



**FCSTL Board Meeting Minutes**  
**Tuesday 22<sup>nd</sup> February 2022**  
**16:00 – 18:00**  
**Via Zoom**

**FCSTL Board Meeting**

**Present:** Brian Lawrie (Chair) (BL), Paul Sykes (PS), Lisa Maule (LM), Jaki Carnegie (JC), John Silcock (JS), Jenny Howard Coombes (JHC)

**Attending:** Kirsty Keay (KK), Marcus Kenyon (MK), Martina Kutzer-Prenzlow (MKP), Judy Rae (JR), Heather Stewart (HS), Frank Quinault (FQ)

**Apologies:** None

**1. Welcome and Apologies**

BL welcomed everyone to the meeting, there were no apologies.

BL summarised the agenda noting how exciting and positive the future looks for the Trust as we move forward with the Recovery and Renewal Strategy.

Declarations of interest:

- LM - Think Zap Ltd
- JC - Gardyne Theatre
- JS – Borland Insurance

**2. Minutes of the Meeting of 23<sup>rd</sup> November 2021**

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

**3. Action Log**

All actions are complete.

**4. Risk Report – Paper 1**

KK provided an overview of the report and provided further updates around the proposed changes to scoring for MICE and SAM due to the recent First Minister's announcement regarding the easing of Covid restrictions.

BL provided information around the recommendation from the Finance and Audit Committee that risk appetite was reviewed at the next Board development session.

BL noted the reference to the high-risk items in the performance report where further detail was provided around these.

## 5. Jack Vettriano (JV) – Presentation

JR delivered a presentation focusing on the commercial vision for the Jack Vettriano exhibition including corporate packages, retail opportunities and a sustainable future.

LM asked about the marketing budget and if there had been any market research completed around the suggested price points. JR provided a breakdown of the marketing budget and recognised that, although feedback regarding the price points has been positive, the pricing structure for the corporate packages have been structured to be agile. LM asked if there was any opportunity for gifting packages, JR confirmed that this and other suggestions are actively being considered.

JC asked if there was an option to buy tickets but not select a time so these can be gifted. JR advised that currently there wasn't, but she would take this suggestion forward to the JV team. KK advised that feedback from the last JV exhibition at Kelvingrove Art Gallery and Museum indicated that the majority of tickets were purchased on the day as 'walk ups'. JC highlighted that most of the retail items seemed to be aimed at adults and there were limited options for children or young people. JC emphasised how important good purchasing is to increasing revenue ensuring that all consumer needs are met. JR agreed and provided information around the limitations of the contract agreement.

JC requested a running total of the ticket sales and how these correlate to marketing activities.

BL asked if there was going to be any retail offering based on JV earlier (Jack Hoggan) work and if there would be web sales available. JR advised that none of JV's earlier work will be included at the request of JV and permission has been granted for online sales.

FQ asked which type of corporates would be interested in the proposed corporate events offering. JR advised that the central belt of Scotland is where it is anticipated most of the sales will come from and is also working directly with local hotels and businesses in Fife. FQ provided some detail around The Open golf customer base in St Andrews and recommended to JR that she did not limit her market by focusing on this.

JC asked if there were any plans for late night openings. KK advised that Creative Services and Operations are continuing to discuss the logistics around this.

JS asked if there had been further consideration around corporate partnerships or sponsorship. JR advised that partnership opportunities are currently being reviewed but no decision has been taken yet. LM spoke about JV as a protected brand and suggested that they would need to have the final say if a partnership agreement was to go ahead, JR confirmed this was the case.

There was further discussion around TV advertising and the national TV coverage that has been planned around the exhibition.

**Action: Consider providing the Committee a running total of the ticket sales and detail how these correlate to marketing activities.**

## 6. Performance Report – Paper 2

KK provided an overview of the paper highlighting the level of turnover, return to trading, bars reopening and upcoming events.

BL went through the report section by section and asked for comments or feedback.

BL referred to turnover and asked, if business did not pick up, is there a point where we have to review our business model in some of our catering venues. MK provided a breakdown of the sales comparing 2021 to 2019 and explaining that bar sales are not included as these have not been open and currently our venues are only open 5 days and not 6 as they would have been in 2019.

There was further discussion around the wage percentage, business growth and reviewing the product offering.

MK provided an updated on current vacancies and recruitment ahead of the JV exhibition, plans for the activities room and the request for a premises licence at Kirkcaldy Galleries.

JC advised that she found the sales data really helpful and will aid with decision making in the future.

There was discussion around the reopening of the Escape Room, staffing challenges around this and the steps that have to be taken before a possible reopening in the Summer.

JC asked about an e-commerce solution for the JV exhibition. KK advised that a budget has been designated for the e-commerce solution to be built on the platform, the team are currently looking at the operational/logistical requirements including processing, packing, and shipping of online orders alongside any Legal/Compliance requirements.

JR provided an update following the tendering process for the catering concessions for St Andrews Museum (SAM) and Dunfermline Carnegie Library & Galleries (DCL&G). The contract for SAM was awarded to Lochaber Farm, however they informed us of their intention to withdraw in January. We are now having discussions with the catering business who were second in the tendering process. No contract was awarded for DCL&G due to no provider meeting the required standards for the contract. MK advised that he is also taking this time to review with the venue and catering operations team, the layout and infrastructure of the café and kitchen at SAM to allow any upgrading work or refurbishment work to be carried out prior to reopening the space, while at the same time exploring options and business models that can support and provide a café offer for DCL&G going forward. There was further discussion about the tender process, different options to attract possible candidates and the nervousness across the catering industry currently.

FQ spoke about the passing student trade at SAM and advised that previously this potential has not been tapped into. MK acknowledged this and emphasised the importance of getting the right concession in the space.

## **7. Chair's business**

No Chair's Business.

## **8. AOCB**

JS asked if the next meeting would be face-to-face, BL confirmed that this was the plan but it would be a personal choice and there would be the opportunity for hybrid meetings.

BL ended by speaking about the future for FCSTL, having the flexibility to try new things and looking to the evolving market for new ideas and concepts.

This was FQ's last FCSTL Board meeting, BL thanked him for his contribution throughout his tenure.

**Date of Next Meeting: 24<sup>th</sup> May 2022**