

# Falkirk Community Trust

## Board Meeting 8<sup>th</sup> November 2018 10am Queen's Room, Callendar House

### AGENDA

|   | AGENDA Part 1: Items  | Purpose     |
|---|---|-------------|
| 1 | Minute of Meetings held on 30 August 2018   | Approval    |
| 2 | Matters Arising   | Information |
| 3 | Projected Financial Position 2018/19<br><i>Report by Chief Finance Officer, Falkirk Council</i> | Information |
| 4 | Business Strategy 2019-2024<br><i>Report by Policy Development Manager</i>                      | Approval    |
| 5 | Risk Update<br><i>Report by Policy Development Manager</i>                                      | Information |
| 6 | Health & Safety Update<br><i>Report by Sport &amp; 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     |
|---|---|-------------|
| 7 | Golf Course Update<br><i>Report by General Manager</i>    | Information |
| 8 | Business Plan 2019/20<br><i>Report by Chief Executive</i> | Approval    |

## 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 **30<sup>th</sup> August 2018** at 10.00am. Ruth Morrison (RM) chaired the meeting throughout.

No members of the public attended.

**Present:** Ruth Morrison (RM) Chair; Suzanne Arkinson (SA); Cllr Lorna Binnie (LB); Cllr Joan Coombes (JoC); Derek Easton (DE); Cllr Jim Flynn (JF) (items 1-9, 11 and 12); Cllr Cecil Meiklejohn (CM) (items 1-9 and 12); Simon Rennie (SR); Andrew Roberts (AR); David White (DW).

**Apologies:** Cllr William Buchanan (WB); Jane Clark (JaC); Colette Filippi (CF).

**In Attendance:** Maureen Campbell (MC); Neil Brown (NB); Lesley O'Hare (LoH); Paul Finnie (PF); Alistair Mitchell (AM); Kenneth Lawrie (KL); Brian Smail (BS) (items 8-13); Margaret Smith (MS); Greg Brown (GB) (items 1-5).

| No. | Agenda Item             | Agreement / Action  | Due Date | Who |
|-----|-------------------------|---|----------|-----|
|     |                         | <b>Agenda Part 1: Business Items</b>  |          |     |
|     | Welcome                 | RM welcomed Directors to the meeting and extended a welcome to Kenneth Lawrie, Chief Executive Falkirk Council.   |          |     |
| 1   | Minute of Meeting       | The minute of the meeting held on 31 <sup>st</sup> May 2018 was approved.   |          |     |
| 2   | Matters Arising         | <p><u>Carron Gymnastics Centre</u></p> <p>The Board noted that all customers affected by the change have been contacted and offered an alternative location for their activity booking. The majority have accepted and most are relocating to St Mungo's High School, Denny Sports Centre or Polmont Sports Centre. A further 9 regular bookings / customers have decided to source their own alternative. The Board noted opening is anticipated in early December subject to the programme of works being finalised.</p> <p><u>Trust Options Appraisal</u></p> <p>A briefing session for Elected Members was held on 7<sup>th</sup> June. An update report on Options Appraisal was covered separately on this Board meeting agenda.</p>  |          |     |
| 3   | 2017/18 Annual Accounts | <p>GB advised the Board of a positive audit process and that there were no matters for attention in the audit report, with credit due to our accountancy team.</p> <p>One issue of note concerned accrued income not being included in accounts due to a system error. Management agreed with the recommendations made by Drummond Laurie, and reported that measures are already in place to avoid a reoccurrence.</p> <p>The Board noted that the Helix remains identified as a key risk area with all monies generated by the Helix site needing to be reinvested in the site as part of the Lottery funding agreement. MC advised that although restrictive, this condition has resulted in the level of public subsidy for the Helix significantly reducing since 2009.</p> <p>The Board noted that the letter of support from Falkirk Council</p> |          |     |

| No. | Agenda Item                       | Agreement / Action   | Due Date  | Who |
|-----|-----------------------------------|--|-----------|-----|
|     |                                   | <p>in respect of funding for the full 12 month period to March 2019 is sufficient comfort to be recognised as a going concern.</p> <p>The Board noted no other significant deficiencies were identified from the audit of systems and controls.</p> <p><b>Decision</b></p> <p>The Board approved the Trust's Financial Statements for the period to March 2018</p>   |           |     |
| 4   | 2017/18 Annual Report Publication | <p>The Board noted the draft Annual Report presented by MC and that, although design work is ongoing, it gives a good sense of direction. The Annual Report has been drafted to give a balanced view of the Trust's performance. This seventh report follows the same format as the previous three years, being structured under the themes of <i>Inspiring Active Lives</i>. Customer focussed features have been included to give an understanding of the work that we do and its positive impact on people's lives. The Board discussed the important role of volunteers, with Culture having the biggest volunteer base within Trust, and the advantages of building longer-term relationships with volunteers through a focus on providing volunteers with the same training as Trust staff.</p> <p>To minimise costs a short run will be printed with access to the report mainly be to direct access via the website. Published documents will be provided to OSCR and Companies House. A shorter condensed version will be shared more widely including copies for customers in venues and copies for Trust staff.</p> <p>The Board welcomed the customer focus and asked for the inclusion of more detail to inform the reader of the extent and scale of the Trust's trading activities. The Board noted that the front page will feature the Company name and logo more prominently.</p> <p><b>Decision</b></p> <p>The Board approved publication of the Annual Report 2017-18 and a condensed version and noted that it will be reported to Falkirk Council.</p> | Sept 2018 | JaC |
| 5   | Financial Report Q1 2018/19       | <p>MS presented an early update on the projected financial position of the Trust's activities for 2018/19, based on the period to end-July 2018. The Board noted that at this early stage there is a projected deficit on charitable activities of £97,000 due to lower than expected customer income being offset by an underspend in employee costs and supplies &amp; services.</p> <p>The Board discussed the need for close monitoring of budget performance to negate the projected deficit, and noted the significant factor in the deficit of the Mariner Centre closure.</p> <p>The Board also discussed the potential value of reappointing a dedicated Fundraising Officer post to coordinate funding applications and give support to securing additional funds. MC noted that fundraising doesn't deliver a significant return relative to the potential return from increased focus on sales and marketing, and that fundraising will be within the remit of the Business Development Manager post and will be assessed once the role is filled.</p>   |           |     |

| No. | Agenda Item                                  | Agreement / Action   | Due Date | Who |
|-----|--|--|----------|-----|
| 6   | Board Administration                         | <p>The Board manages some of its remit through Sub Groups: the Audit &amp; Performance Sub Group and The People Sub Group. Directors are also appointed to Falkirk Community Trading Company, and have a Board member as a link with the Health &amp; Safety Group.</p> <p>MC updated the Board on the review of Sub Group make up. The purpose and remit of Sub Groups remains unchanged.</p> <p>RM clarified that her final day as a Director is 31<sup>st</sup> August 2018 due to the initial date of registration with Companies House. DW was elected to take over as Board Chair from 1<sup>st</sup> September.</p> <p><b>Decision</b></p> <p>The Board agreed to appoint DW as Chair. The programme of meetings for 2019 was agreed.</p>   |          |     |
| 7   | A Culture Strategy for Scotland Consultation | <p>LoH presented a report detailing the first draft of the Trust's proposed response to the Scottish Government's consultation on the draft Culture Strategy for Scotland (<a href="https://www.gov.scot/Resource/0053/00537570.pdf">https://www.gov.scot/Resource/0053/00537570.pdf</a>) on behalf of Falkirk Council.</p> <p>The Board noted that the Trust have contacted 60-70 local public and voluntary arts organisations and will include the small number of responses received; that many organisations may submit their own responses to the consultation; that the consultation may result in increased cultural funding with culture featuring within the prevention agenda, but potentially limited due to the difficulty in proving the causality of intervention in prevention.</p> <p>The Board discussed using arts and culture as a vehicle for innovation and how the Falkirk area's industrial and innovating past could be reflected in the response.</p> <p>LoH advised that the draft report is anticipated to be shared with the Council w/c 3<sup>rd</sup> September.</p> <p><b>Decision</b></p> <p>The Board noted the proposed response.</p> |          |     |
| 8   | Risk Update                                  | <p>The Board noted one risk and mitigation action affecting the Trust at this time associated with delays in implementing business growth projects combined with delay in getting the website and online bookings system in place, which are placing pressure on ability to meet income targets. Income for the first quarter is lower than expected and there is a risk that it will not catch up over the next three quarters.</p> <p>The Board discussed potential staffing implications of moving towards greater online transactions and changing purpose of the bookings team function.</p> <p><b>Decision</b></p> <p>The Board noted the report.</p>  |          |     |
| 9   | Health & Safety Update                       | <p>The Board noted the update on Health &amp; Safety and that performance results for incidents and accidents at 0.0083% is very small in comparison to the volume of admissions across our venues. The majority of accidents occurred at busy Sport &amp; Recreation facilities as well as the Outdoor venues such as</p>   |          |     |

| No. | Agenda Item | Agreement / Action   | Due Date | Who |
|-----|-------------|--|----------|-----|
|     |             | <p>Helix and our other Parks. Staff are to be commended for their continued vigilance and levels of care that our customer's experience.</p> <p>The Board discussed the use of benchmarking the level of accidents against similar organisations, noting the difficulty and limited use of this due to the disparity of Trusts. SA noted that higher insurance costs can be used as a flag to the Board in identifying potential areas of concern.</p> <p><b>Decision</b></p> <p>The Board noted the report.</p> |          |     |

**Falkirk Community Trust**

**Matters Arising  
(Meeting 30 August 2018)**

**Board Meeting: 8 November 2018**

| <b>Item</b> | <b>Action</b>  | <b>By Whom</b> | <b>Update</b>                                     |
|-------------|--|----------------|---|
| 4           | <u>2017/18 Annual Report Publication</u><br>Inclusion of more detail to inform reader of extent and scale of Trust's trading activities. | JC             | Completed.<br>Additional section added.           |
| 10          | <u>Golf Course Update</u><br>Provide further update at the next Board meeting.   | NB             | On 8 <sup>th</sup> November Agenda                |
| 12          | <u>Business Strategy</u><br>Feedback and comments on the draft to be submitted to MC before 14 <sup>th</sup> September.                  | MC             | Comments incorporated into the Strategy document. |

**Falkirk Community Trust**

**Subject:** Projected Financial Position 2018/19  
**Meeting:** Falkirk Community Trust Board  
**Date:** 8 November 2018  
**Author:** Chief Finance Officer, Falkirk Council

**1. Introduction**

- 1.1 This report presents an update on the projected financial position of the Trust's activities for 2018/19.
- 1.2 Budget monitoring reports are an essential element of sound financial management, with the reports to the Board underpinned by monthly reports to managers. The main purpose is to ensure that income and expenditure continues to be managed effectively and is consistent with budget.

**2. Overall Financial Projection**

- 2.1 The attached statement (Appendix 1) sets out the projected outturn at March 2019 based on actual performance to the end of September 2018. The projected position includes an overspend of £99,000 resulting from income performance being lower than budgeted for, partly offset by underspends achieved through managing expenditure. However, significant one-off underspends totaling £281,000 have been identified which result in an overall surplus on budgeted charitable activities of £182,000 being projected. This is an improvement of £279,000 in comparison to the position previously reported to Board.

**3. Analysis of Significant Variations**

- 3.1 A detailed summary of income and expenditure for each service area is provided at Appendix 2, with the most significant variations detailed below.
- 3.2 It should be noted that the projected position reported at this stage assumes the achievement of future income targets that have been incorporated in the latter half of the 2018/19 budget.
- 3.3 Business Development (£215,620 under budget). This is largely as a result of reflecting the one-off underspends highlighted in 2.1.
- 3.4 Parks & Recreation (£37,000 over budget) has an adverse movement of £72,000 in comparison to the position reported previously to Board. This is partly as a result of reflecting Grangemouth Golf Club income and car parking income at Muiravonside not achieving the budgeted target.
- 3.5 Libraries (£49,000 under budget) has an improvement of £46,000 since the last reported position. This is as a result of savings of approximately £38,000 having been identified across the supplies and services budget and labour cost savings due to ongoing turnover.
- 3.6 Sports and Fitness (£172,000 over budget) has an improvement of £31,000 since the last reported position. Further savings in labour costs due to ongoing turnover and vacancies have been reflected in the projections. This is partly offset by a projected increase in supplies and services, and a further reduction in income projections.
- 3.7 A summary of income to September 2018 for key facilities/areas is detailed at Appendix 3.

- 3.8 As detailed in Appendix 5, it is anticipated that planned investment projects funded from reserves of £689,000 will be undertaken in 2018/19. In addition to this £30,000 is allocated from reserves to contribute to the cost of the 2018/19 fireworks display. The budget for expenditure has been adjusted to match the anticipated expenditure during the year.

#### **4. Trading Company**

- 4.1 The Trading Company's projected surplus is £414,160 for 2018/19 which is £21,590 higher than the budgeted surplus of £392,570 (2017/18 surplus - £360,951). This is an improvement of £47,440 in comparison to the position previously reported to the Board. The improvement is largely due to revised labour cost projections. The anticipated charitable donation from Trading is currently shown to be on budget.

#### **5. Balance Sheet**

- 5.1 Appendix 4 details the Trust Balance Sheet. As at September 2018 the bank balance is £4.3m and the net assets are £3.1m. The debtors figure of £0.6m primarily represents income due from Falkirk Council to the Trust. The creditors balance of £2.0m is mainly the amount owed to Falkirk Council for the payment of salaries and expenses paid on behalf of the Trust.
- 5.2 The projected position at March 2019 shows net assets of £1.3m, representing £0.2m of restricted funds and £1.1m of unrestricted funds.

#### **6. Reserves**

- 6.1 Taking into account the financial projection for 2018/19, the anticipated reserves position is shown in Appendix 5. 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 £213,000 and £358,000. The projected balance for unrestricted funds is £583,000.

#### **7. Recommendation**

- 7.1 The Board is invited to note the projected year-end financial position for 2018/19.



**Chief Finance Officer**



**FALKIRK COMMUNITY TRUST - 2018/19  
BUDGETARY CONTROL STATEMENT**

Falkirk Community Trust

Period ended 30th September 2018

Chief Executive : Maureen Campbell

|  | Annual<br>Budget<br>£'000 | Actual to<br>Date<br>£'000 | Projected<br>Outturn<br>£'000 | Variance<br>(Fav)/Unfav<br>£'000 | Previous<br>Variance<br>£'000 |
|--|---------------------------|----------------------------|-------------------------------|----------------------------------|-------------------------------|
| Employee Expenses                        | 11,462                    | 5,200                      | 11,127                        | (335)                            | (195)                         |
| Property Expenses                        | 2,330                     | 546                        | 2,175                         | (155)                            | -                             |
| Transport Expenses                       | 183                       | 89                         | 183                           |                                  | -                             |
| Supplies & Services                      | 3,032                     | 1,515                      | 3,062                         | 30                               | (85)                          |
| Third Party Payments                     | 80                        | (163)                      | (16)                          | (96)                             | -                             |
| Support Services                         | 806                       | 403                        | 806                           |                                  | -                             |
| Capital Costs                            | 94                        | -                          | 55                            | (39)                             | -                             |
| Severance Costs                          | -                         | -                          | -                             |                                  | -                             |
| Project Costs                            | 719                       | 35                         | 719                           | -                                | -                             |
| <b>Gross Expenditure</b>                 | <b>18,706</b>             | <b>7,624</b>               | <b>18,111</b>                 | <b>(595)</b>                     | <b>(280)</b>                  |
| Service Payment                          | (10,891)                  | (5,323)                    | (10,891)                      | -                                | -                             |
| Grants                                   | (363)                     | (422)                      | (391)                         | (28)                             | -                             |
| Sports Facilities                        | (4,467)                   | (1,876)                    | (4,040)                       | 427                              | 373                           |
| Other Facilities                         | (1,411)                   | (752)                      | (1,350)                       | 61                               | (22)                          |
| Charitable Donation                      | (393)                     | -                          | (393)                         | -                                | 26                            |
| Other Income                             | (118)                     | (1)                        | (164)                         | (46)                             | -                             |
| <b>Total Income</b>                      | <b>(17,642)</b>           | <b>(8,374)</b>             | <b>(17,229)</b>               | <b>414</b>                       | <b>377</b>                    |
| <b>(Surplus)/Deficit*</b>                | <b>1,064</b>              | <b>(750)</b>               | <b>883</b>                    | <b>(182)</b>                     | <b>97</b>                     |
| <b>Add: (Surplus) as at 1 April 2018</b> |                           |                            | <b>(2,015)</b>                |                                  |                               |
| <b>(Surplus) as 31 March 2019</b>        |                           |                            | <b>(1,133)</b>                |                                  |                               |

**Provisional Unrestricted Funds @ 31 Mar 2019:**

|                             |                |
|-----------------------------|----------------|
| Unrestricted Reserve        | (583)          |
| Voluntary Severance         | (227)          |
| Helix Asset Management Plan | (232)          |
| Approved Projects           | (91)           |
|                             | <b>(1,133)</b> |

\*For the 2018/19 Budget the Board agreed a reserve contribution of £345,000. In addition to this the budget also reflects £719,000 of project funding from reserves

# Divisional Forecast & Movement Report

2018/2019

Appendix 2

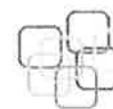


----- From Period 1 to 6 ----->

| <u>2017/2018</u><br><u>Actual</u>  |                           | <u>Annual Budget</u> | <u>Actuals for</u><br><u>Period</u> | <u>Forecast</u>  | <u>Variance</u>  | <u>Variance at</u><br><u>Period 05</u> | <u>Movement</u>  |
|------------------------------------|---------------------------|----------------------|-------------------------------------|------------------|------------------|--|------------------|
| <b><u>Business Development</u></b> |                           |                      |                                     |                  |                  |  |                  |
| 937,802                            | 10 - Employee Expenses    | 967,450              | 215,786                             | 962,090          | (5,360)          | (8,760)                                | 3,400            |
| 76,644                             | 20 - Property Expenses    | 149,150              | (21,770)                            | 80,380           | (68,770)         | 0                                      | (68,770)         |
| 1,257                              | 30 - Transport Expenses   | 11,440               | 1,095                               | 11,440           | 0                | 0                                      | 0                |
| 341,621                            | 40 - Supplies & Services  | 657,400              | 376,774                             | 697,400          | 40,000           | 0                                      | 40,000           |
| 3,907                              | 50 - Third Party Payments | 103,080              | 26                                  | 6,690            | (96,390)         | 0                                      | (96,390)         |
| 89,740                             | 65 - Support Services     | 89,740               | 44,870                              | 89,740           | 0                | 0                                      | 0                |
| 50,493                             | 68 - Capital Costs        | 93,690               | 0                                   | 54,690           | (39,000)         | 0                                      | (39,000)         |
| <b>1,501,463</b>                   | <b>Gross Expenditure</b>  | <b>1,971,950</b>     | <b>616,782</b>                      | <b>1,802,430</b> | <b>(169,520)</b> | <b>(8,760)</b>                         | <b>(160,760)</b> |
| (92,629)                           | 70 - Income               | (564,370)            | (36,037)                            | (610,470)        | (46,100)         | 25,850                                 | (71,950)         |
| <b>1,408,834</b>                   | <b>Net Expenditure</b>    | <b>1,507,580</b>     | <b>580,745</b>                      | <b>1,291,960</b> | <b>(215,620)</b> | <b>17,090</b>                          | <b>(232,710)</b> |
| <b><u>Parks</u></b>                |                           |                      |                                     |                  |                  |  |                  |
| 925,754                            | 10 - Employee Expenses    | 950,730              | 450,096                             | 936,630          | (14,100)         | 300                                    | (14,400)         |
| 268,577                            | 20 - Property Expenses    | 325,130              | 74,565                              | 324,130          | (1,000)          | 0                                      | (1,000)          |
| 141,935                            | 30 - Transport Expenses   | 121,470              | 66,901                              | 121,470          | 0                | 0                                      | 0                |
| 246,639                            | 40 - Supplies & Services  | 243,220              | 100,861                             | 229,220          | (14,000)         | 0                                      | (14,000)         |
| (245)                              | 50 - Third Party Payments | 0                    | (1,931)                             | 0                | 0                | 0                                      | 0                |
| 114,320                            | 65 - Support Services     | 114,320              | 57,160                              | 114,320          | 0                | 0                                      | 0                |
| <b>1,696,980</b>                   | <b>Gross Expenditure</b>  | <b>1,754,870</b>     | <b>747,651</b>                      | <b>1,725,770</b> | <b>(29,100)</b>  | <b>300</b>                             | <b>(29,400)</b>  |
| (303,792)                          | 70 - Income               | (399,020)            | (216,979)                           | (333,020)        | 66,000           | (35,000)                               | 101,000          |
| <b>1,393,188</b>                   | <b>Net Expenditure</b>    | <b>1,355,850</b>     | <b>530,672</b>                      | <b>1,392,750</b> | <b>36,900</b>    | <b>(34,700)</b>                        | <b>71,600</b>    |
| <b><u>Libraries</u></b>            |                           |                      |                                     |                  |                  |  |                  |
| 1,532,137                          | 10 - Employee Expenses    | 1,630,020            | 781,994                             | 1,603,320        | (26,700)         | (15,800)                               | (10,900)         |
| 277,696                            | 20 - Property Expenses    | 252,800              | 95,638                              | 252,800          | 0                | 0                                      | 0                |
| 8,326                              | 30 - Transport Expenses   | 7,290                | 4,116                               | 7,290            | 0                | 0                                      | 0                |
| 483,112                            | 40 - Supplies & Services  | 515,150              | 156,500                             | 476,620          | (38,530)         | 0                                      | (38,530)         |
| 152,420                            | 65 - Support Services     | 152,420              | 76,210                              | 152,420          | 0                | 0                                      | 0                |
| <b>2,453,691</b>                   | <b>Gross Expenditure</b>  | <b>2,557,680</b>     | <b>1,114,458</b>                    | <b>2,492,450</b> | <b>(65,230)</b>  | <b>(15,800)</b>                        | <b>(49,430)</b>  |
| (105,141)                          | 70 - Income               | (95,670)             | (36,641)                            | (79,670)         | 16,000           | 13,000                                 | 3,000            |
| <b>2,348,550</b>                   | <b>Net Expenditure</b>    | <b>2,462,010</b>     | <b>1,077,816</b>                    | <b>2,412,780</b> | <b>(49,230)</b>  | <b>(2,800)</b>                         | <b>(46,430)</b>  |
| <b><u>Arts</u></b>                 |                           |                      |                                     |                  |                  |  |                  |
| 984,781                            | 10 - Employee Expenses    | 1,058,980            | 489,595                             | 1,050,580        | (8,400)          | 0                                      | (8,400)          |
| 109,890                            | 20 - Property Expenses    | 112,800              | 29,080                              | 112,800          | 0                | 0                                      | 0                |
| 0                                  | 30 - Transport Expenses   | 230                  | 0                                   | 230              | 0                | 0                                      | 0                |
| 418,313                            | 40 - Supplies & Services  | 381,700              | 142,687                             | 399,700          | 18,000           | 0                                      | 18,000           |
| (9,869)                            | 50 - Third Party Payments | 5,830                | 0                                   | 5,830            | 0                | 0                                      | 0                |
| 53,350                             | 65 - Support Services     | 53,350               | 26,675                              | 53,350           | 0                | 0                                      | 0                |
| <b>1,556,465</b>                   | <b>Gross Expenditure</b>  | <b>1,612,890</b>     | <b>688,038</b>                      | <b>1,622,490</b> | <b>9,600</b>     | <b>0</b>                               | <b>9,600</b>     |
| (420,098)                          | 70 - Income               | (514,280)            | (253,532)                           | (514,280)        | 0                | 0                                      | 0                |
| <b>1,136,368</b>                   | <b>Net Expenditure</b>    | <b>1,098,610</b>     | <b>434,506</b>                      | <b>1,108,210</b> | <b>9,600</b>     | <b>0</b>                               | <b>9,600</b>     |

# Divisional Forecast & Movement Report

## 2018/2019



Appendix 2

Falkirk  
Community  
Trust

<----- From Period 1 to 6 ----->

| <u>2017/2018</u><br><u>Actual</u>  |                           | <u>Annual Budget</u> | <u>Actuals for</u><br><u>Period</u> | <u>Forecast</u>  | <u>Variance</u>  | <u>Variance at</u><br><u>Period 05</u> | <u>Movement</u>  |
|------------------------------------|---------------------------|----------------------|-------------------------------------|------------------|------------------|--|------------------|
| <b><u>Heritage</u></b>             |                           |                      |                                     |                  |                  |  |                  |
| 235,041                            | 10 - Employee Expenses    | 241,660              | 120,221                             | 238,580          | (3,080)          | (1,980)                                | (1,100)          |
| 226,960                            | 20 - Property Expenses    | 236,610              | 69,452                              | 236,610          | 0                | 0                                      | 0                |
| 0                                  | 30 - Transport Expenses   | 530                  | 0                                   | 530              | 0                | 0                                      | 0                |
| 114,337                            | 40 - Supplies & Services  | 103,910              | 52,866                              | 103,910          | 0                | 0                                      | 0                |
| 53,350                             | 65 - Support Services     | 53,350               | 26,675                              | 53,350           | 0                | 0                                      | 0                |
| <b>629,687</b>                     | <b>Gross Expenditure</b>  | <b>636,060</b>       | <b>269,214</b>                      | <b>632,980</b>   | <b>(3,080)</b>   | <b>(1,980)</b>                         | <b>(1,100)</b>   |
| (70,327)                           | 70 - Income               | (67,820)             | (31,495)                            | (67,820)         | 0                | 0                                      | 0                |
| <b>559,360</b>                     | <b>Net Expenditure</b>    | <b>568,240</b>       | <b>237,720</b>                      | <b>565,160</b>   | <b>(3,080)</b>   | <b>(1,980)</b>                         | <b>(1,100)</b>   |
| <b><u>Sports &amp; Fitness</u></b> |                           |                      |                                     |                  |                  |  |                  |
| 5,025,047                          | 10 - Employee Expenses    | 5,444,610            | 2,542,443                           | 5,185,510        | (259,100)        | (169,600)                              | (89,500)         |
| 1,020,951                          | 20 - Property Expenses    | 1,032,050            | 271,939                             | 1,032,050        | 0                | 0                                      | 0                |
| 14,560                             | 30 - Transport Expenses   | 22,340               | 9,808                               | 22,340           | 0                | 0                                      | 0                |
| 944,913                            | 40 - Supplies & Services  | 923,330              | 481,642                             | 955,330          | 32,000           | 0                                      | 32,000           |
| 0                                  | 50 - Third Party Payments | 2,500                | 0                                   | 2,500            | 0                | 0                                      | 0                |
| 342,960                            | 65 - Support Services     | 342,960              | 171,480                             | 342,960          | 0                | 0                                      | 0                |
| <b>7,348,431</b>                   | <b>Gross Expenditure</b>  | <b>7,767,790</b>     | <b>3,477,312</b>                    | <b>7,540,690</b> | <b>(227,100)</b> | <b>(169,600)</b>                       | <b>(57,500)</b>  |
| (3,654,311)                        | 70 - Income               | (4,466,570)          | (1,878,420)                         | (4,067,870)      | 398,700          | 372,500                                | 26,200           |
| <b>3,694,120</b>                   | <b>Net Expenditure</b>    | <b>3,301,220</b>     | <b>1,598,892</b>                    | <b>3,472,820</b> | <b>171,600</b>   | <b>202,900</b>                         | <b>(31,300)</b>  |
| <b><u>Restricted Funds</u></b>     |                           |                      |                                     |                  |                  |  |                  |
| 430,180                            | 10 - Employee Expenses    | 477,840              | 225,717                             | 477,840          | 0                | 0                                      | 0                |
| 1,177                              | 20 - Property Expenses    | 0                    | 0                                   | 0                | 0                | 0                                      | 0                |
| 1,011                              | 30 - Transport Expenses   | 1,050                | 73                                  | 1,050            | 0                | 0                                      | 0                |
| 467,956                            | 40 - Supplies & Services  | 46,590               | 159,493                             | 69,890           | 23,300           | 0                                      | 23,300           |
| (5,961)                            | 50 - Third Party Payments | (31,270)             | (152,571)                           | (31,270)         | 0                | 0                                      | 0                |
| <b>894,363</b>                     | <b>Gross Expenditure</b>  | <b>494,210</b>       | <b>232,712</b>                      | <b>517,510</b>   | <b>23,300</b>    | <b>0</b>                               | <b>23,300</b>    |
| (777,059)                          | 70 - Income               | (353,640)            | (413,950)                           | (353,640)        | 0                | 0                                      | 0                |
| <b>117,304</b>                     | <b>Net Expenditure</b>    | <b>140,570</b>       | <b>(181,238)</b>                    | <b>163,870</b>   | <b>23,300</b>    | <b>0</b>                               | <b>23,300</b>    |
| <b><u>Helix</u></b>                |                           |                      |                                     |                  |                  |  |                  |
| 646,559                            | 10 - Employee Expenses    | 690,880              | 373,667                             | 672,480          | (18,400)         | 1,500                                  | (19,900)         |
| 123,536                            | 20 - Property Expenses    | 221,900              | 27,274                              | 136,990          | (84,910)         | (84,910)                               | (84,910)         |
| 23,447                             | 30 - Transport Expenses   | 17,940               | 6,973                               | 17,940           | 0                | 0                                      | 0                |
| 469,328                            | 40 - Supplies & Services  | 160,540              | 43,713                              | 129,490          | (31,050)         | 0                                      | (31,050)         |
| (34,000)                           | 50 - Third Party Payments | 0                    | (8,500)                             | 0                | 0                | 0                                      | 0                |
| <b>1,228,869</b>                   | <b>Gross Expenditure</b>  | <b>1,091,260</b>     | <b>443,127</b>                      | <b>956,900</b>   | <b>(134,360)</b> | <b>1,500</b>                           | <b>(135,860)</b> |
| (613,812)                          | 70 - Income               | (289,500)            | (273,019)                           | (310,500)        | (21,000)         | 0                                      | (21,000)         |
| <b>615,057</b>                     | <b>Net Expenditure</b>    | <b>801,760</b>       | <b>170,107</b>                      | <b>646,400</b>   | <b>(155,360)</b> | <b>(83,410)</b>                        | <b>(71,950)</b>  |
| <b><u>Projects</u></b>             |                           |                      |                                     |                  |                  |  |                  |
| 349                                | 10 - Employee Expenses    | 0                    | 0                                   | 0                | 0                | 0                                      | 0                |
| 144                                | 20 - Property Expenses    | 0                    | 0                                   | 0                | 0                | 0                                      | 0                |
| 165,005                            | 40 - Supplies & Services  | 719,400              | 35,071                              | 719,400          | 0                | 0                                      | 0                |
| 132                                | 50 - Third Party Payments | 0                    | 0                                   | 0                | 0                | 0                                      | 0                |
| <b>165,630</b>                     | <b>Gross Expenditure</b>  | <b>719,400</b>       | <b>35,071</b>                       | <b>719,400</b>   | <b>0</b>         | <b>0</b>                               | <b>0</b>         |
| (5,190)                            | 70 - Income               | 0                    | 0                                   | 0                | 0                | 0                                      | 0                |
| <b>160,439</b>                     | <b>Net Expenditure</b>    | <b>719,400</b>       | <b>35,071</b>                       | <b>719,400</b>   | <b>0</b>         | <b>0</b>                               | <b>0</b>         |

# Divisional Forecast & Movement Report

2018/2019

Appendix 2



Falkirk  
Community  
Trust

<----- From Period 1 to 6 ----->

| <u>2017/2018</u><br><u>Actual</u> | <u>Annual Budget</u> | <u>Actuals for</u><br><u>Period</u> | <u>Forecast</u> | <u>Variance</u> | <u>Variance at</u><br><u>Period 05</u> | <u>Movement</u> |
|-----------------------------------|----------------------|-------------------------------------|-----------------|-----------------|--|-----------------|
| <u>Management Fee</u>             |                      |                                     |                 |                 |  |                 |
| (11,433,220) 70 - Income          | (10,890,840)         | (5,322,920)                         | (10,890,840)    | 0               | 0                                      | 0               |
| (11,433,220) Net Expenditure      | (10,890,840)         | (5,322,920)                         | (10,890,940)    | 0               | 0                                      | 0               |
| 0 CHARTITY TOTAL                  | 1,064,400            | (838,629)                           | 882,510         | (181,890)       | 97,100                                 | (278,990)       |

| Trust Facilities - Summary of Income |                             |                             |                       |                    |                          |                             |                  |                         |                                 |                    |
|--------------------------------------|-----------------------------|-----------------------------|-----------------------|--------------------|--------------------------|-----------------------------|------------------|-------------------------|---------------------------------|--------------------|
| Facility                             | Actual Income to Date       |                             |                       |                    | Full Year Income         |                             |                  |                         |                                 |                    |
|                                      | April to<br>Sept 17<br>£000 | April to<br>Sept 18<br>£000 | Inc/<br>(Dec)<br>£000 | Inc/<br>(Dec)<br>% | Annual<br>Budget<br>£000 | Projected<br>Actual<br>£000 | Variance<br>£000 | 17/18<br>Actual<br>£000 | Increase/<br>(Decrease)<br>£000 | Inc/<br>(Dec)<br>% |
| Grangemouth Complex                  | 309                         | 300                         | (9)                   | -3%                | 767                      | 610                         | (157)            | 541                     | 69                              | 13%                |
| Mariner Centre                       | 225                         | 183                         | (42)                  | -19%               | 780                      | 641                         | (139)            | 395                     | 246                             | 62%                |
| Boness Recreation Centre             | 90                          | 88                          | (2)                   | -3%                | 253                      | 193                         | (60)             | 191                     | 2                               | 1%                 |
| Grangemouth Health & Fitness         | 270                         | 283                         | 13                    | 5%                 | 558                      | 568                         | 10               | 548                     | 20                              | 4%                 |
| Mariner Health & Fitness             | 120                         | 107                         | (13)                  | -11%               | 250                      | 227                         | (23)             | 242                     | (16)                            | -6%                |
| Boness Health & Fitness              | 88                          | 91                          | 3                     | 4%                 | 179                      | 184                         | 5                | 175                     | 9                               | 5%                 |
| Stenhousemuir Gym                    | 189                         | 215                         | 25                    | 13%                | 426                      | 426                         | -                | 393                     | 33                              | 8%                 |
| Grangemouth Stadium                  | 87                          | 97                          | 10                    | 11%                | 168                      | 170                         | 2                | 156                     | 14                              | 9%                 |
| Schools - Community Use              | 138                         | 179                         | 41                    | 30%                | 445                      | 361                         | (84)             | 328                     | 33                              | 10%                |
| Neighbourhood Centres                | 103                         | 85                          | (18)                  | -17%               | 241                      | 225                         | (16)             | 225                     | 0                               | 0%                 |
| Sports Fields & Pavilions            | 18                          | 23                          | 5                     | 25%                | 20                       | 20                          | -                | 22                      | (2)                             | -9%                |
| Outdoor Amenities                    | 35                          | 33                          | (2)                   | -6%                | 70                       | 35                          | (35)             | 36                      | (1)                             | -3%                |
| Ski Slope                            | 31                          | 45                          | 15                    | 47%                | 113                      | 116                         | 3                | 102                     | 14                              | 13%                |
| Sports Development                   | 84                          | 82                          | (2)                   | -2%                | 120                      | 128                         | 8                | 145                     | (18)                            | -12%               |
| Active Forth                         | 61                          | 67                          | 6                     | 10%                | 78                       | 138                         | 60               | 124                     | 14                              | 11%                |
| Falkirk Town Hall                    | 104                         | 76                          | (28)                  | -27%               | 303                      | 303                         | -                | 206                     | 97                              | 47%                |
| Hippodrome                           | 58                          | 63                          | 5                     | 9%                 | 153                      | 153                         | -                | 137                     | 16                              | 12%                |
| Other Town Halls                     | 18                          | 29                          | 11                    | 60%                | 51                       | 59                          | 8                | 57                      | 2                               | 4%                 |
| Grangemouth Golf Course              | 152                         | 129                         | (23)                  | -15%               | 238                      | 173                         | (65)             | 159                     | 14                              | 9%                 |
| Helix                                | 237                         | 272                         | 35                    | 15%                | 282                      | 303                         | 21               | 354                     | (51)                            | -14%               |
| Parks                                | 9                           | 16                          | 7                     | 73%                | 78                       | 34                          | (44)             | 34                      | -                               | 0%                 |
| Outdoor Activities                   | 36                          | 44                          | 8                     | 21%                | 32                       | 67                          | 35               | 58                      | 9                               | 15%                |
| Library Income                       | 51                          | 37                          | (14)                  | -28%               | 96                       | 80                          | (16)             | 105                     | (25)                            | -24%               |
| Other Arts & Heritage income         | 55                          | 53                          | (3)                   | -5%                | 124                      | 124                         | -                | 139                     | (15)                            | -11%               |
| Business Development                 | 11                          | 35                          | 24                    | 229%               | 54                       | 54                          | -                | 32                      | 22                              | 68%                |
| <b>Total</b>                         | <b>2,576</b>                | <b>2,628</b>                | <b>52</b>             | <b>2%</b>          | <b>5,877</b>             | <b>5,390</b>                | <b>(488)</b>     | <b>4,904</b>            | <b>486</b>                      | <b>10%</b>         |

Other Income (reconciliation with Appendix 1)

|                                  |              |               |               |             |
|----------------------------------|--------------|---------------|---------------|-------------|
| Falkirk Council - Management Fee | 5,323        | 10,891        | 10,891        | 0           |
| Falkirk Council - ICT project    | 0            | 100           | 146           | 46          |
| Restricted Income                | 422          | 363           | 391           | 28          |
| Trading Company Donation         | 0            | 393           | 393           | 0           |
| Interest on Account Balances     | 1            | 18            | 18            | 0           |
|                                  | <u>5,746</u> | <u>11,765</u> | <u>11,839</u> | <u>74</u>   |
| Income as per Appendix 1         | <u>8,374</u> | <u>17,642</u> | <u>17,229</u> | <u>-414</u> |

|  |
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| <b>FALKIRK COMMUNITY TRUST - 2018/19</b><br><b>BUDGETARY CONTROL STATEMENT</b> |
|--|

|  |
|--|
| <b>Falkirk Community Trust - Balance Sheet</b> |
|--|

|   |
|---|
| <b>Period ended 30th September 2018</b> |
|---|

|                                | Mar<br>2018<br>£'000 | Sept<br>2018<br>£'000 | Projected<br>Mar<br>2019<br>£'000 |
|--------------------------------|----------------------|-----------------------|-----------------------------------|
| <b>Fixed Assets</b>            |                      |                       |                                   |
| Tangible Assets                | 216                  | 216                   | 216                               |
| <b>Current Assets</b>          |                      |                       |                                   |
| Stocks                         | 90                   | 90                    | 90                                |
| Debtors                        | 345                  | 567                   | 300                               |
| Bank                           | 3,664                | 4,269                 | 2,979                             |
|                                | <u>4,099</u>         | <u>4,926</u>          | <u>3,369</u>                      |
| <b>Current Liabilities</b>     |                      |                       |                                   |
| Creditors                      | <u>2,139</u>         | <u>1,995</u>          | <u>2,291</u>                      |
| <b>Net Current Liabilities</b> | 1,960                | 2,931                 | 1,078                             |
| <b>Net Assets</b>              | <u><u>2,176</u></u>  | <u><u>3,147</u></u>   | <u><u>1,294</u></u>               |
| <b>Unrestricted Funds</b>      |                      |                       |                                   |
| Unrestricted Fund              | 861                  | 1,832                 | 583                               |
| Voluntary Severance            | 227                  | 227                   | 227                               |
| Helix AMP                      | 147                  | 147                   | 232                               |
| Approved Projects              | 780                  | 780                   | 91                                |
|                                | <u>2,015</u>         | <u>2,986</u>          | <u>1,133</u>                      |
| <b>Restricted Funds</b>        |                      |                       |                                   |
| Grant Funding                  | 161                  | 161                   | 161                               |
| Helix Funding                  | -                    | -                     | -                                 |
|                                | <u>161</u>           | <u>161</u>            | <u>161</u>                        |
| <b>Total Funds</b>             | <u><u>2,176</u></u>  | <u><u>3,147</u></u>   | <u><u>1,294</u></u>               |

Appendix 5

**FALKIRK COMMUNITY TRUST 2018/19  
MOVEMENT IN FUNDS**

| Reserves                        | April 2018<br>£'000 | 2018/19 Movements |                  |                                 |                          |                           | Projected<br>March<br>2019<br>£'000 |
|---------------------------------|---------------------|-------------------|------------------|---------------------------------|--------------------------|---------------------------|-------------------------------------|
|                                 |                     | Income<br>£'000   | Expend.<br>£'000 | Surplus /<br>(Deficit)<br>£'000 | Transfers<br>In<br>£'000 | Transfers<br>Out<br>£'000 |                                     |
| <b>Unrestricted Funds</b>       |                     |                   |                  |                                 |                          |                           |                                     |
| Unrestricted Reserve            | 861                 | 17,229            | (17,392)         | (163)                           | -                        | (115)                     | 583                                 |
| Voluntary Severance             | 227                 | -                 | -                | -                               | -                        | -                         | 227                                 |
| Helix - AMP                     | 147                 | -                 | -                | (30)                            | 85                       | -                         | 232                                 |
| Fireworks                       | -                   | -                 | (30)             | (30)                            | 30                       | -                         | -                                   |
| Income Growth Projects          | 780                 | -                 | (689)            | (689)                           | -                        | -                         | 91                                  |
| <b>Total Unrestricted Funds</b> | <b>2,015</b>        | <b>17,229</b>     | <b>(18,111)</b>  | <b>(882)</b>                    | <b>115</b>               | <b>(115)</b>              | <b>1,133</b>                        |
| <b>Restricted Funds</b>         |                     |                   |                  |                                 |                          |                           |                                     |
| Grant Reserve                   | 161                 | -                 | -                | -                               | -                        | -                         | 161                                 |
| Helix                           | -                   | -                 | -                | -                               | -                        | -                         | -                                   |
| <b>Total Restricted Funds</b>   | <b>161</b>          | <b>-</b>          | <b>-</b>         | <b>-</b>                        | <b>-</b>                 | <b>-</b>                  | <b>161</b>                          |
| <b>Total Funds</b>              | <b>2,176</b>        | <b>17,229</b>     | <b>(18,111)</b>  | <b>(882)</b>                    | <b>115</b>               | <b>(115)</b>              | <b>1,294</b>                        |

Falkirk Community Trust

**Subject:** Business Strategy 2019-2024  
**Meeting:** Falkirk Community Trust Board  
**Date:** 8 November 2018  
**Author:** Policy Development Manager

**1. Introduction**

- 1.1 This report presents the final draft of the Trust's Business Strategy for the period 2019-2024. The Board is asked to agree the Strategy, accompanying vision statement and plans for communication.

**2. Background**

- 2.1 The Business Strategy directs the development of our Annual Action Plans and wider business development approaches. Along with *Inspiring Active Lives: a Culture and Sport Strategy* for Falkirk, it is a key document for taking forward our work.
- 2.2 Our first Business Strategy covered the period 2014-2019. We have made significant progress in delivering it and this is summarised in the updated Strategy. However since 2014 we, along with others, have had to respond to significant budget reductions. This fact along with common themes across partners plans such as reducing inequality and poverty, promoting health and wellbeing have influenced the direction of the Strategy 2019-2024.
- 2.3 The Strategy for the next five years has been developed following a series of facilitated workshops that the Board held earlier in the year. A first draft was considered by the Board at its meeting August when feedback was provided by Directors. The Strategy has been updated and amendments are highlighted in the document which is appended to the report.
- 2.4 The Board held a further workshop in September that included a visioning exercise looking out five years. This work confirmed that the Strategy aligned to Board expectation and some key points from the exercise have been incorporated into the draft to improve clarity. Following this workshop two Directors undertook to work up a vision statement supported by the Policy Development Manager. This is set out in para 4.1 below.

**3. The Business Strategy 2019-2024**

- 3.1 The Strategy focusses on three important areas:

**Customers**

- improving our understanding of what communities value
- helping motivate people who will benefit the most to participate
- inspiring and accessible programmes
- welcoming more customers



## **Viability**

- finding new ways to grow income
- sharing responsibilities with partners
- using smarter contracting methods
- operating high performing assets

## **Leadership**

- inspiring others to work with us
- establishing genuine community partnerships
- equipping employees and volunteers with community development skills
- communicating confidently

3.2 Our strategic objectives have been refined to:

- Meeting our customers' needs
- Ensuring our financial viability
- Growing our Leadership and community development capacity

3.3 We have identified priorities to guide our work and the key tasks that we need to focus on. They are priorities for the Trust but implementation will be dependent on our ability to lead and influence others. The six priorities are:

- Planning and Working Together
- Encouraging Health & Wellbeing
- Raising Image & Profile
- Generating Income
- Creating Business Efficiency
- Developing People

3.4 The equalities and wellbeing agenda is a key driver for the Strategy. However the role for culture and sport in the area's economic regeneration is also recognised and specific reference is made to promoting vibrant town centres. Working with the Council and cultural organisations to identify a way forward for a new arts venue in Falkirk town centre will be a significant area of work. Callendar House and the Helix, both 5 star attractions, have a role in supporting VisitFalkirk's tourism plans.

3.5 There are some key issues within the Strategy. Community Engagement and Capacity Building remains an area for development and an appropriate approach with the Council will be needed to enable us to assist the community to make the shift from a culture of entitlement to one of empowerment. The Strategy also flags the need to strike an appropriate balance between centralised and decentralised provision of buildings based services and joint planning with the Council and others on asset provision is required.

## **4. Vision**

4.1 The vision five years out is described below as a call to arms for our staff and communities.

***FCT is loved by the community who play an active role in all that we do. Whilst providing excellent customer care in the services we deliver, our staff inspire and enable the whole community to improve their health and wellbeing.***

## **5. Communication**

- 5.1 The Strategy will be a component of our annual business planning submission to the Council which requires to be made by 15<sup>th</sup> November 2018. For the reasons outlined in para 3.5 above it is particularly important to secure strategic support from the Council.
- 5.2 The Strategy places an increased focus for the Trust's role in the Health & Wellbeing agenda which is a priority for the area. We will wish to engage with key partners such as Forth Valley NHS and others in community health services.
- 5.3 The Strategy will be used by us to develop our Annual Plans and will be published in a short run of hard copies for engaging partners and on line in 2019.
- 5.4 An easy to read and motivational version of the Strategy will be created round the vision statement for sharing with staff, our customer and communities. This will be drafted for consideration by the Board in the New Year.

## **6. Financial Implications**

- 6.1 The Strategy has been written in complex and challenging times for public and third sector bodies. It provides a framework for business growth and development acknowledging the significant continuing reduction in public sector funding. The Strategy provides sufficient flexibility to respond to the complex and changing financial and operating environment.
- 6.2 The financial overlay for the Strategy will sit alongside it and will be developed on an iterative basis to inform the five annual Action Plans.

## **7. Conclusion**

- 7.1 The Strategy is an important document to direct the work of the Trust over the next five years and support our services to make the best possible contribution to the health and wellbeing of individuals and the whole community. It strikes a balance between ambition and deliverability. Successful outcomes will be dependent on collective effort with partners and we will use the Strategy to help identify shared objectives and opportunities. Key messages will be communicated to staff, customers and communities.

## **8. Recommendations**

### **8.1 The Board is asked to:**

- a) **Approve the Trust's Business Strategy 2019-2024;**
- b) **Note that the Strategy will be considered by the Council as part of the Trust's business plan submission;**
- c) **Approve the vision statement outlined in para 4.1; and**
- d) **Agree to receive a draft 'easy read' Strategy for consideration at the next Board meeting.**

*Jane Clark*

Jane Clark  
Policy Development Manager



Falkirk Community Trust

# Business Strategy

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2019-2024

## Contents

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## INTRODUCTION

This Strategy is about how the Trust position's itself to make the best possible contribution to improving quality of life for all communities in the Falkirk area. We operate in an ever changing world and it is intended to help us adapt to meet challenges and opportunities that lie ahead.

Developed by the Board, the document sets out our Business Strategy for 2019-2024. Whilst it picks up the objectives and many of the priorities of the previously published Strategy for 2014-2019, we have in the interim reviewed our business approach to respond to the changing context in which we are now, four to five years on, operating. We are transitioning towards playing a more facilitating role in the community, expecting that we will soon be operating with much less funding and from fewer venues.

The Trust is a community organisation with a governance structure that places it at the heart of Falkirk's communities. Our primary purpose is to serve the people of this area to the very best of our ability and this Business Strategy has been developed to help us to do that.

The value of what we do is, we firmly believe, ever more important at a time when a preventative agenda is necessary to help alleviate some of the many pressures on diminishing public funds such as for healthcare and social services. Helping people to help themselves to better health through easy access to all the life-enhancing activities that we have on offer is a key thrust of our Strategy.

Evidence points to deprivation, poverty and equalities issues being important factors in individuals' health and wellbeing. To help address these issues we must maintain, or better still, enhance services, which may be facility-less, for those most in need. We know we need to continue to be effective but to do so with reducing means. Our approach is to increase the income generating ability of selected venues to reduce or remove their subsidy, thereby enabling funds to protect the equally important but less income-driven services.

We are a leader for culture and sport but we are by no means the only organisation with an interest in culture and sport in the Falkirk area. There are a plethora of organisations, large and small, which either deliver services, through clubs for example, or value the contribution made to quality of life, such as community planning partners. Our approach is to shift some of our focus from managing a large number of facilities to leading and facilitating others. Only by spreading responsibilities wider across a greater number of charitable and community organisations can we hope to sustain all that is great about culture and sport.

Effective partnership, particularly with Falkirk Council but increasingly with others such as health partners, will be critical to success and we look forward to fruitful collaboration over the next five years.

David White  
Chair, Falkirk Community Trust

## ABOUT US

### ***Who we are and what we do***

Falkirk Community Trust is a charitable organisation. Our mission is to lead culture and sport to enrich people's lives in the Falkirk area. We deliver a wide range of culture and sport services on behalf of Falkirk Council and we want Falkirk's communities to be the most creative and active they can possibly be.

Our services include arts, heritage, libraries, sports, recreation and events and we manage over 80 sites across the area which range from the world renowned Helix and Kelpies, unique heritage attractions of Grade A listed Callendar House and the Hippodrome Cinema, three large historic parks, specialist facilities such as the regionally significant Grangemouth Indoor Athletics Centre to local libraries, sports venues and pitches in neighbourhood areas.

Our values demonstrate the importance we place on people:

- **Valuing** the positive difference people make
- Acting with **integrity**
- Placing **people's needs** at the heart of everything we do
- Being **proud** of what we can achieve together

### ***Our Achievements***

In four financial years of our first Business Strategy we achieved a 28% increase in customer income, a 29% increase in participation by young people, a massive turnaround in our trading activity and reduction in our reliance in funding from Falkirk Council, down from 69% - 60%. This was with a 17.5% reduction in our annual core funding from the Council.

We did this through introducing thematic marketing plans focusing on families, older people and those with less means and increasing our use of digital communications. We invested in new technology in our libraries and moved towards a new online sales capacity. We introduced new activities in arts, sport and trading and improved our asset base. We grew our organisational profile and embedded our culture, values and ethos and offered new opportunities for volunteers to work with us. We helped our people to be more customer focussed, project driven and innovative and we looked to working more closely with stakeholders and community groups as the way forward.

A brief review of our journey over the last four years can be found on page 12.

### ***Our Ambition***

Our ambition is for people to be the most creative and active they can be, to be inspired and motivated to participate, enjoy new experiences and to take part in activities that are relevant, affordable and accessible. Our first Business Strategy set out this ambition in 2014 and we have been journeying towards it since then. Whilst much progress has been made the ambition remains as relevant now as it was.

By 2024 as a result of this five year Strategy:

*Falkirk Community Trust will be operating from venues that people want to use, with a more responsive programme offering **high** quality for our customers. We will be a trusted and valued organisation, secure in our role as a leader for culture and sport and with diminishing reliance on Council funding; we will be more flexible, entrepreneurial and commercially minded. We will have created champions for culture and sport and have loyal volunteers and a workforce who motivate a huge cross section of the community to take part in culture and sport that improves their lives.*

### **Our Strategy**

This document sets out a framework to guide action over the next five years to help us to carry on delivering culture and sport that enriches people's lives and creates a vibrant place.

In autumn 2016 the Trust Board agreed that although the then Business Strategy was still relevant, they wanted to take a longer term view and the Business Plan Approach was developed in response to increasing funding pressures. It outlined a three year programme of work that was intended to protect and modify service delivery and assumed a significant reduction in Council funding over a five year period from 2017. It set out a number of shifts and a forward route plan through:

- Community engagement and involvement so that facilities could be managed in partnership with community groups with a view to transferring them in part or whole over time;
- Sustaining community infrastructure through facilities that don't yet have an identifiable community support mechanism but make a significant contribution to meeting need;
- Generating income in facilities that have the potential to grow to reduce subsidy while still contributing to the area's strategic objectives.

We have developed this second Business Strategy mindful of the route plan outlined above, and the progress made and learning from it to date, and the Strategy 2019-2024 focuses on three important areas:

#### **Customers**

- improving our understanding of what communities' value
- helping motivate people who will benefit the most to participate
- inspiring and accessible programmes
- welcoming more customers

#### **Viability**

- finding new ways to grow income
- sharing responsibilities with partners
- using smarter contracting methods
- operating high performing assets

#### **Leadership**

- inspiring others to work with us
- establishing genuine community partnerships
- equipping employees and volunteers with community development skills
- communicating confidently

## OUR STRATEGIC CONTEXT

We are the lead body for culture and sport in the Falkirk area and we believe passionately that participation in culture, sport and physical activity makes a positive and valuable contribution to the health and wellbeing of individuals and the whole community. Over the last five years we have been laying the foundation for this Strategy which as before is intended to help create possibilities that will make the most positive impact over the next five years.

### ***What's changed***

However over the past four years we have had to respond to significant budget reductions which when taken cumulatively amount to approximately £4 million and are having a serious impact on our viability. As the Council's financial position has become more constrained this is placing greater pressure on non statutory services such as those being delivered by the Trust. This ongoing reduction in funding is happening at a time when there is a growing recognition of the contribution that culture and sport makes to statutory service delivery. The boundary between statutory and non statutory service is becoming more blurred and the social return on investment, for example, in services that promote health is much more widely recognised. The impact on the health and well-being of the community, the local economy and indeed the overall loss of Falkirk's 'sense of place', if funds continue to reduce is immeasurable and should not be underestimated.

The need for collective effort is picked up in other plans and strategies operating at a local level most of which are new since we created the first Business Strategy:

- A Thriving Forth Valley – NHS FV Health Improvement Strategy 2017-2021
- Falkirk Community Planning Partnership – Strategic Outcomes and Local Delivery Plan 2016-2020 (SOLD)
- The Council Corporate Plan – Our Council, Our Area, Our Services 2017-2022
- Establishment of Falkirk Health and Social Care Partnership – the Integrated Joint Board
- Inspiring Active Lives – a Culture and Sport Strategy for Falkirk 2014-2024

One of the most significant factors that has emerged is an increasing focus on improving mental well-being. The Health Improvement Strategy seeks to tackle preventable illness, reduce the inequality gap and promote physical and mental wellbeing. It highlights how mental health and wellbeing is a national priority and to achieve good mental health requires a systematic approach to prevention and early intervention. It flags the links to deprivation and seeks to target specific groups of children and young people known to have poorer mental health.

The Community Planning Partnership has placed a particular focus on improving mental health and wellbeing in the Falkirk area as well as addressing the impact of poverty on young people which is to be given the greatest attention. These are in addition to seeking to improve the health of the local population and, reflecting an ageing demographic, that people can live full, independent and positive lives within supportive communities. Increasing physical activity levels is an action within the SOLD which the Trust is leading on.

The Council's Corporate Plan recognises the period of significant change is continuing and looks to balance aspiration and ambition with ability to achieve. The priorities of this Plan encompass People, Place and Partnership and areas of particular focus that are of relevance to our Strategy



include children and young people, reducing the impact of poverty on families and working with the third sector and communities to help them thrive by delivering services differently. **The Plan sets an agenda for modernisation, change and organisational transformation. The Plan also highlights the role for “Inspiring Active Lives” in improving the outcomes for citizens and communities.**

The Integrated Joint Board’s Strategic Plan, whilst focusing on an ageing population, also places an emphasis on reducing poverty, equality of access, health and wellbeing. It aims to enable individuals, carers and families to manage their own health, care and wellbeing.

The common themes across partners’ strategic plans that are particularly important for culture and sport can be summarised as:

- Reducing inequality
- Reducing poverty
- Promoting health and mental wellbeing
- Giving children and young people the best possible start
- Working with communities

Under the Council’s Place priority we also play a role in growing the area’s economy, attracting inward investment and promoting vibrant town centres. **Callendar House and the Helix, both VisitScotland 5 star attractions, have a key role in the area’s tourism development. The Trust works closely with partners through VisitFalkirk to implement tourism initiatives.**

### ***“Inspiring Active Lives”: A Culture and Sport Strategy for Falkirk 2013-2023***

The Trust led the creation of this Strategy that helps guide our own work and that of partners for a ten year period. It takes account of the issues facing the area, culture and sport specifically and sets the direction for all local culture and sport organisations. It looks to the Trust to lead the implementation of the Strategy through Delivery Plans created with relevant partners.

The two main aims are:

- To increase and broaden participation in culture and sport
- To help secure recognition for the Falkirk area as a vibrant place

“Inspiring Active Lives” is organised round four themes:

**Participation:** Improving sense of wellbeing, enriching lives of people of all ages and ensuring co-ordinated structures are in place to enable participation from the ‘grass roots’.

**Motivation:** Connecting with people and motivating them to take part in opportunities that are relevant, accessible, affordable and meet expectations.

**Venues:** Providing a focal point for participation and community cohesion, attracting visitors, enhancing the image of the area and ensuring fit for purpose venues that meet expectations.

**Partnership:** Making sure all forward plans are aligned to partner expectations.

All of the above has been an influencing factor in determining our business priorities over the next five years. But of particular importance are Health and Wellbeing and Inequalities. Maintaining services for those most in need may not require major facility provision. Currently two local Community Sports Hubs operate in a range of community settings; we deliver services directly in Care Homes; and activities in the outdoors such as buggy walks take place on local path networks. In this document we describe such services as facility-less.

## OUR OBJECTIVES

We will achieve our five year ambition through three strategic objectives:

- Meeting our customers' needs
- Ensuring our financial viability
- Growing our leadership and community development capacity

### ***Meeting our customer's needs***

*People are at the heart of everything we do, be they customers or potential customers*

Good progress has been made in improving our technology to help us know more about our customers and markets and now we will use this to reach and respond to the widest audience.

Working to this objective will require:

- Understanding what communities value
- Use of technology to motivate and communicate
- Accessibility and value for money
- Growing customer loyalty
- Targeted approaches to engage those most in need

### ***Ensuring our financial viability***

*Being efficient, effective and operating with reducing means*

We are becoming less reliant on Council funding but we are unable to move at the same pace of change as the ever reducing levels of funding. With the Council's support we need to quickly shift to a portfolio of diverse facilities, management models, service delivery options and sources of income. Decisions taken need to be based on robust evidence for investment that secures the best outcome for the whole area.

Working to this objective will require:

- A smaller core of high performing assets
- Income generation to maintain and invest in service provision
- Strategic use of surpluses
- Partnership
- Smart contracting and borrowing

### ***Growing our leadership and community development capacity***

*Some of our focus needs to move from managing to leading and facilitating*

We want to lead and support the shift from entitlement to community responsibility and from service provision to community enablement and education.

Working to this objective will require:

- Leadership that guides and supports others
- Engaged and motivated volunteers
- Employees with community development skills
- Excellent communications that inspire confidence
- Responsibilities spread across a greater number of charitable and community organisations

## OUR PRIORITIES

We have identified six strategic priorities. These are areas of work which are of significant importance to the future of the Trust and the services we deliver and will make considerable contribution to “Inspiring Active Lives”. Although taking broadly the same direction as our previous Strategy we have made some additions to reflect the need to refocus our direction of travel. They are priorities for the Trust but implementation is very dependent on our ability to lead and influence others as shown below.

### ***Planning and Working Together***

To be an effective contributor we need to be involved in genuine partnerships that move from planning together to working smarter together. With fewer resources, this is the step change needed to make a positive impact for communities. There is also a need to strike an appropriate balance between centralised and decentralised provision of building based services. All the area’s plans describe this changing landscape across the public and third sectors but success will depend on growing the capacity of people to work in this way.

Over the next five years we will:

- Identify how we could better support community groups to programme and manage venues either by themselves or working alongside us;
- Ensure we engage at ‘grassroots’ level with our communities of interest, and make best use of existing mechanisms such as locality planning to work with geographic and neighbourhood communities;
- Take a lead role in co-ordinating programme provision with others, be willing to innovate more and introduce new content, taking measured risks where considered manageable;
- Engage with partners to share any available research that would help us better understand community needs and be open to joint commissioning of research;
- Improve how we build in accessible opportunities from the outset for engagement of communities and customers in our planning for new initiatives;
- Work with the Council and cultural organisations to identify a way forward for a new arts venue for the area;
- Develop our organisation to help support the objectives of funding partners.

### ***Encouraging Health & Wellbeing***

To fully play our part we need to be more focussed on supporting health priorities. National and local plans highlight mental wellbeing as a major issue. Working with partners to identify those who will benefit most, we need to motivate people to do more to help themselves and be more active. Success will depend on targeted funding and a systematic and joined up approach that can support at an individual level as well as across whole communities.

Over the next five years we will:

- Engage with the appropriate community health services to identify and develop joint **funded** programmes and initiatives;
- Promote the mental health and wellbeing benefits from engaging, whether as an active participant or an audience, in all the services we offer;

- Promote workplace health, active travel to, and healthy eating in, our venues;
- Work to motivate the least active across the population to participate and continue to develop specific activity that meets their needs;
- Make sure we develop programmes that allow geographic access, create thematic content and encourage people to progress, maintaining a balance of both facility based and development activity and populist with more challenging content;
- Focus on increasing physical activity levels of adults over 45 years to help minimise the future health burden from the projected increase in older adults in the population;
- Engage parents/carers in the most deprived areas to increase the numbers participating in activities for under 3's and work to increase the participation of all children living in poverty in our programmes.

### ***Raising Image & Profile***

To develop our organisation and be an effective leader we need to celebrate our successes and be a great communicator. By being widely recognised and valued we can use our visibility to create a healthier business that helps create a more vibrant place and contribute to the area's economic and tourism growth. Success will depend on a positive attitude, effective branding and messaging that makes best use of technology.

Over the next five years we will:

- Celebrate and communicate success widely, with employees, communities and partners;
- Ensure that growing our brand awareness is something that everyone in the organisation and communities can contribute to and become champions for the services we deliver;
- Support area wide placemaking and an internationalisation agenda, particularly through the visitor destinations that we manage;
- Work with an increased range of local and national partners, including businesses, who ideally will describe us as excellent partners to work with;
- Explore new ways of deriving funds through, for example, expanding our competitive funding base and developing new forms of funding;
- Continue to develop our digital communications and engagement tailored to a wide range of audiences.

### ***Generating Income***

To remain viable we need to find discrete and attractive new income streams. As a charity we generate funds to deliver front line services to the community. To help address poverty and equality issues we must maintain services, which may be facility-less, for those most in need; funding this by increased income to reduce or remove subsidy in selected venues. Which venues and where services are to be delivered is business critical. Success will depend on commercial acumen, innovation and wise investment.

Over the next five years we will:

- Deliver a programme to refresh our major venues ensuring they contribute effectively to an excellent customer experience;
- Monitor and respond to trends and identify opportunities for new programmes and uses of venues where return on investment can be optimised;

- Take forward a number of business growth initiatives that will widen opportunities for more people to be active more often, projects identified (2018) include at Grangemouth Sports Complex, the Mariner Centre and the Helix;
- Introduce smarter contracting and borrowing routes, making greater use of strategic frameworks and partnering with leisure developers;
- Take a prioritised and project driven marketing approach that delivers return on our investments and meets business case objectives;
- Seek ways to better integrate our customer sales activity and increase cross selling, building this into our plans for implementing events, programmes and venue promotion.

### ***Creating Business Efficiency***

To be efficient we need to modernise. We must capture and use information and market intelligence, grow membership and loyalty base and drive business costs down. Success will depend on making technology easy for customers and staff to engage with.

Over the next five years we will:

- Make best use of improved customer information to provide a stronger evidence base for decision making;
- Continue to improve our electronic point of sales systems to generate information that drives service delivery improvement;
- Continue to use ICT investment to move the business forward by responding to how customers expect to access information and better engage with the Trust;
- Encourage and support a mobile and flexible approach to the work environment;
- Review SLAs to ensure we have the appropriate mix and blend of effective and value for money support services to meet our business needs.

### ***Developing People***

To be the best we can be we need the right people, with the right skills in the right places. We must grow our knowledge and skills base especially in income growth and community engagement. Recognising we need to increase the pace of change, success will depend on motivating our people and externalising more to gain skills to address project driven challenges.

Over the next five years we will:

- Support and encourage staff to take entrepreneurial **and collaborative** approaches that meet Trust objectives;
- Recruit and develop a workforce that demonstrates excellence in customer service at its core;
- Develop skills within our workforce to enable staff to grow capacity and empower communities to do more for themselves;
- Consider how we can tap in to internships or other external resources to add specialist resource to specific projects;
- Offer increased levels of volunteering that enhance service delivery ensuring through co-ordination and training that a quality standard is set and maintained and that volunteers' expectations can be met;
- **Match volunteering opportunities so that volunteer effort helps those who need help most.**

## **DELIVERY**

Delivery of this Strategy will be dependent on making best use of available resources, developing competencies, having robust action plans and effective monitoring of our progress.

### ***Financial Strategy***

Our financial planning is currently governed by an expectation that public sector funding will continue to decline at an unprecedented level. Funding from the Council (2017/18) makes up 60% of the income we receive therefore sustained reduction will carry on having a significant impact. We plan to continue to offset this through a combination of income generation, efficiencies and service reductions. However the scale of savings, when considered over five years is such that the focus of our financial strategy may have to place greater consideration on service reduction proposals.

To minimise the financial impact on services our strategy is to grow income where we can in order to protect valuable services which do not have income generating capacity particularly from customers. We are doing this through business growth projects. Currently in 2018, projects in development are:

- Improved customer facilities at the Hippodrome
- Introducing professional pantomime at FTH
- Expanding the afternoon tea offer at Callendar House
- Conversion of a sports centre to a specialist gymnastics centre
- Partnering with leisure developers to optimise investment opportunities in sports facilities

These changes will appeal to customers and generate more income. However it has taken time to get projects off the ground, and we must act quickly, along with the Council, if we are not to put services at greater risk of reduction.

Our approach is also to review with stakeholders those assets and services where changes to management arrangements or reductions could be made and to focus our attention on those core assets which make the greatest contribution to income and / or to “Inspiring Active Lives”.

### ***Annual Action Plans***

We will deliver the objectives and priorities described in this Strategy through a series of annual action plans. Each action plan will be part of our annual submission to Falkirk Council in respect of our Funding Agreement and will be published in April following conclusion of each year’s funding settlement. The annual Action Plans will consist of action that directly contributes to this Strategy and will not include routine operating activity.

### ***Delivery Resources***

Effective marketing is essential to deliver the Strategy. This is dependent on making better use of market intelligence and customer data as well as building our profile and brand awareness. We need to review our employee skills mix to ensure we have income generation and community capacity building competencies. Both are priorities in the Strategy.



### Monitoring our Progress

We will monitor and report on our progress. A suite of performance indicators will be set out in the annual Action Plans. Strategic indicators to measure the success of this Strategy over the next five years are set out below.

The results to date demonstrate that we are a well performing organisation. Note that fundraising levels tend to be variable, being subject to peaks and troughs. Employee survey results are quite static and so developing people is an important aspect of the Strategy.

Table 1: Strategic Indicators

| Objective  | Strategic Indicator   | Context  |
|--|---|--|
| <b>Meeting our customers' needs</b>                              | Increase: customer admissions   | In 2017/18 measurable admissions were 3.9 million<br>This is <b>increasing</b> from 2.3 million in 2012/13   |
|  | Increase: customer satisfaction level   | In 2016 our 2 <sup>nd</sup> high level survey result was 89%.<br>This is <b>improving</b> on 2012 when it was 86%  |
| <b>Ensuring our financial viability</b>                          | Improve: the ratio of customer income to that secured from Falkirk Council    | In 2017/18 our funding was 60% from Falkirk Council, 35% from customer income and the remainder from grants and fundraising.<br>This is <b>improving</b> from 2012/13 when our funding was 69% from Falkirk Council, 26% from customer income and the remainder from grants and fundraising. |
|  | Improve: the ratio of customer income to gross expenditure                    | In 2017/18 customer income was £6,735,000 and gross expenditure was £18,976,000<br>Income was nearly 1/3 of expenditure.<br>This is <b>improving</b> from 2012/13 when income was just over 1/4 of expenditure.  |
|  | Increase: the level of income received from grants, fundraising and donations | In 2017/18 we secured £843,000<br>This is <b>declining</b> from 2012/13 when we secured £941,000.  |
| <b>Growing our leadership and community development capacity</b> | Employee perception and engagement  | In 2017 there was a 29% return rate to the 3 <sup>rd</sup> employee survey. This is <b>declining</b> from 2012 which was 38%.<br>In 2017 69% of respondents enjoyed working for the Trust. This is an <b>increase</b> from 2012 which was 67%.   |
|  | Stakeholder perception  | In 2015 we had a low response rate when we asked stakeholders what they thought of us, those that responded were positive. We will ask again in the life of this Strategy.   |
|  | Increase: number of local clubs and organisations we work with                | In 2017/18 we worked with over 200 local clubs and organisations. This is <b>increasing</b> from 2012/13 when we worked with over 100  |
|  | Increase: number of community partnerships established (new indicator)        | In 2017/18 we helped establish 1 community partnership to manage Woodlands Games Hall and established 2 community sports hubs (Camelon and Grangemouth)  |



## OUR JOURNEY

### ***Delivering the Strategy 2014-2019***

All that we do ultimately contributes to delivering services in response to the themes of “Inspiring Active Lives” and we report against these themes in our Annual Reports which can all be found on [www.falkirkcommunitytrust.org/about](http://www.falkirkcommunitytrust.org/about)

In the Business Strategy 2014 - 2019 we set six quite focussed priorities with tasks, and delivery progress is summarised in the tables below. They show where we have achieved specific tasks, highlight where a task is to be developed further in the Strategy 2019-2024 or where we may have reprioritised efforts or need to increase focus.

| <b>Marketing we said we would:</b>   | <b>Our progress</b>                    |
|--|--|
| <ul style="list-style-type: none"> <li>Become more efficient by making use of marketing budgets more flexibly across the Trust</li> </ul>  | <b>achieved</b>                        |
| <ul style="list-style-type: none"> <li>Make use of customer information, where it can be generated, to provide a stronger evidence base for decision making</li> </ul>   | <b>commenced</b>                       |
| <ul style="list-style-type: none"> <li>Implement thematic marketing plans around customer bases with a focus on families, older people and those with less means</li> </ul>                                      | <b>achieved</b> continuing activity    |
| <ul style="list-style-type: none"> <li>Seek ways to better integrate our customer sales activity and increase cross selling, building this into our plans for events, programmes and venues</li> </ul>           | <b>good progress</b>                   |
| <ul style="list-style-type: none"> <li>Ensure that growing our brand awareness is something that everyone in the organisation can contribute to and become champions for the services that we deliver</li> </ul> | <b>commenced</b> will uplift focus     |
| <ul style="list-style-type: none"> <li>Develop our digital communications and engagement appropriate to a range of audiences</li> </ul>  | <b>achieved</b> continuing development |

| <b>Information and communications technology we said we would:</b>  | <b>Our progress</b>                    |
|---|--|
| <ul style="list-style-type: none"> <li>Address the critical capacity of our Library Management System</li> </ul>  | <b>achieved</b>                        |
| <ul style="list-style-type: none"> <li>Enable customers to book online prioritising services such as theatre and cinema ticket sales and sport and fitness courses and classes</li> </ul>   | <b>achieved</b> (by end 2018)          |
| <ul style="list-style-type: none"> <li>Ensure a priority for improvement is our electronic point of sales systems, which allow us to chart customer usage across our services</li> </ul>  | <b>good progress</b>                   |
| <ul style="list-style-type: none"> <li>Develop a clear understanding of our future needs and create a prioritised plan that allows us to improve our working culture, make best use of creativity and innovation, and manage information</li> </ul> | <b>good progress</b>                   |
| <ul style="list-style-type: none"> <li>Allocate resource to drive our ICT improvements forward and give careful consideration to the implications of our plans on financial resources and systems support services</li> </ul>                       | <b>achieved</b> continuing development |
| <ul style="list-style-type: none"> <li>Complete an ICT Strategy to plan and prioritise all of the above</li> </ul>  | <b>commenced</b>                       |

| <b>Venues and programmes we said we would:</b>  | <b>Our progress</b>                    |
|---|--|
| <ul style="list-style-type: none"> <li>Be a key player at the Council's Asset Management group and active in our advisory role</li> </ul> | <b>achieved</b> continuing development |

|  |                      |
|--|----------------------|
| <ul style="list-style-type: none"> <li>Develop a fully costed and prioritised Asset Management Plan that will cover our venue leases</li> </ul>  | <b>good progress</b> |
| <ul style="list-style-type: none"> <li>Monitor and respond to trends and identify opportunities for new programmes and uses of venues where roi can be optimised</li> </ul>  | <b>good progress</b> |
| <ul style="list-style-type: none"> <li>Make sure we develop programmes that allow geographic access, create thematic content and encourage people to progress, maintaining a balance of both facility based and development activity and populist with more challenging content</li> </ul> | <b>good progress</b> |
| <ul style="list-style-type: none"> <li>Take a lead role in co-ordinating programme provision with others, be willing to innovate more and introduce new content, taking risks where considered manageable</li> </ul>   | <b>good progress</b> |

| <b>People and the Organisation <i>we said we would:</i></b>  | <b><i>Our progress</i></b>             |
|--|--|
| <ul style="list-style-type: none"> <li>Embed and grow the company culture, values and ethos</li> </ul>   | <b>achieved</b>                        |
| <ul style="list-style-type: none"> <li>Roll out employee development action that fully engages all employees and supports them to meet the Trust's objectives</li> </ul>   | <b>commenced</b>                       |
| <ul style="list-style-type: none"> <li>Implement performance management more robustly across the organisation</li> </ul>   | <b>commenced</b>                       |
| <ul style="list-style-type: none"> <li>Offer increased levels of volunteering to provide preparatory work experience for young people, to benefit those seeking to change employment prospects, and enhance older people's community contribution and wellbeing</li> </ul> | <b>achieved</b> continuing development |
| <ul style="list-style-type: none"> <li>Ensure we have the appropriate mix and blend of effective and value for money support services to meet our business needs</li> </ul>  | <b>no progress</b>                     |

| <b>Planning Together <i>we said we would:</i></b>  | <b><i>Our progress</i></b>                                     |
|--|--|
| <ul style="list-style-type: none"> <li>Seek to gain a better understanding of our social return on investment</li> </ul>   | <b>completed by others</b> shifted focus to health & wellbeing |
| <ul style="list-style-type: none"> <li>Engage with partners to share any available research that would help us better understand community needs and be open to joint commissioning of research</li> </ul> | <b>good progress</b>   |
| <ul style="list-style-type: none"> <li>Work with an increased range of local and national partners who ideally will describe us as excellent partners to work with</li> </ul>                              | <b>good progress</b>   |
| <ul style="list-style-type: none"> <li>Ensure a wide range of views and contributions are taken account of in the Delivery Plans to implement "Inspiring Active Lives"</li> </ul>                          | <b>achieved</b>  |
| <ul style="list-style-type: none"> <li>Build in accessible opportunities for engagement of communities and customers in our planning for improvement from the outset</li> </ul>                            | <b>commenced</b>   |
| <ul style="list-style-type: none"> <li>Grow our presence and influence within the community planning framework</li> </ul>  | <b>achieved</b>  |

We are pleased with the progress that we've made but the second Business Strategy places a greater emphasis on upping the pace of change and transforming the organisation more fundamentally to better fit and respond to the world in which we operate now.

### ***A new Business Approach***

We and many other organisations that work within or on the fringes of the public sector are experiencing very challenging times. We are working in a world we cannot control, with funding we cannot guarantee and with constantly evolving technology in an ever more digitally driven community. Core funders, in our case Falkirk Council, are often beholden to Scottish and UK

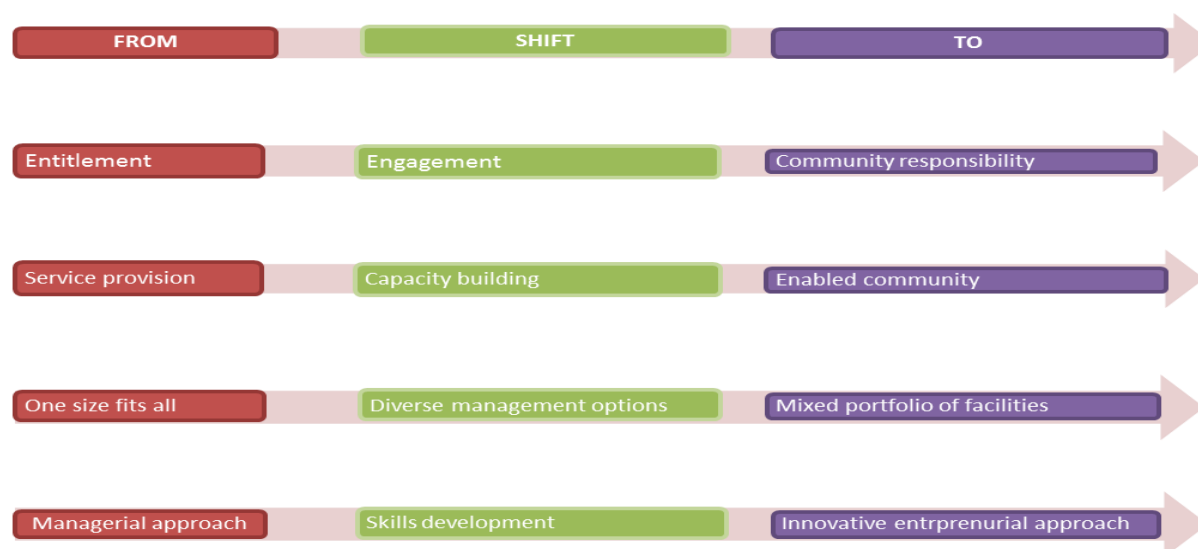
Governments for funding settlements and the public purse is very stretched to meet the demands of many competing voices.

So the picture is one of continued austerity, reduction in our core funding, a decline in asset condition and out of date technology. Despite this we have demonstrated growth in our customers and customer income and customer loyalty is strong and sustained.

Against the background described above, in 2016 we took action to look at ways we could adapt and transform – both the work we do and the way we work with others. We examined the prevalent context we were operating in and saw a system (internally and externally) that was not sufficiently innovative or flexible to be able to exploit opportunities emerging in this changing world. We looked forward at the future horizon and visualised what these opportunities could be and how we needed to transform in order to create new systems through new ways of working.

We were guided through this work using “Transformative Innovation” tools developed by the International Futures Forum (IFF). A Three Horizons Model was created and from it we developed and published our Business Plan Approach in 2017 (The Approach).

In The Approach we summarised the shifts that are required to transform as illustrated in the diagram below.



The two key strands for implementing The Approach are Community Engagement and Income Focus. These areas of focus came about following an in-depth review of facility performance and the role each facility played in the community. We concluded that there was potential for both greater community involvement and for securing untapped income growth. The alternative to this approach was to reduce the asset base through withdrawal.

We believe The Approach we identified is pragmatic. It spreads responsibility and involvement across a greater number of charitable and community organisations, allows the Trust as lead body on culture and sport to focus on developing core services and growing leadership and community development capacity. We also believe The Approach is not an ‘easier option’, it could be argued that it is more complex. What is of appeal is that it presents the most viable option for protecting key services for people in the Falkirk area.

We've made progress in both Income Focus and Community Engagement since we published The Approach and indeed when looking back over the life of our first Business Strategy we can identify that seeds of change were already emerging in 2014. We've captured the essence of this in the diagram on page 16.

### ***What we've learned***

Ten key learning points that have driven direction for the development of the Strategy 2019-2024 are set out below:

1. Time spent planning with partners has been invaluable but the success of this will be evidenced through joint work that addresses community needs;
2. That tough decisions require to be made on the future of built assets and all opportunities should be thoroughly assessed against the widest community need;
3. Good business ideas are abundant, getting them converted to reality must become much faster to deliver on business growth targets by focussing on fewer but more lucrative options;
4. Commercial acumen and sound investment decisions drive robust business cases and seeking external skills and advice is worthwhile;
5. Flexibility and creativity in new programme development has attracted increased participation but may not be reaching those who would benefit most;
6. Time and resource invested in new technology is set to bring business benefits and needs to be kept up to date to be easy for all to use and work to maximum capacity;
7. There is a widespread appetite for volunteering that provides a great foundation for community engagement;
8. Taking volunteering to the next level of involvement in facility management is a big ask but patience and good support levels help;
9. Learning through collaborating with community organisations is helping develop a wider perspective and build engagement skills of some staff but is patchy across the Trust;
10. Recognising and celebrating achievement must not be undervalued and is a great motivator for all.

## FCT : Inspiring Active Lives



KEY: This diagram is created in the style of the SHINE project narrative to illustrate the progress over time in a number of key areas for Falkirk Community Trust – Business Approach, Community Engagement and Income Focus. The scale is illustrative, however the Income and Volunteer figures are actual

## OUR PLANNING FRAMEWORK AT A GLANCE

|  |  |   |   |                              |   |                              |               |            |           |             |           |
|--|--|---|---|------------------------------|---|------------------------------|---------------|------------|-----------|-------------|-----------|
| <div>The 10 year area wide Strategy</div>                | <div><div>“Inspiring Active Lives” A Culture and Sport Strategy for Falkirk”</div><div>A plan with four key <b>themes</b> for action across all culture and sport sectors that will be implemented through a series of <b>partnership Delivery Plans</b> led by the Trust</div><table><tr><td>Participation</td><td>Motivation</td><td>Venues</td><td>Partnership</td></tr></table></div>  |   |   |                              |   |                              | Participation | Motivation | Venues    | Partnership |           |
| Participation  | Motivation   | Venues  | Partnership   |                              |   |                              |               |            |           |             |           |
| <div>Our 5 year Business Strategy</div>                  | <div>Our aim is that by 2024:</div> <div>Falkirk Community Trust will be operating from venues that people want to use, with a more responsive programme offering better quality for our customers. We will be a trusted and valued organisation, secure in our role as a leader for culture and sport and with diminishing reliance on Council funding; we will be more flexible, entrepreneurial and commercially minded. We will have created champions for culture and sport and have loyal volunteers and a workforce who motivate a huge cross section of the community to take part in culture and sport that improves their lives.</div> |   |   |                              |   |                              |               |            |           |             |           |
| <div>Our Objectives for 5 years</div>                    | <div>Meeting Our Customer ‘s Needs</div> <div>People are at the heart of everything we do, be they customers or potential customers</div>  | <div>Ensuring Financial Viability</div> <div>Being efficient and effective and operating with our means</div> | <div>Growing our leadership and community development capacity</div> <div>Some of our focus needs to move from managing to leading and facilitating</div> |                              |   |                              |               |            |           |             |           |
| <div>Our Priorities for 5 years</div>                    | <div>Planning &amp; Working Together</div>   | <div>Encouraging Health &amp; Wellbeing</div>   | <div>Raising Image and Profile</div>  | <div>Generating Income</div> | <div>Creating Business Efficiency</div> | <div>Developing People</div> |               |            |           |             |           |
| <div>Our 5 Annual Business Action Plans</div>            | <table><tr><td>2019-2020</td><td>2020-2021</td><td>2021-2022</td><td>2022-2023</td><td>2023-2024</td></tr></table>   |   |   |                              |   |                              | 2019-2020     | 2020-2021  | 2021-2022 | 2022-2023   | 2023-2024 |
| 2019-2020  | 2020-2021  | 2021-2022   | 2022-2023   | 2023-2024                    |   |                              |               |            |           |             |           |
| <div>Our Unit Action Plans and Business Strategies</div> | <div>A suite of plans for individual business operating areas and cross cutting plans for Trading, Programmes &amp; Events, Marketing and Helix are guided by the Business Strategy, Annual Business Action Plans, Marketing Strategy and Fundraising Strategy</div>   |   |   |                              |   |                              |               |            |           |             |           |

Falkirk Community Trust gratefully acknowledges the support of Falkirk Council

Falkirk Community Trust

**Subject:** Risk Update  
**Meeting:** Falkirk Community Trust Board  
**Date:** 8 November 2018  
**Author:** Policy 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 risk area as being particularly pertinent at this time.

| Risk   | Risk Level | Mitigation   |
|--|------------|--|
| <b>Finance</b><br>The Council's financial gap has increased on the expectation set out in its medium term financial plan with additional savings sought from the Trust and there is a likelihood that as a largely non statutory service further savings could be required if the Council's funding pressures increase again.. | High       | Continue our strategy of balancing income growth with efficiencies and core service development. Work with Council on early identification of core service provision allowing a planned reduction in non-core areas. Smart contracting to speed up the implementation of business growth projects. |

**3. Recommendation**

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

*Jane Clark*

Jane Clark  
 Policy Development Manager



**Falkirk Community Trust**

**Subject:** Health, Safety & Risk Update  
**Meeting:** Falkirk Community Trust Board  
**Date:** 8 November 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 August 2018.

**2. Operational Issues and Developments**

**Operational Update:**

- Agreement has been reached with our partners in the Council Health & Safety section on the audits of Trust activity that will take place in the coming months. Regular feedback from these audits will be provided to the HS&R group for information and any actions resulting from this process.
- A review of all staff training records within Sport & Leisure will take place in the coming months. A recent external Quality Assurance audit highlighted gaps and omissions in the records and we will now make arrangements for these records to be brought fully up to date.
- A review of First Aid provision and qualifications will take place across Culture and Library Services in the coming months to ascertain suitability and level of First Aid qualifications and training within the Culture & Libraries teams. This audit will be undertaken by appropriate staff within the Sport & Recreation team.

- 3. The Health, Safety & Risk Group** – Unfortunately the meeting scheduled for 12<sup>th</sup> October was cancelled due to unavoidable last minute call offs and staff holidays. The next scheduled meeting will take place on 7<sup>th</sup> December 2018. The agenda will include the following items:

- Absence Management levels and monitoring processes.
- Severe Weather Planning
- Continued review of Business Continuity Plans
- Mobile & Flexible working arrangements
- Emergency Call Out arrangements – safety & security of staff
- Council Insurance provider contacts

- 4. Fireworks Event** – All preparations are going well for the annual Fireworks event at Callendar Park. The safety of all people attending the event is paramount and we have experienced and well practiced staff on duty, and we work very closely with the Police and Emergency Services before, during and after the event. A Multi-Agency Control Centre is set up within Callendar House to control and monitor the event from start to finish, and should any emergency action be required it will be co-ordinated and controlled from this group. All emergency action plans and event safety manuals are in place and a table top exercise has also been completed to practice and discuss what actions would be required should various occurrences arise on the night. Hopefully all will go well and we will have another safe and enjoyable Fireworks spectacular.

5. **Mariner Centre Soft Play** – The new facilities and new main entrance at the Mariner Centre has recently opened and all amended and adapted NOP's (normal operating procedures) and EAP's (Emergency Action Plans) have been devised and are working in practice. All new site staff have received the appropriate training for health, safety and risk to ensure our customers are well looked after during their visits and remain safe and secure whilst doing so.
6. **Public Liability Claims update** – In the last Board HS&R Report it was highlighted that we have been experiencing a surge in public liability claims following accidents and injury at our premises. With this in mind we have arranged for all Team Leaders to attend compulsory claims handling training sessions from our Claims Handlers, so that they have a better understanding and appreciation of the requirements needed - with respect to data collection and information retention - to allow us to defend claims more robustly.

## 7. Performance

### 7.1 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 July - Sept 2018 (incl) there have been a total of 4 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 0.65 % of the workforce who have been involved in an accident at work during July, August and September 2018.

#### Customer Accidents

From July - Sept 2018 (incl.) there have been a total of 69 reported accidents to customers across all sites. This equates to approx. 1 in every approx. 12,370 customers (0.0083%) who have had a reported accident when using our services in July, Aug & Sept of this year (853,625). 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.

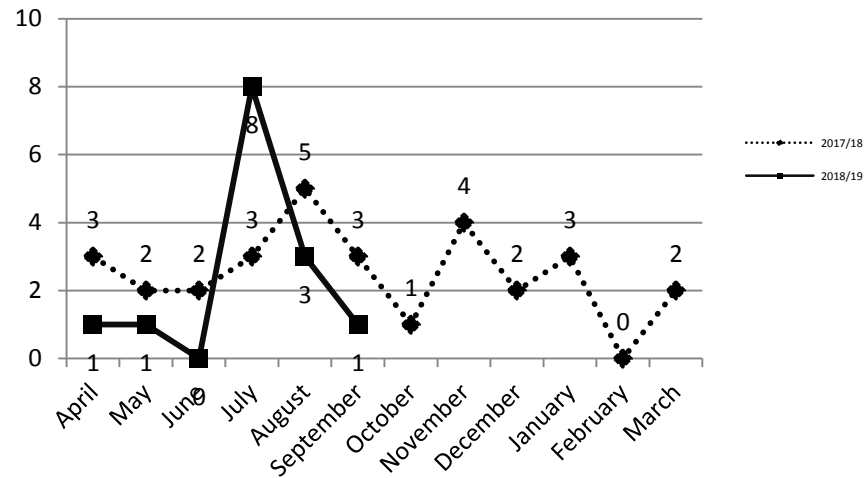
## 8. Conclusion

- 8.1 The Board will be pleased to note that there have been no major incidents or accidents at our premises during the busy period just passed. All accidents and incidents continue to be dealt with in an effective and efficient manner by our trained staff. We also regularly praise our staff when they have handled, or been involved in an incident or accident, that could have had much more serious consequences had their timely and expertise intervention not been available. We must continue to be vigilant and to invest in essential training for our front line staff. This is raised at all team meetings and regularly reinforced where appropriate and necessary.

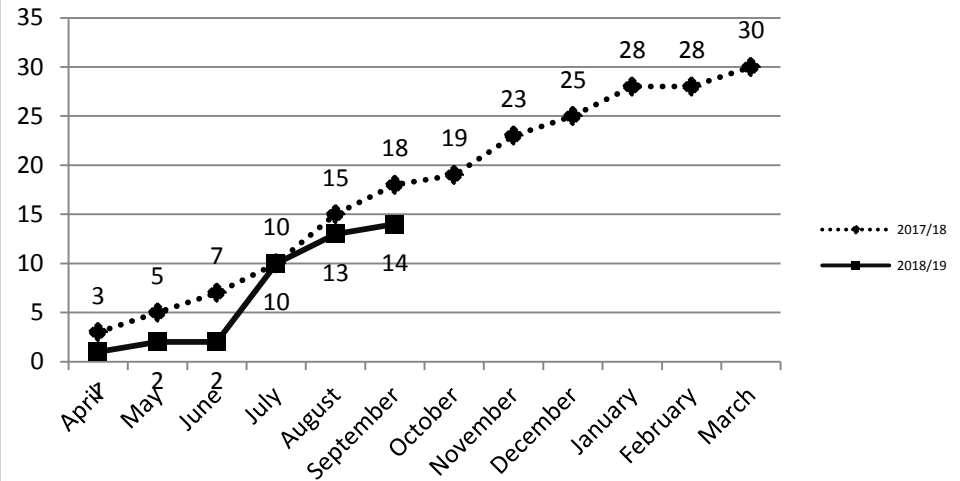


Paul Finnie  
Sport & Recreation Manager

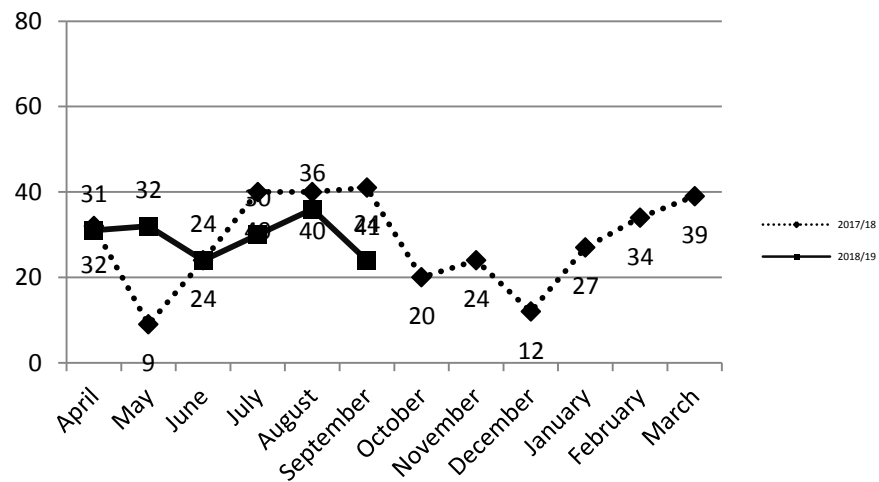
### Accidents involving members of Staff



### Cumulative Accidents involving members of Staff



### Accidents involving Customers



### Cumulative Accidents involving Customers

