



**FCSTL Board Meeting  
24<sup>th</sup> November 2020  
Via Zoom**

**Present:** Brian Lawrie (Chair), Frank Quinault, Derek Bottom, Sarah Scarlett, John Silcock, Lorraine Brown

**Attending:** Heather Stuart, Kirsty Keay, Katie Stevenson, Martina Kutzer-Prenzlow, Judy Rae

**Apologies:** John Campbell

**1. Welcome and Apologies**

BL welcomed everyone; John Campbells apologies were noted he is recovering from surgery.

BL gave a summary of the agenda items and suggested that the major focus of discussions may be around the Trading Recovery Paper.

**2. Declarations of Interest**

There were no Declarations of interest.

**3. Minutes/Matters Arising**

BL asked the Board for comments. SS asked for an update on monthly debtor's report, KK confirmed that an update will be sent out following the meeting.

The minutes of the meeting of 25<sup>th</sup> August were accepted as an accurate record of the meeting.

**Action: Share debtors report with Board**

**4. Performance Report**

BL advised the paper allowed the board to learn more about the FCSTL performance, trading, and management, it was a worthwhile report. The detailed analysis of The Advantage highlighted future opportunities, the steps we are taking to support Kirkcaldy Town Centre, develop relationships and our brand awareness. KK noted that this is not our usual performance report as we have been closed which is why it has focused on The Advantage.

BL and DB expressed concerns over the balance sheet having 40% invoices over 90 days old, what action is been taken to recover or would these be uncollectable? KS advised we are chasing them on a monthly basis with some success from outstanding invoices from 2019. There are a few Fife Council invoices outstanding, but we are slowly recovering them, due to COVID and the previously communicated issues with the transition to Xero, there are a lot of variables to consider, but we are splitting them into 2019/20 and 2020/21 and actioning them accordingly.

JS advised the decision on business insurance covering the impact of COVID is still with the Supreme Court, until we get the final result it is still unclear what way this will go. KK gave an update on the COSLA recovery scheme applied for via Fife Council who are claiming on behalf of OnFife.

KK provided an update on the secondment of FCSTL staff members to suitable roles within FC. BL felt that this was a good opportunity for staff and spoke about the improved relationship between OnFife and FCSTL.

JR discussed COVID circumstances and discussed how it has allowed us to test opportunities and see how ambitious we can be. Three factors we need to be aware of when reviewing our operations and reopening include the training for the Scottish Government restriction guidelines paired with staff skills and customer experience. We have learnt new ways of working, delivering and have built new relationships with the community and other establishments which will support our start-up post COVID. Another area which we need develop is our online presence, BL asked if this was being used effectively. JR provided more information around Shopappy, a local app to sell products, how this works and how successful this has been. JR also advised that we need to be mindful of the significant change in customer habits and how creating a new online presence may present opportunities for us. KK provided an overview of the ongoing digital strategy that might prevent a move to an online shop in the short term but stated we were looking at other interim measures.

SS questioned the trading income in September, KK confirmed that this was as a result of NHS hires in venues for flu vaccinations.

JS asked for more information regarding the agency staff costs within the P&L. KK provided more information around this.

## **5. Risk Report**

KK discussed the paper in full detail and address a lot of risks across FCSTL including the mitigating actions and restrictions. BL advised that a lot of businesses are all facing similar issues and risks due to the uncertainty of COVID and all the impacts it is bringing. We have had good feedback from Environmental Health Officers regarding our customers safety and there was further discussion around remaining solvent into 2021.

## **6. Trading Recovery Report**

KK provided an overview of the paper and discussed the reopening and reimagining options for all our venues including catering and retail. Different options for a return to trading were explored with the understanding that achieving a platform for financial sustainability is the goal. There were recommendations about the next steps for the short and medium term that seek to ensure we can continue to work towards longer-term objectives.

There was further discussion and questions around the pros and cons of a concession at DCLG. HS (from Zoom Comments) I think a concession is really attractive for the DCLG site - possibly even looking at a successful social enterprise or a business with a community focus if they are interested and feasible for them. Consideration needs to be given to timing, relating to COVID and external organisations ability to commit, but equally could be attractive for businesses looking for different opportunities. DB spoke about the £200,000 grant from FC that Abbot House have secured and the benefits and opportunities this type of grant would have offered FCSTL.

BL commented on staffing costs and the breakdown of costs across the estate and how the restructure could be used as an opportunity to form multiskilled teams. KK provided some context around the understanding of staffing requirement v service delivery and the knock-on effects of this. Trading recovery and staffing cost will form part of the change programme.

SS asked if it was the intention to provide cross venues staffing support, KK confirmed that it was, and this will also form part of the change programme.

There was further discussion about brand identity, raising our charitable profile and encouraging local support.

## **7. Change Programme**

BL confirmed that this paper will be discussed in more detail and a presentation given around this at the FCT Board meeting on the 9<sup>th</sup> December. KK provided a top-level summary.

BL requested that the outcome from discussions at the Board meeting be shared with LB and JS.

**Action: Outcome from discussions at the Board meeting regarding the Change Programme to be shared with LB and JS.**

## **8. FCT & FCSTL Memorandum of Understanding**

BL advised that he has spoken to FQ who has agreed to be the FCSTL representative at the MOU discussions.

KK provided the Board with a reminder about why a MOU was important and required. BL, FQ, DC and DB will be the MOU representatives, Zoe will send out a doodle poll for a meeting with BP to be organised. BL advised that it would be beneficial for this to be resolved by the end of this financial year, 31<sup>st</sup> March 2021.

**Action: Send out a doodle poll for a meeting with BP to BL, FQ, DC and DB**

## **9. Chair's Business & AOB**

There was no chairs business.

**Next Meeting:** 23rd February 2021