Fife Trusts.

Information supplied to staff will be forwarded to Directors.

LE and DL commented that the report was very impressive and thorough and complimented KM and the staff involved in producing the report. The Chair added that this initiative was essential to the wellbeing of staff and customers.

CB

LT summarised that the Trust is extremely passionate about staff wellbeing and this is the first step towards changing the culture to encourage employees to talk openly about any mental health issues in a safe environment. LT thanked EW for his support by participating in the press article.

The Chair thanked KM and LT and noted that this was something positive which has come out of the pandemic.

Directors considered and approved the Mental Wellbeing Policy and Mental Wellbeing Managers Guide remitting the HR manager to launch the initiatives and implement the policy and communicate the Policy and Guide to Trade Unions and staff.

LT

984. Sport and Leisure Reform Update

The CEO provided Directors with an update on the integration and joint planning work with Fife Council to create a strategic framework for the delivery of sport and leisure across Fife.

The report included a report which was tabled and approved at FC’s Policy and Co-ordination Committee meeting on 1st April 2021. The CEO outlined the recommendations and implications for FSLT and the key message is working towards a shared Physical Activity and Sport Strategy.

KC asked if this was an opportunity for FSLT to take over some services currently run by the Council. The CEO responded that the aim is to make best use of all resources across Fife and that may mean that some

of FSLT services require to go back to Community Use or vice versa. All opportunities will be explored.

AS advised that FC has recently undertaken a project looking at its community use facilities and its pricing structure and recommended that the Trust take this into consideration going forward.

CEO

Directors noted the Sport and Leisure Reform outcomes as detailed in the report and agreed to receive further updates on the progress of the identified workstreams

985. Bad Debt Policy Report

VW presented the policy which was scrutinised by the Governance and Compliance Committee at its meeting on 4th May 2021 and recommended for approval by the Board.

VW explained the process which is set out in the policy and involves FSLT being more proactive in its debt recovery. She reported that individual membership debt of low value will be pursued by FC or its external recovery agent. Given the impact of the pandemic, the Trust may require to be supportive of the organisations involved, however as things recover the procedure will be reviewed and improved if required.

Directors noted the report and approval of the Debt Management Policy and Debt recovery Procedure, following scrutiny and recommendation by the Governance & Compliance Committee.

986. Health & Safety Policies and Procedures Review

WW presented the report which was considered by the Governance and Compliance Committee at its meeting on 4th May 2021 and recommended for approval by the Board.

Three policies were reviewed as follows

Health and Safety Policy FL-HS-01-PO – updated mainly to include management structure changes within the senior team at this stage.

Swimming Pool Child Admission Policy FL-HS-09-PO5 – the policy is fit for purpose with no changes required at this time.

Do Not Attempt Cardio-Pulmonary Resuscitation FL-HS-23DNACPR
The policy was reviewed and identified as fit for purpose. EW requested amended wording to provide greater clarity within the policy and this was incorporated before submission to the Board.

Directors noted the changes to the Health and Safety Policy and authorised the CEO to implement the changes.

CEO

997. AOB

997.1 2020/21 Provisional Out-turn Position

VW reported the Accounts are complete to Trial Balance stage, except for the Management Fee, in the final review stages just now for any omissions and once complete the Group template will be updated for submission to FC by 21st May, with the Annual Report and working papers, including analytical review, being finalised for audit fieldwork commencing 14th June.

Subject to final checks, the current provisional out-turn before the final tranche of funding from Fife Council is £200k less than predicted from the position in December 2020.

As FC agreed to fund the management deficit, the provisional out-turn will show a management deficit of zero with reserves remaining the same as opening at £330k, which is below the policy level of £750k.

997.2 2021/22 Financial Update

VW provided an update on income taken in centres and online for the first two weeks of opening and the Direct Debits called at the beginning of May, with an increase in direct debit payments of 1.8% for Leisure Active and 13% for Learn to Swim.

JH commented that relaxation of physical distancing will help improve the figures.

997.3 Elections

JH enquired if the recent election had affected the stakeholder map from a Council perspective. LE responded that changes in local Council will be seen next year.

998. Date of Next Meeting

Thursday 10th June 2021 at 3.30pm via MS Teams.

A schedule of future Board meetings was circulated to Directors and, if required, further Board meetings could be held in addition to the pre-arranged dates. The Chair commented that it may be necessary if any further information on the proposed merger becomes available.

The Chair thank everyone for their attendance and thanked the CEO and her team for the volume of information provided.

Signed _____
Chair

Date _____