

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

**Attending:** Heather Stuart, Kirsty Keay, Marcus Kenyon, John Campbell

## **1. Welcome and Apologies**

DC welcomed everyone to the meeting. There were no apologies.  
The Board accepted the slight alteration to Christmas leave for frontline staff.

## **2. Declarations of Interest**

There were no declarations of interest.

## **3. Minutes of the meeting of 23<sup>rd</sup> September**

The minutes were accepted as an accurate record of the meeting.

## **4. Matters Arising / Action points**

HS confirmed that all actions were either complete or in hand – Point 3 is complete, but it has not been updated.

There was some discussion around the timing of the signing of the accounts by the appropriate subgroup and then being signed off by the Board. It was noted that an earlier and fuller discussion by the Board in relation to the accounts prior to them going to the AGM would be helpful, in addition to the detailed work undertaken by the Finance and Audit Committee.

**Action -Action points 1 and 3 to be closed as they are now complete**

## **5. Change Programme Overview and Discussion**

The CEO gave a high-level outline of the next 18-24 months. The Board was supportive of the overall direction of the strategy. It was agreed that timing was critical in relation to voluntary severance. There were some concerns about capacity which will become more noticeable as the various projects and work streams begin. The programme was being supported by Andrea Quinn and Caroline Rochford. It was agreed it could be useful to agree how the Board would wish to engage with the Change Programme in general.

AQ ran through the Change Management presentation. Julie and Andrea have started to populate project management software with projects and interdependencies so work can be done and shared digitally. Since work has already begun digitally and remotely over the last nine months, this is to be continued going forward across all projects.

All projects will have a Project Initiation Document (PID) associated with it. These documents are important as it will help create a risk register for the programme. This will then feed into the Change Management Risk Register and Corporate Risk Register.

Written updates will be given to the Board and the Trading Subsidiary (where appropriate) on a monthly basis. The Board will also be consulted when timescales change or there are changes to savings, and in

line with the overview of items for information and decision included in Andrea's presentation.

There was a lengthy discussion around the different workstreams. It was agreed that too many workstreams and therefore meetings could easily become overwhelming for staff. Board Members felt strongly that there should be a separate finance workstream. It was agreed that a separate session on the change programme would be useful to organise in order to discuss the programme overall and these specific queries.

**Action – OnFife and FCSTL Board Change Programme Workshops to be organised**

**Action - Separate finance workstream to be considered**

**Action - FCSTL Board to receive regular updates regarding the change programme**

## **6. Considerations of Furlough Payments**

KK outlined the position regarding the quickly changing furlough support scheme for casual team members. A paper outlining the position regarding the changing furlough scheme was presented to Board seeking a decision in relation to the reinstatement of casual workers on the scheme. The Board presented questions regarding the paper to inform their decision making.

The Board were in agreement that casual staff should not be placed back on to furlough.

**Action - Advise casual staff as appropriate of the decision not to reinstate furlough payments**

## **7. Chief Executive Officers Report**

The CEO ran through her report. She emphasised the specific proposal for a dedicated meeting with the Board regarding the Change Programme. The work on the internal communications survey has been encouraging. We have some work to do regarding the timing of how messages reach people.

It was agreed that there were some good insights from the survey, but that the take up rate was low, is there anything that can be done to encourage participation?

The CEO confirmed that the surveys do not sit by themselves, alongside that there are discussions on a drop-in basis on voluntary severance, as well as the People's Forum, there are several ways we are communicating with people. We just need to encourage people to take part in different forms.

It was confirmed that the funding for Adam Smith Theatre was approved by Fife Council.

A meeting was due to take place with Fife Council last week about voluntary severance, unfortunately this did not take place, but it has been informally communicated that calculations for staff have been authorised and we have support to progress with voluntary severance on the basis that any posts we create can be aligned to budget savings previously agreed. These will need to remain consistent with Fife Council policies and processes around managing workforce change.

There was some discussion around the reporting of the Adam Smith Theatre User Consultation meeting, and acknowledgement in discussion that there had been previous issues discussed in that group around communication, and concerns expressed by some of the group around communication.

Positive feedback on this had been given at the most recent meeting and that the most recent meeting had made positive progress in this area, and there was now a strong communications strategy in place. It was equally acknowledged that this engagement along with many other elements of OnFife's

work was detrimentally impacted by the pandemic and our need to respond that crisis. Support was reaffirmed for the previously agreed change programme session.

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

The Director of Corporate and Commercial Development ran through her report. The important thing for the organisation would be to successfully manage finances this year, whilst still forecasting a deficit. This was not wholly a result of losing income from Covid but the result of residual problems with the Management fee and reduction in funds.

The Memorandum of Understanding (MOU) between OnFife and FCSTL is progressing, a Doodle Poll was sent out to Board members approached to be part of the negotiation. DB will be the advocate across all 3 boards. The meeting was set for 19<sup>th</sup> January.

The gift aid payment was made today for 19/20-year results for the Trading Subsidiary.

There was a query around VAT. The paper says it would be paid by May 2021, but it had been agreed at committee to pay it in March. There was some discussion around this, and KK agreed to double check the date agreed at committee.

**Action: Finance to confirm payment date for VAT payment**

## **9. Chief Operation Officer Report**

The Chief Operation Officer ran through his report. Teams were split 50/50 in regard to reintroducing Connect and Collect, with some teams wishing to remain open, and some wanted the extra safeguards. Looking at issue numbers, we recognise the impact of Covid has had an impact but given our reduced opening hours we seem to be on par with last year.

Staff are seeing a real shift in customer behaviour. We are looking at this data as we progress to try and understand who is not visiting the branches and why and what we need to do to remain relevant.

The other real focus is with team engagement, and there have been a number of sessions to try and shape the understanding and recognise the rationale for what needs to change, not only due to financial pressures but also consumer trends and historic performance.

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

The Director of Creative Development ran through her report. There is significant cross team work taking place which is a key strength of the 'Shine On' and there continues to be a real focus on front-line involvement. A creative development meeting would take place in January reviewing the Programme through to the summer and beyond.

£50k funding had been received from Youth Arts fund, and although we do not have confirmation yet there have been some positive messages regarding all 3 funds we have applied for

There was some discussion around the ethics of sponsorships from oil and gas companies. It was noted that a range of safeguards were already in place around this and how these relationships should operate reflecting our values and ethics. Further advice to a future Board meeting was requested about future plans in this area and particularly with any existing relationships of that nature.

There was some discussion around the communications document with particular emphasis on the circumstances of when the terms OnFife and Fife Cultural Trust would now be used, and the wider rationale for these ongoing changes.

**Action - Discussion to take place at a future board meeting about ethical sponsorship.**

*[NB – Post the meeting and further correspondence on this issue a briefing session giving further detail on the OnFife branding and communications strategy was organised for Wednesday 17 February.]*

## **11. Conveners Updates**

It was agreed that the Conveners updates could be read by all Board members as the relevant minutes have been distributed for information

## **12. AOCB**

The CEO confirmed that she would be arranging individual meetings with all Board members to meet with herself and the Chair or HR Convener as part of the annual board review.

**Action - One to ones with Board members to be arranged**

## **13. Chairs Business**

There was no Chairs Business.

**Date of Next Meeting: 24<sup>th</sup> March 2021**