



2021

# Fife Sports & Leisure Trust, Director of the Board Candidate Information Pack

**Contact:**

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## Introduction

Fife Sports and Leisure Trust (hereinafter referred to as the Company) has been established to operate and manage sports and leisure facilities on behalf of Fife Council.

The purpose of the Company is to provide facilities and services for participation in sport, recreation and physical activity to the communities of Fife. The Company is a not for profit distributing organisation, limited by guarantee, which requires that any surpluses generated are invested in improving facilities and services we provide to the communities of Fife.

## Charitable Objects

The principal activity of Fife Sports and Leisure Trust (FSLT) is the provision of sport, recreation and health and wellbeing services delivered from 14 facilities on behalf of Fife Council in accordance with the following charitable objects:

- To advance public participation in sport, primarily within the local authority area of Fife Council ("the Operating Area");
- To provide recreational facilities, and organise recreational activities, primarily within the Operating Area, with such facilities/activities being made available to members of the public at large with the object of improving their conditions of life;
- To advance education, primarily within the Operating Area, in particular in relation to sports, active recreation and physical activity;
- To advance health, primarily within the Operating Area, and in particular through sports, active recreation and physical activity;
- To advance citizenship and or/community development, in particular, within the Operating Area;
- To relieve those in need by reason of age, ill health, disability, financial hardship or other disadvantages; and
- To promote, establish, operate and/or support other similar schemes and projects which further charitable purposes.

The Company began trading on 1<sup>st</sup> April 2008 and employs approximately 300 contracted employees supported by over 180 casual workers including sports coaches and instructors.

The administrative headquarters of the Company are at the Music Institute, East Port, Dunfermline, KY12 7JA.

## Strategic Priorities

FSLT is required to deliver on specific aims and objectives under three separate but linked strategic priorities:

- Widening Opportunities

Widening Opportunities is the level of participation in sport and active recreation that is experienced by the majority. It happens at the grass roots, where people take part in physical activity simply for fun and enjoyment or to improve their health and fitness.

- Developing Potential

Developing Potential is a process that creates opportunities and pathways which allows individuals to take up and fulfil their potential in sport. It is not just concerned with elite athletes but recognises that the opportunities to progress are important in sustaining the interest and enjoyment which will encourage people of all ages and abilities to maintain a long-term involvement with sport.

- Resources for Sport

FSLT is committed to the ongoing development of sport and active recreation through the provision of good quality, adequately resourced facilities and services that meet the needs and aspirations of both residents and visitors to Fife. It is evident that any progress in developing sport and active recreation in Fife will be dependent on the physical, human and financial resources which are made available by a number of public, private and voluntary sector agencies, but most importantly by Fife Council and FSLT.

## FSLT's Vision and Mission

FSLT is a company whose purpose is to make a positive difference to communities by creating opportunities for people in Fife to become more active more of the time. This is achieved by the services delivered from sport centres, swimming pools, outdoor facilities and an athletics centre. Through

this property portfolio our employees and partners deliver a wide range of programmes and services on a weekly basis.

Our vision is “Making a difference by delivering opportunities for people in Fife to become active”.

Our mission is “Growing the Business, Improving the Customer Experience and Making a Difference”.

Our vision and mission shape the strategic context. The strategy provides a high-level overview of what we aim to achieve and the priority actions we need to take measured against a range of desired outcomes.

**For more information, please visit our website: [www.fifeleisure.org.uk](http://www.fifeleisure.org.uk)**

**Please also take a look at the recent good news stories on our website: <https://www.fifeleisure.org.uk/news/>**

## FIFE SPORTS AND LEISURE TRUST

### Director of the Board

An opportunity currently exists for an enthusiastic and suitably experienced individual to join the Board of Fife Sports and Leisure Trust. This role is ideal for someone wishing to gain board experience and as a stepping stone to further non-executive roles.

#### **The Trust**

The Trust is the region's leading sports and leisure services provider and we deliver health and wellbeing programmes towards fulfilling our vision for "Making a difference by delivering opportunities for people in Fife to become more active".

#### **The Challenge**

These are unprecedented times, after the current lockdown is lifted, to mounting pressure and competition from the private sector. As such, we are seeking a new Board Member with drive and determination, to allow us to capitalise on new opportunities in the post covid-19 era, and help us to deliver affordable and sustainable physical activity opportunities for all the community.

#### **Fitness and Facilities for All**

Unlike our private competitors, we, as a charitable trust, are committed to providing facilities and services for all ages and abilities – that includes programmes for babies to older adults, talented athletes, disabled users, people on low incomes and those who have long-term health conditions such as dementia. We will be able to do all this with the support and guidance of our Board, in taking our message out across Fife to engage people about enjoying our facilities, by demonstrating how their support directly impacts on all local communities.

#### **The Board**

A Board of Directors governs the Trust and provides strategic direction and support to the Chief Executive and the Executive Management Team. The Board is responsible for the overall supervision and control of the activities of the Trust and the strategic direction and priorities that it sets for the organisation. In addition, the Board is responsible for compliance with the legal and regulatory frameworks within which the Trust operates.

#### **The Board Member**

We are keen to appoint two individuals to the Board who have a strong business background with excellent commercial oversight with a focus on business performance and improvement. Submissions of interest are also invited from individuals with relevant industry expertise and experience who feel they can make a positive contribution to FSLT's sustainable future.

If you think you have the commitment and experience to help deliver the Trust's objectives, then please upload your CV and supporting statement via the Aspen People website **HERE**.

Further information about Fife Sports and Leisure Trust can be viewed on the Company's website [www.fifeleisure.org.uk](http://www.fifeleisure.org.uk).



## Director of the Board Role Profile

### OVERALL RESPONSIBILITY

As a Director you are responsible for overall supervision and control of the activities of the Company. You must clearly understand the aims and objectives of the Company and ensure that the management of staff, finances and other resources are carried out to fulfil these aims only.

Under Company law, it is the duty of each Director of the Company:

- (i) to take decisions (and exercise his/her other powers and responsibilities as a Director) in such a way as he/she considers, in good faith, would be most likely to promote the success of the company in achieving its purposes (as set out in the objects clause, within the Articles of Association);
- (ii) to act in accordance with the Company's Articles of Association, and to exercise his/her powers only for the purposes for which they were conferred;
- (iii) to exercise independent judgement;
- (iv) to exercise reasonable care, skill and diligence;
- (v) to avoid a situation in which he/she has, or could have, a direct or indirect interest that conflicts, or possibly may conflict with the interests of the Company (but not insofar as relating to a transaction or arrangement with the Company itself, but rather with third parties);
- (vi) not to accept benefits from third parties conferred by reason of his/her being a Director or his/her doing (or not doing) anything as a Director;
- (vi) declare interests in proposed transactions or arrangements with the Company.

In addition, Scottish charity legislation requires each of the Directors:

- (i) to act at all times in the interests of the charity;



- (ii) to seek in good faith to ensure that the Company acts in a manner which is consistent with its purposes (as set out in its Articles of Association);
- (iii) to act with care and diligence (defined as "the care and diligence which it is reasonable to expect of a person who is managing the affairs of another person");
- (iv) to ensure that the Company complies with any direction, requirement, notice or duty imposed on the Company by virtue of Scottish charity legislation;
- (v) to take such steps as are reasonably practicable to ensure that any breach by a Director of any of the above duties (or the duties in relation to conflict of interest imposed by the legislation) is corrected by the Director concerned and not repeated;
- (vi) to take such steps as are reasonably practicable to ensure that any Director who has been in serious or persistent breach of his/her duties under the charities legislation is removed as a Director.

## **KEY RESPONSIBILITIES**

You will be required to:

- Provide leadership and set the overall direction for the Company.
- Contribute to, and direct, the overall strategic management, review and future development of FSLT.
- Contribute to the sound governance and accountability of FSLT and to ensure legislative compliance.
- Ensure FSLT reflects good practice and distinguish between those matters that are mandatory in the preparation of accounts necessary to give a true and fair view of the organisation and those matters which are considered good practice but which are not mandatory.
- Support FSLT in achieving its aim of offering a wide range of opportunities for participation in and enjoyment of sport and active recreation in a way that acknowledges and addresses the needs of its key stakeholders living in and visiting Fife.
- Ensure that the FSLT Board manages and conducts its affairs in a way that acknowledges and adheres to the requirements of current legislation.
- Lead on an identified area of responsibility for FSLT linked to your background and expertise.

- Ensure that all necessary monitoring and reporting mechanisms identified as being central to the operation of FSLT are adhered to and undertaken in a meaningful and reliable way.
- Ensure that the programming and performance is relevant, aspirational and forward-looking.
- Lead or participate in committees, working groups, etc. as required.
- Support negotiations with funding bodies and potential sponsors, etc. as required.
- Act as a champion for FSLT and all of its work.
- Provide support and advice to the Chair of the FSLT Board.
- Act as an ambassador for the FSLT Board in its dealings with stakeholders.
- Maintain excellent working relationships with fellow members of the FSLT Board, the wider sport and physical activity sector and the business community in a way that commands confidence from stakeholders, potential funders and the media.

## **COLLECTIVE RESPONSIBILITY**

The principle is that decisions at Board meetings are taken by majority vote - and Directors, whether present at the meeting or otherwise, are bound by such decisions. If an individual Director disagrees with a decision, he/she is entitled to ask that his/her dissent is recorded in the Minutes; if the decision was taken at a Board meeting which he/she did not attend, he/she should raise the matter at the next Board meeting or (if there is an element of urgency) request that the Secretary convene a special meeting of the Board.

## Further Particulars

# NON-EXECUTIVE DIRECTOR OF THE BOARD, FIFE SPORTS AND LEISURE TRUST

Fife Council has established an independent Trust to manage and operate its sports and leisure facilities and we are currently looking to appoint two Independent Directors to the Board of the Fife Sports and Leisure Trust (FSLT). The Trust is incorporated as a Company limited by guarantee with charitable status and as such will ensure that the charity is complying with the Charity and Trustees Investment Act (Scotland) 2005. The Trust assumed responsibility for the management and operation of 13 sports centres and swimming pools on 1st April 2008. The Trust currently manages 14 facilities and has established a dedicated Health and Physical Activity Team.

Submissions of interest are invited from individuals with relevant professional expertise and experience to join the Board of Directors. The FSLT Board has thirteen voluntary Directors in total, including a Chairperson. There are six Council-appointed Directors (Partner) and seven non-Council Directors (Independent). In order to maintain the independence of the Trust, no other Council employees can be members of the Board. As in any company, the Board is critical to the successful operation of FSLT. Getting the right balance is crucial - commitment, professional knowledge and experience are vital ingredients.

If you feel that you have the relevant skills and experience we would welcome your interest.

### MISSION AND LONG TERM OUTCOME

We have a proactive FSLT Board which is fully engaged with the activities of the Company, and who are able to secure support and commitment from stakeholders to encourage and promote the work of the Trust and its future developments. Our Vision is "Making a difference by delivering opportunities for people in Fife to become active" and our Mission is "Growing the Business, Improving the Customer Experience and Making a Difference".

### ROLE OF A DIRECTOR OF THE BOARD

To be successful, the Board requires its Directors to represent more than just their own values, opinions and professional experience. Whilst a personal contribution is obviously important, the Board needs to understand and consider the issues affecting the whole operation of FSLT. The Board wishes

its Directors to be networking widely and to be conversant with all the key issues being debated in the sport and active recreation sector and within the wider business community. Directors will therefore be engaged with issues prior to Board meetings, reviewing and scrutinising papers, putting items on the agenda and arriving at each meeting able to contribute in a significant way to the discussions. As a team player, the Board Director will honour and value the input of others and contribute to a full debate on the points at issue and constructively engage to determine a consensus view, which may or may not concur with their own.

### OVERALL PURPOSE

As a Director you are responsible for overall supervision and control of the activities of the Company. You must clearly understand the aims and objectives of the Company and ensure that the management of staff, finances and other resources are carried out to fulfil these aims only.

Under Company law, it is the duty of each Director of the Company:

- to take decisions (and exercise his/her other powers and responsibilities as a Director) in such a way as he/she considers, in good faith, would be most likely to promote the success of the company in achieving its purposes (as set out in the objects clause, within the Articles of Association);
- to act in accordance with the Company's Articles of Association, and to exercise his/her powers only for the purposes for which they were conferred;
- to exercise independent judgement;
- to exercise reasonable care, skill and diligence;
- to avoid a situation in which he/she has, or could have, a direct or indirect interest that conflicts, or possibly may conflict with the interests of the Company (but not insofar as relating to a transaction or arrangement with the Company itself, but rather with third parties);
- not to accept benefits from third parties conferred by reason of his/her being a Director or his/her doing (or not doing) anything as a Director;



- declare interests in proposed transactions or arrangements with the Company.
- In addition, Scottish charity legislation requires each of the Directors:
- to act at all times in the interests of the charity;
- to seek in good faith to ensure that the Company acts in a manner which is consistent with its purposes (as set out in its Articles of Association);
- to act with care and diligence (defined as “the care and diligence which it is reasonable to expect of a person who is managing the affairs of another person”);
- to ensure that the Company complies with any direction, requirement, notice or duty imposed on the Company by virtue of Scottish charity legislation;
- to take such steps as are reasonably practicable to ensure that any breach by a Director of any of the above duties (or the duties in relation to conflict of interest imposed by the legislation) is corrected by the Director concerned and not repeated;
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## KEY RESPONSIBILITIES

You will be required to:

- Contribute to the overall strategic management, review and future development of FSLT.
- Contribute to the sound governance and accountability of FSLT.
- Ensure FSLT reflects good practice and distinguish between those matters that are mandatory in the preparation of accounts necessary to give a true and fair view of the organisation and

those matters which are considered good practice but which are not mandatory.

- Support FSLT in achieving its aim of offering a wide range of opportunities for participation in and enjoyment of sport and active recreation in a way that acknowledges and addresses the needs of its key stakeholders living in and visiting Fife.
- Ensure that the FSLT Board manages and conducts its affairs in a way that acknowledges and adheres to the requirements of current legislation.
- Lead on an identified area of responsibility for FSLT linked to your background and expertise.
- Ensure that all necessary monitoring and reporting mechanisms identified as being central to the operation of FSLT are adhered to and undertaken in a meaningful and reliable way.
- Ensure that the programming and performance is relevant, aspirational and forward-looking.
- Lead or participate in committees, working groups, etc. as required.
- Support negotiations with funding bodies and potential sponsors, etc. as required.
- Act as a champion for FSLT and all of its work.
- Provide support and advice to the Chair of the FSLT Board.
- Act as an ambassador for the FSLT Board in its dealings with stakeholders.
- Maintain excellent working relationships with fellow members of the FSLT Board, the wider sport and active recreation sector and the business community in a way that commands confidence from stakeholders, potential funders and the media.

## BOARD DIRECTOR COMMITMENTS

Currently, the appointment to the FSLT Board is for a fixed term of three years which can be extended. An annual time commitment of up to fourteen days is anticipated. The number of meetings necessary to deal with the business of FSLT will depend on the agenda and the complexity of the issues to be considered. Meetings will be conducted on the assumption that Directors will have read and considered agenda papers in advance. Whilst attendance at every meeting is not mandatory, a continuing FSLT Board Director is expected to use best endeavours to attend all meetings and only to be absent in exceptional circumstances.

The Company also has a Board Development Programme which seeks to develop the collective skills of the Board and Directors, individually, leading to an efficient and effective Board. A time commitment for these sessions will be required.

## BOARD MEMBERSHIP CRITERIA

The criteria for Directors are set out in the person specification below. It is expected that the subject, where they are an employee or partner of an organisation, will have obtained the permission of their employer to participate in the work of the Board prior to submitting their interest. The subject and their employer are advised to consider carefully the time commitment involved and ensure that they would, if successful, be able to serve the full term of three years.

## PAYMENT OF EXPENSES

Charity legislation advises that no remuneration for service on the Board can be paid. However, reasonable expenses incurred in attendance at meetings or when undertaking duties on behalf of the Board will be reimbursed on submission of appropriate receipts.

## SKILL SET FOR FSLT BOARD OF DIRECTORS

Serving on the FSLT Board is an important responsibility. Board members hold various types of experience and each one is expected to contribute his or her unique talents and experience to the Board. In that way the Board maintains a diverse and comprehensive skill set on the Board.

Desirable skills and characteristics of an FSLT Board Director include:

- Good business acumen
- Good knowledge of the sports, recreation and physical activity industry

- Experience in providing strategic direction with the ability to work as part of a team
- Understanding of Board, executive and staff responsibilities
- Highly developed interpersonal and communication skills
- Commitment to FSLT's values, principles and ethos



# FIFE SPORTS AND LEISURE TRUST

## Committee Remits

### Strategy Committee

- To consider and make recommendations to the Board of Directors on remuneration issues relating to the salaries and pay scales for Company staff.
- To make recommendations on the strategic direction of the Company including the setting of short, medium and long term strategic and operational plans to ensure the delivery of the Company's strategy.
- To consider external and internal trends which may affect, either positively or negatively, on the strategic direction of the Company and to make this information clear to the Board of Directors to enable them to evaluate the recommendations of the Committee.
- To identify, develop and implement the Company's functional strategies and to ensure an appropriate fit with the strategic direction of the Company.
- To ensure the Company's Corporate Strategy is implemented through appropriate plans and policies to provide strategic direction to staff in delivering the Company's long-term outcomes.
- To oversee the implementation of the Executive Management Team's Work Plan and operational plans to evaluate progress towards the Company's strategy.
- To develop FSLT's collaborative work with other lead agencies, strategy groups and key partners in the delivery of local and national priorities.
- To consider proposals for fees and charges for services and facilities and to make recommendations to the Board of Directors on the pricing framework for the Company.
- Communicate the strategic direction of the Company with relevant stakeholders including staff.
- Identify the corporate KPIs required to achieve the Company's strategic direction.

- To consider other appropriate topics as requested by the Board of Directors.

## Governance and Compliance Committee

- To oversee the development of all policies and the review and management of the Company's Policy Register.
- To oversee the implementation of the Company's Treasury Management Policy.
- To monitor the implementation of the Company's Anti-Corruption and Bribery Policy and associated procedures and to make recommendations on any remedial action to the Board of Directors.
- To ensure that all policies and procedures are developed in line with legislative requirements and the demands of the Company and that these are reviewed on a regular basis.
- Ensure that financial strategies, policies and processes are in place to secure sustained success and to meet the strategic outcomes of the Company.
- External Audit:
  - To oversee the process for conducting the annual external audit.
  - To discuss recommendations from external audit. To review the external auditors' management letters and the management responses to them.
  - To consider the appointment of the Company's external auditors, to review audit fees and to consider any questions arising from the resignation of the auditors or a proposed change in auditors.
- Internal Audit:
  - To review the results of Company internal audits and make recommendations for change.
  - To review the content and programming of the Audit Plan.
  - To ensure the audit plan is progressing and reviewed regularly.

- To oversee the financial performance of the Company
- To ensure satisfactory compliance with all legislative requirements relating to Charity Law, Companies Law, Health and Safety Law and licensing and consents notifications.
- To ensure that risks to the Company are adequately controlled and monitored through ongoing review of the Company's Business Risk Register.
- To review the Business Continuity Plan at regular intervals and to make any recommendations to the Board of Directors.
- To monitor the level of support from Fife Council through the Service Level Agreements and to consider aspects requiring change to service delivery.
- To receive reports and information relating to any request received by the Company under the Freedom of Information Act, the Data Protection Act (Subject Access Requests) and the Environmental Information Regulations.
- To consider any alterations to the Company's membership of the Local Government Pension Scheme.
- To monitor the Company's Bad Debt Policy and its application.
- To consider the "writing off" of debts valued at over £5000.
- To consider other appropriate topics as requested by the Board of Directors.

## Service Improvement Committee

- To establish, in conjunction with the Executive Management Team, and apply relevant annual performance measures and indicators to monitor the effectiveness of HR systems and processes;
- Have oversight and scrutiny of the management of HR solutions within the company for example establishment reviews;
- To be proactive in providing advice and guidance on the strategic direction of the company's overall People objectives and the policies designed to achieve them;
- To encourage innovation with respect to the employment policies undertaking reviews of employment policy when required;

- To receive advice from and provide support to the Executive Management Team in relation to matters of corporate interest and provide a forum for input, discussion and feedback on people practice;
- To review external and internal developments and drivers which are relevant to the company's success to help inform its strategic people priorities;
- To keep under review arrangements for monitoring staff attitudes and opinions and to advise the Board accordingly;
- To ensure the company's People Strategy and its implementation continues to be consistent with stakeholder expectations;
- Consider appeals and grievances submitted by staff in relation to any of the company's employment policies. Any member of the Committee with prior involvement in any such matter will be excluded from decision-making at any appeal hearing.
- To ensure that all Directors and managers understand and fulfil their corporate and legal responsibilities with regard to health and safety and estate management including maintaining a live risk register;
- Provide strong and effective leadership with two-way communication and engagement with employees to help improve health and safety provision;
- Ensure there is effective company policies for health and safety that all employees, contractors and temporary workers are made aware of their individual responsibility;
- To bring company related health and safety matters to the attention of the Board of Directors at regular intervals;
- To ensure that robust systems and processes are in place for internal and external auditing of fire safety, health and safety, maintenance, insurance and service improvements;
- To oversee the monitoring and reporting of the Customer Charter and that quality assurance arrangements are appropriately designed and operating effectively to ensure the provision of high quality and safe services, consistent with the Board's overall strategic direction.

## Appointments Committee

- To recommend to the sole member issues of membership of the Board of Directors in relation to the appointment of the Independent Directors.



- To work with the Chief Executive to consider the appropriate guidelines and personal specifications for the Independent Directors appointments and to assist in undertaking any search process for Independent Directors to join the Board.
- Set the Job Profile and Person Specification for the Chief Executive post and to carry out the recruitment and appointment to the post.

(Note: This Committee will only meet when there is a requirement to recruit new Independent Directors or to carry out the recruitment and appointment of a new Chief Executive Officer. The composition of the group should be decided by the Board of Directors as referred to in Clause 64 of the Company's Articles of Association.)

## Enquiries

For a confidential discussion about the role please contact Catriona Mackie,  
Director of Aspen People, on 0141 212 7555.

## Application

To apply for this position please upload a CV and supporting statement at the following link:

**[Click here to apply](#)**

We would be grateful if you could include the following information in your supporting statement:

- A declaration should you, your partner, dependants, business partners/associates have any business interests or other activities that are or could be perceived to be a conflict of interest with the activities of FSLT. If you have no conflicts of interest to declare, a simple statement in a covering letter to this effect will be sufficient.
- Details of two referees (please note that referees will not be contacted until offer stage or without prior consent).
- Applicants will be shortlisted for interview based on their application matching the detail provided in the Role Profile. We would therefore ask applicants to provide clear evidence to show how your experience, skills and knowledge match those requirements as well as why you are interested in the role.

If you have any queries about the application process please contact Kelsey Bettoli on 0141 212 7555.

# Contact

Catriona Mackie

Director

0141 212 7555

[cmackie@aspenpeople.co.uk](mailto:cmackie@aspenpeople.co.uk)

