



**FCSTL Board Meeting Minutes**  
**Tuesday 23<sup>rd</sup> November 2021**  
**16:00 – 17:30**  
**Via Zoom**

**FCSTL Board Meeting**

**Present:** Brian Lawrie (Chair) (BL), Paul Sykes (PS), Lisa Maule (LM), Jaki Carnegie (JC), Frank Quinault (FQ)

**Attending:** Kirsty Keay (KK), Marcus Kenyon (MK), Martina Kutzer-Prenzlow (MKP), Simon Dawe (SD), Judy Rae (JR), Andy Gernon (AG), Julie Aitchison (JA)

**Apologies:** John Silcock (JS), Heather Stewart (HS)

**1. Welcome and Apologies**

BL welcomed JC and introduced her to the Board, along with other introductions as necessary.

Declarations of interest:

- LM - Think Zap Ltd
- JC - Gardyne Theatre

**2. Minutes of the Meeting of 17<sup>th</sup> August 2021**

The Minutes were accepted as an accurate record of the meeting. BL noted that it was very useful to have a joint FCSTL and F&A Committee meeting and thinks it will be helpful having these on an annual basis.

**3. Action Log**

All actions are complete.

**4. Risk Report – Paper 1**

KK provided an overview of the report and highlighted issues with casual staff returning to work due to other commitments which have posed some challenges with our staffing levels.

PS asked if there was a matrix for the risk scoring. KK said we use the traditional 5/5 scoring matrix which we will share with the Board. JR has regular risk meetings where they review the risks and ensure the mitigating actions are happening and KK has 6-weekly meetings with the senior management team to review risks, mitigating actions and scoring.

JC commented that the terms and conditions are very favourable for staff working in the Trading Subsidiary and KK noted that we can highlight the benefits to casual staff around wages and working at weekends when we are advertising for positions.

**Action: KK will send out the Risk Management guidelines and scoring matrix.**

## 5. Kirkcaldy Galleries (KG) – Paper 2 & Presentation

MK delivered a presentation on the Kirkcaldy Galleries Café which will be shared with the Board after the meeting.

LM asked if once the Jack Vettriano exhibition has finished whether we predict that this concept will have longevity. AG said all our cafés were busy pre-Covid but there was a decrease in footfall after Covid. There was further discussion around building relationships with local suppliers, catering concessions and Friends of Kirkcaldy Galleries.

LM has experience of increasing average spend and reducing staffing by having a self-service model. MK said we will be increasing staffing levels during the Jack Vettriano (JV) exhibition. Training will be completed to enable team members to multi-tasking between the café, retail, and reception. PS asked if there has been an assessment of what disruption there might be to get the space ready for the exhibition and MK advised we are hoping for minimal disruption, and we should be able to refurbish without closing.

JC loves the concept of upcycling the furniture and asked about leftover stock. There was discussion around how new equipment and local partnerships could help to help control and minimise wastage. BL asked how this was being funded, KK advised that in order to be able to develop the café we need to change the offering and improve the overall fixtures and fittings and the costs would be met from within existing resources. We are not looking to grow profit through Gross Profit but through volume and loyalty born from offering better quality products. Without investing and developing the ambience that brings people back we do not think we will achieve the growth required to become sustainable.

The Board approved the proposal unanimously.

**Action: Presentation to be shared with Board**

## 6. Performance Report – Paper 3

KK reminded everyone that any profit we make this year will be gift aided. Our balance will be zero at the start of the next financial year so we will be reliant on income from the Jack Vettriano exhibition to keep us buoyant. BL is pleased to see the analysis of debtors and how we are progressing as this has been an area of concern previously.

JC commented that restrictions on continuing to work from home will impact the sales on the catering side but we still have to cover staffing costs. KK advised that we are unable to compare 2020//21 with 2019/20 sales figures as do not have panto or Christmas party nights this year or the usual income associated with the theatre programme. AG advised that in our day-to-day fixed costs, we have been providing a minimal service in the cafés compared to the service we would have provided pre Covid. We have also not had the bars open in venues since the start of lockdown. KK provided an update on the solvency and staffing costs detailed in the performance report and an update around costs and invoicing. Until theatres are back up and fully running cafés will continue to be a risk.

BL commented it will be good to have the return of the Escape Room and asked about the charitable sales registered via EPOS. KK said EPOS is being used for some printing costs but that any issues were being addressed.

JR advised the closing date for concession tenders for St Andrews Museum and DCLG is tomorrow, and we are expecting to receive around 4 tenders. Footfall figures for these venues during Covid were not good, but we cannot project the growth. FQ asked about the current catering provider at St Andrews Museum and KK said they have decided not to apply after reading the tender documents but that relationships remained positive.

LM asked about the JV merchandise and the use of intellectual property. SD said the main merchandising will be provided directly from JV at no extra cost to us, with an agreed split. JR advised

we are working with our marketing team to have synergy between OnFife and Jack Vettriano for the designs.

Formal approval for Gift Aid was given in March but we require approval from the Board to make the payment, MKP advised the figure is £179,505. The Board agreed for this payment to be made.

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

No Chair's Business.

#### **8. AOCB**

BL noted the success of these meetings and the updates in these difficult times and asked for feedback from members JC commented that she had found the meeting really helpful and noted that they are very good quality papers and the right people around the table to answer any questions. LM noted that the quality of the papers and the presentation today are excellent and also noted the great communication in between meetings. PS commented he has had a really good experience with the meetings so far for information sharing and opportunity to get feedback. BL thanked everyone for their contribution.

**Date of Next Meeting: 22<sup>nd</sup> February 2022**