



**FCSTL Board Meeting
 Tuesday 12th December 2017 @ 4.00pm
 Meeting Room, 2, Iona House, Kirkcaldy**

Present: Brian Lawrie (BL) (Chair), Frank Quinault (FQ), John Kilgour (JK), Drew Shedden (DS)

In Attendance: Kirsty Key (KK), Director of Corporate and Commercial Development
 Lindsay Jenner (LJ), Commercial & Business Development Manager
 James Marshall (JM), Catering Transition Manager
 Raymond Campbell (RC), Temp Accountant
 Anne Chalk, Company Secretary

| 1 | Welcome | Action |
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| | <ul style="list-style-type: none"> • BL welcomed everyone to the meeting. • Round the table introductions were made for the benefit of new staff members. | |
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| 2 | Apologies | |
| | <ul style="list-style-type: none"> • No apologies were received. | Info |
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| 3 | Declarations of Interest | |
| | <ul style="list-style-type: none"> • There were no declarations of interest noted in relation to the business of the meeting. | Info |
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| 4 | Minute of the Last Meeting – Tuesday 29th August 2017 | |
| | <p>Minute of the Last Meeting – Tuesday 29th August 2017</p> <ul style="list-style-type: none"> • The minutes of the last meeting were recorded as accurate. <p>Action Points Table</p> <ul style="list-style-type: none"> • An Action Points Table had been prepared from the last meeting. • The table will be circulated to staff for updating and to ensure that previous actions are updated and completed. • RC to send out the FCSTL Report to the Committee. | <p>KK</p> <p>Info</p> <p>AC</p> <p>RC/AC</p> |
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| 5 | Matters Arising | |
| | <p>Trading Subsidiary Bank Account</p> <ul style="list-style-type: none"> • As discussed at a previous meeting KK said that she would contact Handelsbanken with a view to moving the bank account for the Trading Subsidiary. | Info |

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| <ul style="list-style-type: none"> • KK had followed up on this action and unfortunately they couldn't match the deal that we are already getting from the RBS. • After discussion it was agreed that at the present time it made sense for the account to remain with RBS. | <p>Info</p> |
| <p>Accounting Systems</p> <ul style="list-style-type: none"> • More information on the Accounting Systems is included in the Trading Subsidiary Performance Report – Agenda Item 7 – Paper 2. | <p>Info</p> |
| <p>Trading Company Name</p> <ul style="list-style-type: none"> • It was suggested that we could look at a different name for the Trading Subsidiary. • From an accounting perspective this would prevent any mix up with the main Company and would alleviate any danger of paperwork becoming confused. • After discussion it was agreed that the current name says what we are – the Trading Company for Fife Cultural Trust. • If the name was changed we wouldn't need to set up a new company, we would just need to change the name. • It was felt that a change of name would help to distinguish between the two areas of the business. • After discussion it was agreed that we should stick with the name and make use of the ON branding with Trading in it. • Letterheads and stationery items to be designed specifically for the purpose of the trading arm. Different colours could be used to distinguish us and the main Company. • We just need to ensure that due diligence is carried out by all staff. | <p>Info</p> <p>KK/LJ</p> |
| <p>Board Recruitment</p> <ul style="list-style-type: none"> • The adverts for Board Recruitment which are currently on our website have been extended until January 2018. • AC has already recirculated the Board Recruitment adverts to the Board for distribution within their own networks. • We have received a few notes of interest. • BL reported that we need to the membership of the Trading Subsidiary Committee to go back up to 6. • It has been agreed to change the remit of the Committee to 3 FCT Board Members / 3 Independent Directors. • However the FCT Board would need to finally sign off on this new structure and decide whether or not there needs to be an elected member on this Committee. • Once new members have been recruited to the FCT Board they will be approached to see if anyone would be interested in joining the Trading Subsidiary. • We are looking for someone with entrepreneurial expertise that could service both the full Board and the Trading Subsidiary. • BL reported that attendance at the Board Development Day on 6th December has been disappointing. • It is hoped that new members will be appointed in January. | <p>Info</p> <p>KK</p> |

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| | <p>increase sales and give them the freedom to take advantage of it is key to our business. This is ongoing and generally welcomed by the staff who can see where we would like the business to go.</p> <ul style="list-style-type: none"> • It is important that JM gets access to the EPOS system so he can look at how sales are going and it would also allow him to be proactive with staffing levels and could decide if staff could be released early or additional staff required. • The customers are far more appreciative of the changes to the service and already the different approach has been praised by someone from Fife Council. • Figures showed that our customers spent £2 per head in our venues this has now increased to approx. £3-£4 per head consistently. • The customer service provided by catering staff is in a different place and this has improved the customer experience. • We need to try to increase the dwell time that our customers spend in our venues, the longer they stay the more money they spend. • Staff should be proactive and meet and greet people as soon as they come through the door this helps to increase sales because people feel that they are valuable to the organisation. • We have developed our own coffee brand which we will sell in our own outlets as well as the Coffee Beans and Filter Coffee already available • JM is working with new and existing suppliers to help promote our business by using opportunities that they can offer us as a customer i.e. Matthew Clark to help with our bar sales and Brakes to help with our food service and Rollover with Hotdog and snack sales. • The visit by Santa in KAG at the weekend brought in £500 of sales in the café. Gallery staff were so well organised welcoming people on their arrival and giving them a seat while they waited. • We have installed vending machines in some of our venues and we are hoping to expand on this where we can. • It was noted that people do come to the building because of Heaven Scent, their reputation does bring the customers in. • KK reported that we have taken over all the equipment in the 2 large kitchen areas in Rothes Halls in Adam Smith Theatre. • There is huge potential here to hire out the space and kitchen for a number of large scale events. • There are a number of opportunities like this that we need to be prepared to take advantage of. • Whatever we do we need to do it properly because it is our reputation that is at stake, we need to be very clear on what we say we can deliver and do it. <p>Retail</p> <ul style="list-style-type: none"> • LJ provided an update on plans for expanding retail opportunities and how these can be connected to ongoing | <p style="text-align: right;">Info</p> <p style="text-align: right;">JM</p> |
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| | <p>programmed events in libraries.</p> <p>Accounting Software</p> <ul style="list-style-type: none"> • Although EPOS software will produce reports on sales, stock and ordering, an accounting software package is needed to encompass the entire company's data recording and reporting requirements. • There are several large players in the market, Sage, Xero and Quickbooks. • All are similarly priced at around £20-£25 per month for cloud based software and all appear to meet our requirements although a more detailed assessment has still to be carried out. • Sage looks to be the favourite but doesn't do purchase ordering and it is expensive. • RC has downloaded a test version of Xero and this does seem to be the best of the market right now. • Quickbooks has moved on a lot, it's pretty big and they seem to be pushing the product on the market a lot just now. • After discussion it was agreed that we need to be satisfied that the product will produce what we need it to and that it provides us with prompt information. • We need to be able to respond quickly, if the Trading Subsidiary is performing badly we need to be able to balance the books across the Trust. • The system needs to be able to give us comparison figures month on month, year on year, and this information is important and allows us to build up a picture for the future. • We need to move on this and it needs to be done quickly. • It was noted that a meeting doesn't need to be arranged to allow the Committee to make decisions it can be done electronically to ensure that there are no further delays. • Good financial systems are absolutely critical to the business. • It was agreed that RC would provide the Committee in January with information on Accounting Systems and EPOS i.e. this is what we are looking at, these are the benefits and this is what we will get. <p>EPOS</p> <ul style="list-style-type: none"> • It was identified at an early stage that we need an EPOS system. • 7 suppliers were identified, 5 got back to us but only 3 are viable. • The prices that we have received range from £17k-£21k and this is for a total of 8 fixed tills and 4 mobiles to ensure that all venues are covered but we are now thinking that it would be possible to cut down on this. • DS reported on the software that he uses and will provide RC with information on prices, monthly rental fees and maintenance costs. • We need to move on this system but we are at the mercy of the Council's procurement procedures. • If costs are over £13,999 we need to tender for 3 quotes and follow the Council's procurement procedure ensuring that we | <p style="text-align: right;">Info</p> <p style="text-align: right;">Info</p> <p style="text-align: right;">Info</p> <p style="text-align: right;">Info</p> |
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| | <p>use an approved supplier that is already on their list.</p> <ul style="list-style-type: none"> • If less than £13,999k can we contact the company and buy from them direct. • RC to contact CRB Cunningham for quotes for EPOS software. • KK reported that we have already submitted a business case to IT but things have gone quiet over the last couple of weeks. • We need to keep pressure on the Council and if we do need to use their tendering system we need to get on with it. • Can we buy our own iPads that will work with mobile systems? • Currently we are trialling a couple of cards payment systems 'IZettle' off a tablet for retail sales. You push the button on what you are purchasing and it adds it up. LJ used it as the weekend and it worked really well. • However it was reported that there is a lot of critical business retail information that we are not getting. • It was agreed that we need to get something in as soon as possible and spend as little as we can. <p><i>Both BL and DS will provide RC with information on Accounting Systems.</i></p> <p>FCSTL Income and Expenditure</p> <ul style="list-style-type: none"> • The report outline the income and expenditure activity for FCSTL for the 7 months ended 31st October 2017. • However it was noted that there were no comparison figures available. • Retail figures are up on last year and this is due to an increase in trend on retail. • Stock figures are no accurate because we wrote off some of the old stock – approx. £16k, that had been lying around in venues for a long time. • Room rental is currently £18k behind budget. • BL felt that there was not enough detailed contained in the report. He would like to see much more detail on the figures – venue hire, retail and catering. • He referred to the Performance Report and the level of detail contained in that. • We need to be fleet of foot in terms of information to allow the Committee to understand the business better. • An accounting system for the business is crucial. | <p>BL/DS</p> <p>Info</p> |
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| 8 | Dates for 2018 | |
| | <ul style="list-style-type: none"> • The list of proposed dates for FCT Board and Committee Meetings has now been confirmed. • The complete list has been sent out to Board Members for noting in their diaries. | Info |
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| 9 | AOCB | |
| | <ul style="list-style-type: none"> • There was no AOCB. • BL wished everyone a Merry Christmas and a Happy New | Info |

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| 10 | Date of Next Meeting | |
| | <ul style="list-style-type: none">• Tuesday 10th April 2018 @ 4pm Iona House | |
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