

Falkirk Community Trust
Board Meeting
 31st May 2018 10am
 Green Room, Callendar House

AGENDA

	AGENDA Part 1: Items	Purpose
1	Minute of Meeting held on 8 th March 2018	Approval
2	Matters Arising	Information
3	Director Appointments <i>Report by Board Chair</i>	Agreement
4	Provisional Financial Outturn 2017/18 <i>Report by Financial Adviser (Chief Financial Officer, Falkirk Council)</i>	Approval
5	Statement of Assurance <i>Report by Chief Executive</i>	Approval
6	Business Plan 2018-2019 Update <i>Report by General Manager</i>	Information
7	Libraries as Community Hubs: Update <i>Report by Culture & Libraries Manager</i>	Information
8	Risk Update <i>Report by Business Development Manager</i>	Information
9	Health & Safety Update <i>Report by Sport & Recreation Manager</i>	Information

The following part of the meeting will be held in Private in accordance with the Trust's Protocol for Public Meetings and members of the public will be excluded.

	AGENDA Part 2: Private & Confidential Items	Purpose
10	Business Growth Projects <i>Report by Chief Executive</i>	Approval
11	Soft Play Project Update <i>Report by Business Development Manager</i>	Information
12	Trust Options Appraisal <i>Report by Chief Executive</i>	Discussion
13	Unapproved Minute of the Trading Company Board 15.05.18	Information
14	Unapproved Minute of the Audit & Performance Sub Group 17.05.18	Information

Falkirk Community Trust

Board Meeting
Minute

Minute of a meeting of the Board of Directors of Falkirk Community Trust Limited (the "Company") held at Callendar House on **8th March 2018** at 11am. Ruth Morrison (RM) chaired the meeting throughout.

No members of the public attended.

Present: Ruth Morrison (RM) Chair; Cllr William Buchanan (items1-5); Cllr Joan Coombes (JC); Derek Easton (DE); Colette Filippi (CF); Cllr Jim Flynn (JF); Cllr Cecil Meiklejohn (CM)).

Apologies: Suzanne Arkinson (SA), Cllr Lorna Binnie (LB); Simon Rennie (SR); David White (DW).

In Attendance: Maureen Campbell (MC); Neil Brown (NB); Lesley O'Hare (LoH); Jane Clark (JC); Margaret Smith (MS).

No.	Agenda Item	Agreement / Action	Due Date	Who
		Agenda Part 1: Business Items		
	Welcome	RM welcomed Directors to the meeting and confirmed that all Directors had agreed that Derek Easton's appointment as a Director is amended from appointment under article 19.3 to article 19.2(ii) with effect from the date of this meeting.		
1	Minute of Meeting	The minute of the meetings held on 9 th November 2017 and 25 th January 2018 were approved.		
2	Matters Arising	<p><u>Heritage Delivery Plan Consultation</u></p> <p>The Board noted that the consultation period has concluded and that relevant comments will be incorporated into the updated Delivery Plan for approval by the Council.</p> <p><u>Barclay Report Update</u></p> <p>The Board noted that the Scottish Government is not implementing the recommendations of the Barclay Report affecting trusts set up by local authorities; and that there remains an issue affecting any new trusts, new facilities or expansion of existing trusts. SPoRTA is continuing to work towards a satisfactory resolution of this issue. MC sought help from key Directors in influencing political colleagues in the Government on this matter.</p>		CM
3	Business Plan 2018-2019 Update	<p>MC advised that the Business Plan was submitted to the Council on 15th November and provided an update following the Budget Setting Meeting of Falkirk Council held on 28.02.18.</p> <p>The Board noted that the Council has confirmed a service payment for 2018/19 of £10.791m and that this takes account of service payment reductions totalling £1.172m. A service payment reduction for 2019/20 of £3.5m is still assumed.</p> <p>The Board noted that the revised service payments from the Council means the proposals to withdraw from Hallglen Sports Centre, Denny Football Centre, Polmonthill Snowsports Centre and up to 2 libraries has been put on hold. The future of the Outdoor Activities service remains uncertain. The golf course will be operated by the Trust in 2018 with a view to transfer it to the Golf Club management for April 2019. The Heritage Learning service will no longer exist.</p> <p>The Board noted that the Council are undertaking a review of the Trust which is expected to report in September 2018.</p> <p>The Board discussed the implications of the decisions taken</p>		

No.	Agenda Item	Agreement / Action	Due Date	Who
		<p>by the Council and points made included:</p> <ul style="list-style-type: none"> • Although late in the process the reduction in savings was welcome; • Concern about investing funds in keeping facilities open on a potentially short term basis; • Concern about the role of the Board in the Councils budget communication and decision making process; • The need to minimise the uncertainty, ideally through 3 year funding plans; • Concern for staff through sustained periods of uncertainty; • Seeking greater commitment from the Councils Children's Services to commit to the Trust as a provider of services to schools; • Concern about the timescale and remit for the review; • That the Trust should be asked to comment on a draft terms of Reference for the review. <p>Actions</p> <p>CM agreed to follow up with Children's Services to formalise service provision by the Trust; and to ask the Councils Chief Executive that the Trust be sighted on a draft Terms of Reference for comment.</p> <p>The Board asked for a further update at the next board meeting.</p>		<p>CM</p> <p>MC</p>
4	Future Business Strategy	<p>The Board noted the proposals to develop a new business strategy that takes account of the current funding climate, the opportunities for growth and investment and considers future needs and aspirations of the organisation.</p> <p>The Board welcomed the workshops and opportunities they present for Board development. The Board discussed the role for the strategy to inform the review and the need for wider awareness of the work that the Trust delivers.</p> <p>Action</p> <p>Arrange three facilitated workshops in May / June to be held as twilight meetings.</p>		MC
5	Budget Control Statement	<p>MS presented an update on the projected financial position for the year 2017/18 based on the period to the end of January 2018. The Board noted that there is a projected deficit on charitable activities of £79,000; that income received is 4% higher in comparison to the same period last year; and a higher than anticipated charitable donation from the Trading Company due to delays in scheduled trading investment expenditure.</p> <p>The Board noted that the Budget Control Statement had been prepared before the recent severe weather event which will have an impact on the year end position. The Board discussed the reporting format and noted that work is ongoing to revise the presentation and a new format will be reported to the May or August meeting.</p>		MS
6	OSCR – keeping vulnerable beneficiaries, staff and volunteers safe	<p>JC advised of a recent communication from OSCR to all charities requesting this matter be considered by trustees at their next meeting.</p> <p>The Board welcomed the communication from OSCR and noted the Trust's comprehensive safeguarding policies and the need to maintain a culture of awareness particularly as the Trust works with young people and with volunteers. The Board noted the processes and training in place for volunteers and coaches working with young people and the</p>		

No.	Agenda Item	Agreement / Action	Due Date	Who
		<p>role of the Trust in offering Safeguarding and Protecting training courses for the club sector.</p> <p>The Board noted the obligation to report incidents of a notifiable nature to OSCR.</p> <p>Action</p> <p>The Board asked that vigilance is maintained in these matters and that the management team continue to raise awareness with staff and volunteers and to collaborate with stakeholder organisations.</p>		SMT
7	Business Continuity Policy and Plan	<p>NB presented on the Trust's Business Continuity Management systems. The Board noted that the Business Continuity Policy has been updated and that a Business Continuity Plan has been developed. The Board noted the objectives within the policy and that the plan allows for flexible and adaptable decision making depending on circumstances and that communications and training are important with regular training delivering good learning. The Board noted that the Trust provides support and assistance to the Council in meeting its obligations under the Civil Contingencies Act.</p> <p>Decisions</p> <p>The Board approved the updated Business Continuity Policy and approved the Business Continuity Plan.</p>		
7a	Severe Weather Update	<p>NB tabled a paper outlining the actions taken by the Trust under the Severe Weather Policy during the recent period of heavy and prolonged snowfall. The Board noted that the welfare of staff, customers and the animals under the care of the Trust were given the utmost priority at all times; the larger sports sites, health & fitness facilities and the Hippodrome were able to operate a full or partial service over the weekend and that all facilities opened as normal on Monday 5th March. The Board noted the loss of customer income incurred.</p> <p>The Board commended the work of staff who went above and beyond their normal duties to tend to the animals under their care; to assist residents near to our sites; and to provide food to local care homes.</p> <p>Action</p> <p>RM undertook to write to express the Board's thanks to members of staff.</p>		RM
8	Health and Safety Update	<p>The Board noted the update. Points noted in discussion included the response of the Scottish Ambulance Service and CM and PF will follow up regards this. It was noted that the accident statistics contained nothing untoward and the Board asked if consideration could be given to expressing accident numbers as a % related to admissions.</p>		<p style="text-align: center;">CM PF</p> <p style="text-align: center;">JC PF</p>

Agenda Item 2**Falkirk Community Trust****Matters Arising
(Meeting 8 March 2018)****Board Meeting: 31st May 2018**

Item	Action	By Whom	Update
2	<u>Barclay Report</u> Discuss with and influence Scottish Government re concerns still outstanding re a grandfather clause that may have implications for new culture and leisure developments	CM	Dialogue on going
3	<u>Business Plan Update 18/19</u> Discuss formalisation of provision of outdoor activities for schools with Council CE Ensure that the Trust is consulted in the development of Terms of Reference for the Review of the Trust to be undertaken by the Council	CM CM	Covered by item 6 on Agenda Covered by item 12 on Agenda
4	<u>Future Business Strategy</u> Arrange three workshops for the Board	MC	Sessions arranged for 1 May, 6 June and 20 June.
5	<u>Finance Report Format</u> Finance to present a new format for reports to the May or August meeting	MS	New format to be used from August 2018 meeting.
6	<u>OSCR Guidance Keeping Children and Vulnerable Adults Safe</u> SMT to brief Staff	SMT	TMT have been briefed and will cascade through their teams to ensure all staff are aware of our policies, expectations and mechanisms to raise issues or concerns.
7	<u>Severe Weather Update</u> RM to write to staff who have offered special assistance to customers and local residents	RM	Letters sent to 8 relevant staff

8	<u>Health and Safety Update</u> CM and PF to follow up on Ambulance response times Accidents and Incidents to be expressed as a percentage of attendances	PF PF/JC	Response times vary according to the seriousness of the incident. Approx. 5 - 15 mins for a life threatening incident and up to 75 mins for a non-life threatening incident. New format reported on Health & Safety Report
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Falkirk Community Trust

Subject: Director Appointments
Meeting: Falkirk Community Trust Board
Date: 31 May 2018
Author: Ruth Morrison, Chair

1. Introduction

- 1.1 This report gives an update on the recent recruitment process to attract a new independent Director.
- 1.2 The report also proposes a change of designation of one Director.
- 1.3 The Board is asked to approve the appointments.

2. Background

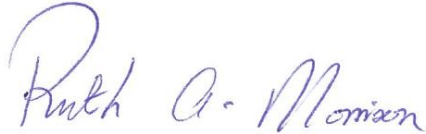
- 2.1 The Board had been carrying a vacancy for an Independent Director under Article 19.2.ii since September 2017. In March 2018 the Board agreed to appoint Derek Easton, at that time as Co-opted Director, to the role.
- 2.2 In the interim Colette Filippi a Director appointed under Article 19.2.ii indicated that, due to a change in her work arrangements, she was no longer confident of being able to meet all of the requirements in terms of attendances at Sub Groups and was reviewing her continued membership of the Board. It is suggested that Colette take up the Co-opted position vacated by Derek so as not to lose Colette's knowledge, skills and experience from the Board.
- 2.3 The Board at their last meeting agreed to advertise and recruit to the vacant Director post. The post was advertised widely through the Falkirk Herald, social media and Institute of Directors and Women on Boards.
- 2.4 Two applications were received and interviews took place on 24 May 2018. The Nominations Group comprising Ruth Morrison, Joan Coombes and David White considered the merits of both candidates. A verbal report of their recommendations will be provided at the meeting to seek your approval for their appointment.
- 2.5 This would mean that the successful candidate be appointed as a Director under article 19.2.ii from August 2018 and Colette be appointed as a Co-opted Director under article 19.3 with effect from 1 June 2018.

3. Conclusion

- 3.1 The Independent and Co-opted Directors give of their time freely and voluntarily. The time commitment as a Board Member is considerable and retaining flexibility to allow Directors to manage Trust activity along with their own work commitments allows their expertise to be used for the benefit of the Trust.

4. Recommendation

- 4.1 The Board is asked to approve the appointment of Colette Filippi under Article 19.3 and the Nominations Group recommendation under Article 19.2.ii.**

A handwritten signature in blue ink that reads "Ruth A. Morrison". The signature is written in a cursive style with a large initial 'R'.

Ruth Morrison
Chair

Falkirk Community Trust

Subject: Provisional Financial Outturn 2017/18
Meeting: Falkirk Community Trust Board
Date: 31 May 2018
Author: Chief Finance Officer, Falkirk Council

1. Introduction

1.1 This report presents the provisional financial outturn of the Trust's activities for the 12 months to March 2018. The final accounts process is underway and the figures reported here are subject to final audit review. Any further adjustment to these figures will be reported back to the Board

2. Overall Financial Projection

2.1 The attached statement (Appendix 1) sets out the provisional outturn for 2017/18. Allowing for expenditure funded from Reserves, there is a provisional reported surplus on charitable activities of £35,000. Expenditure funded from Reserves includes voluntary severance, investment projects, and grant funded expenditure.

2.2 The reported surplus is a favourable movement of £114,000 in comparison with the reported position to the Board in March 2018. The movement is largely as a result of lower than anticipated property expenses and higher income, partly offset by adjustments to reflect the use of specific grant funding.

2.3 Significant variations in expenditure and income are detailed below.

3. Expenditure

3.1 Employee costs account for £11.1m (62%) of the Trust's budget and were £430,000 (2.4%) lower than budget. £237,000 of this relates to vacant Team Leader posts.

3.2 Planned investment projects funded from reserves of £90,000 were undertaken in 2017/18. In addition to this, expenditure of £59,000 on the car park at the Helix was funded from the Helix reserve.

3.3 Projects funded from grant income reserves results in an adjustment of £60,000 net expenditure reflected through the accounts.

4. Income

4.1 The Service Payment from the Council accounts for £11.4m (64%) of the Trust's resources. Of the remaining balance, customer fees and charges account for £6.4m (36%).

4.2 Customer income was £350,000 below the budgeted target. This is an improvement of £24,000 on the previous projection. It should also be noted that extreme winter weather in final quarter of the year had an adverse impact on income. Despite this, in comparison to 2016/17 actual income received was £107,000 (2%) higher in 2017/18.

4.3 A summary of provisional variances and actual income for 2017/18 is detailed at Appendix 2.

5. Trading Company

5.1 The Trading Company's provisional surplus is £361,000 for the financial year (2016/17 surplus - £269,000) after investing in improvement works and equipment. This surplus is inflated as planned investment works were delayed until 2018/19. A reduced surplus, and subsequent donation, should therefore be anticipated in 2018/19. The 2017/18 surplus is shown in the Trust's accounts as a provisional charitable donation receipt of £361,000. This represents a £122,000 increased donation in comparison to the budget of £239,000.

6. Balance Sheet

- 6.1 Appendix 3 details the Trust Balance Sheet. As at March 2018 the bank balance is £3.632m and the net assets are £2.176m. The debtors figure of £429,000 primarily represents income due from Falkirk Council to the Trust. The creditors balance of £2.191m is mainly the amount owed to Falkirk Council for the payment of salaries and expenses paid on behalf of the Trust.

7. Balance Sheet

- 7.1 Taking into account the provisional financial outturn for 2017/18, the reserves position is shown in Appendix 4. The Board agreed that it would maintain an unrestricted reserve of 2% calculated on the basis of the Service Payment received from Falkirk Council and the total budgeted expenditure. This gives a range of between £229,000 and £396,000. The provisional balance is £861,000, however it should be noted that there is a planned application of £345,000 of reserves in 2018/19 to balance the budget position.
- 7.2 In comparison to the position reported previously to Board, a further £10,000 has been spent from the severance costs reserve so this balance is now reduced to £227,000. The use of grant funding is also now reflected in a reduction on the grant reserve of £60,000 giving a balance of £161,000.

8. Recommendations

- 8.1 **The Board is invited to note the provisional year-end financial position for 2017/18.**



Chief Finance Officer

**FALKIRK COMMUNITY TRUST - 2017/18
BUDGETARY CONTROL STATEMENT**

Falkirk Community Trust

Year Ended 31st Mar 2018

Chief Executive : Maureen Campbell

	Annual Budget £'000	Final Outturn £'000	Variance (Fav)/Unfav £'000	(Fav)/Unfav Variance %	Previous Variance £'000
Employee Expenses	11,105	10,675	(430)	-4%	(366)
Property Expenses	2,241	2,106	(135)	-6%	9
Transport Expenses	187	191	4	2%	(16)
Supplies & Services	3,478	3,503	26	1%	(61)
Third Party Payments	(30)	14	44	-146%	-
Support Services	806	806	-	0%	-
Capital Costs	94	51	(43)	-46%	-
Severance Costs	-	43	43	-	33
Project Costs	-	148	148	-	149
Gross Expenditure	17,880	17,536	(344)	-2%	(252)
Service Payment	(11,433)	(11,433)	-	0%	-
Grants	(824)	(843)	(18)	-2%	(29)
Sports Facilities	(4,001)	(3,588)	413	10%	398
Other Facilities	(906)	(914)	(8)	-1%	(1)
Charitable Donation	(239)	(361)	(122)	-51%	(114)
Other Income	(377)	(433)	(56)	-15%	(23)
Total Income	(17,780)	(17,570)	210	1%	231
(Surplus)/Deficit*	100	(35)	(135)	-135%	(21)
Add: (Surplus) as at 1 April 2017		(1,553)			
Transfer to / (from) Restricted Funds		(427)			
(Surplus) as 31 March 2018		(2,015)			

Provisional Unrestricted Funds @ 31 Mar 2018:

Unrestricted Reserve	(861)
Voluntary Severance	(227)
Helix Asset Management Plan	(147)
Approved Projects	(780)
	(2,015)

*For the 2017/18 Budget the Board agreed a reserve contribution of £100,000

Appendix 2

Trust Facilities - Summary of Actual Income						
Facility	Annual Budget £000	Variance (Fav)/Unfav £000	April to Mar-18 £000	April to Mar-17 £000	Inc/ (Dec) £000	Inc/ (Dec) %
Grangemouth Complex	660	119	541	591	(50)	-8%
Mariner Centre	503	108	395	404	(8)	-2%
Boness Recreation Centre	237	45	191	182	9	5%
Grangemouth Health & Fitness	558	10	548	536	12	2%
Mariner Health & Fitness	250	8	242	228	13	6%
Boness Health & Fitness	179	4	175	187	(12)	-6%
Stenhousemuir Gym	396	2	393	302	92	30%
Grangemouth Stadium	168	11	156	169	(12)	-7%
Schools - Community Use	413	86	328	306	21	7%
Neighbourhood Centres	249	24	225	212	14	6%
Sports Fields & Pavilions	20	(2)	22	17	5	32%
Outdoor Amenities	70	34	36	59	(23)	-39%
Ski Slope	113	11	102	97	5	5%
Sports Development	109	(1)	109	113	(4)	-3%
Active Forth	78	(46)	124	101	24	24%
Sports Facilities	4,001	413	3,588	3,502	86	2%
Falkirk Town Hall	184	(22)	206	124	82	66%
Hippodrome	126	(12)	137	133	5	3%
Other Town Halls	51	(6)	57	54	3	5%
Grangemouth Golf Course	187	28	160	164	(5)	-3%
Helix	357	4	354	350	4	1%
Other Facilities	906	(8)	914	824	89	11%
Holiday Programme	11	(25)	36	29	7	22%
Outdoor Activities	32	(29)	60	51	9	18%
Parks	35	4	31	78	(47)	-60%
Library Income	96	(9)	105	133	(28)	-21%
Other Arts & Heritage income	145	7	139	152	(14)	-9%
Restricted Funds	29	0	29	16	13	85%
Business Development	29	(3)	32	41	(9)	-22%
Other Income	376	(55)	432	500	(68)	-14%
Total	5,283	350	4,933	4,826	107	2%

**FALKIRK COMMUNITY TRUST - 2017/18
BUDGETARY CONTROL STATEMENT**

Falkirk Community Trust - Balance Sheet

Year Ended 31 Mar 2018

Chief Executive : Maureen Campbell

	Mar 2017 £'000	Mar 2018 £'000
Fixed Assets		
Tangible Assets	214	216
Current Assets		
Stocks	73	90
Debtors	298	429
Bank	3,598	3,632
	<u>3,969</u>	<u>4,150</u>
Current Liabilities		
Creditors	<u>2,042</u>	<u>2,191</u>
Net Current Liabilities	1,927	1,960
Net Assets	<u><u>2,141</u></u>	<u><u>2,176</u></u>
Unrestricted Funds (App. 4)		
Unrestricted Reserve	1,283	861
Voluntary Severance	270	227
Helix - AMP	-	147
Approved Projects	-	780
	<u>1,553</u>	<u>2,015</u>
Restricted Funds (App. 4)		
Grant Funding	221	161
Helix	367	-
	<u>588</u>	<u>161</u>
Total Funds	<u><u>2,141</u></u>	<u><u>2,176</u></u>

FALKIRK COMMUNITY TRUST 2017/18
MOVEMENT IN FUNDS

Reserves	April 2017	2017/18 Movements					March 2018
		Income	Expend.	Surplus / (Deficit)	Transfers In	Transfers Out	
		£'000	£'000	£'000	£'000	£'000	
<u>Unrestricted Funds</u>							
Unrestricted Reserve	1,283	16,727	(16,440)	287	161	(870)	861
Voluntary Severance	270	-	(43)	(43)	-	-	227
Helix - AMP	-	-	(59)	(59)	206	-	147
Spend to Save Projects	-	-	(90)	(90)	870	-	780
Total Unrestricted Funds	1,553	16,727	(16,632)	95	1,237	(870)	2,015
<u>Restricted Funds</u>							
Grant Reserve	221	843	(903)	(60)	-	-	161
Helix	367	-	-	-	-	(367)	-
Total Restricted Funds	588	843	(903)	(60)	-	(367)	161
Total Funds	2,141	17,570	(17,535)	35	1,237	(1,237)	2,176

Falkirk Community Trust

Subject: Council Request for Statement of Assurance for year to March 2018
Meeting: Falkirk Community Trust Board
Date: 31 May 2018
Author: Chief Executive

1. Introduction

- 1.1 Each year the Council seeks a Statement of Assurance from the Board. This is to demonstrate that we operate within a framework of control in respect of governance, risk management and financial controls.
- 1.2 This Statement of Assurance feeds into the Annual Governance Statement included within the Council's Annual Accounts.

2. Background

- 2.1 The relationship between the Trust and the Council is governed by the Funding Agreement. It requires us to submit our Business Plan to the Council annually for approval and to ensure effective stewardship of the funds provided by the Council as well as income generated by our customers and partners.
- 2.2 In line with previous years, the areas that are to be addressed include:
 - achievement of objectives and compliance with legislation, strategies, policies and procedures;
 - robust and evidenced management of risk;
 - economic, efficient, effective and safe use of resources and assets;
 - proper financial stewardship, management and control; and
 - the relevance, reliability, and integrity of financial and other management information.

3. 2017/18 Response

Achievement of objectives and compliance with legislation, strategies, policies and procedures proper financial stewardship, management and control

The same process of developing the Business Plan was followed as in previous years. Recognising the service financial pressures the Trust is now dealing with, the revised Business Plan Approach 2017-2020 that the Board developed last year continues to provide the direction for the Business Plan. We welcomed a number of new Directors to the Board and took time to brief them on our operating context, policies and strategic direction ahead of finalising the Business Plan for 2018/19.

Robust and evidenced management of risk

The revised format for the reporting and ownership of risk is working well. The Board considered the updated Strategic Risk Register at their meeting in March 2018. It is worth noting that all of the high risk items relate to support from the Council moving forward, particularly in finance, asset management and IT support. We introduced a risk briefing report at quarterly Board meetings.

Day to day management of risk is vested in the management team and they review risk at all levels on a regular basis.

Economic, efficient, effective and safe use of resources and assets

The Trust continues to operate the assets at its disposal. However, the challenge of the continued deterioration of older facilities is becoming more acute. Major sites have significant backlog maintenance issues affecting daily operation. This is monitored closely. The Council are aware of and sympathetic to the issues, however funding constraints limit action. The new facilities are performing well, exceeding many of their targets. Our capital allocation is directed to essential plant and equipment investment to keep facilities operating.

Proper financial stewardship and control

The Trust continues to rely heavily on the Council systems for the processing and management of income and expenditure. The external auditors completed their assessment and audit for 2016/17 during the year and provided another unqualified opinion. The annual submissions to OSCR, Companies House and HMRC were all made on time. The Annual Report for 2016/17 was published in September 2017.

Relevance, reliability, and integrity of financial and other management information

The Trust uses the same data collection systems as was in use in the Council. Monthly budget statements are produced to monitor income and expenditure. Performance data is collected from the centre based management information systems including Scuba and Sirsi Dynix Symphony Workflows. The data is analysed and reports are presented to both management and Board for review and approval. There have been no major variances identified.

Staff training and awareness raising

We continue to offer staff workshops in a range of issues relevant to their work. The induction programme for new staff covers all of the key systems and processes relevant to our work.

4. Summary

- 4.1 Both the Council and the Trust continue to face significant financial challenges. The control of programme, the setting of key priorities and ensuring that all resources are effectively developing is a key focus for the Board. Good dialogue and communication means that both parties are aware of the issues and likely impacts.
- 4.2 The controls in place to monitor and review the work of the Trust are working appropriately and there are no major concerns to report.

5. Recommendation

- 5.1 **The Board is asked to approve the Statement of Assurance outlined above.**

Maureen Campbell.

Maureen Campbell
Chief Executive

Falkirk Community Trust

Subject: Business Plan 2018/19 Update
Meeting: Falkirk Community Trust Board
Date: 31 May 2018
Author: General Manager

1. Introduction

- 1.1 This report provides the Board with an update on the progress being made in delivering the revised Business Plan for 2018/19, as a consequence of the Council's reduced allocation of funds to the Trust.
- 1.2 The report refers to the specific actions being implemented to help achieve the service payment for 2018/19 of £10.791m and the associated service payment reduction of £1.172m.

2. Progress Update

- 2.1 A variety of actions were identified that would help achieve the budget reduction of £1.172m and the following describes the progress made to date on each of the key issues:

2.1.1 Withdrawal from Facilities

The proposals to withdraw from Hallglen Sports Centre, Denny Football Centre, Polmonthill Snowsports Centre and up to two libraries did not proceed at the request of the Council, on their provision of ongoing revenue funding support for 2018/19. This was on the basis that the Trust would pursue community transfer options with the relevant clubs and groups for the sports facilities and a potential co-location option with Council services within the library service.

- All the aforementioned facilities and services continue to operate.
- All clubs based at each of the facilities were contacted to ascertain if they could support the ongoing operation of the facilities or indeed consider operating the facility as an alternative to the Trust.
- The Forth Valley Gymnastics Club, (FVGC), is currently considering their future operation of Hallglen Sports Centre as a community asset transfer. Trust staff continue to liaise with all clubs and groups and provide relevant information when requested. However, the Trust continues to reiterate its concerns about the potential transfer of this facility to any community group, whilst it is in such a poor condition with no likely investment planned.
- Dunipace Junior Football Club expressed an interest in their possible future operation of Denny Football Centre or Denny Sports Centre, however their existing focus is on their delivery of an external 3G synthetic pitch that is being financially supported by the Council.

- A meeting was held with the Chief Executive of Snowsports Scotland to discuss the implications on their sport if Polmonthill Snowsports Centre was to close. Their CEO has also taken the opportunity to discuss this matter with the local ski club membership. Contact has been made with the Chair of the local ski club however it has been difficult to establish any meaningful dialogue with him at this time.
- In summary, only one club has come forward expressing an early interest in exploring the possibility of taking over the operation of any of the facilities shown above. Given the experience of the Woodlands Community Sport Ltd, in preparing for their takeover of Woodlands Games Hall on the 1st of April, it is extremely unlikely that any of the facilities shown above will be managed by another organisation by the 1st of April 2019. This will be an issue for the preparation of the Business Plan 2019/20. It is recognised that the community engagement strand of the Business Plan Approach needs more time and consideration on how best to support the community to embrace the level of change that is envisaged.

2.1.2 Co-location of Facilities

The Council agreed to fund the libraries at their existing level for a further year to allow time to fully explore co-location options and to allow time for the locality working groups to assess the wider community asset requirements including libraries.

- The Council has indicated their need to relocate their Central Advice Hub from its existing base within Callendar Square, by December 2018. Discussions have taken place in recent months with Council colleagues to help support their needs with the potential to co-locate the Council's Advice Hub Services, with the Trust's existing library service within the Falkirk Library facility. Early draft designs have been prepared, however the issue of the need for an enlarged lift is the focus of the Council's concern at this time in terms of the structural amendments required and the subsequent costs. Trust staff are currently considering the operational consequences of the required temporary closure of Falkirk Library, (which is used as the library service's main operational base), to accommodate the time taken to undertake the necessary structural works.
- Other co-location options have not yet been explored given the focus of the Council's attention on the Falkirk Library option and their need to consider their whole office accommodation situation. The Council has recently not approved an Officer report that outlined a replacement for their Municipal Buildings option, along with the provision of a new Arts Centre, pending a further report in the autumn. In this report any potential relocation of the Trust's main office staff to Grangemouth Community Education facility was also not accepted.

2.1.3 Management of Grangemouth Golf Course

It was agreed to retain the operation of Grangemouth Golf Course in 2018/19 by reducing its current deficit of £94k per annum, through a mixture of expenditure savings and higher season ticket charges being introduced that would achieve an end of year breakeven position.

- Grangemouth Golf Club expressed an interest in managing the facility and established early meetings with Trust staff to discuss the potential for them to do so. The Club Committee has established a small 'takeover committee', and Trust

staff have been providing relevant information and advice as they prepare a Business Plan for consideration by the Council, with a view to taking over the operation of the site from the 1st of April 2019. Under such circumstances a T.U.P.E. transfer of the Golf Course staff would likely be agreed with the Club. In the meantime, Trust staff, with the support of the Club, introduced significantly higher season ticket charges to help generate increased levels of income and this proved successful enough to confirm its continued operation until the end of March 2019. Similarly, reductions in expenditure will be required to ensure the course operates at a break even position in this current financial year. If this is achieved then there would be no financial need for the Club to undertake the operation of the site, however it remains the intention to support such a transfer of responsibilities to this current partner, in accordance with the overall business plan approach.

2.1.4 Outdoor Activity Provision

It had been expected that the provision of the outdoor activity service, to both the schools and the community would continue, as a consequence of the Council's Children's Services providing the £245k annual net expenditure.

- The Trust's senior management has spent time in meeting senior managers within Children's Services, Head Teachers, both in the secondary and primary sectors, as well as attending their Pupil Equity Fund 'marketplace' event, to ensure support for this outdoor activity service. The needs of the schools are unclear, inconsistent with one school having already recruited to a school based post that undertakes a significant element of the work undertaken by Trust Instructors. Agreement has recently been reached that the funds will be provided by the Council's Children's Services, to enable the outdoor activity service to continue and further discussions with Children's Services will be held to consider the details going forward. However a review of how and what the Trust currently delivers will be required.

2.1.5 Heritage Learning Service

The deletion of the Heritage Learning team from the structure was to be implemented with a view to enabling heritage learning opportunities differently and on a support only basis, rather than one of delivery.

- The Board will recall that three of the four affected staff resigned last year, given the uncertainty about their future role. This left one member of staff who has since accepted a voluntary redundancy agreement. The service is therefore no longer available, as it had been delivered previously, with our Cultural Co-ordinator attempting to support others to engage with heritage aspects as best as possible.

2.1.6 Staffing Efficiencies

£100k of staffing efficiencies is to be achieved, mainly through staff turnover savings.

- Adjustments have been made to the 2018/19 budget that incorporates the £100k savings. This will mean that certain posts are held back prior to advert in order to achieve the level of savings required. The Trust currently has 108 vacancies of which 30 are actively being recruited to.

2.1.7 Fireworks Event

Arrangements are underway for the delivery of the forthcoming fireworks event on the 5th of November, which is to be funded from reserves.

2.1.8 Fees and Charges

All revised charges were implemented from April, with communication to both staff and customers being distributed beforehand. There were no customer complaints about any of the new charges being introduced, apart from specific comments being received about the golf season tickets. However, no complaints were received after an explanation was provided that the income from the sale of season tickets would help support the continued operation of the course.

2.1.9 Capital Programme

Progress is being made on all of the projects outlined in the capital programme, in accordance with the allocation from the Council of £568k for 2018/19, with the Council's Development Services colleagues being advised of these likely projects some months ago, to ensure their early planning considerations. The Trust has however expressed its concerns to Development Services colleagues about the delays to many of their allocated projects due to their lack of resources. Such delays can and have had significant implications on the Trust and with this in mind the Trust has explored alternative means of progressing major projects, which are referred to in a separate report.

2.1.10 Helix Business Plan

The Helix is providing services in accordance with their approved Business Plan and senior management are currently in discussion with Council colleagues about the conclusion of the lease arrangement.

2.1.11 Falkirk Stadium

As part of the budget in 2017/18, the Trust had allocated an efficiency saving of £75k that was to have been achieved through the potential combined use of the reception areas at Falkirk Stadium. Due to the ongoing delays in resolving the future operation of the Stadium Company it was not possible to achieve this saving. A request has therefore been made to the Council's Chief Finance Officer to reinstate this item until such time as efficiencies can be delivered.

2.1.12 Income Growth Projects

The business income proposals to achieve growth of £744k in 2018/19, were to progress to the next stage of their development, supported by approximately £830k from reserves. A separate report will outline the specific progress being made against this item.

2.1.13 Annual Action Plan

The draft Annual Action Plan, which was shared with the Board at their January meeting, has now been updated to include the annual performance targets. The targets are shown in Appendix 1.

3 Staffing Related Matters

- 3.1 Staff have been advised of the communication that is taking place with clubs and stakeholders and of the ongoing actions being taken that may impact on the service or facility that they operate within.

- 3.2 The planned Trade Union Forum meeting in April was cancelled as none of the Unions were able to attend, so although the Unions have been advised of our Business Plan and subsequent actions, Trust management have not had the opportunity to discuss the actions with them in any detail. However, the Unions had previously been made aware of the budget related issues.
- 3.3 Only 1 member of staff was formally placed 'at risk of redundancy' as a result of the revised budget saving actions and this situation was resolved when the member of staff affected applied for and was granted, her voluntary redundancy request. The Trust had set aside funds in 2017/18 to allow for such situations and the remaining allocation amounts to approximately £230k.
- 3.4 All staff who had submitted voluntary redundancy requests have been contacted to advise that their request has been rejected at this time. Many applications had been received from members of staff who were shortly due to retire.
- 3.5 A significant number of vacancies exist in management roles to help deliver ongoing savings. However, the consequence of this is a drop in business effectiveness and significant pressure on all staff. It remains a priority to develop and agree a revised management structure in 2018/19.

4. Conclusions

- 4.1 All clubs and groups, who are based in the facilities that were previously considered as those from which the Trust would withdraw, have been contacted, asking for their consideration of supporting, or indeed taking over, the operation of the facility. Only one group has expressed any serious request for further information to enable them to consider such an option further, i.e. the Forth Valley Gymnastics Club at Hallglen Sports Centre.
- 4.2 The Business Plan Approach seeks to support the community, as they consider how best to manage a shift from services and programmes being delivered to them to one where the community would have a much greater role, not only in developing ideas around the type of provision, but in actually managing and delivering the service. This takes time to identify community representatives who wish to be involved and for them to be upskilled to support the wider engagement and development. Similarly, the appropriate public accountability process that needs to be followed means that community asset transfers need time and resources from the Council, Trust and the community group involved. It is now therefore very unlikely that any of the facilities referred to in section 2.1.1 will be transferred to alternative operators by the end of March 2019, which will result in those facilities being placed at 'risk of closure' once again as the Trust prepares for its 2019/20 Business Plan, due to their poor condition and no prospects for future investment.
- 4.3 The resignation of the Trust's Volunteer Co-ordinator has provided an opportunity to review and refocus the future postholder's priorities and area of work. The incoming member of staff will therefore be located within the library service and build on the existing good work being undertaken in general but more specifically with the intention of developing the projects involving the 'IT Buddy' scheme along with the project involving dementia affected customers.

- 4.4 The Trust continues to be supportive of the potential co-location of its library services, alongside the Council's Central Advice Hub, within the Falkirk Library. The Council is currently undertaking a full cost plan that will incorporate all the necessary works.
- 4.5 No other co-location opportunities are currently being pursued by the Council and recent confirmation has been received that a possible relocation of the Falkirk Stadium based staff to the Grangemouth Community Education Centre will be unable to proceed at this time. Meanwhile the Trust continues to operate its existing library service in accordance with the approved Library Development Plan.

5. Recommendation

5.1 Directors are asked to note the good progress made to date on the aforementioned actions and the ongoing work to ensure the achievement of the 2018/19 budget against the context of the Trust's three strategic objectives:

- **Meeting customer needs**
- **Organisational development**
- **Financial sustainability**

A handwritten signature in black ink, appearing to read 'Neil Brown', with a stylized flourish at the end.

Neil Brown
General Manager

MONITORING AND EVALUATION

Performance Management

We measure and evaluate our performance in two ways:

- Numerical performance measures routinely collected over a period of time
- Customer, employee and stakeholder perceptions - on-going and through planned survey work.

Table 3: Numerical Performance Measures

Strategic Objective	Performance measure	Performance context – position at end-17/18	Performance 14/15	Performance 15/16	Performance 16/17	Performance 17/18	Target 18/19
Meeting Customer Needs	1. Number of concessionary admissions across all Trust services	The 'Go Card' concessionary scheme was launched at the start of 14/15. Performance increased in 17/18 and we expect to see an increase in uptake in 18/19 with the role out of the Universal Credit scheme.	114,540	116,423	122,241	125,797	130,000
	2. Number of admissions by young people across all our venues and programmes	A priority in our marketing strategy is Families; performance increased in 17/18 following refocused priorities for Sports Development and we expect to see a further increase in uptake in 18/19 through developing a new business approach.	762,617	805,759	907,628	961,504	995,000
	3. Number of adult admission to all sport and leisure venues	Performance decreased during 17/18 following some facility closures to allow improvement works to take place; we expect to increase performance in 18/19.	638,638	770,322	773,873	731,957	735,000
	4. Number of juvenile admissions to all sport and leisure venues	Performance decreased during 17/18 following some facility closures to allow improvement works to take place; we expect to increase performance in 18/19.	496,094	509,121	506,377	486,999	500,000
	5. Number of concession admissions to all sport and leisure venues	The 'Go Card' concessionary scheme was launched at the start of 14/15. Performance increased in 17/18 and we expect to see an increase in uptake in 18/19 with the role out of the Universal Credit scheme.	76,789	83,271	84,241	87,194	90,000

Strategic Objective	Performance measure	Performance context – position at end-17/18	Performance 14/15	Performance 15/16	Performance 16/17	Performance 17/18	Target 18/19
	6. Attendance at sport and recreation development programmes	Attendance has been rising and increased in 17/18 following refocused priorities for Sports Development. We expect to increase performance in 18/19.	213,860	247,494	376,575	409,676	415,000
	7. Number of visits to libraries	Performance increased last year, and was maintained in 17/18. The general trend remains downwards and we expect to maintain performance at best during 18/19 subject to potential development of Falkirk Library as a community hub.	563,912	513,720	529,924	530,452	530,000
	8. Number of active borrowers from libraries	Performance increased in 17/18 and exceeded target, but no overall trend is apparent; at best we expect to maintain the number in 18/19.	27,560 ²	25,891	25,547	26,097	26,000
	9. Number of issues including digital material	The rate of decline is slowing; we expect a small reduction and to continue to slow the rate of decline during 18/19.	836,281	774,379	739,276	720,409	710,000
	10. Number of admissions to arts venues	Performance in 17/18 has increased with new programme development; we expect a small increase in performance in 18/19.	97,400	110,591	72,931	95,220	100,000
	11. Attendance at arts development programmes	Performance in 17/18 was maintained with similar attendance to last year; we expect to maintain attendances in 18/19.	156,649	177,925	146,535	147,223	147,000
	12. Number of visits to heritage venues	Following a refreshed approach to programme and trading activity, performance increased in 17/18. We expect further small increases in 18/19.	38,382	51,222	51,266	61,659	66,000
	13. Attendance at heritage development programmes	Despite the withdrawal of the Heritage Learning programme, performance for 17/18 increased slightly. We expect an increase in 18/19 due to the introduction of new programmes as part of Great Place.	14,030	10,784	6,030	6,763	10,000

Strategic Objective	Performance measure	Performance context – position at end-17/18	Performance 14/15	Performance 15/16	Performance 16/17	Performance 17/18	Target 18/19
	14. Number of complaints received	The number of complaints gathered in 17/18 decreased slightly; we hope to reduce the level during 18/19.	81	122	104	89	Reduce
	15. Number of volunteers engaged	Performance increased in 18/19 following the appointment of a volunteer co-ordinator. We expect performance to increase further in 18/19 with a focus on embedding volunteer work within service delivery.	1,027	1,684	2,139	2,208	Increase
	16. Number of clubs and organisations worked with	Performance in 18/19 increased with greater engagement work with partner clubs and organisations; we expect a small increase in 18/19.	193	207	194	274	Increase
	17. Sickness Absence - % days lost	The sickness absence rate increased in 17/18 and was more comparative to previous levels. The aim is to maintain this below 4% in 18/19.	4.72%	4.28%	3.42%	4.28%	4% or less
	18. Staff Turnover - % turnover	Staff turnover for the 9-month period to end-Q3 17/18 was marginally lower than the same period last year. Aim is to reduce staff turnover in 18/19.	10.30%	18.14%	11.90%	9.10% ²	Reduce
Financial Sustainability	19. Customer income raised	Aim to increase income with a new business approach to income generation.	£5,225,000	£5,876,000	£6,543,000	£6,736,000	Increase
	20. Grant income secured ¹	Aim to maintain income with a new business approach to income generation.	£1,070,000	£794,953	£1,050,359	£853,000	Maintain
	22. Funds awarded from competitive grants and donor sectors	Funding is competitive; we aim to maintain position during 17/18.	£541,180	£759,207	£551,645	£1,038,769	Maintain

¹ Includes grant income secured from partners (e.g. Youth Music Initiative (YMI) and Active Schools,) plus competitive grants secured.

² Figure to end-Q3 only – Q4 figure unavailable at time of publishing.

Falkirk Community Trust

Subject: Libraries as Community Hubs: Update
Meeting: Falkirk Community Trust Board
Date: 31 May 2018
Author: Culture and Libraries Manager

1. Introduction

- 1.1 This report provides an outline of progress to date regarding co-locating some public-facing Council services into Trust libraries.

2. Background

- 2.1 The vision for our libraries expressed in the Library Development Plan 2016-21 is that they will be animated community hubs providing flexible spaces in which partners can deliver their services. The Action Plan includes, as part of the Strategic Property Review, our commitment to help identify opportunities for rationalising our buildings, identify co-location opportunities with partners and balance the benefits of local access with financial sustainability.
- 2.2 Meanwhile, in parallel with the Strategic Property Review, the Council has been reviewing its front-facing service provision. In 2016, it established an Advice and Support Hub in Grangemouth to cover the East Locality, replacing existing One Stop Shops, Finance and Housing public offices; the previous update noted that consideration was being given to relocating a similar range of services from the One Stop Shop in Callendar Square into Falkirk Library. This was approved by Falkirk Council and HubCo East was appointed to undertake preliminary structural, mechanical and electrical assessments.

3. Central Locality: Falkirk Library

- 3.1 A brief and outline sketch plans have been produced and agreed that meet the needs of both the Trust and the Council and a new operational model for the library is being evolved with the principle purpose of the building being described as a Library, Advice and Support Hub which will provide the following services:

- Library and Information Services
- Advice and Support Services
- Other public sector services on a 'surgery' basis

There is also a possibility that Registration services will also be based in the Library.

3.2 HubCo East will now develop a detailed design that meets the following principles:

- the library and information service will be the largest occupier of space, primarily around the existing listed part of the building to preserve the character of the library and to minimise disruption in terms of stock movement;
- the design needs to be sympathetic to the Victorian building;
- the building flow and services should be 'seamless' to the public, with adequate signage to aid navigation to the various activity areas and maximising accessibility to the public;
- there should be a single shared reception on the first floor that can function during times when the building operates on a multi-functional basis but also accepting that at set times it will function only as a library or an advice hub reception;
- meeting spaces should be as flexible as possible to maximise shared usage;
- mobility throughout the building is a significant issue and measures to minimise the need for the majority of visitors to travel between or to top floor should be considered including replacement of the existing lift;
- the ground floor will be the primary staff base for all teams functioning in the building;
- improved storage systems are to be included in the ground floor/sub basement level;
- the building will require accessible toilet provision to be improved on each floor (and ensure it is fully compliant) and there is an aspiration to provide a Changing Places toilet on the ground floor;
- consideration requires to be given on making the building as digitally accessible as possible and an appropriate WiFi solution throughout the building is required.

3.3 The **ground floor** and **sub-basement** will house office accommodation and 'hot desks' for all existing Falkirk Library staff and relocated Council staff; this area will continue to be the base for the Library Support function (stock circulation, Home Library service, bibliographic services, etc.)

3.4 The **first floor** will continue to house the adult lending (fiction, non-fiction and DVD's) and public access PC's in their current locations; large-print stock will be relocated onto the main floor – all in the old part of the building. The Advice and Support services will be located in the extension which is where the children's library is currently located. If the Registration service elects to relocate to the library, they will be based in a new suite of three rooms at the rear of the adult lending area. The library, advice and support hub and registration service will be serviced from the same reception desk.

3.5 The **second floor** will be solely for library services; the children's library will be relocated there and will need to be redesigned with new shelving and seating. The reference, local history and computer suite will remain on this floor.

3.6 The provisional timescale worked up for the project is as follows:

- May: concept space plan
- June/July: development of detailed design
- July: detailed costing prior to tender.

- September: work starts on site for an 8-10 week fit out. Discussions will be required to ascertain the extent of library closure during the adaptation works and discussions will be required with the FCT as operator to agree any periods of complete closure.
- December: building operational.

There is no doubt that this is a very ambitious timetable and, at this time, it is difficult to ascertain the impact that this will have on day-to-day library operations. Regular meetings have been scheduled with the design team to ensure that both the Trust and Council services are kept informed of progress particularly at the design development stage. Library staff are currently planning for all preliminary work (the relocation of stock, temporary relocation of staff) in advance of work starting on site as well as preparing for major disruption to services during the fit-out.

- 3.7 Detailed work is also required to determine how the single shared reception area will work in practice with consideration needing to be given to staff roles and responsibilities and opening hours.
- 3.8 Further discussion is required in relation to communicating with library users about both the potential disruption during the fit-out phase and what the new facility will look like.

4. Implications

- 4.1 **Financial:** The Council has a budget for the internal remodelling of the Library to accommodate the Support and Advice Hub; a detailed cost plan is expected by July which will indicate whether the scheme is viable for the available budget. The budget will include new basement shelving for library stock and for a replacement library security system. However, there is no budget for the redesign of the children's library or even the redecoration of the second floor; this concern has been shared with the Council. The Trust will lead the procurement for the shelving and security system.
- 4.2 **People:** This has the potential to be a period of uncertainty for Falkirk Library staff; they have been kept updated regarding progress and are involved in the preparation of plans for the lead up to the site works commencing and managing any disruption during the building works. A joint communications plan with Falkirk Council will be formulated to keep Trust customers advised on any disruption to service delivery in the library.
- 4.3 **Legal:** As the Trust will continue to be the largest occupier of space in the building, the addition of the Support and Advice Hub should not compromise the Trust's rates relief/charitable status (the library will need to continue to occupy more than 50% of the building. However, there will be a need for the District Valuer to assess the rates liability that will fall to the Council.

5. Recommendations

- 5.1 **The Board is asked to note the update on arrangements for incorporating a Support and Advice Hub into Falkirk Library and also to note the care that Trust officers are taking to ensure that the Trust's own customer needs and charitable objectives are not compromised in any way and that the library offer remains clear and distinct.**

- 5.2 The Board is asked to note the lack of provision for the relocation and redesign of the children's library.**
- 5.3 The Board will receive a further report on progress at its next meeting in August.**

A handwritten signature in black ink, consisting of a long horizontal stroke followed by a series of loops and curves.

Lesley O'Hare
Culture and Libraries Manager

Falkirk Community Trust

Subject: Risk Update
Meeting: Falkirk Community Trust Board
Date: 31 May 2018
Author: Business Development Manager

1. Introduction

1.1 This report provides a summary statement on strategic risks affecting the Trust. Strategic risks typically affect the whole organisation and can potentially pose significant hazards and the Board are asked to consider the current position.

2. Risk Position

2.1 The Senior Management Team regularly review the risks facing the Trust and have identified the following three risk areas as being particularly pertinent at this time.

Risk	Risk Level	Mitigation
Information General Data Protection Regulations (GDPR) on the use of personal data comes into force in May 2018. The Trust handles a considerable volume of customer information in multiple business areas and there is potential for non compliance.	Medium	The Trust receives specialist advice from Falkirk Council and is implementing a programme of work to improve its information management. Privacy notices have been prepared for the main areas of data handling and work is ongoing to incorporate privacy statements into customer facing material.
Finance A Team Leader vacancy in marketing constrains marketing effectiveness and ability to generate customer income.	Medium	SMT have agreed that this post is a priority and are progressing recruitment ahead of completing a wider management review.
Health & Safety The busy summer holiday period brings increased risk of accidents in our venues and parks.	Medium	Staff are reminded of the need for added vigilance and the message is cascaded throughout the organisation from a senior level.

3. Recommendation

3.1 The Board is asked to note the risks outlined in this report.

Jane Clark

Jane Clark
 Business Development Manager

Falkirk Community Trust

Subject: Health, Safety & Risk Update
Meeting: Falkirk Community Trust Board
Date: 31 May 2018
Author: Sport & Recreation Manager

1. Introduction

- 1.1 The purpose of this report is to inform and update Board Members of the current status regarding our ongoing Health, Safety & Risk (HS&R) record, and management process across all Trust locations and staff. This is an update report following the report submitted to the Board in March 2018.

2. Operational Issues and Developments

- **The Health, Safety & Risk Group** – Unfortunately the last HS&R group meeting was cancelled due to the extreme weather we experienced in March. The next scheduled meeting is planned for June 22nd. A full agenda will be discussed with items such as Lone working, Driving at Work, External Agency inspections and our busy summer activity programmes being discussed.
- **Health & Safety Advisory Service (Council)** - A recent meeting was held with our advisors in the Council and agreement reached on the audit and performance monitoring functions they provide for us going forward throughout the year. A planned programme of work was discussed and items agreed for inspection and attention were:
 - Audit programme of Trust Health & Safety Manual across 23 sites
 - Fire Safety Management and Training / Fire Risk Assessments
 - Legionella Management and Inspection regimes
 - Risk Assessment database / Suitability and consistency of existing RA's
 - Roles & Responsibilities of FCT / Council staff in HS&R management
- **Business Continuity Plan (BCP) and Processes** – The updated BCP which the Board approved in March will be presented to the Health Safety and Risk Group at the next scheduled meeting in June. All service representatives will have the opportunity to discuss this and cascade appropriate information through their teams and the operational requirements contained within. This will include a full review of Emergency Action Plans and Normal Operating Procedures at their various locations. Changes and improvements identified will be reported back to the HS&R Group as necessary.
- **Incident / Accident Response** – Our staff remain vigilant and responsive to accidents and incidents throughout our facilities. We had another very serious incident at Grangemouth Complex Gym recently where a member suffered a cardiac arrest while exercising. Staff response was swift and effective with use of the on site defibrillator and trained ECC being applied. Staff kept the patient alive until the paramedics arrived and were praised highly by them and subsequently by hospital staff for saving the man's life at the scene. The man has since had coronary bypass surgery and is recovering well. His family have visited the Complex to personally thank the staff involved in dealing with this incident.

- **External Agency Inspections** – These inspections continue - food safety, fire safety, environmental checks etc – and are reviewed by SMT to ensure the correct and timeous responses to these inspections are made. All Team Leaders have been made aware of this and their required actions following these inspections.
- **Seasonal preparations** – We are entering a traditionally busy period with the summer holidays approaching. We have a comprehensive summer holiday programme lined up at various locations and covering most Trust services. All staff and venues will be reminded of the care and vigilance required by them during this time to ensure our customers have an enjoyable, but safe, time while visiting us.

3. Performance

3.1 Accident Performance Management

We continue to closely monitor our performance in respect of accidents within our venues. Current statistics are as follows:

Staff Accidents

- From January to March 2018 (incl) there have been a total of 5 accidents involving staff reported for these months. All were of a minor nature and did not involve any loss of time at work. This equates to 0.8 % of the workforce who have been involved in an accident at work during Jan, Feb and March 2018.

Customer Accidents

From January to March 2018 (incl) there have been a total 95 reported accidents to customers across all sites. This equates to approx 1 in every 9000 customers (0.011%) who have had a reported accident when attending our venues in Jan, Feb and March of this year (849,133). The majority of these accidents occur at our busy Sport & Recreation facilities as well as the Outdoor venues such as Helix and our other Parks.

See Appendix 1 for breakdown.

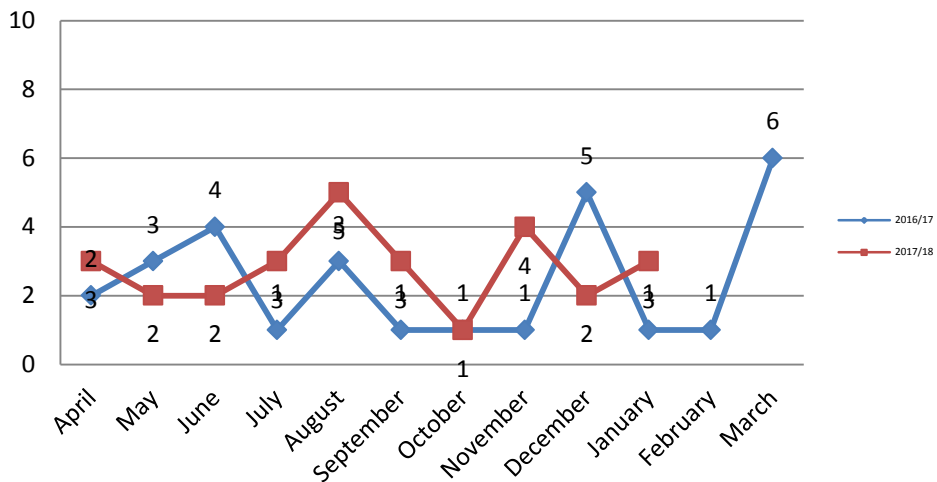
4. Conclusion

- 4.1 The Board will be pleased to note that all accidents, including the emergency incident described earlier, have been dealt with effectively and efficiently by our on site and venue staff. We have thanked all involved in this for their excellent response and life saving actions.
- 4.2 The summer period is upon us and preparations and training of staff is well under way to ensure we operate our services in a safe and customer care environment. Our staff are a huge asset to us and keeping our customers safe is of paramount importance to them as well as ourselves.

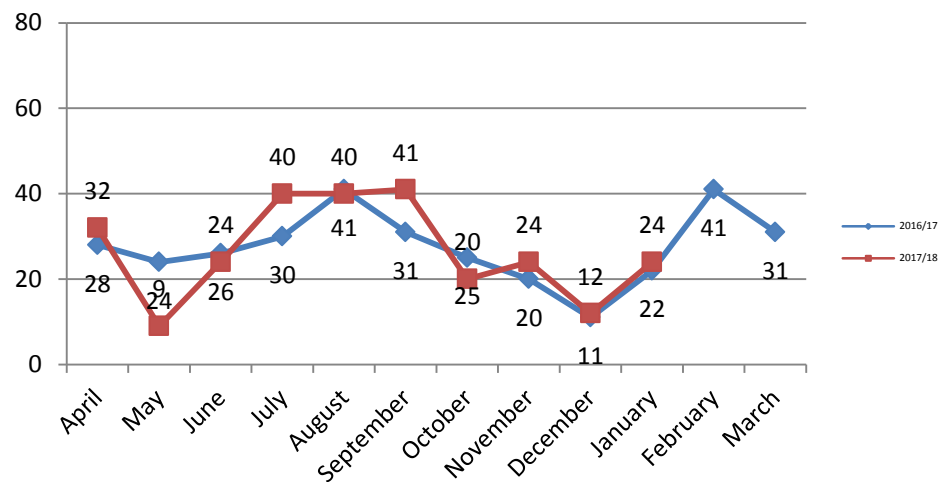


Paul Finnie
Sport & Recreation Manager

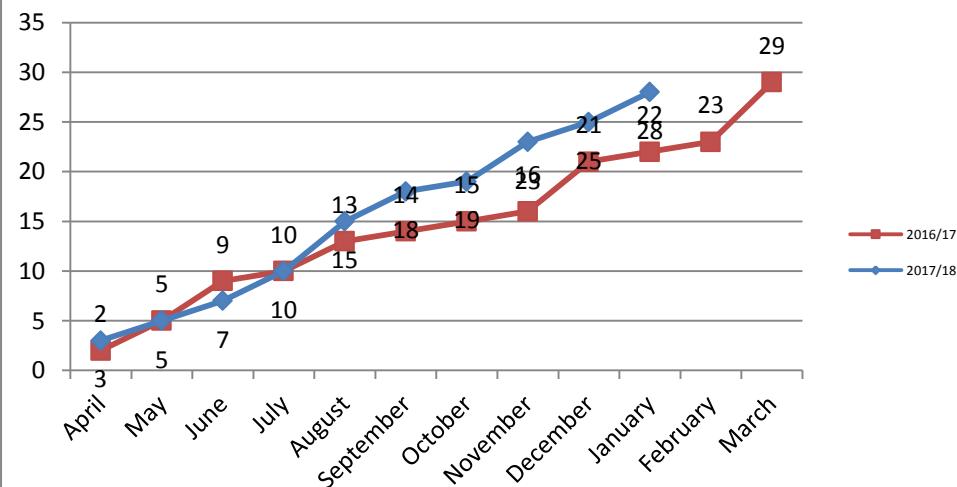
Accidents involving members of Staff



Accidents involving Customers



Cumulative Accidents involving members of Staff



Cumulative Accidents involving Customers

