Board of Management Meeting

Oswald House, Kirkcaldy 10am – 11:30am

Friday 12th December 2025

In attendance: Jill Miller (JM- Chair), Jeremy Harris (JH), Sheila Boardman (Treasurer, SB), Fiona Partington (FP), Sarah-Jane Latto (SJL), Caroline Warburton (CW), Phil Teale (PT), Cllr Colin Davidson (CD), Suzanne Roberts (SR), Rhona McInroy (RM), Sarah Lonie (SL), Margaret McArthur (MMc), John Hopkins (JHop), Zane Priekule (ZP-Minutes)

Apologies: Cllr. James Leslie (JL), Robbie Blyth (RB), Ed Heather-Hayes (EHH), Cllr Brian Goodall (BG), Cllr Fiona Corps (FC), Neil McCormick (NMc)

1. Welcome and Apologies

JM welcomed all. Apologies were noted from JL, RB, EHH, BG, FC, NMc

2. Declaration of Interest

JM confirmed PT's resignation from the Board. No additional Declarations of Interest were noted for any agenda items.

3. Minutes of previous meeting

The meeting minutes were approved by CW and seconded by SL.

4. Matters Arising

JM provided an update on the previous Board meeting actions and decisions, confirming that 6 have been completed and 2 remain in progress.

5. Health & Safety Report

JH presented the Health & Safety report, noting:

- 10 accidents/near misses, primarily minor slips and trips
- 1 minor vehicle incident involving a driver reversing into a stationary object
- 1 public interaction incident, with no cause for concern

- No workplace accidents or RIDDOR reports
- HAVS and audiometric screening are on track and progressing well

6. Risk Register Review

JH reviewed the Risk Register, highlighting one new risk: potential reputational impact and public backlash related to FCCT taking over Fife Council's (FC) Access function. This role involves managing disputes between the public and landowners, which may lead to challenging disagreements and reputational concerns. JH confirmed that appropriate awareness and support measures are in place, and the risk is being closely monitored.
SL queried whether FCCT holds any legal responsibility in Access matters. JH confirmed that Fife Council retains both the cost and ultimate legal responsibility.
JH reported 5 existing risks and 3 changes:

- Risk 002 increased due to challenges in hiring a fundraising role
- Risk 007 increased due to the approaching deadline for submitting Board Member registration codes to Companies House.
- Risk 013 decreased following strong progress on data safety policies and digitalization of processes to ensure secure storage.

Discussion followed regarding plans to recruit an Executive Assistant and enable JH and other staff to undertake fundraising activities as a mitigation strategy for Risk 002.
JH provided an update on Risk 014 (Beach Safety), noting that FCCT has commissioned an independent audit of beach safety for Fife's beaches. A report will be provided early in 2026 for further action.

7. Committee Reports

SB reported on Audit & Finance Committee actions, noting 2 completed and 5 in progress.

SB also presented Financial Audit figures, introducing new reports that detail income streams—including budget funding, revenue generation (e.g., dog washing machine, car parks), and philanthropic donations—at an organizational level rather than focussing on the FC SLA.

CD suggested improving FCCT's project work by pursuing alternative projects beyond FC SLAs to diversify income. He emphasized FCCT's role as an anchor for independent projects by offering delivery expertise. JH confirmed ongoing discussions to support additional projects.

JM reiterated the positive changes within the Finance department, noting that the new reports will help to demonstrate and evidence success.

SR reported on Communication & Fundraising Committee actions, noting three in progress. SR recommended that the Communications team highlight stories about FCCT's additional income streams and incorporate them into social media content.

JM spoke to HR & Remuneration Committee actions noting 1 completed and 2 progressing.

SJL reported that shift patterns within the Access & Recreation (A&R) team have been reviewed and adjusted to ensure coverage throughout the week, including weekends. The A &R team are now working a 3-week rotation pattern, covering one weekend in every 3 to ensure full coverage year round. This is on a trial basis with a review due at the end (Nov - March)

JM noted that several temporary contracts have been converted to permanent, reflecting the organization's stability and growth.

10:49 PT joins the meeting

FP presented the Policy Update Tracker, confirming that all listed policies have been reviewed for legal compliance, with further nuanced work to be carried out in the coming year. Going on to note a change from using outdated FC Equalities Impact Assessments forms to the newly established Integrated Impact Assessments

Action:

- FP to amend Board meeting agenda template such that the order of the committee being spoken to matches the order listed in the summary document
- FP to update PT's email address (previous one has been disabled)

8. Executive Team Reports

FP presented the Support Services report, outlining team achievements and goals for 2026.

SL emphasized the importance and complexity of the digitalization process and congratulated the team on their progress.

SL also highlighted the need for ethical AI usage within organizations, encouraging responsible and mindful adoption of these services while considering environmental impacts associated with large data centres.

Discussion followed.

JM commended FP for her effort and support in assisting Board Members with governance matters.

SJL presented the (C&E) report, noting successful recruitment of new staff for the Tree Planting and Access teams, delivery of over 60 C&E events this year, and 65 volunteer events contributing 3,000 volunteer hours.

SJL also reported a meeting on 18th December with the Director of Education at FC to explore the creation of a progression pathway for outdoor education for all Fife's young people.

JH added that FCCT's Countryside Maintenance department has joined the C&E department to more closely align this work with the continued focus on Access.

JHop presented the Operations report, noting the implementation of skips at NHS sites to facilitate recycling. JM added that the success of the FCCT–NHS partnership was highlighted at an FC meeting, receiving significant praise and recognition. SR asked about recycling contamination; JHop responded that RB holds statistical data on contamination and confirmed that while some contamination occurs, staff actively mitigate it by manually sorting waste into appropriate containers.

JH presented the Development report, noting five sections rated green and one rated red—the Trading Subsidiary, which is yet to begin trading in a meaningful way.

A discussion followed on the potential for investments in green finance projects and the possible financial returns.

JH expressed FCCT's ambition to deliver broader benefits beyond environmental impact, contributing to society and infrastructure. This approach aims to differentiate FCCT from competitors focused solely on environmental gains.

Action: FP to send slides of FCCT Support Services achievements to all board members

9. AOB

JM thanked PT for his contributions as a Board member and expressed regret at his retirement. PT expressed appreciation for the opportunity to witness FCCT's evolution as an organization.

A discussion followed regarding the December 2026 Board meeting date, with agreement that early December would be most suitable for all members.

Meeting ended 11:40am

Next meeting: 20th March 10am TBC

Summary of Actions & Decisions:

Actions:

- FP to amend Board meeting agenda template such that the order of the committee being spoken to matches the order listed in the summary document
- FP to update PT's email address (previous one has been disabled)
- FP to send slides of FCCT Support Services achievements to all board members