



**Fife Cultural Trust Board Meeting
Wednesday 24th June 2020, 17:30
by Zoom Call**

Due to the current exceptional circumstances relating to COVID 19 the Board have decided to hold joint Fife Cultural Trust & Fife Cultural Services Trading Ltd Board Meetings, these minutes are reflective of a combined meeting. The Board have also agreed that future committee meetings will also be temporarily suspended.

Present, FCT Board: David Caldwell (Chair), Fiona Davidson, Sarah Scarlett, Brian Lawrie, Frank Quinault, Zuleika Brett, Councillor Jane Ann Liston, Derek Bottom, Councillor Ian Cameron, Councillor Dave Coleman

Present, FCSTL Board: Brian Lawrie (Chair), Frank Quinault, Sarah Scarlett, Derek Bottom, Lorraine Brown

Attending: Heather Stuart, Marcus Kenyon, Michelle Sweeney, Kirsty Keay, John Campbell

Apologies: John Silcock, Gemma Butterfield, Councillor Lesley Backhouse

1. Welcome and Apologies

DC welcomed everyone to the meeting, noted the apologies above and introduced FCT's new Head of Finance, John Campbell.

The Board confirmed they were happy for the meeting to be recorded.

2. Chief Executive's Report

HS provided context for the papers that would be discussed during the meeting specifically around reopening and future planning.

HS highlighted the Execution Roadmap Template; the document is a work in progress and will act as a framework to set the strategy and strategic priorities over the next 90-day planning period.

FD referred to the announcement that had been made today by the Scottish Government regarding the reopening of Libraries and Museums. HS confirmed that this would be discuss further under agenda item 5.

JAL referred to the SWOT analysis and felt that that people not returning to our venues is a threat as we cannot predict customer behaviours and this should be added to the SWOT analysis, HS agreed.



Action: People not returning to our venues to be added to the threats section of the SWOT analysis.

3. Corporate & Commercial Services

KK provided the FCT and FCSTL Board with an overview of the governance issues that exist between the Charity and the Trading subsidiary; the reasons that these issues exist and recommendations for resolving these problems going forward.

JC provided an overview of FCSTL finances and the current solvent position. There as further discussion around Furlough payments stopping in September and the implication of this and developing a debtor management programme and system.

BL advised that it is not unusual for an organisation who has employees with a flexible contractual agreement, to sending these employees to work for another company/organisation with interim company charging for time. BL suggested that we need to work toward developing a minute of understanding between FCT and FCSTL.

FD noted that the employment entities in this case are obviously quite complex and asked if there would there be a case to employ people to FCSTL on a different type of contacts (market rates)? KK advised that as we have associated employer status with FC then all terms and conditions would remain the same for anyone employed by FCSTL.

JAL asked for clarity around why the need for a separate trading subsidiary. KK outlined the activities that can be completed under our charitable status.

CDC acknowledged that the relationship between FCT and FCSTL was obviously complex, perhaps unnecessarily so, and asked if the MOU would resolve the issue given that this is not normal industry standards. CDC went on to describe how he would contact the services of plumbers and electricians. HS advised that the starting point for contracting the services was not the same as the examples given as the TUPE of staff have led to this scenario and our requirement to ensure that we are meeting our associated employer responsibilities.

DB questioned the advice given by Burrness Paull and provided examples of how this has been dealt with in other environments. DB requested more information relating to the inter-company flow of costs and what that would look like. KK confirmed this would be covered in the MOU.



DC suggested that before developing the MOU we should take time to understanding how the intercompany finances work.

The Board confirmed they were happy to follow the recommendation and set up working groups to report solutions back to the Board.

Action: Working groups to be set up, first meeting to be scheduled for mid-September

4. Finance: End of Year Position

KK gave an outline of the paper and asked the Board for any questions.

CDC asked about the success of the 5 points of change control process. KK gave an overview of the process followed and information FC requested before confirming the management fee for the next 3 years. HS confirmed the long-term sustainability discussions that FCT have been having with FC and that, due to COVID, the planned 5 points of change would be reviewed in order to close the financial gap. HS acknowledged the shared understanding around the difficulties we find ourselves in and confirmed that an updated budget savings plan would be submitted to the Board when available.

JAL asked if the support for school attainment service will still be delivered this year. HS confirmed that the cost of this service has already been taken from the budget and it would not be prudent to continue this service if the funds were not made available. KK also questioned what the education service will look like in the coming year due to COVID and whether the service would be required.

CDC questioned the current reserves available to FCT to cope with this type of pandemic. DL provided an overview of the current reserve situation and why as an ALEO no reserves are available.

Action: Updated budget savings plan to be submitted to the Board when available.

5. Operations Overview

MK gave a presentation covering his 555 plans for reopening and the engagement with frontline staff around this, the Board were asked for questions.

IC asked about cleaning the toilets in the venues and cafes. MK advised that the cleaning of the toilets would continue in the normal way although usage may be limited at some venues. Frontline staff will not be asked to clean the toilets.

JAL asked how we intend to stop people using St Andrew library as a public toilet whilst FC public toilets, just outside the building, remain closed and if 15 minutes was enough for browsing. MK



confirmed that services offered initially will be limited and that staff will be positioned at the front door to advise people of new controlled access and will ensure that only library users are admitted.

CDC asked if 72 hours quarantine was sufficient. MK confirmed the proposed hygiene process that would be followed in terms of books returned/handled and the instructions that customer will be provided with.

FD asked if we were thinking about the bigger issue of gathering people's information in terms of GDPR. KK confirmed that customers will be asked if their data can be used if it was obtained for a different purpose.

IC asked if there was an opportunity to give IT lessons to people who want to use our services but couldn't because of IT restrictions. MK advised that self help videos will be provided and that all communication mediums are being considered. MS confirmed that as part of OnFife Cares project, frontline staff are making outbound calls to elderly users and talking them through the process of registering online for additional services.

6. Creative Development Update

MS provided an overview of the Shine ON project and the delivery plan for the next year. MS confirmed that we had been successful in our applications to the Wellbeing Fund and received the full amount requested. This will enable us to create over 1000 Wonder Boxes to be distributed to young people and families.

Online and digital content is proving extremely popular and views remain consistently high. The team are actively interrogating the usage data to ensure that we are target audiences and delivering a programme that people want to view. We are continuing to make our own videos and engaging with our audiences obtaining 2600 new followers in June.

7. FCSTL

KK gave an overview of ideas for an adapted service due to COVID restrictions including opportunities currently being considered by utilising our outside spaces, equipment required, and the staffing cost associated to this.

The Board acknowledged they were happy with plan and pleased that our outside spaces would be utilised particularly in Kirkcaldy.

8. Board Development - Trustee Training – J&H Mitchell, 10th September

JA provided an overview of the Trustee Training due to take place in September, this has been changed from a full day to a 2-hr session.

Action: Doodle Poll to be sent to Board to agree time for Trustee Training



9. Risk Register

KK outlined the current main risk areas and ask the board for questions or comments.

JAL asked if the public being shy of coming back to our venues would be included on the risk register. KK confirmed that this has been added to the register as a loss of revenue of service but would elaborate further if required.

Action: Elaborate further within the risk description reflecting the community impact on reopening.

10. AOCB

DC suggested that quarterly and subcommittee meetings should now resume. BL agreed and suggested that the FSCTL and Finance and Audit Committee due to take place in Aug should go ahead. FD advised that she prefer to go ahead with the July and Aug Board Meetings but suggested that they were held as more of a briefing meeting with the normal quarterly Board and Committee cycle resuming thereafter. The Board agreed that this should be discussed further at the Board Advisory Group.

The Board thanked the executive team for the quality of the papers and the great efforts that were being made to continue offering services in difficult circumstances. It was agreed that Zoom should continuing to be made available for future meetings even after lockdown had ended.

Action: Board Advisory Group to agree on dates for recommencing quarterly Committee and Board Meetings

Date of next meeting: 29th July 2020