



FCT Board Meeting
Wednesday 6th December 2017 – 3.00pm
Queen Margaret Room, Dunfermline Carnegie Library & Galleries

Present: David Caldwell (DC), Brian Lawrie (BL), Frank Quinault (FQ),
 Cllr Graham Ritchie (GR); Cllr Colin Davidson (CD)

In Attendance: Heather Stuart (HS), CEO
 Michelle Sweeney (MS), Director of Creative Development and
 Delivery
 Kirsty Keay (KK), Director of Corporate and Commercial
 Development
 Dallas Mechan, Manager for Museums, Archives & Galleries
 Julie Aitchison (JA), Corporate Business Co-ordinator
 Anne Chalk (AC), Company Secretary

	Apologies	Action
	<ul style="list-style-type: none"> Apologies were received from Fiona Davidson, Nic Beech, Cllr Lesley Backhouse, and Cllr Jane Ann Liston. 	Info
	Welcome	
	<ul style="list-style-type: none"> DC welcomed everyone to the meeting and thanked them for their participation at the Board Development Day. 	Info
1.	Pre Board Reflective Discussion in Key Issues (including Board Membership Changes)	
	<ul style="list-style-type: none"> DC reported that Jenni Steele has offered her resignation from the FCT Board. She has been with us from the very start and has been a loyal member but pressures of work had led her to tender her resignation. DC/HS will look at some kind of presentation for Jenni to mark her time with the Trust. Cllr Colin Davidson was welcomed to his first FCT Board Meeting. 	Info HS/DC
2.	Minutes of the Last Meeting of 11th October	
	<ul style="list-style-type: none"> One small change to be made to the Budget Planning for 2018/19 and Beyond Section on page 5 to ensure the accuracy of the minute. 	AC
3.	Matters Arising / Action Points Table	
	<ul style="list-style-type: none"> HS reported that the action points table was pretty self-explanatory. 	Info

	<ul style="list-style-type: none"> All completed actions to be removed. Most of the actions noted are either ongoing or complete. BL suggested that it would be useful if a Red/Amber/Green coding system could be applied to the actions tables for the Board and committees to allow Board members to get an overview of progress with key actions at a glance 	<p>AC</p> <p>AC</p>
4.	Declarations of Interest	
	<ul style="list-style-type: none"> There were no declarations noted in relation to the business of the meeting. 	Info
5.	Annual Report – Paper 1 – For Decision	
	<ul style="list-style-type: none"> A splendid looking report. It will be slightly smaller in size when printed because it is an American A4 size of paper. The section dividers for each section will be card indents. FQ liked the last page but thought that it contained less financial information than previous annual reports – it was clarified that the performance information was now spread throughout the annual report rather than included only at the end. The report is intended to be a digital annual report format so not many hard copies will be printed – probably less than 200 this year. The printed copies are used to take to Fife Council Committees for elected members and staff use them as part of their presentations to various groups and organisations. It was reported that we received a lot of positive feedback on last year’s annual report. The report has been specifically designed to look at on screen but JA will check with the designers to see if a printer friendly version could be made available. JA to send an electronic version of the report with dividers included (containing the performance information) to be sent to the Board. MS is looking for sign off on the report as soon as possible. Board Members were asked if they could forward any comments they have to MS within the new few days. It was agreed that if no feedback is received it will be assumed that the Board are content with the report and the designers will be asked to proceed. 	<p>Info</p> <p>JA</p> <p>JA</p> <p>FCT Board</p>
6.	DCLG – Paper 2 – For Information – Confidential	
	<ul style="list-style-type: none"> The purpose of the report is to update the Board on progress relating to the development of the operational model of the new Dunfermline Carnegie Library and Galleries (DCLG) facility and to request authority to negotiate on a range of outstanding issues with Fife Council. <p>Build and Fit Out</p> <ul style="list-style-type: none"> There are still some defects outstanding which BAM are hoping to close out fully in November. The End of Rectification Period Certificate has still to be submitted to Fife 	<p>Info</p> <p>Info</p>

<p>Council for sign-off. Trust staff will continue to raise any issues as latent defects to BAM through Fife Council's Project Manager.</p> <ul style="list-style-type: none"> • The building will close for 5 days in January to allow essential maintenance works to be carried out. A briefing note has gone out to the FCT Board, the Chairs and Vice Chairs of the City of Dunfermline Area and Housing and Communities Committees and all relevant local managers have also been advised of the closure. • We have made arrangements that the public will be able to access PCs in the City Chambers during the closure period. • A short closure period for planned maintenance annually in January is being considered. • Work will also be undertaken to replace the surface of the external paths and re-lay the lawn. Dates for this are not yet confirmed and are weather dependent. 	<p>Info</p>
<p>Staffing</p> <ul style="list-style-type: none"> • The operation of the venue continues to be a challenge with core staff hours inadequate to consistently cover the existing opening hours of the building. • Staff are consistently stretched and work continues to resolve this issue within the available financial envelope. • A commitment was made to staff in May that the staffing rota would be reviewed at the end of October, with a view to making adjustments to accommodate any operational difficulties that have been highlighted. • The concerns around closure on a Wednesday afternoon will be looked at as part of this review and at the present time this is still a live issue. • Venue Manager Simon Hobson left the organisation in August and a new Venue Manager – Tracy McCafferty has since been appointed and has now been in post for 5 weeks. 	<p>Info</p>
<p>Budget</p> <ul style="list-style-type: none"> • The Board had been previously advised of a potential annual funding gap to operate the new facility. • A bid was made to Fife Council to seek funding for this as a revenue consequence of the capital scheme and an increase in the management fee has been successfully negotiated by the Executive Team. • However it was noted that as the increase does not reflect the full cost of operation there still remains an additional ongoing budgetary pressure which will need to be managed. 	<p>Info</p>
<p>Retail and Commercial</p> <ul style="list-style-type: none"> • Retail sales are reasonably good but not as buoyant yet as had been hoped. • Lindsay Jenner, the new Commercial and Business Development Manager is currently working on a range of bespoke products for venues. • She is also planning to extend the range of more affordable items • We are also recruiting a Retail Manager and a Retail 	<p>Info</p>

	<p>Assistant so that we have a dedicated workforce to improve product knowledge and customer care and to release pressure on core DCL&G staff teams.</p> <p>Refurbishment, Facilities Management and Garden</p> <ul style="list-style-type: none"> • These three areas are the responsibility of Fife Council and if not managed adequately have the potential to create an adverse impact on the operation of DCLG. • The lease makes full recognition of the fact that Fife Council has maintenance responsibility for the gardens. The first year maintenance contract concludes in November and at present Fife Council has not yet notified the Trust who will be undertaking the ongoing maintenance. • Cleaning of the building is undertaken by Fife Council Catering and Cleaning Services. They have identified the annual cleaning costs at £100,000, set against a current Council budget allocation of £35,000. There is clearly a potential issue for both health and safety and visitor experience • The Exec Team are working with Fife Council to seek a resolution to this issue. <p>Volunteers and Community Engagement</p> <ul style="list-style-type: none"> • Lesley McNaughton has been appointed to the position of Volunteering Development Officer for a period of 15 months. • The post is supported by a grant from Museums Galleries Scotland. • Partnership funding from Fife Council is allowing her to extend her work to Dunfermline Heritage Tourism Partnership. <p>Programme</p> <ul style="list-style-type: none"> • The first 2 exhibitions programmed in for 2018 are “Span” and the “Glasgow Boys”, following their popular and successful runs at out other museums in Fife. • We are also very excited to host a Richard Jobson and the Skids season with an exhibition and a series of events around it to celebrate a whole different side of Dunfermline’s culture and draw in new audiences. <p>Building Handover and Decanted Sites</p> <ul style="list-style-type: none"> • The 3 sites – Pittencrieff House Museum, Dunfermline Viewfield Museum and St Margaret’s House have now all been successfully handed back to Fife Council. <p>Official Opening</p> <ul style="list-style-type: none"> • A very successful official opening event took place on Wednesday 6th September. • We were delighted to welcome back a number of our Wall of Faces Celebrities to the Opening– Pete Agnew, Dan McCafferty and Barbara Dickson and their presence helped to encourage a lot of good, positive media coverage. <p>Awards</p> <ul style="list-style-type: none"> • The facility has received 2 awards – The Royal Incorporation 	<p>Info</p> <p>Info</p> <p>Info</p> <p>Info</p> <p>Info</p> <p>Info</p> <p>Info</p> <p>Info</p> <p>Info</p>
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	<p>of Architects of Scotland in June and the RIAS Andrew Doolan Best Building in Scotland Award in November.</p> <p>Dunfermline Heritage Quarter Interface</p> <ul style="list-style-type: none"> • The Trust continues to work with the Dunfermline Heritage Tourism Partnership and key stakeholders within the Heritage Quarter. • The partnership is at the heart of two funding applications and we are still waiting to hear on whether they have been successful or not. • CD asked if we were working with Cruise Forth because our information didn't appear on their website. • MS informed him that we are working closely with them and they are very involved in the work that we are doing. • It was suggested that a telephone call be arranged between MS/CD to discuss the Cultural & Heritage Strategy. <p><i>The Board thanked Dallas and her team for all their hard work with DCL&G.</i></p>	<p>Info</p> <p>Info</p> <p>AC</p>
7.	Chief Executive's Update Report – Paper 3 - For Information - Confidential	
	<p>Highlights from the report –</p> <ul style="list-style-type: none"> • 2.3 – The temporary contract for Lynn Givens has now concluded and recruitment has started for a permanent Operations Manager, with 2 deputy operation managers acting up to cover the lead role in the interim. • 3.1 - The Dunfermline Theatres Working Group report which was intended to go forward for political consideration during the November cycle will now go to a later Committee Meeting. An update will be provided for the Board once we hear about future intentions regarding committee consideration of the report. • 4.1 – As previously mentioned Jenni Steele has now resigned from the Board. We now have 4 vacancies for independent directors. Adverts for Board Recruitment are already on our website. AC to resend adverts to Board Members for circulation to their networks. • 4.3 – The Board Induction Day has now been confirmed for Thursday 18th January 2018. DC/HS to confirm whether this date will be used for the rescheduled Board Development Day or whether the development day will be rescheduled for a later date. • 4.5 – Following requests to Fife Council for Board level discussion regarding the future financial position and management fee for the Trust a meeting with Senior Officers in the Council took place on 29th November. A meeting with the joint leaders of the Administration is scheduled to take place on 7th December. • The Council has to make savings but the income generation 	<p>Info</p> <p>Info</p> <p>AC</p> <p>JA</p> <p>Info</p>

	<p>opportunities will never replace budget savings on any scale. There are however opportunities in the Council for spend to save.</p> <ul style="list-style-type: none"> • There is nothing more to add until the meeting has taken place tomorrow with the joint leaders. • 4.11 – Derek McKay had previously advised that decisions on the Barclay Review were to be expected on the 14th December 2017 as part of the Scottish Government’s budget setting process. • However on 27th November Mr McKay made the announcement that he intended to uphold charity relief for leisure and cultural venues currently run by Council ALEO’s following lengthy consultation with stakeholders. • Organisations such as FCT will therefore continue to benefit from reduced rates to support activities. However Mr McKay has warned that he will be looking to take steps to offset the charity relief benefit to local authorities for any new ALEOs or related expansion in the future. • 5.1 - FCT is planning a showcase event on 24th January in the Adam Smith Theatre between 2-4pm. The purpose of the event will be to offer opportunities through a combination of presentations, images and creative inputs to give an insight into the range, scale and nature of what the Trust delivers. It is hoped that as many Board Members as possible will be available to attend and support the event and engage with the range of partner organisations which will also be represented. • 7.4 - The issue with office accommodation is ongoing. • VIP Panto Night is scheduled to take place at Adam Smith Theatre on Thursday 14th December. Can all Board Members please let JA know if they would like tickets to attend. • Programming Highlights – it was agreed that this quarterly report should also be distributed to elected members (as per the weekly bulletin) on a quarterly basis, amended as appropriate, given it is being prepared in any event for the Board • FQ asked about the work of the Creativity and Innovation Board and MS provided a verbal update. However it is suggested that part of the discussions at the Board Development Day, when rescheduled, could be about how the Board can engage with the C&I Board and the various related work streams, projects, and Pods. 	<p>Info</p> <p>Info</p> <p>Info</p> <p>FCT Board</p> <p>JA/DK</p>
8.	Performance Report – Paper 4 – For Information	
	<ul style="list-style-type: none"> • KK picked up on the highlights from the Performance Report. • The overall position at end of Qtr 2 reported a deficit of £17k. • Our cash flow because of the time of year is a key focus • Programme income is lower than the phased budget as the most lucrative programme period for the Trust begins in 	Info

	<p>October but we stretch the income linearly over 12 months.</p> <ul style="list-style-type: none"> • The September figures include the backdated pay award costs and there are also some additional cost pressures in relation to the re-fit of CCTV at Kirkcaldy Galleries and some equipment hire to cover H&S gaps issues in venues. • There has been a fantastic positive turnaround in library figures both in issues and visitor numbers. This will partly be due to the reopening of DCLG. • Museum figures for 2017-18 show a welcome rise of 30% from the previous year. • However it is noted that this statistic continues the Q1 trend of masking a much more complex picture with the opening of DCLG counteracting a drop in figures at the majority of other venues. • FQ asked for an update on the cafe at St Andrews Museum. It was reported that this was currently being reviewed but there was concern over required refurbishment of the kitchen area and ongoing lease negotiations. Capital investment is required and this decision will need to be made by the Council. • The new Customer Engagement and Marketing Strategy represents an organisation-wide commitment by the Trust to ensure that our customers are at the forefront of our planning and at the heart of our future development. • The strategy will ensure that theatre programme is revitalised and increased based on customer demand. • Our larger museums are developed as tourist attractions. • Library services are developed in line with changing consumer lifestyle. • More data is required on the level and nature of staff absences given a recent increase. Unfortunately the Head of Organisational Development is out of the business at the present time but these conversations will be continued in the New Year. <p><i>It was suggested that the meeting should be stopped to allow the AGM to take place.</i></p> <p><i>DC reported that the remaining items on the Agenda were for information only and unless any FCT Board Members had any specific comments/questions there was no need for these items to be discussed.</i></p> <p><i>It was also suggested that this format for “information only” agenda items should be adopted for future Board Meetings. They should only be discussed if a Board Member has a pertinent point that they would like to raise.</i></p> <p><i>At this point CD briefly left the meeting.</i></p>	<p style="text-align: center;">Info</p> <p style="text-align: center;">JA/HS</p>
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9.	Health & Safety Delivery Plan 2017 – Standing Item – included in CEO Update Report	
	<ul style="list-style-type: none"> Information of the Health & Safety Delivery Plan 2017 is included in the CEO Update Report – Agenda Item 7 – Paper 3. 	Info
10.	Risk Management within FCT – Standing Item	
	<ul style="list-style-type: none"> Information on Risk Management within FCT is included in the CEO Update Report – Agenda Item 7 – Paper 3. 	Info
11.	Updates from Convenors of Committees / Policies for Approval	
	<p>Finance and Audit Committee</p> <ul style="list-style-type: none"> No comments/issues raised in relation to the F&A Committee Minutes. <p>HR Committee</p> <ul style="list-style-type: none"> No comments/issues raised in relation to the HR Committee Minutes. <p>Policies for Approval – Social Media Policy</p> <ul style="list-style-type: none"> The Social Media Policy was approved by the FCT Board. <p><i>CD returned to the meeting and confirmed that he was content to approve the Social Media Policy (ensuring the decision was approved with the necessary quorum of Board Members).</i></p>	Info
12.	AOCB	
	<ul style="list-style-type: none"> There was no AOCB. 	
13.	Post Board Feedback Session	
	<ul style="list-style-type: none"> There was no Post Board Feedback. 	
14.	Date of Next Meeting	
	<ul style="list-style-type: none"> Wednesday 14th March @ 5.30pm Venue to be confirmed 	
15.	Chair’s Business	
	<ul style="list-style-type: none"> There’s was no chair’s business to discuss. 	