



**OnFife Board Meeting Minutes**  
**Wednesday 23<sup>rd</sup> September 2020, 17:30**  
**by Zoom Call**

**Present:** David Caldwell (Chair), Brian Lawrie, Fiona Davidson, Sarah Scarlett, Frank Quinault, Derek Bottom, Councillor Ian Cameron, Zuleika Brett, Gemma Butterfield, Councillor Lesley Backhouse, Councillor Jane Ann Liston

**Attending:** Heather Stuart, Michelle Sweeney, Kirsty Keay, John Campbell

**Apologies:** Councillor Dave Coleman, Marcus Kenyon,

### **1. Welcome and Apologies**

DC welcomed everyone to the meeting and gave the apologies as noted above.

### **2. Minutes of the Meeting of 26<sup>th</sup> August**

The minutes were accepted.

### **3. Matters | Arising/Action Points**

Ref 2: KK confirmed meeting was delayed as options for FCSTL were being explored. Next steps are to decide who will be representing FCSTL and OnFife, Burness Paul to facilitate meeting.

Ref 6: Action remains outstanding, FD will seek support to set up the calls.

### **4. Business and Financial Strategy**

HS provided the Board with a summary of the intended actions outlined in the Business Strategy, that OnFife will follow to achieve financial stability and long-term sustainability. These actions are required to meet management fee reductions, reduced trading due to COVID-19 and to ensure the organisation is 'fit for purpose' in relation to services and delivery models.

HS asked the Board for approval on the overall direction and strategy and to give their support for the recommended actions required to achieve the necessary financial savings and long-term sustainability. KK reminded the Board that it was confirmed at the last meeting that the HR Committee would have delegated authority to oversee all procedures and corresponding timeline in relation to Voluntary Severance related actions and other key people issues.

SS felt the paper was well presented and asked when the public communication around this would go out. HS advised how PR and Press enquiries would be managed, stakeholder briefings are ongoing, crucially also in relation to internal communications with staff and staff engagement workshops.

SS asked if the timeline has an element of flexibility, taking into account the external influences from the trade unions and Fife Council.

KK confirmed there was flexibility and set timescales would apply where they were required, and slippage included within the programme. There was also flexibility about when staff would leave the organisation through Voluntary Severance as well. People are asked to give 12 weeks' notice to ensure an adequate hand over period, but staff could go sooner through mutual agreement and this could be an opportunity to absorb some of the time slippage.

IC advised that he had discovered at a Labour meeting that COSLA were going to subsidise 50% of income that had been lost in Theatres and wondered if this funding would be available to OnFife. IC also asked what was being done to help support people who were not online and the possibility of Library closures and the loss of non-domestic rates relief as a result of this. HS advised that the Business Strategy details proposed service provision changes to be fully explored and agreed with Fife Council as per the Services Agreement. The loss of income scheme being developed by COSLA was not yet finalised, but, unlike with England, it would appear Arm's Length External Organisations (ALEO's) such as OnFife will be eligible for support. The level of that support is not yet clear. MS confirmed that marketing are actively looking a new ways to reach out to people who are not online including the current connect and collect service where people can phone to make requests and leaflets, posters and window displays in central locations, alongside work to build on the previous OnFife Cares initiative.

JAL asked for clarity regarding the graph in relation to access to alternative service provision. KK confirmed that the colours referred to tolerance levels and how far facilities are from their nearest alternative. JAL also noted that it was good to see transport, and particularly public transport, being given consideration within the plan.

DB asked, from a Board reporting point of view, if it would be beneficial to see a broader organisational design report from across the organisation focusing on how we serve the community. This would be beneficial to better understand the workflows of operations, finance and other business areas. HS agreed and acknowledged that some business areas have already been redesigned. HS also advised that once the proposed structural changes have been completed, ensuring that decisions and discussions are led by data and staff engagement, and the business design can be seen in the round, such reporting can be pulled together for the Board..

FQ asked MS is she was expecting any repercussions from staff around her restructure plans. MS advised that she has worked very closely with her team on the restructure, so they have very much been part of the reshaping process and feels that everyone has embraced the changes.

The Board confirmed that they were happy to accept the business strategy as a direction of travel and gave their support to the recommended actions, advising that they had found the strategy document clear and very useful.

## **5. Adam Smith Capital Redevelopment – Progress Update**

KK provided the Board with an update regarding the refurbishment of the Adam Smith Theatre, an overview of the plans and outlined the intended future use of the building.

LB asked if the creative digital hub would be located within the café area. KK advised that they are still looking at operational options for the café and bar areas.

JAL asked if it was still the plan to move OnFife head office into AS. KK confirmed that the head office will remain at Iona House.

DB asked if consideration had been given to the Digital Business District in Cupar to see if there are any learnings. KK confirmed that she had reviewed their business model although there were no obvious crossovers.

IC asked if the plan has been diluted slightly from the original vision. MS advised that the desire is, and has always been, to be more focused on creative design and progressing digitally. With this in mind, creative people tend to have their own communities around them and a model that is very flexible will be hugely beneficial. KK advised that the work will not be completed until 2023 and feels that this would be the right time to relaunch the venue and the new offering.

FQ asked about the type of equipment that would be available within the design suite. MS gave some examples of what this may include and how the equipment might be used by start-up companies.

BL asked if the future of the Head Office was secure at Iona House given our existing contract terms with Fife Council and the current letting market. KK confirmed that to our knowledge our Iona House lease is secure.

## **6. Chief Executive Officers Report**

HS gave an overview of the paper highlighting recent changes in public health guidance and how we have been reacting to these and the outcomes from the Board Development Day.

FD asked if the Trustee training video has been shared with the Board members who were unable to attend. HS confirmed that the video and supporting papers from Sarah Brown would be shared with those who could not attend.

**Action: Share the trustee training video and supporting paper with trustees who could not attend the meeting**

## **7. Director of Corporate and Commercial Development Report**

KK outlined the highlights from the report including policies currently being reviewed and sickness and shielding levels.

BL asked if there was an update on the accounts. JC advised that a final draft of the accounts has been received and changes include an uplift in the pension contributions. He also advised that the auditors were happy to finalise the accounts having received the letter of comfort from Fife Council. A date will be set to get these signed off as soon as possible.

DC asked the Board to agree that OnFife is a going concern in the view of the Trustees based on the letter of comfort received from Fife Council. HS read out the letter which had been received and the Board confirmed that OnFife is a going concern.

**Action: Date to be agreed to sign off the accounts.**

**Action: Letter of comfort to be circulated to the Board**

## **8. Chief Operation Officer Report**

HS asked the Board to refer to the paper for the main Operational update. She added further information around changes in the operation of services based on the recent changes in public health guidelines and provided an update on current footfall levels.

FQ congratulated the team on the communication that has been ongoing with frontline staff and the innovative ways of working that the team have come up with as a result of the COVID restrictions. FD agreed with FQ's point and congratulated the team for grasping these opportunities.

JAL asked if Newburgh Library has managed to reopen yet, KK confirmed that it has.

DC asked about POD workshops and what these were. HS advised that this term is used to refer to getting teams together to discuss key issues in relation to the organisation at all levels.

## **9. Director of Creative Development Report**

MS gave the Board an update on the progress made since the last Board meeting in the Creative Development area of the business including performance, upcoming highlights and restructure. She asked the Board for comments around the performance reporting infographics provided.

LB advised that she really liked the graphic illustrations and how these picked out the important information clearly.

## **10. Conveners Updates**

BL highlighted the main areas of discussion at the Finance and Audit Committee meeting and Fife Cultural Trading Services Ltd meeting and noted the positive results from the auditors' reports. BL also discussed future trading options and explained in detail the trading surplus and how this is reflected in the accounts

FD advised that a HR Committee has taken place on the 14<sup>th</sup> September and the minutes would be circulated to the Board as soon as they were available.

**Action: JC's papers that were prepared for the F&A Committee to explain the final accounts for FCSTL and OnFife to be sent out with the next Board papers.**

## **11. AOCB**

DB asked that consideration be given for Board members to have access to SharePoint for Board papers and minutes, although the challenge of Board members not having Fife Council email addresses was noted. SS shared her experience of Dropbox and suggested that this is not a viable option for Board Papers. LB suggested that we find something for Board Paper that works for everyone and preferably a system that does not require a new email address to be set up, and consideration to be given in particular to Office 365 options.

**Action: Report back on SharePoint access before the start of the next Board term and Board access to Office 365 also to be explored.**

## **12. Chair Business**

There was no Chairs Business.

**Next Meeting: 9<sup>th</sup> December 2020**