

Falkirk Community Trust

Board Meeting 8th March 2018 10am Green Room, Callendar House

AGENDA

	AGENDA Part 1: Items	Purpose
1	Minute of Meetings held on 9 th November 2017 and 25 th January 2018	Approval
2	Matters Arising	Information
3	Business Plan 2018-2019 Update <i>Report by Chief Executive</i>	Information
4	Future Business Strategy <i>Report by Chief Executive</i>	Discussion
5	Budget Control Statement <i>Report by Financial Adviser (Chief Financial Officer, Falkirk Council)</i>	Approval
6	OSCR – Keeping vulnerable beneficiaries, staff and volunteers safe <i>Report by Business Development Manager</i>	Information
7	Business Continuity Policy and Plan <i>Report by General Manager</i>	Approval
8	Health and Safety Update <i>Report by Sport and 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
9	Strategic Risk Update <i>Report by Business Development Manager</i>	Approval
10	Mariner Centre Soft Play Project Update <i>Report by Business Development Manager</i>	Information
11	Libraries as Community Hubs: Update <i>Report by Culture and Libraries Manager</i>	Information
12	Unapproved Minute of the People Sub Group 07.12.17	Information
13	Unapproved Minute of the Audit & Performance Sub Group 15.02.18	Information
14	Unapproved Minute of the Trading Company Board 13.02.18	Information

Falkirk Community Trust

Board Meeting Minute

Minute of a meeting of the Board of Directors of Falkirk Community Trust Limited (the "Company") held at Callendar House on 9th November 2017 at 11am. Ruth Morrison (RM) chaired the meeting throughout.

Items 1 – 5 were considered in public. 3 members of the public attended.

Present: Ruth Morrison (RM) Chair; Suzanne Arkinson (SA), Cllr Lorna Binnie (LB); Cllr William Buchanan; Cllr Joan Coombes (JC); Derek Easton (DE); Cllr Jim Flynn (JF); Cllr Cecil Meiklejohn (CM)); Simon Rennie (SR); David White (DW).

Apologies: Colette Filippi (CF)

In Attendance: Maureen Campbell (MC); Neil Brown (NB); Lesley O'Hare (LoH); Jane Clark (JC); Danny Cairney (DC).

No.	Agenda Item	Agreement / Action	Due Date	Who
		Agenda Part 1: Business Items		
	Welcome	RM welcomed all to the meeting and reminded that the agenda is in two parts.		
1	Minute of Meeting	The minute of the meeting held on 31 st August 2017 was approved.		
2	Matters Arising	<u>Collections Development Policy</u> LoH advised that 'no disposal by exchange' is a standard clause in all such policies to avoid informal swapping of artefacts. <u>Heritage Delivery Plan</u> The Board noted that the Draft Plan has been amended to take account of specific education links and that consultation both through stakeholder meetings and public feedback mechanisms is expected to conclude by end of February 2018..		
3	2017/18 Budgetary Control Statement	DC presented an update on the projected financial position for the year 2017/18 based on the period to end September. The Board noted that at this stage there is a projected deficit on charitable activities of £296,000 above the budgeted resources and that this is largely accounted for through approved expenditure from reserves. The Board discussed the complexities around the accounting and management of reserves. The Board welcomed the positive performance in customer income which is 5% higher than same period last year and welcomed the impact that the expanded programme at FTH is having on income. The Board noted underspends in sports driven by seasonal variations and that spend will ramp up over the winter months.		

4	Risk Update	<p>The Board discussed the three high level risks identified as Financial Sustainability, Assets and Property and the Barclay Report. The Board noted that both the Council and the Trust have written to the Government expressing concern about the Barclay Report and that VOCAL and Sporta have made strong representations. It was noted that the Government is expected to confirm its position in December.</p> <p>The content of the risk update was discussed and the Board asked that a strategic risk statement on health and safety is included and that the status of mitigation action is highlighted. The Board noted that a comprehensive annual risk report will be presented to the March meeting.</p>		JC
5	Health & Safety Update	<p>NB presented an update on operational Health & Safety. The Board welcomed the report and noted that there are no underlying operational health and safety issues. The Board commended the vigilance of staff in responding to emergency situations that had helped save lives. The Board noted work that is about to commence on Business Continuity Plans and asked that an update on this work is brought to the March meeting.</p> <p>DW reported that he had had a useful introductory briefing on his role as board lead on health and safety and would be attending the next meeting of the service group on 15th December.</p>		NB

Agenda Item 2**Falkirk Community Trust**

**Matters Arising
(Meeting 9th November 2017 and 25 January 2018)**

Board Meeting: 8th March 2018

Item	Action	By Whom	Update
	9 NOVEMBER 2017		
2	Heritage Delivery Plan Stakeholder Consultation and public feedback	LOH	Consultation period has concluded. Relevant comments will be incorporated into updated Delivery Plan for approval by the Council.
4	Risk Update Barclay Report	JC	The Scottish Government announced that it would not be implementing the recommendations of the Barclay Report affecting trusts set up by local authorities. There remains an issue in respect of a Grandfather clause which will affect any new Trusts, new facilities or expansion of existing Trusts. SPoRTA is continuing to work toward addressing this clause with Scottish Government.
	Annual Risk Update	JC	On Agenda item 9
5	Health and Safety Update Business Continuity Policy and Plans	NB	On Agenda Item 8

Falkirk Community Trust

Subject: Business Plan 18/19
Meeting: Falkirk Community Trust Board
Date: 8 March 2018
Author: Chief Executive

1. Introduction

- 1.1 This report provides the board with an update following the Budget Setting Meeting of Falkirk Council held on Wednesday 28 February 2018.
- 1.1 The Council has confirmed a service payment for 2018/19 of £10.791m. This takes account of service payment reductions totalling £1.172m. The implications of the decision are set out in the report.
- 1.2 The Board is asked to agree the recommendations in the report.

2. Background

- 2.1 The Board has previously been advised of the process to reach a definitive service payment for the year following dialogue with the Council. There is a significant time lag between our deadline for submission of our business plan and the Council having clarity on the level of funding it is to receive from Scottish Government. The initial planning figure that had anticipated a gap of around £25m in Council funding for the year ahead was reduced to closer to £14m after national level political negotiations and adjustments. The Council budget set for 18/19 is a one year budget with an indicative budget for 19/20.
- 2.2 The Council has subsequently adjusted the service payment reduction from £1.8m to £1.172m. This means that the service payment for 18/19 will be £10.791m. The report also notes that the indicative Council budget for 19/20 is estimated to have a gap of £14m. Though the report doesn't specify a figure for the Trust our understanding from previous reports assumes a reduction of £3.5m on our service payment for 19/20. This represents a 35% cut.
- 2.3 It would be much more preferable to have a three year funding profile that was less susceptible to late changes and allowed for a medium term plan to be created. This would remove the continual uncertainty around the level of funding year on year. Investment proposals would have a better planning timeframe and longer lead in to their development.

3. Business Plan 18/19 Revisions

- 3.1 Appendix 1 outlines the Action Plan for 18/19 for final approval. This has been updated from the January meeting to reflect the final budget position, the updated targets for the year, adjustments to fees and charges including at the golf course and amendments to the Capital programme following reductions in this area by the Council.

- 3.2 The revised service payment from the Council means that the proposals to withdraw from Hallglen Sports Centre, Denny Football Centre, Polmonthill Snowsports Centre and up to 2 libraries has been put on hold as funding has been provided for their retention. This is on the basis that we will pursue community transfer options with the relevant clubs and groups for the sports facilities and co-location with Council services for the libraries.
- 3.3 As reported at the January meeting the plan retains the operation of Grangemouth Golf Course on a breakeven basis. This is subject to achieving satisfactory sales of season tickets and reducing the operating budget. A further report will be presented to the next board meeting for decision.
- 3.4 Similarly the future of the Outdoor Activities team remains uncertain. Discussions with Head Teachers and the senior management at the Council's Children's Services Team are ongoing. We have asked that they indicate their commitment or otherwise by the Easter break. This is probably the highest on going risk as we are not in control of the decision making framework that affects our future service delivery in this area. Jobs remain at risk and staff have been kept advised.
- 3.5 The approval of our Business Plan means that the Heritage Learning Team will no longer exist. A number of staff have already left given the uncertainty over the future of the team and the remaining staff will be considered for redeployment failing which compulsory redundancy may be an outcome. The Fireworks for 2018 will be funded from FCT reserves and a decision made about future delivery as part of next year's business plan.
- 3.6 It is also vital that we focus on the income projections that were outlined in the business plan. In order to achieve the income growth of £744k renewed focus is needed by all staff. The proposals, approved by the Board at its meeting on 25 August 2017, depend on a level of investment in key sites along with timely completion of the associated works.
- 3.7 The final element of the Business Plan was to accommodate efficiencies mainly around staff turnover. Adjustments have been made to the budget for the year ahead to incorporate the £100k savings. This may mean that certain posts are held prior to advert in order to achieve the level of savings required.

4. Review

- 4.1 As part of the motion presented to the Council on the Budget the Council Leader announced a review of the Trust. The scope of the review is outlined as follows:

"The Council Chief Executive is asked to prepare an options appraisal for the September meeting of Council to consider the advantages and disadvantages of:

- 1) the current arrangements for the Trust;*
- 2) an arrangement allowing greater autonomy;*
- 3) bringing the services provided back in house.*

The appraisal should cover financial, workforce and governance implications but should consider the benefits and disbenefits in relation to achieving savings, efficiencies and service redesign across the Council and should be undertaken in consultation with the Chief Executive and Board of the Trust."

- 4.2 The timescales are clearly very tight. We have two board meetings between now and the September Council meeting. We have indicated elsewhere in the pack that we had intended to prepare a new business strategy with Board input during May and June. That may need to be revisited once the Council's intentions are better understood. The Council desire for another review is a cause for concern and will create uncertainty and potential lack of focus for all staff. We will communicate directly with staff and trade unions to alert them to the Council's intent.
- 4.3 I have asked the Council Chief Executive for an update to share with the Board.

5. Conclusions

- 5.1 The Board will appreciate that the preparation of the Business Plan is an important and time consuming exercise. The late changes are welcome nonetheless. There remains a level of uncertainty for key elements of our business that we hope to report on at the next Board meeting.
- 5.2 However going forward we need to try to minimise the level of uncertainty in our funding, ideally through agreed three year funding plans.
- 5.3 The Council decision to pursue a further review of the Trust is noted and the Board will want to consider how best to participate in the review.

6. Recommendations

- 6.1 The Board is asked to
- Note the service payment of £10.791m for 18/19 that assumes a reduction of £1.187m based on last year's payment.
 - Note the continuing uncertainty over the future of the golf course and the outdoor activities team and to request a further update at the next board meeting.
 - Note the potential impact on staff and to receive a further update at the next board meeting.
 - Consider how best to respond to the Council review.

Maureen Campbell.

Maureen Campbell
Chief Executive



Falkirk Community Trust

Annual Action Plan

2018-2019

Company Registration No. SC400657 | Charity No. SC042403

INTRODUCTION

This Action Plan is the fifth and final of our Plans to deliver our Business Strategy through to 2019. As with the previous annual plans we have had to respond to significant budget reductions which when taken cumulatively are approximately £4m and are having a serious impact on the Trust. During our budget deliberations a considerable amount of time was spent considering the viability of continuing to operate some venues. This year we have not had to withdraw from any facility. However there is no doubt that continues to be an increasingly likely outcome for future years.

Against this background of financial pressures the Plan for 2017-2018 focused on programme, partnership and the development of ideas for new business growth.

Significant reviews of the swimming lesson programme and the arts programme at FTH led to new approaches being introduced with the aim of increasing income. The creation of an Events Strategy set out our approach to developing and attracting events to the area. Maintaining quality, meeting customer needs and introducing new programme across culture and sport will continue to be a driver for us in 2018-2019. As well as further developing introductions made in 2017, plans going forward include a new programme for older adults, a new professional pantomime, a new aquatics programme and a new event linking into schools around the STEM subjects.

Partnership activity has seen us contribute to the creation of new locality plans, delivery plans for the area's Strategic Outcomes

Local Delivery Plan (SOLD), and the Council's Strategic Property Review, work which will be ongoing in the coming year. The establishment of sports hubs, now established at Camelon and Grangemouth, is involving us working closely with local communities and the voluntary and third sector, as is work to secure an end use for the Steeple. New plans for 2018-2019 include delivery of an HLF funded partnership initiative around tourism, environment, culture and heritage. Work with Adult Services has led to plans for Changing Places being located in two sports venues, responding to a significant gap in provision in this area.

Engagement with the Council to deliver a range of community facing services in libraries continues, and the feasibility of co-locating services in Falkirk Library will be fully explored early in 2018.

The development of libraries as community hubs is important; however, we also want to ensure the quality of their core functions is maintained. With the severe budget pressures that face us, the issue of quality versus quantity of libraries, as well as other services, will continue to be considered.

Venues are fundamental to the services we deliver. We want to modernise and make them places that are attractive to people, but there is a significant level of maintenance of basic infrastructure that also has to be addressed. One of the more significant improvements to be implemented in 2018 is replacement of the seating at FTH which we expect will be much appreciated by

audiences. I am delighted that the combination of a good quality venue and our excellent customer service was recognised at the Helix with the award of 5 stars by VisitScotland in 2017.

Our Board and the Council have both approved a three year Business Approach for the Trust to generate new business growth and stimulate community responsibility. During 2017-2018 we worked on plans to grow income and a number of projects will be further developed in the 2018-2019 Plan. We have some exciting outline proposals for which we will create full business cases. As a forerunner we will be opening a new soft play centre in summer 2018 at the Mariner Centre along with a number of customer facing improvements at this venue.

A positive initial meeting with a number of local clubs and organisations led to follow up meetings to explore joint working in advocating for culture and sport. Precipitated by our exploration of potential withdraw from some venues, we offered to explore community asset transfer with affected groups and opened dialogue with several organisations.

I believe we have a robust plan for growing the Trust's business to increase our income and help to mitigate the reductions in our core funding. We anticipated potentially significant reductions in our funding coming from the Council in future years but unfortunately this is becoming a reality much sooner than we had expected. Our plans for income generation will take some more time to bear fruit and so we have to take difficult decisions now about the level of service that we can provide.

Nonetheless, striving to deliver high quality services to communities remains our primary focus even in these difficult times.

Maureen Campbell.

**Maureen Campbell, Chief Executive
Falkirk Community Trust**

THE SCOPE OF THE PLAN

This is a high level plan for enhancing and protecting services and so does not encompass regular operational activity to deliver our core services. It is guided by our Business Strategy and *Inspiring Active Lives* – the 10 Year Strategy for Culture & Sport in the Falkirk Area. Unit Action Plans for all our business functions as well as project plans for developing key initiatives ensure delivery of the Action Plan throughout the organisation.

FIVE-YEAR BUSINESS STRATEGY

Aim

We have created a 5 year strategy for business improvement. Our aim is that by 2019:

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.

Objectives

Three strategic objectives provide the focus for our work:

- Meeting customer needs
- Organisational development
- Financial sustainability.

Strategic priorities

Five strategic priorities are of significant importance and are a focus for our Action Plans over the next 5 years:

- Marketing
- Information & Communications Technology
- Venues and Programmes
- People and the Organisation
- Planning Together.

ASSETS and RESOURCES

As at December 2017 we have 480 contracted employees (180 full-time and 300 part-time). This is a very slight reduction in overall employee numbers on 2016, and a small increase in part-time employees.

We manage over 80 sites across the Falkirk Council area. Managing and caring for buildings, natural resources, equipment and collections in a well-planned and sustainable way is the bedrock for delivering our services. Our Asset Management Plan 2013-2019 sets out our approach to managing and maintaining these assets on behalf of Falkirk Council. Responsibility for capital investment rests with the Council as landlord and the Trust is able to bid to their capital programme for capital project funding. At the time of writing the Council is conducting a strategic review of all its property assets, the results of which may influence future business plans. This year's Plan accommodates the transfer of Woodlands Games Hall to a community organisation with effect from April 2018.

FINANCIAL PLAN

We worked with a reduction in our core funding of £920,000 in 2017/18 and £1.18m in 2016/17 which was on top of a reduction of £620,000 in 2015/16. In 2018/19 the reduction in funding is £1.172m amounting to a cumulative reduction of some £4m over 4 years. Our financial strategy going forward anticipates continued reductions at an increasing scale and this year's Plan continues to include a number of actions to develop new approaches to income

generation and to community engagement in order to achieve the step change that will be required.

We propose to offset the reduction in funding from the Council in 2018/19 as follows:

- Income generation and growth plans: £744,000
- Efficiencies: £100,000
- Service Reductions: £83,000

In addition to the above savings the Trust is utilising £245,000 from its reserves to reach a total of £1.172m.

BUDGET

We currently (March 2018) envisage budget movement between 2017-2018 and 2018-2019 as outlined below, which includes for a pay award of 3% in 2018-2019.

Table 1: Budget

Budget Heading	2017-18 £'000	2018-19 £'000
Employee Expenses	11,933	12,170
Property Expenses	2,259	2,356
Transport Expenses	187	193
Supplies & Services	3,594	3,640
Third party Payments	390	390
Support Services	806	806
Capital costs	94	94
Total Expenditure	19,263	18,649
Service Payment	11,433	10,791
Other Income	7,730	8,513
Contribution from Reserves	100	345
Total Income	19,263	19,649

SAVINGS PLAN

Regrettably the achievement of the savings in 2018/19 includes some changes to service delivery that will affect customers. Heritage Learning Services has been withdrawn following a considerable period of reducing service. Trust Board agreed to exclude funding for the annual fireworks event from funding sought from the Council however chose to retain the event for 2018 funded from our reserves.

FEES and CHARGES

The Trust is a charitable company and it is important that we are able to continue to fully meet our charitable purposes. A key principle is to ensure delivery of affordable and discounted prices that support those least able to pay. The 'Go Card' concessionary scheme has proved successful and we continue to review eligibility on an on-going basis. Charges have been considered from a marketing perspective and inflationary increases applied only where appropriate eg when benchmarked with others, to reduce the potential risk of a reduction in participation.

The introduction in January 2017 of reduced peak charges was welcomed by customers and our membership sales last year were very successful. This year we are continuing that approach but alongside increased off peak charges to stimulate upselling of membership packages.

Following the introduction of an improved and extended swimming lesson programme and benchmarking with other providers a new set of charges have been implemented. In recognition of increased

charges, a concessionary charge has been introduced for this programme for the first time. Charges for the hire of Town Halls have been reviewed to take account of our investment in improving technical equipment at FTH and increased Performing Rights Society licence charges.

As agreed with Children's Services charges to schools participating in outdoor activities will be adjusted from the start of the 2018 academic year to reflect the actual cost of the service provision. The launch of the Mariner Centre Soft Play facility requires the introduction of a new set of prices in 2018/19. Monthly tickets, membership prices and an off peak and peak charging structure will be introduced. A new charge of £1 will be introduced at Muiravonside Country Park for those visitors wishing to park their vehicles in the main car park, while still allowing free access to the car park at the entrance.

Following discussion with Grangemouth Golf Club in relation to their potential operation of Grangemouth Golf Course from April 2019, season tickets will be increased across all membership categories.

Through all the Trust's fees and charges work the underlying principle of providing good value activity remains and we will continue to monitor implementation across all fees and charges to ensure our key principles are met.

ACTION PLAN

The Action Plan 2018-2019 is the fifth of 5 annual plans for delivering our 5 year Business Strategy and is structured under each of our 3 strategic objectives. It sets out actions that follow on from our previous three Action Plans to meet objectives, address priorities and respond to opportunities. The Action Plan does not include regular operational activity to deliver our core services.

Table 2: Annual Action Plan 2018-2019

	Actions	Context	Outputs
Strategic Objective 1 – Meeting Customer Needs			
<i>People are at the heart of everything we do, be they customers or potential customers.</i>			
1.1	Deliver a heritage engagement programme including end use options for the Steeple.	<ul style="list-style-type: none"> Part of the Townscape Heritage Initiative, led by Falkirk Council, which has attracted national investment from HLF and Historic Scotland worth £5m over 5 years to 2018. Delivered in partnership with Falkirk Local History Society (FLHS) and Falkirk Council the engagement programme was to improve understanding of the heritage value of the town centre as well as provide opportunities for debating/imagining its future use. We will work with FLHS to help deliver a lasting legacy of the THI through the re-opening of the Steeple as a heritage attraction. 	<ul style="list-style-type: none"> Funding is in place and the Steeple is fitted out with interpretation throughout. Year 5 community engagement programme concludes in September 2018.
1.2	Raise the profile of linear tourism and heritage routes that run through the area.	<ul style="list-style-type: none"> The Antonine Wall runs through the area with a number of visible sites and terminates in Bo'ness. A local Corporate Working Group has been established to co-ordinate activity and promotion and the Trust is represented on the national Access and Interpretation Group. A successful bid has been made to HLF Great Place Scheme – <i>Falkirk: landscape, industry and work linking heritage routes and industrial transformation</i> – in partnership with Falkirk Council, Scottish Canals and Central Scotland Green Network Trust. We seek to ensure that such linear routes contribute to the visitor experience and connect wherever possible to our venues. 	<ul style="list-style-type: none"> A Stage 2 funding bid to HLF is developed by the Project Co-ordinator and supported by the Antonine Wall national partners. Year 1 of the Great Place project is planned and delivered.

March 2018 Annual Action Plan 2018-2019

	Actions	Context	Outputs
1.3	Deliver an integrated sports development and active schools programme.	<ul style="list-style-type: none"> Through our Sports Development and Active Schools teams we work across a number of target sports delivering programmes that support young people to progress in sport and as citizens and we aim to get better at supporting young people to progress into the many sports clubs in the area. Swimming is one of our target sports and we recently reviewed the pool programme and introduced the Scottish Swimming National Standards. A new aquatics programme is planned. Swimming is also a fundamental life skill and our learn to swim programme includes unlimited access to swimming to incentivise participation. 	<ul style="list-style-type: none"> - 5 core sports programmes are developed in swimming, basketball, badminton, tennis and gymnastics. - New Aquatics programme classes are introduced in Diving, Water Polo and Synchro. - Learn to swim programme expands. - Income targets are achieved.
1.4	Develop and grow audiences for the arts.	<ul style="list-style-type: none"> We continue to review and refresh arts programming using learning from how the 2017-18 programme was designed and delivered to improve our offer. We will continue working across the local arts sector and with national arts agencies to ensure that the cultural offer in Falkirk fully contributes to creating a vibrant place. Investment was secured to renew the glazing to the front of the building and upgrade the technical facilities and seating although the building's heating system remains unimproved. The replacement of FTH with a new Arts Centre in partnership with Forth Valley College was not considered viable in 2015-16 and alternative options will continue to be sought. 	<ul style="list-style-type: none"> - The revised programming strategy for FTH continues to be refined including the introduction of a professional panto in 2018. - The experience for both audiences and performers is improved as a result of investment. - Income targets are achieved. - Options for an Arts Centre continue to be sought.
1.5	Deliver a four year programme - Memorial, Reflection, Restoration - commemorating WW1.	<ul style="list-style-type: none"> Commemoration programme running from July 2014, 100 years after the start of WW1, to November 2018. Working with community interest groups and co-ordinating activity, we have been engaging older people and promoting intergenerational activity. 	<ul style="list-style-type: none"> - 2018 commemorative activity is delivered, led by Culture & Libraries.
1.6	Deliver contribution to the Year of Young People 2018 and plan for the	<ul style="list-style-type: none"> We want to ensure a link between local and national promotional priorities (2018-22) and make the connection with the key achievements in the area's industrial 	<ul style="list-style-type: none"> - A focussed programme celebrates the area's young

March 2018 Annual Action Plan 2018-2019

	Actions	Context	Outputs
	new series of themed years: The Year of <i>Scotland's Coasts and Waters</i> (2020) and the Year of <i>Scotland's Stories</i> (2022).	<p>past and present.</p> <ul style="list-style-type: none"> The fourth of the Themed Years promoted by Event Scotland presents an opportunity to use the Helix and Kelpies to promote a programme exploring science, technology, engineering and maths (STEM). Falkirk's Great Place programme includes an element to celebrate Year of <i>Scotland's Coasts and Waters</i> in 2020. 	<p>people in 2018.</p> <ul style="list-style-type: none"> Plan for the Year of <i>Scotland's Coasts and Waters</i> in 2020.
1.7	Make a greater contribution to area visitor and tourism development.	<ul style="list-style-type: none"> We want to strengthen partnerships to achieve greater collective value to raise the profile of Falkirk as a destination, contribute to destination marketing and increase understanding of national trends. Awarded 5* status in 2017 the Visitor Centre at the Helix is a focus for visitors particularly those from outwith the area and international visitors, and is a key opportunity to connect visitors to the wider Falkirk area. 	<ul style="list-style-type: none"> Cross organisation marketing activity. Proactive approach to signposting visitors to venues across the area is evident.
1.8	Communicate widely with key customer groups to engage in developing new business approaches.	<ul style="list-style-type: none"> We developed a new business approach to deal with significant reduction in public funding that seeks a much greater role for local groups with joint collaboration in service delivery. We need to communicate effectively with the wider community about what support we are looking for and how they can get involved. 	<ul style="list-style-type: none"> Communications inform local people of progress in taking forward our business plan approach.
1.9	Develop an improved customer journey and experience.	<ul style="list-style-type: none"> Our engagement of frontline staff through facilitated training and development at 4 of our main venues was a vital contributor to securing a 5* award from Visit Scotland for the Helix Visitor Centre. We want the learning to help us deliver an excellent service tailored to customer needs that helps attract visitors and generate income. Discussion with Adult Social Care Services led to the Mariner Centre and Grangemouth Sports Complex being identified as venues for the provision of Changing Places for people with profound and multiple disabilities. 	<ul style="list-style-type: none"> Continue to embed service standards in the Helix, Callendar House, the Mariner Centre and Grangemouth Sports Complex. Two Changing Places are available in sports venues.
1.10	Develop our digital capacity.	<ul style="list-style-type: none"> We need to develop the website, online facilities and social media presence to be 	<ul style="list-style-type: none"> Increased engagement through

	Actions	Context	Outputs
		<p>effective in both business to audience marketing as well as peer-to-peer marketing and grow reputation with stakeholders. Activity will support digital engagement of customers for consultation purposes.</p> <ul style="list-style-type: none"> • This must also be in tandem with ICT plans as we require adequate infrastructure and capacity to support the ease we are aiming for e.g. online booking and systems identifying cross-service users. • In 2017 we commissioned work to deliver a new website with integrated customer management and point of sales systems. This will go live by June 2018. The next phase of work is to replace our arts ticketing system. 	<p>social media platforms continues.</p> <ul style="list-style-type: none"> - Web traffic increases. - New customer bases are attracted. - Use of online booking increases.
1.11	Focus business growth activity on key customer groups.	<ul style="list-style-type: none"> • The SOLD highlights the need to encourage and enable people to stay active throughout life whatever their ability. Our key customer groups of families and older people remain priorities for focus and we want to work widely with partners to communicate motivational messages effectively. • We continue to review our performance and programme for older people and will pilot a new programme called Active Forever which will have a strong social element, at the Mariner Centre. • The 45-65 age range has been identified as a significant focus for us to support the health agenda. Being active and establishing regular participation in life enhancing activities will help to support the next generation of older people to live healthier more active and independent lives. 	<ul style="list-style-type: none"> - Integrated marketing of programme for families through 'Family Friendly Falkirk' initiative. - Motivational messages are delivered in tandem with partners in a variety of setting. - Active Forever is piloted at the Mariner Centre. - A new activity for (age range) is developed to augment the family friendly offers in swimming and soft play at the Mariner Centre.
1.12	Increase opportunities for volunteering.	<ul style="list-style-type: none"> • The Trust and partners engage with many volunteers in various areas of activity. With continued pressure on public sector funding we see the creation and development of volunteers and volunteering opportunities as way of helping maintain culture and sport activity in the community. • 2018 will see an increased focus on growing the capacity for volunteers to work within service delivery. In doing so we want to ensure that volunteering is valued and loyal volunteers are rewarded through effective training and that we are able 	<ul style="list-style-type: none"> - Service provision is maintained with the help of volunteers. - Numbers of volunteers increase year on year. - Local clubs and associations are strengthened by the development

	Actions	Context	Outputs
		to develop effective volunteers who can get the most out of the opportunities offered.	of good quality volunteers.
Strategic Objective 2 – Organisational Development <i>Growing up, getting stronger and maturing is critical if we are to live up to stakeholders' expectations.</i>			
2.1	Monitor the Culture and Sport Strategy.	<ul style="list-style-type: none"> <i>Inspiring Active Lives</i> is an overarching 10 year Strategy being delivered through a series of sector specific partnership Delivery Plans. We need to ensure that we have appropriate monitoring and evaluation in place and that output contributes to the areas Single Outcome Agreement (SOA). 	<ul style="list-style-type: none"> - Partnership progress is reported to stakeholders in 2018. - Positive contribution is made to SOA indicators.
2.2	Take forward with partners, an Arts Delivery Plan and implement a Public Art Plan for the area (2016-21).	<ul style="list-style-type: none"> We led the development of an Arts Plan that took learning from the Creative Place project to build on and develop further collaborative work. Although there is no collective will to establish an Arts Network the principle of collaboration continues to inform our programming approach. In collaboration with the Council's Development Services, we will refresh the area's Public Art Plan within the context of the Local Development Plan. 	<ul style="list-style-type: none"> - Year 2 action is initiated and a group exploring targeted provision is established. - An approach to the support and promotion of Public Art is included in the Local Development Plan (Spring 2018).
2.3	Deliver a Libraries Development Plan for the area.	<ul style="list-style-type: none"> Library usage is falling nationally but the rate of decline is slowing; there are powerful national lobbies and arguments in favour of libraries. This Plan considers how to make our libraries more relevant, more connected, more animated and how to address the 'value gap'. We have incorporated a wider range of community services in libraries beginning in Bo'ness and Falkirk. At Falkirk we are working with the Council to explore co-location of Council Services. We have secured efficiencies though introducing a leaner staffing model in successive years and whilst we will continue to review this we will aim to maintain the quality of library services. 	<ul style="list-style-type: none"> - Year 3 action is implemented and a continued move is made towards Community Hubs. - Co-location of services is explored.

	Actions	Context	Outputs
2.4	Deliver Kinneil Estate Masterplan.	<ul style="list-style-type: none"> The Estate's built and natural heritage mixed offer requires an integrated approach to planning and projects will be developed and appropriately packaged to attract potential external funding. A strong local community of interest is contributing to the oversight and delivery of a number of agreed projects through the Advisory Group. A feasibility study for the development of Kinneil House provided a sound concept for creating this as the critical project. To date it has not been possible for the key players Falkirk Council and Historic Environment Scotland to prioritise resource to take this forward. 	<ul style="list-style-type: none"> Advisory Group oversees priority projects. Funding bids continue to be explored for agreed projects. Funding Strategy for Kinneil House, critical project, continues to be explored.
2.5	Heritage Delivery Plan 2019-22 is finalised and delivery commences with partners.	<ul style="list-style-type: none"> A review of performance of the previous plan (2015-18) was completed and a refreshed Plan consulted upon from December 2017- January 2018. Falkirk's Great Place programme (2018-22) provides a framework for development. This plan supports general wellbeing and a sense of identity and encourages active contribution to stewarding the future. Contribution from the local voluntary sector is actively sought and priority actions all offer voluntary sector opportunities. 	<ul style="list-style-type: none"> An updated plan for 2019-22 is approved by Falkirk Council. WW1 programme is completed. Year 1 of the Great Place programme is delivered including the establishment of a Heritage Network. Kinneil Estate opportunities are reviewed and updated.
2.6	Implement an Events Strategy.	<ul style="list-style-type: none"> FCT supports a diverse programme of events. The events may be at community, local or national level and some are of international significance. We have been very successful in attracting support from EventScotland however we still need to maximise our capacity to attract, host and benefit from events, bring clearer focus to our events approach and help prioritise investment and work going forward. Our 10 year event strategy sets the direction for events at The Helix as a principal event venue, as well as the wider events programme and this is supported by a 3 year operating plan. 	<ul style="list-style-type: none"> Strategy is implemented and partners continue to be engaged in delivery. Creative Scotland is attracted to support events in the Falkirk area.

	Actions	Context	Outputs
2.7	Deliver a Marketing Strategy.	<ul style="list-style-type: none"> We have a planned marketing approach across the Trust and have identified areas where niche activity could be developed, as well as geographic areas where market penetration is low. This allows more calculated targeting, robust and systematic planning and supports the development of exciting new product. We have set quite challenging income generation targets and our marketing resource is prioritised to supporting the achievement of these. 	<ul style="list-style-type: none"> - Marketing plans developed across the Trust ensure planning is the basis of all activity. - Focus on thematic and targeted marketing campaigns continues to increase. - Focus on income generating priorities is maintained.
2.8	Develop, with partners, a Sports Delivery Plan for the area.	<ul style="list-style-type: none"> There are a large number of sporting groups and interests in the area as well as us – many regional and local clubs, national governing bodies and sportscotland. This Plan will seek to address the priorities of all these interests and consider how collectively we minimise duplication of effort, work together to develop our skill base and increase participation in sport at all levels. Reflecting the above we have introduced a Sports Hub approach at Camelon and Grangemouth and are working to generate active members. 	<ul style="list-style-type: none"> - Draft Sports Delivery Plan approved for consultation by 2019. - 2 sports hubs are thriving and attract new participants.
2.9	Prepare, with partners, a forward development plan for the Helix.	<ul style="list-style-type: none"> There are a number of opportunities, some already identified, for future phases of the development and we have commenced forward planning with the project partners, initially some enhancement works have been implemented through the TIF scheme. 	<ul style="list-style-type: none"> - Scope of work and activity required to continue forward development agreed.
2.10	Deliver a management and forward development plan for Callendar Park in conjunction with relevant partners.	<ul style="list-style-type: none"> A visitor destination, the Park is a heritage asset both in its own right and as the surrounding to Callendar House. This plan promotes sustainable management and strategic master planning across the entire asset. We identified upgrading of play infrastructure as a priority. Recent fundraising success has secured new natural play infrastructure. Development funding has been secured to progress the management plan to a stage where significant funding bids could be made for capital work. 	<ul style="list-style-type: none"> - Prioritised projects are developed into funding bids ie to LEADER and HLF. - Project to upgrade Castle Callendar Play area is progressed.

	Actions	Context	Outputs
2.11	Deliver a management and forward development plan for Muiravonside Country Park with partners as appropriate.	<ul style="list-style-type: none"> This plan guides maintenance and management going forward and builds on the externally funded projects that have re-opened the Visitor Centre, improved signage and created a sculpture trail. Popular with families and for walking this large rural site is in need of investment to ensure it continues to be attractive for people to be more active as well as engaged in planning park improvements, outdoor activities and environmental learning. We have had some success in generating low levels of income on site from donations however for future sustainability we require to generate additional income and propose to introduce charging at the main car park, whilst still allowing free access to the smaller car park at the entrance. 	<ul style="list-style-type: none"> Prioritised projects and funding bids are identified. Charging for those who wish to use the main car park is introduced.
2.12	Deliver, with partners, a Physical Activity Plan for the area.	<ul style="list-style-type: none"> This Plan aims to increase levels of participation in entry level physical activity and wellbeing programmes, with a particular focus on those who do not currently participate and those for whom the health benefits of participation will be greatest. The Plan has a key contribution to outcome 4 of Strategic Outcomes Local Delivery Plan (SOLD), particularly to encourage and enable the inactive to be more active. We have worked closely with NHS Forth Valley on a Delivery Plan for outcome 4 and have begun to jointly explore closer operational working. 	<ul style="list-style-type: none"> Year 2018 action plan implemented with a partner action group monitoring performance. Increase in participation in specific target groups ie older adults, women, teenage girls.
2.13	Monitor and report on performance of the 5 year Business Plan Strategy.	<ul style="list-style-type: none"> We need to ensure implementation is managed, progress is reported to our stakeholders and planning for delivery is integrated throughout the organisation. All annual action plans include performance targets which are reviewed regularly by our Board and reported to Falkirk Council. The current Trust Business Plan Strategy comes to the end of its life in 2019. The Strategy has delivered many business improvements however some fundamental changes in our operating environment driven through our Business Approach require us to review our strategy for the next 5 years. 	<ul style="list-style-type: none"> Performance reported to the Trust's Audit & Performance Group quarterly. Following the Public Pound reported to Falkirk Council in November 2018. Business Plan and Unit Action Plans regularly and systematically reviewed. A Business Strategy for 2019-

	Actions	Context	Outputs
			2024 is developed.
2.14	Recruit to Board Director positions.	<ul style="list-style-type: none"> The Trust requires to consider how best to manage director turnover to avoid significant loss of knowledge and skills. At each opportunity for refresh the Board will consider the appropriate mix of skills and experience that it considers to be necessary for the next phase of the company's development. The Trust has an independent director vacancy and will seek applications from individuals with appropriate skill sets. The term of office of our Chair ends in October 2018. 	<ul style="list-style-type: none"> - Board continues at full complement with an appropriate mix of skills and expertise. - A new independent board director is recruited. - A new Chair of the Trust Board is appointed.
2.15	Ensure support services are delivered effectively, meet our needs and provide a 'value for money' service.	<ul style="list-style-type: none"> 10 SLAs currently exist to provide our support services by the Council which are due to end in June 2018. The Trust has an on-going need to ensure best value and demonstrate its independence. In our 8th year since establishment and in line with preparing our 2nd Business Strategy we will undertake a formal review of the SLAs. 	<ul style="list-style-type: none"> - Performance of short and longer term agreements are monitored and formally reviewed.
2.16	Develop and implement a Stakeholder Communication Plan.	<ul style="list-style-type: none"> Stakeholders, such as Falkirk Council, are vital to our work. Effective communication ensures that we optimise the potential to maximise the contribution we make to each other's work. As we implement our Business Approach in response to significantly reduced funding we require a high degree of communication across a wide range of stakeholder interest groups including all culture and sport groups and individual customers. 	<ul style="list-style-type: none"> - Stakeholder Communications work well. - Stakeholders are informed about our business plans. - Channels of two way communication are established and managed.
2.17	Develop and deliver a community engagement programme to generate increased involvement of community organisations in service delivery.	<ul style="list-style-type: none"> In response to significant funding pressures we have developed an approach to spread responsibility and involvement in culture and sport services across a greater number of charitable and community organisations. Good collaborative engagement work and capacity building is critical to success. Following a period of engagement with partner organisations and community, we expect that Woodlands Games Hall will have transferred to a community 	<ul style="list-style-type: none"> - A programme of community engagement and capacity building work is implemented. - New levels of community involvement in service delivery are achieved.

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	Actions	Context	Outputs
		<p>organisation by end of March 2018.</p> <ul style="list-style-type: none"> • Further opportunities for community asset transfer exist at Grangemouth Golf Course, Denny Football Centre, Hallglen Centre and other community focussed venues. 	
2.18	Improve Employee Communications.	<ul style="list-style-type: none"> • Our own employees are one of our most important resources – in terms of the vital work they carry out on a day-to-day basis but also as ambassadors for the work of the Trust within the community. As such, their understanding of and ability to communicate the Trust's key messaging is an excellent way of spreading information by word of mouth and via passionate, enthusiastic voices. • We introduced an informative e-newsletter to build staff knowledge of other services and indeed as our own best customers; enabling greater knowledge between teams of the Trust about overall product/offering is vital. 	<ul style="list-style-type: none"> - A monthly informative e-newsletter with increased open and click rates is maintained. - Staff are encouraged to visit other Trust sites and be Trust customers.
2.19	Implement an Employee Survey Action Plan.	<ul style="list-style-type: none"> • Our third employee survey was undertaken in late 2017 to ensure our employees are engaged, feel valued and to provide an indication of employee satisfaction. • The results are to be reported to our Board and shared across the Trust and an action plan developed and agreed through consultation with teams. 	<ul style="list-style-type: none"> - Results are reported in spring 2018. - Action Plan is developed and implemented.
2.20	Deliver the Employee Development Plan.	<ul style="list-style-type: none"> • A cross Trust team with support from HR created a new competency framework. We want to use this to enhance our recruitment, the APDS schemes and in day to day management, and plan to roll the framework out in 2018. • The competency framework builds on the Trust's values and covers communication; teamwork; problem solving & decision making; new ideas & better ways of working; achievement; development. • We are building in skills development for our teams delivering the new business approach. We know we need to shift our approach to be more entrepreneurial and to facilitate community capacity. 	<ul style="list-style-type: none"> - Competency framework is utilised in APDS and day to day management. - Teams developing new business approaches are supported with skills development. - Competency framework supports recruitment.
2.21	Develop an Information Management Plan.	<ul style="list-style-type: none"> • In response to GDPR and to implement best practice we are reviewing how we manage information across the organisation to simplify and consolidate our 	<ul style="list-style-type: none"> - An information asset register is created.

	Actions	Context	Outputs
		information assets with better access and better use of information.	- Processes for GDPR compliance in our use of personal data are in place.
Strategic Objective 3 – Financial Sustainability			
<i>Being efficient and effective and operating within our means.</i>			
3.1	Participate in partnership strategic planning.	<ul style="list-style-type: none"> • More effective partnership and efficiencies from joint planning are being sought across the public sector. • The Trust is actively influencing and informing Locality Planning and with the Council a Strategic Property Review 	<ul style="list-style-type: none"> - Contribution is made to the development of East, West and Central Locality Plans. - Contribution is made to the Strategic Property Review.
3.2	Implement the Asset Management Development Plan 2018/19 actions.	<ul style="list-style-type: none"> • Our Asset Management Plan to optimise the use of our venues is being developed through a number of actions undertaken in conjunction with Falkirk Council to inform long term decision making and enable investment planning through a costed plan. • Condition surveys were completed for 23 key sites (October 2014). Based on these surveys we have updated the condition rank order of facilities to assist prioritisation. • We are operating maintenance on an essential repairs only basis and with Falkirk Council we are monitoring effectiveness and costs. 	<ul style="list-style-type: none"> - Forward investment decisions are made by March 2019. - Performance of the repairs and maintenance service continues to improve.
3.3	Implement 2018/19 Council capital funded projects and plan 2019/20 investment proposals.	<ul style="list-style-type: none"> • We have identified 13 essential areas of spend for the capital allocation of £568,000 to meet the Council's criteria of considering bids of 'inescapable high priority' and support our 5 year Business Strategy. • We want to make best possible use of the 19/20 allocation of £522,000 and develop proposals that support our Asset Management Plan. 	<ul style="list-style-type: none"> - 13 capital projects are delivered at: <ul style="list-style-type: none"> ○ Bo'ness Recreation Ctr ○ Grangemouth TH ○ Polmont Sports Centre ○ Callendar Park (2)

	Actions	Context	Outputs
			<ul style="list-style-type: none"> ○ Grangemouth Stadium (4) ○ Grangemouth Sports Complex (2) ○ Stenhousemuir Sports Centre ○ Muiravonside Country Park <p>- 2019/20 proposals are identified by June 2018.</p>
3.4	Improve sports venue performance.	<ul style="list-style-type: none"> • We have been motivated and encouraged by the increased levels of income that our sports venues have achieved and although we have some way to go to reach the upper half of the ranking for Scottish Statutory returns for cost per admission we are confident in our ability to improve with appropriate investment. • We have identified potential for increased income across a number of our sports venues where we believe there is capacity to increase usage. The small to medium scale investments made at Bo'ness, the Mariner and Grangemouth Stadium along with efficient work practices have made a very positive start. • Difficulties experienced in operational access arrangements with the school estate led to constructive dialogue with Children's Services and with individual high school head teachers and we are hopeful that improvements will be made in 2018. 	<ul style="list-style-type: none"> - Income targets are achieved. - Admissions increase. - Soft play development at Mariner Centre revitalises the whole venue. - Access to CATS schools is improved. - Usage and programme at the CATS schools grows.
3.5	Implement an ICT Improvement Plan.	<ul style="list-style-type: none"> • We undertook an exercise to merge our customer databases, and with a programme of training improved capacity to generate reports from our systems. We created a team of system agents to collectively manage our systems and ensure their effective use. This work helps support action 1.10 which is our priority IT project. • We have identified opportunities for improvements in our call handling and will work with the Council as they implement their new telephony contract, to make sure that we can make the most of the new system. 	<ul style="list-style-type: none"> - System agents operate across the Trust. - New telephony system supports customer service. - Upgrade to Office 10 across Trust PCs. - Further opportunities for mobile

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	Actions	Context	Outputs
		<ul style="list-style-type: none"> A pilot in the use of mobile and flexible technology was very successful and will be taken forward across the Trust, it will be particularly beneficial for peripatetic services such as sports coaches as well as to better facilitate homeworking. 	and flexible working are rolled out.
3.6	Open a new soft play centre at the Mariner Centre.	<ul style="list-style-type: none"> Building on the investment in the wave machine, we are further redeveloping the Mariner Centre to fully re-establish it as a premier family destination. Soft play is a growth market and we have secured support via Falkirk Council for investment in this along with a new café within the games hall both of which will also deliver an improved customer experience for all visitors to the Mariner Centre. 	<ul style="list-style-type: none"> - Phase 1 Mariner Centre works are completed in summer 2018. - An improved customer experience for all users of the Mariner Centre. - Soft Play centre is marketed and opens to the public in summer 2018.
3.7	Implement a Health & Fitness Plan.	<ul style="list-style-type: none"> With the opening of Stenhousemuir Gym we have shifted our focus to planning forward development of all our gyms. Health and Fitness development needs to be competitive to attract paid members and generate income and be balanced with ensuring health and wellbeing programmes, particularly aimed at those most in need, are delivering community health benefits. 	<ul style="list-style-type: none"> - Implement year 1 Health & Fitness Plan.
3.8	Maintain improvement in Trading Company performance.	<ul style="list-style-type: none"> The Trading Company has continued to improve its overall financial performance and we have managed efficiencies to tackle loss making activity. The focus will continue be to maximise the performance of the Helix Visitor Centre, improve performance at the Plaza Café, grow the business at Callendar House tea room, improve trading at the Hippodrome and launch the trading offer at the new soft play development in the Mariner Centre. 	<ul style="list-style-type: none"> - The Trading Company makes a net profit that can be passed on to the main charity, or reinvested in trading activity.
3.9	Implement Fundraising Strategy.	<ul style="list-style-type: none"> We want to support our work by generating income from a range of funders, sponsors and donors and have been growing our capacity to do so which is reflected in our Strategy for 2016-19. Although external funding continues to be competitive we have uplifted our targets 	<ul style="list-style-type: none"> - £1.75m of external funds awarded in 2016/19. - Including a high value one-off award of between £500,000 and

	Actions	Context	Outputs
		for growth although availability of match funding, capacity and time to develop bids can be challenging.	£1m in 2016/19. - Level of donations increased.
3.10	Maintain focus on income and develop new income generating activity.	<ul style="list-style-type: none"> • Our approach to the business plan identified 15 venues across culture and sport with good additional income generating potential and we set targets based on the likelihood of achieving uplift. Achieving this will require new ideas across programme, customer service, marketing and investment within the venues. • Building on our successful approach to the soft play project a number of teams have developed new propositions for which full Business Cases are being developed. • We have had positive discussions with leisure developers on the potential to partner in significant projects. We require to increase our borrowing capacity in order to progress. • Successful income generation requires us to have robust monitoring systems in place and the ability to be adaptable with programme and marketing interventions. 	<ul style="list-style-type: none"> - Business Cases for new income generating proposals are prepared for the Helix, Grangemouth Sports Complex, Stenhousemuir Sports Centre, and Mariner Centre phase 2. - The Trust's Funding Agreement with the Council is reviewed. - Partnership delivery models for income generating proposals are secured. - Income monitoring processes are robust and targets are met.
3.11	Secure Energy Management Savings.	<ul style="list-style-type: none"> • We are a high energy user particularly on many of our large sites. Work to date with the Council on improving our plant and equipment, modernising lighting and pool covers for example has delivered tangible savings. We will continue this work which is becoming more critical as energy costs rise and budgets reduce. 	<ul style="list-style-type: none"> - Improvement projects are identified to reduce energy consumption.

MONITORING AND EVALUATION

Performance Management

We measure and evaluate our performance in two ways:

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

Table 3: Numerical Performance Measures

Strategic Objective	Performance measure	Performance context – position at end-Q3 17/18	Performance 14/15	Performance 15/16	Performance 16/17	Performance 17/18 (to end-Q3)	Target 18/19
Meeting Customer Needs	1. Number of concessionary admissions across all Trust services	The 'Go Card' concessionary scheme was launched at the start of 14/15. Performance has increased and is currently 5% higher than last year; we expect performance to exceed target at year-end.	114,540	116,423	122,241	94,540	130,000
	2. Number of admissions by young people across all our venues and programmes	A priority in our marketing strategy is Families. Admissions have increased to end-Q3 17/18 and are currently over 10% higher than the same period last year following refocused priorities for Sports Development; performance should exceed target .	762,617	805,759	907,628	680,817	995,000
	3. Number of older people holding a Go Card membership	A priority in our marketing strategy is Older People; a new baseline will be set in 18/19.	n/a	n/a	n/a	n/a	TBC
	4. Number of adult admission to all sport and leisure venues	At end-Q3 performance has decreased slightly and is currently 9% lower than last year; performance should achieve close to target at year-end.	638,638	770,322	773,873	512,245	735,000

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Strategic Objective	Performance measure	Performance context – position at end-Q3 17/18	Performance 14/15	Performance 15/16	Performance 16/17	Performance 17/18 (to end-Q3)	Target 18/19
	5. Number of juvenile admissions to all sport and leisure venues	Performance at end-Q3 has increased and is 3% higher than last year; performance should exceed target at year-end.	496,094	509,121	506,377	366,469	530,000
	6. Number of concession admissions to all sport and leisure venues	The 'Go Card' concessionary scheme was launched at the start of 14/15; performance was maintained in 16/17 and has increased for the year-to-date in 17/18 with the role out of the Universal Credit scheme and changes to Go Card criteria, currently 7% higher than last year. We expect performance to achieve target at year-end.	76,789	83,271	84,241	65,737	90,000
	7. Attendance at sport and recreation development programmes	Attendance has been rising and increased to end-Q3 17/18 following refocused priorities for Sports Development. Year-end performance is projected to significantly exceed target for the 17/18 year.	213,860	247,494	376,575	284,551	400,000
	8. Number of visits to libraries	Visits have increased to end-Q3 17/18 following the opening of a new facility in Denny, being 3% higher than for the same period last year. We expect target to be achieved at year-end.	563,912	513,720	529,924	413,630	500,000
	9. Number of active borrowers from libraries	The number of active borrowers has increased for the 17/18 year-to-date and are currently 3% higher than Q3 last year. We expect target will be achieved at year-end.	27,560 ²	25,891	25,547	25,983	25,000
	10. Number of issues including digital material	The rate of decline has been slowing, recording a slight decrease of 0.9% compared to the same position last year. Target may be achieved at year-end.	836,281	774,379	739,276	550,078	710,000

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Strategic Objective	Performance measure	Performance context – position at end-Q3 17/18	Performance 14/15	Performance 15/16	Performance 16/17	Performance 17/18 (to end-Q3)	Target 18/19
	11. Number of admissions to arts venues	As expected performance in 17/18 has increased with new programme development, with 22% more admissions to end-Q3 than 16/17. Performance is on course to achieve target at year-end.	97,400	110,591	72,931	64,311	97,000
	12. Attendance at arts development programmes	Performance to end-Q3 17/187 has been maintained with similar attendance to last year. We expect to achieve target in 17/18.	156,649	177,925	146,535	108,907	140,000
	13. Number of visits to heritage venues	Following a refreshed approach to programme and trading activity, performance in 17/18 to end-Q3 has increased and is 26% higher than last year. Performance should exceed target at year-end.	38,382	51,222	51,266	50,001	64,000
	14. Attendance at heritage development programmes	Performance for year-to-date in 17/18 is lower than previous following service restructuring. Activity will be delivered through a two-year Great Places programme; a target baseline is to be set.	14,030	10,784	6,030	307	Baseline tbc
	15. Number of complaints received	The number of complaints gathered to end-Q3 in 17/18 has decreased and is 19% lower than in 16/17; we hope to maintain the level at year-end 17/18.	81	122	104	70	Maintain
	16. Number of volunteers engaged	Performance increased in 16/17 following the appointment of a volunteer co-ordinator. We expect performance to increase further in 17/18 with a focus on embedding volunteer work within service delivery.	1,027	1,684	2,139	TBC	Increase
	17. Number of clubs and	Performance in 16/17 was relatively static;	193	207	194	TBC	Increase

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Strategic Objective	Performance measure	Performance context – position at end-Q3 17/18	Performance 14/15	Performance 15/16	Performance 16/17	Performance 17/18 (to end-Q3)	Target 18/19
	organisations worked with	we expect a small increase in 17/18 with engagement work with partner clubs and organisations.					
	18. Sickness Absence - % days lost	The sickness absence rate at end-Q2 17/18 is slightly increased compared to the same position last year. The aim is to maintain this below 4% at year-end.	4.72%	4.28%	3.42%	4.02% ³	4% or less
	19. Staff Turnover - % turnover	Staff turnover for the 6-month period to end-Q3 17/18 was marginally lower than the same period last year. Aim is to reduce staff turnover.	10.30%	18.14%	11.90%	6.70% ³	Reduce
Financial Sustainability	20. Customer income raised	The aim is to increase income with a new business approach to income generation. Income to end-Q3 has increased slightly compared to the same position last year, and may achieve target at year-end.	£5,225,000	£5,876,000	£6,543,000	£5,111,000	Increase
	21. Grant income secured ¹	Aim to maintain income with a new business approach to income generation. Grant income secured to end-Q3 17/18 is lower than the same period last year.	£1,070,000	£794,953	£1,050,359	£469,000	Maintain
	22. Funds awarded from competitive grants and donor sectors	Funding is competitive; we have exceeded expectation for 17/18 including a high value one-off award of £500,000.	£541,180	£759,207	£551,645	£967,757	Maintain

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

² Revised calculation following new Library Management System during 14/15.

³ Figure to end-Q2 only – Q3 figure unavailable at time of publishing.

RISK MANAGEMENT

Significant risks associated with this Business Plan are summarised in Table 4 below.

Table 4: Risk Summary

Risk Level	Risk Description	Mitigation/ Comment
High	Risk Category: Property & Assets Funding is not available to maintain buildings or the Council has pressing need for investment elsewhere in its portfolio.	This is a universal risk shared with the Council and the Trust is working with the Council on a Strategic Property Review and to implement an Asset Management Plan. The high levels of investment required are unlikely to be met from the Council's capital programme. This risk is at a maximum score due to consequential impact on attracting new customers to facilities and income generation.
High	Risk Category: Finance Funding from the Council, both revenue and capital, to the Trust is reduced due to other Council priorities and budget constraints impacting on the quality and range of services delivered.	The Trust has been pursuing a strategy of income growth to shift reliance on Council funding in the medium term. The speed of reduction in core funding is moving at a pace that is outstripping our ability to grow income. Mitigation is being pursued through new growth opportunities to stimulate increased business. This risk is at a maximum score owing to savings proposals for 18/19 reducing the quality and range of services delivered.
High	Risk Category: Information General Data Protection Regulations (GDPR) on the use of personal data come into force in 2018 and the Trust handles a considerable volume of customer information. Over reliance on out of date IT systems and network which is not focussed on Trust's business does not provide adequate service to customers or business information.	Capital funds have been secured to help improve ICT. The scale and complexity of the problem is challenging to resolve and work has commenced on a Digital Transformation project. Work has commenced to ensure processes on the use of personal data are robust.
Medium	Risk Category: Finance Failure to meet income targets with potential for the Trust not to continue to be financially viable.	Income targets are continuing to prove challenging to achieve. Market pressures, the vagaries of the weather and the continuing impact of the recession are contributing factors. Mitigation is through increased focus on monitoring and review of customer income, and cautious approach to charges as well as development of new growth opportunities.

OUR PLANNING FRAMEWORK AT A GLANCE

The 10 year area wide Strategy

“Inspiring Active Lives” A Culture and Sport Strategy for Falkirk

*A plan with four key **themes** for action across all culture and sport sectors that will be implemented through a series of **partnership Delivery Plans** led by the Trust*

Participation	Motivation	Venues	Partnership
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Our 5 year Business Strategy

Our aim is that by 2019:

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.

Our Objectives for 5 years

Meeting Customer Needs

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

Organisational Development

Growing up, getting stronger and maturing is critical if we are to live up to stakeholders' expectations

Financial Sustainability

Being efficient and effective and operating with our means

Our Priorities for 5 years

Marketing	ICT	Venues & Programmes	People & Organisation	Planning Together
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Our 5 Annual Business Action Plans

2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
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Our Unit Action Plans and Business Strategies

A suite of plans for individual business operating areas and cross cutting plans for Trading, Programmes & Events, Marketing and Helix are guided by the Business Strategy, Annual Business Action Plans, Marketing Strategy and Fundraising Strategy

OUR PURPOSE

Our Vision

Falkirk's Communities are the most creative and active they can be

Our Mission

To lead culture and sport to enrich people's lives in the Falkirk area

Our Values

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

Falkirk Community Trust

Subject: Future Business Strategy
Meeting: Falkirk Community Trust Board
Date: 8 March 2018
Author: Chief Executive

1. Introduction

- 1.1 This report sets out proposals to develop a new business strategy that takes account of the current funding climate, the opportunities for growth and investment and considers the future needs and aspirations of our organisation.
- 1.2 The Board is asked to approve the recommendation to set up a series of workshops that will develop the strategy and provide an opportunity for Board development.

2. Background

- 2.1 The current Business Plan Strategy was written in 2013 and approved by the Board and the Council in the spring of 2014. Annual Action Plans have supported its delivery and significant positive results have been reported in the associated Annual Reports. The strategy has been delivered in a time of increasing financial constraint particularly in respect of Council funding.
- 2.2 In recognition of the ongoing pressures the Board decided to undertake a piece of work to consider the best means to address the anticipated shortfall in future funding. The Board at that time agreed that the current business strategy was still relevant though they wanted to take a longer term view than the current annual funding cycle. The Business Plan Approach, agreed in autumn 2016, was the outcome of their deliberations. It outlined a three year programme of work that was intended to protect and modify service delivery in the light of a potential 50% reduction in Council funding support over a five year period from 2017.
- 2.3 As the Council financial position has become more constrained their projections suggest that there will be no funding for non statutory services as early as 2020/2021. The Council requested that our Business plan assumed a reduction in the service payment of £1.8m in 18/19 (subsequently reduced to yy) and has indicated that in 19/20 a service payment reduction of £3.5m is contemplated. This is subject to change depending on the eventual financial settlement from the Scottish Government and Council decision making around priorities.
- 2.4 In recent years the Council has sought higher levels of reductions in the planning stages of our Business Plan process and the eventual payment has been much better than originally anticipated. It is worth noting that the level of uncertainty created through this process is destabilising for the organisation and all staff. High levels of anxiety and stress affect staff whose jobs are most at risk and a lot of time is used in briefings, planning potential outcomes and looking for alternative options. Business plans are updated again once the final funding agreement is reached. It may be that little can be done to alter this process as the funding situation for the Council remains

fluid right up until the Scottish Government budget is set and the local government allocation is agreed including formal notification of Falkirk's share.

- 2.5 Our Business strategy needs to be able to accommodate a high level of uncertainty and adaptability. Some times it can be hard to predict how the political imperative will influence strategic decision making and whether it might conflict with the needs of our business. This is something we need to take account of in our planning.

3. Future Business Strategy

- 3.1 The context for developing the strategy needs to take account of the other plans and strategies operating at a local, regional and national level that will influence or be influenced by our work.

- 3.2 At a local level the key drivers are

Falkirk Community Planning Partnership – Strategic Outcomes and Local Delivery Plan 2016-2020

The Council Corporate Plan – Our Council, Our Area, Our Services 2017 - 2022

Inspiring Active Lives – a Culture and Sport Strategy for Falkirk 2014-2024

Our current Business Plan Strategy 2014-2019

Our Business Plan Approach 2017-2020

- 3.3 Nationally there are a wide range of plans and strategies covering all areas of our work and led by a number of national agencies including sportscotland, creative Scotland, museums and galleries Scotland, SLIC as well as Scottish Government.
- 3.4 Given the range of programme and timeframes covering each of the strategies it is clear that the future strategy needs to be fairly high level and sufficiently flexible to allow for opportunities to be grasped as they emerge providing they fit with the overall purpose and direction. Given the variable timeframe for strategies outlined it would seem sensible to plan in at least a three to five year timeframe and it's therefore suggested that the Board first considers the most appropriate timeframe for our next business strategy.
- 3.5 Internally we have developed our vision, mission and values and these should be checked for continued relevance and appropriateness for the future. It is not envisaged at this stage that this needs to change though the Board will want to take a view in that.
- 3.6 The current strategy has served us well in that it has set out a clear purpose and direction and our day to day work has been set in a meaningful context. It is suggested that the Board review the current strategy to consider whether the key themes and messages should be carried forward, developed or replaced with new ideas.

4. Mechanism for developing the strategy

4.1 It is proposed that the Board engage in a series of 3/4 workshops to assist the management team in the development of the new strategy. It is suggested that these sessions would also provide a Board development opportunity as requested at the last meeting.

4.2 The initial thoughts are

Workshop 1

Review of the current strategy and lessons learned

Current context, issues and opportunities that need to be factored into the new strategy

Workshop 2

Review of summary from workshop 1 and agreement on the key issues

Look out 3/5 years to anticipate future landscape, opportunities and risks

Key areas of focus:

- Services to be delivered and to whom
- Asset Management
- Financial Sustainability
- Meeting Customer Needs and aspirations
- Stakeholder partnership and engagement

Workshop 3

Review of the output from workshops 1 and 2

Development of the key themes and outcomes for the new strategy

Agreement on priorities and areas of focus for 19/20 action plan

Workshop 4

If needed to continue workshop 3 and draw strategy development process to a conclusion and sign off the general direction for 19/20 proposals.

4.3 It is suggested that we use a facilitator for the meetings and that the work is undertaken jointly with SMT and Board. SMT will produce supporting papers and information as needed to enable the Board to focus on strategy development. Ideally the workshops should last at least half a day each and include some time for informal dialogue between Board members possibly over lunch. (SMT could be excluded from this time to provide an opportunity for the Board to talk separately) It would be helpful for the sessions to be held in May and June to allow time for the strategy to be written up and presented to the Board in August 2018 followed by the 19/20 Business plan process.

- 4.4 Engagement with the Council both at officer and member level will be vitally important in this process. We have asked for early dialogue and will be looking to meet with them regularly as our thinking develops.
- 4.5 We may also want to allow time for dialogue with key community stakeholders and potential new partners as they will be key to advocacy, partnership and project development moving forward.

5. Conclusion

- 5.1 The current business strategy has served its purpose in terms of ensuring that the strategic direction has been maintained whilst a diverse programme of activity has been delivered successfully. Much of the content remains relevant and appropriate especially when it is considered alongside the Business Plan Approach. However it makes sense for the current Board to lead the development of the next strategy taking cognisance of the opportunities, risks and financial context alongside the internal capacity of the organisation.
- 5.2 The opportunity for the Board to actively engage in the development of the strategy also gives time for Board development increasing awareness of respective skills, knowledge and experiences. The shared ownership of the common goal will enable the Board to offer continued support to each other, the management team and the wider staff of the Trust.

6. Recommendation

- **The Board is asked to agree the establishment of a series of workshops for Board members and SMT to develop the next business strategy.**

Maureen Campbell

Maureen Campbell
Chief Executive

Falkirk Community Trust

Subject: Budgetary Control Statement 2017/18
Meeting: Falkirk Community Trust Board
Date: 8 March 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 2017/18.
- 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) and the table below sets out the projected outturn at March 2018 based on actual performance to the end of January 2018. There is a projected deficit on charitable activities of £79,000, which is £21,000 (0.12%) below the budgeted resources available.
- 2.2 This is a favourable movement of £217,000 in comparison with the reported position to the Board in November 2017. The movement is largely as a result of a reduction of £160,000 in the anticipated expenditure that can be achieved on the approved investment projects and an expected increase of £114,000 on the charitable donation from the Trading Company, both offsetting a £79,000 reduction in other income.

	Annual Budget £'000s	March 18 Projected Outturn £'000s	Variance £'000s	Nov 17 Projected Outturn £'000s	Movement £'000s
Operating Performance (Surplus) / Deficit	100	(103)	(203)	(13)	(90)
Severance Costs	0	33	33	0	33
Investment Project Expenditure	0	149	149	309	(160)
Reported (Surplus) / Deficit	100	79	(21)	296	(217)

- 2.3 Significant variations in expenditure and income are detailed below.

3. Expenditure

- 3.1 Employee costs account for £11m (64%) of the Trust's budget and are projected to be £333,000 (3%) lower than budget. £237,000 of this relates to vacant Team Leader posts.
- 3.2 It is anticipated that planned investment projects funded from reserves of £90,000 will be undertaken in 2017/18. This is £160,000 lower than previously reported to Board as a result of delays in projects until 2018/19. In addition to this, expenditure of £59,000 on the car park at the Helix will be funded from the Helix reserve. This represents a total of £149,000 of additional expenditure.

4. Income

- 4.1 The Service Payment from the Council accounts for £11.4m (66%) of the Trust's resources. Of the remaining balance, customer fees and charges account for £5.2m (30%).
- 4.2 Customer income is projected to be £374,000 below the budgeted target. This is a movement of £79,000 from the previous projection, largely due to a reduction in projected income within Sports. In comparison to the same period last year, actual income received is £145,000 (4%) higher in 2017/18.
- 4.3 A summary of projected variances and actual income to January 2018 is detailed at Appendix 2.

5. Trading Company

- 5.1 The Trading Company's projected surplus is £384,000 for the financial year (2016/17 surplus - £269,000). As a result of delays until 2018/19 in being able to undertake scheduled investment expenditure, it is now projected that only £31,000 of this surplus can be invested in the Trading Company during the current financial year. This results in a higher remaining surplus and this is shown in the Trust's accounts as a projected charitable donation receipt of £353,000. This represents £114,000 of additional income from donations in comparison to the budget of £239,000.

6. Reserves

- 6.1 Taking into account the financial projection for 2017/18, the anticipated reserves position is shown in the table below. The Board agreed that it would maintain an unrestricted reserve of 2% calculated on the basis of the Service Payment received from Falkirk Council and the total budgeted expenditure. This gives a range of between £229,000 and £381,000. The projected balance is £685,000, however it should be noted that there is a planned application of £245,000 of reserves in 2018/19 to balance the budget position.
- 6.2 In comparison to the position reported previously to Board, £33,000 has been spent from the severance costs reserve so this is reduced from £270,000 to £237,000. The delays in investment projects increases the reserve from £620,000 to £780,000.

	Balance 1/4/17 £'000s	(Surplus) / Deficit £'000s	Transfers £'000s	Spend £'000s	Projected Balance 31/3/18 £'000s
Unrestricted Reserve	(1,283)	79	519	0	(685)
Severance Costs	(270)	0	0	33	(237)
Investment Projects	0	0	(870)	90	(780)
Unrestricted Funds	(1,553)	79	(351)	123	(1,702)
Helix	(367)	0	169	59	(139)
	(1,920)	79	(182)	182	(1,841)

7. Balance Sheet

- 7.1 Appendix 3 details the Trust Balance Sheet. As at January 2018 the bank balance is £3.3m and the net assets are £2.9m. The debtors figure of £0.7m primarily represents income due from Falkirk Council to the Trust. The creditors balance of £1.4m is mainly the amount owed to Falkirk Council for the payment of salaries and expenses paid on behalf of the Trust.
- 7.2 The projected position at March 2018 shows net assets of £1.8m, representing £0.1m of restricted funds and £1.7m of unrestricted funds.

8. Recommendations

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



Chief Finance Officer

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

Falkirk Community Trust

10 Months ended 31st Jan 2018

Chief Executive : Maureen Campbell

	Annual Budget £'000	Actual to Date £'000	Projected Outturn £'000	Variance (Fav)/Unfav £'000	Previous Projection £'000
Employee Expenses	11,101	8,768	10,735	(366)	(296)
Property Expenses	2,240	1,358	2,249	9	-
Transport Expenses	187	134	171	(16)	-
Supplies & Services	2,904	2,699	2,843	(61)	(83)
Third Party Payments	21	(221)	21	-	-
Support Services	806	605	806	-	-
Capital Costs	94	-	94	-	-
Severance Costs	-	-	33	33	-
Project Costs	-	148	149	149	309
Gross Expenditure	17,352	13,490	17,100	(252)	(70)
Service Payment	(11,433)	(11,433)	(11,433)	-	-
Grants	(385)	(656)	(414)	(29)	(29)
Sports Facilities	(4,001)	(2,976)	(3,602)	398	345
Other Facilities	(849)	(805)	(850)	(1)	9
Charitable Donation	(239)	-	(353)	(114)	-
Other Income	(346)	(355)	(370)	(23)	(59)
Total Income	(17,252)	(16,225)	(17,021)	231	266
(Surplus)/Deficit*	100	(2,736)	79	(21)	196
Add: (Surplus) as at 1 April 2017			(1,553)		
Transfer to / (from) Helix Reserve			(228)		
(Surplus) as 31 March 2018			(1,702)		

Projected Unrestricted Funds @ 31 Mar 2018:

Unrestricted Reserve	(685)
Approved Projects	(780)
Voluntary Severance	(237)
	(1,702)

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

Appendix 2

Trust Facilities - Summary of Actual Income						
Facility	Annual Budget £000	Variance (Fav)/Unfav £000	April to Jan-18 £000	April to Jan-17 £000	Inc/ (Dec) £000	Inc/ (Dec) %
Grangemouth Complex	660	115	440	494	(55)	-11%
Mariner Centre	503	107	338	332	6	2%
Boness Recreation Centre	237	38	160	147	13	9%
Grangemouth Health & Fitness	558	17	454	439	15	3%
Mariner Health & Fitness	250	10	201	190	11	6%
Boness Health & Fitness	179	7	146	156	(10)	-6%
Stenhousemuir Gym	396	6	326	242	84	35%
Grangemouth Stadium	168	6	133	149	(16)	-11%
Schools - Community Use	413	63	266	248	18	7%
Neighbourhood Centres	249	14	184	174	10	6%
Sports Fields & Pavilions	20	(3)	22	16	6	35%
Outdoor Amenities	71	33	36	59	(23)	-39%
Ski Slope	112	18	76	76	0	1%
Sports Development	109	12	91	98	(8)	-8%
Active Forth	78	(45)	103	81	22	27%
Sports Facilities	4,001	398	2,976	2,901	75	3%
Falkirk Town Hall	184	-	152	95	56	59%
Hippodrome	126	(15)	105	93	12	13%
Other Town Halls	51	(11)	51	42	9	21%
Grangemouth Golf Course	187	28	156	162	(6)	-4%
Helix	300	(3)	342	287	55	19%
Other Facilities	849	(1)	805	680	126	19%
Holiday Programme	11	(25)	36	30	6	21%
Outdoor Activities	32	(23)	57	52	5	10%
Parks	35	15	35	75	(41)	-54%
Library Income	96	(9)	85	80	5	6%
Other Arts & Heritage income	144	19	124	142	(18)	-12%
Business Development	29	-	18	31	(13)	-43%
Other Income	346	(23)	355	410	(55)	-13%
Total	5,195	374	4,136	3,991	145	4%

FALKIRK COMMUNITY TRUST - 2017/18
BUDGETARY CONTROL STATEMENT

Falkirk Community Trust - Balance Sheet

10 Months ended 31st Jan 2018

Chief Executive : Maureen Campbell

	Mar 2017 £'000	Jan 2018 £'000	Projected Mar 2018 £'000
Fixed Assets			
Tangible Assets	214	221	132
Current Assets			
Stocks	73	73	75
Debtors	298	724	300
Bank	3,598	3,340	3,500
	<u>3,969</u>	<u>4,137</u>	<u>3,875</u>
Current Liabilities			
Creditors	<u>2,042</u>	<u>1,448</u>	<u>2,166</u>
Net Current Liabilities	1,927	2,689	1,709
Net Assets	<u><u>2,141</u></u>	<u><u>2,910</u></u>	<u><u>1,841</u></u>
Unrestricted Funds			
Unrestricted Fund	1,283	1,572	685
Voluntary Severance	270	270	237
Approved Projects	-	870	780
	<u>1,553</u>	<u>2,712</u>	<u>1,702</u>
Restricted Funds			
Grant Funding	221	-	-
Helix Funding	<u>367</u>	<u>198</u>	<u>139</u>
	<u>588</u>	<u>198</u>	<u>139</u>
Total Funds	<u><u>2,141</u></u>	<u><u>2,910</u></u>	<u><u>1,841</u></u>

Falkirk Community Trust

Subject: OSCR – Keeping vulnerable beneficiaries, volunteers and staff safe
Meeting: Falkirk Community Trust Board
Date: 8 March 2018
Author: Business Development Manager

1. Introduction

- 1.1 OSCR, the Scottish Charity Regulator, recently released a public statement on charity concerns about sexual misconduct following on from widespread media coverage of cases within certain organisations. This statement set out how OSCR receives and deals with matters of this nature. On the 14th February they contacted all charities with information on safeguarding and Notifiable Events and requested that trustees consider this at their next meeting. A copy of this correspondence is attached for the Board to review.

2. Safeguarding

- 2.1 The OSCR communication reminds charities that trustees should make sure that they create a safe environment for staff, beneficiaries and volunteers, and that there should be policies, procedures and practices in place to make sure that everyone is kept safe.
- 2.2 The legal duty of all charity trustees is to act in the best interests of their charity. As well as duties under the Companies Act, the induction process for Trust Directors covers standards in public life obligations through the seven principles of public life – Selflessness; Integrity; Objectivity; Accountability; Openness; Honesty; Leadership.
- 2.3 The Trust has a comprehensive set of policies in place to help ensure the safety of our customers, staff and volunteers which are summarised in the list below:

Accident/Incident Reporting Policy
Adult Support and Protection Policy
Asbestos Policy
Capability Policy
Child Protection Policy
Code of Conduct for Officers
Corporate Health and Safety Policy
Dignity at Work Policy
Disciplinary Policy and Code of Practice
Drug & Alcohol Policy
Equal Opportunities Policy
Fire Safety at Work Policy
Grievance Policy & Procedure
Health, Safety & Care Policy
Legionnaires Disease Policy
Lone Working Policy

Managing Sickness Absence Policy and Procedure
Management of Stress & Mental Wellbeing
Management of Violence & Unacceptable Actions Policy
Manual Handling and Moving and Handling Loads Policy
Needlestick Policy
Occupational Health Monitoring & Surveillance Policy & Procedure
Overseas Criminal Records Checks Policy
PVG and Criminal Conviction Checking Policy
Policy for the Prevention & Management of Infectious Diseases
Recruitment and Selection Policy
Risk Management by Risk Assessment
Smoking Policy
Volunteering Policy
Vibration at Work Policy
Violence at Work Policy
Whistleblowing & Confidential Reporting.

- 2.4 Policies are regularly reviewed through the Trust's Policy Review Group with advice on health, safety and employee matters received through our SLAs with Falkirk Council. Health & Safety matters are routinely and consistently dealt with through a working group and the Board has a lead Director for health & safety.
- 2.5 As flagged by OSCR it is important that policies are applied and acted upon. The Senior Management Team are confident that the Trust policies are both comprehensive and necessary as we accept that there will always be a risk of breaches occurring when dealing with human behaviour. OSCR have given us a timely reminder that we need to ensure we maintain our efforts to promote a culture of awareness. We will reinforce the message from OSCR with our Team Leaders.
- 2.6 OSCR emphasises that a heightened focus is required when working with vulnerable groups or volunteers. Given the nature of our work, the Trust has a specific focus on safeguarding young people and volunteers. An important aspect of this is providing training for staff and volunteers and maintaining good communications with governing bodies and clubs.
- 2.7 All coaches and volunteers engaged through our Active Schools and Sports Development programmes receive a comprehensive induction. This sets out their requirements in terms of their role and covers safeguarding. Volunteers are taken through, and receive a copy of, the Trust's volunteer handbook, which establishes clear guidance and best practice. Furthermore the sports unit deliver regular Safeguarding and Protecting training courses. In response to the heightened awareness around this issue in the wider sporting environment over the past 12 months, we have increased the number of courses we deliver on an annual basis. Many partner clubs are taking advantage of these opportunities. In addition we have in place a robust 'club check' process. This provides a clear checklist that all partner clubs must have in place before we will engage with them.

3. Notifiable Events

- 3.1 OSCR have also drawn charities attention to Notifiable Events whereby charities themselves raise a significant issue with OSCR. This regime came into place in April 2016 and since that time OSCR has received 170 notifications from charities. Notifiable Events include fraud, significant financial loss and incidents of abuse or mistreatment of vulnerable beneficiaries and usually such notifications have also been referred to Police Scotland.
- 3.2 There have been no incidents within the Trust of a notifiable nature however we should be mindful of the need to report if an incident were to arise.

4. Conclusion

- 4.1 The Trust welcomes the communication from OSCR that reminds charities of their obligations and of the regulatory focus that OSCR maintains. The safeguarding of customers, staff and volunteers is core to the Trust's Values and we have comprehensive policies and practices in place to prevent and to deal with issues of misconduct. We recognise that maintaining vigilance in these matters is critical and we will continue to raise awareness with our staff and volunteers and to collaborate with stakeholder organisations.

5. Recommendation

The Board are asked to:

- a) Review the communication from OSCR;
- b) Note the Trust's policies that are in place to support safeguarding; and
- c) Note the Trust's obligation to report Notifiable Events to OSCR.

Jane Clark

Jane Clark
Business Development Manager

From: OSCR Online <oscronline@oscr.org.uk>
Sent: 14 February 2018 13:54
To: oscronline@oscr.org.uk
Subject: [OSCR Online] - Keeping vulnerable beneficiaries, volunteers and staff safe
Importance: High

The recent reports of abuses connected to some charities working in the international aid sector are deeply troubling and as a regulator we take such matters extremely seriously.

There are two key points that we would like to remind charities of in light of the reports.

- Safeguarding (keeping vulnerable beneficiaries, volunteers and staff safe)
- Notifiable Events

Due to the importance of them both, we are asking charity trustees to make sure that these topics are Agenda Items at the next meeting.

Safeguarding - Keeping vulnerable beneficiaries, volunteers and staff safe

The public is right to expect the highest standards of governance from charity trustees – charity law also requires it. We work very closely with Police Scotland and the justice system where we consider there is any criminal activity or risk to vulnerable people. Charities working with vulnerable beneficiaries or volunteers need a heightened focus on possible abuses of power that might lead to bullying, harassment, or sexual misconduct.

The legal duty of all charity trustees is to act in the best interests of their charity and, in particular, to act with due care and diligence. For all charities, this means trustees should make sure that they create a safe environment for staff, beneficiaries and volunteers. Charities should have the appropriate policies, procedures and practices in place to make sure that everyone is kept safe. It is important to develop a culture that enables anyone to report concerns, whilst making sure that those concerns are dealt with appropriately and in a sensitive manner. They should also ensure that everyone in the organisation understands these policies and that they are reviewed and kept up to date as organisations grow and change.

Remember, charity trustees are the ones who are ultimately accountable when something goes wrong in a charity, and it is up to them to take appropriate action when it is required. If you are a charity trustee, please review your safeguarding policies – and if they are not comprehensive enough, work with your fellow trustees to get them where they need to be as soon as possible.

Here are some key actions for charity trustees to take:

- Know what you have to do – trustees must follow charity law but there may be other specific statutory duties because of the type of work your charity does (for instance, your staff and volunteers may need to be members of the Protection of Vulnerable Groups –PVG –scheme depending on the type of work your charity carries out)
- Assess your safeguarding risks and address them where necessary
- Be confident that the steps you put in place are relevant to the size and work of your charity

- Make sure your charity's policies and procedures are effectively applied in practice throughout the organisation, and you are confident that they will continue to be followed in the future
- Review your safeguarding policies and procedures at least once every 12 months. If there are gaps, make sure that any new policies or procedures are in line with the charity's purposes and the law
- Encourage a safe environment so that volunteers, staff and beneficiaries feel that they can speak up when they think something is going wrong
- Be decisive with any action you have to take, procrastinating can be viewed as complacency
- Be transparent when incidents do occur, and learn if things go wrong
- Ensure that serious incidents are reported to OSCR and other relevant bodies.

Later this year, we will be publishing new guidance on safeguarding. If there is anything you would like to see us cover in this guidance, please email info@oscr.org.uk and we will consider your suggestions.

Notifiable events

When problems occur, it is important for trustees to address them vigorously and transparently – we have a Notifiable Events system which should be used in circumstances like this.

This system was started in April 2016 and it gives us an opportunity to provide guidance to charities when serious incidents occur.

A Notifiable Event could be:

- fraud and theft
- significant financial loss
- incidents of abuse or mistreatment of vulnerable beneficiaries
- a lack of charity trustees required to make a legal decision
- when a charity has been subject to a criminal investigation or an investigation by another regulator or agency; sanctions have been imposed, or concerns raised by another regulator or agency
- when significant sums of money or other property have been donated to the charity from an unknown or unverified source
- suspicions that the charity and/or its assets are being used to fund criminal activity (including terrorism)
- charity trustees acting improperly or whilst disqualified.

There is no legal requirement to report a Notifiable Event. However, it is an important way for charities to reassure us, and other interested parties, that they are on top of the issues they are facing. Ultimately, we may become concerned if there has been a matter that has not been reported to us; especially if it goes on to have a negative impact on the individual charity or the wider charity sector.

For more information, please read the news item we published in November 2017 encouraging charities to report significant incidents when they occur.

Regards,
David Robb
Chief Executive
OSCR Online

Falkirk Community Trust

Subject: Business Continuity Management Policy & Plan
Meeting: Falkirk Community Trust Board
Date: 8 March 2018
Author: General Manager

1. Introduction

- 1.1 The Trust's Business Continuity Management Policy was approved by the Board at their meeting of the 30th of May 2013. This Policy has subsequently been revised and updated and a Business Continuity Plan produced that will help ensure the organisation as a whole has procedures in place to ensure its ongoing viability, should a significant and unexpected event or incident occur.

2. Background

- 2.1 Business Continuity Management (BCM) is the system which helps to ensure the smooth running of an organisation or delivery of a service in the event of a significant disruption to its normal operations.
- 2.2 BCM provides a framework for improving an organisation's resilience to a significant interruption to its business, so that key systems and processes can be recovered whilst at the same time ensuring business critical functions and services continue to be delivered.
- 2.3 The Civil Contingencies Act 2004 requires Falkirk Council to ensure that it is prepared (as far as is reasonably practicable), to provide critical activities and an emergency response during any emergency or disruptive event. The Council has the primary responsibility to meet the obligations of the Act. However, given the nature of the services and facilities operated by the Trust and its relationship with the Council, the Trust will provide support and assistance to the Council in meeting its responsibilities at such times.

3. Key Aspects of the Business Continuity Policy

- 3.1 The aim of the policy is to describe how the Trust intends to mitigate the effect of any incident that causes a significant disruption to a provided service, or functional area.
- 3.2 The Trust's Business Continuity Management Policy objectives are to:
- Reduce the likelihood of a significant disruption occurring that affects the services provided by the Trust, through a risk management process.
 - Minimise the impact of that interruption, should a disruption occur
 - Where a significant disruption occurs, prioritise and protect those people most severely affected.
 - Protect the Trust by taking action to:-
 - Avoid financial losses.

- Protect or reduce damage to the reputation and image of the Trust and its staff.
 - Enhance its ability to recover quickly following a disruption to normal operating conditions.
 - Meet legislative and regulatory requirements.
- 3.3 The Trust undertakes activities and services that must be performed, or rapidly and efficiently resumed, in an emergency situation. Whilst the impact of an emergency cannot be accurately predicted, planning for operations under such conditions can mitigate the effect or impact of the emergency on our customers, staff, communities, facilities and strategic objectives. To that end, the Trust is committed to developing, testing and reviewing its Business Continuity Plan (BCP).
- 3.4 The Business Continuity Management Policy provides the framework for a Business Continuity Plan to be developed, implemented, tested and reviewed.
- 3.5 Business Continuity Planning is good business practice and helps mitigate against significant and unexpected incidents or disruptions that may impact on the Trust as a whole. The Trust's Risk Management Policy, however tends to focus on potential circumstances that would impact on the Trust as a whole but that may occur over a period of time.
- 3.6 The BCP will be distributed and effectively communicated to facility and service teams of each facility/location by the senior management team.

4. Consultation and Communications

- 4.1 Senior members of the Trust have been consulted in the preparation of the Policy and associated Plan and this will be shared with colleagues from the Council's Emergency Planning section. The Policy will also be shared with the relevant unions. Upon the approval of the Policy and Plan, it will be vital to discuss these documents with all staff to ensure their awareness of the actions required. Similarly, the learning outcomes from regularly testing the Plan will be of value and arrangements will be put in place to test the Plan at appropriate times and intervals.

5. Conclusion

- 5.1 Whilst we believe all the work of the Trust is essential to our corporate objectives, if a significant disruption does affect the organisation, the Trust needs to be able to prioritise the order in which services recover and are maintained, with the most effective use of resources in order to continue to deliver those critical activities.
- 5.2 The Business Continuity Management Policy and associated Plan covers all locations, systems and buildings operated or maintained by the Trust.

6. Recommendation

- 6.1 The Board is asked to approve the updated Business Continuity Management Policy as attached.**
- 6.2 The Board is asked to approve the Business Continuity Plan as attached.**

A handwritten signature in black ink, appearing to be 'Neil Brown', with a stylized, cursive script.

Neil Brown
General Manager



Business Continuity Management Policy

8th March 2018

BUSINESS CONTINUITY MANAGEMENT POLICY

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1.0 POLICY STATEMENT

Business Continuity Management (BCM) is the system which helps to ensure the smooth running of an organisation, or the delivery of a service, in the event of a significant disruption. The source of that disruption may be an internal threat such as loss of key staff or a technological systems failure, or it might be an external threat such as weather or utility related incident or the business failure of a key supplier.

BCM provides a framework for improving the Trust's resilience to a significant interruption to business activities, so that key systems and processes can be recovered whilst at the same time ensuring business critical functions and services continue to be delivered.

The Civil Contingencies Act 2004 requires Falkirk Council to ensure that it is prepared (as far as is reasonably practicable), to provide critical activities and an emergency response during any emergency or disruptive event. The Council has the primary responsibility to meet the obligations of the Act, However, given the nature of the services and facilities which Falkirk Community Trust operate and its relationship with the Council, the Trust will provide support and assistance to the Council in meeting their responsibilities at such times.

The Trust has based its Policy and subsequent Plan on that of Falkirk Council who use "BC ISO 22302:2012 Societal security – Business Continuity Management Systems – Requirements", as the standard for developing its business continuity arrangements in relation to establishing the process, principles and terminology of Business Continuity Management (BCM), to ensure a basis for understanding, developing and implementing business continuity within an organisation and to provide confidence in business-to-business and business-to-customer dealings. The Trust has therefore considered key areas of its operations and general business in relation to the following:

- **Potential areas of vulnerability where significant risks may exist**
- **Identification of appropriate actions to reduce levels of risk exposure**
- **Planning in advance to ensure arrangements are in place that effectively ensures a quick recovery to ensure business continuity**

This Business Continuity Management Policy provides the framework for a Trust wide Business Continuity Plan to be developed, implemented, tested, reviewed and approved by the Board.

Whilst we believe all Trust activities are essential to the achievement of our corporate objectives, if a significant disruption does affect the Trust there needs to be a plan in place that enables the prioritisation of the order in which services are maintained and recovered and to use Trust resources to best effect to ensure the delivery of business critical activities.

Chief Executive
Maureen Campbell

Chair
Ruth Morrison

2.0 INTRODUCTION

- 2.1** The Trust will provide support and assistance to the Council in meeting its responsibilities, in an emergency or disruptive event in relation to their obligations of the Civil Contingencies Act.
- 2.2** The Trust's Business Continuity Management Policy is a Trust wide document to be referred to by all service areas and locations where the Trust has an office or service.
- 2.3** The aim of the policy is to describe how the Trust intends to mitigate the effect of any incident that causes a significant disruption to a provided service, or functional area.
- 2.4** Key elements which should be fully considered as part of the Trust's planning process include the following:
- Emergencies or threatened emergencies may adversely impact the Trust's ability to continue to support critical activities and provide support to the service operations of stakeholders and partners.
 - When a business continuity incident is declared, the Trust's functional area will implement a predetermined plan using trained and equipped personnel.
 - Trust resources located outside the area affected by an emergency or threat will be available as necessary to continue critical activities.
 - Available staff members may be rendered unavailable by a disaster or its aftermath, or may be otherwise unable to participate in the recovery.
 - Procedures are sufficiently detailed to enable someone other than the person primarily responsible for the work to follow them. The procedures must also be stored in a format(s) that makes them easily accessible to others.
 - A disaster situation may require customers, stakeholders and partners to function with limited automated support and some degradation of service, until full recovery is made.

3.0 SCOPE

- 3.1** This policy covers the services and functions of Falkirk Community Trust.
- 3.2** The Trust undertakes activities and services that must be performed, or rapidly and efficiently resumed, in an emergency situation. Whilst the impact of an emergency cannot be accurately predicted, planning for operations under such conditions can mitigate the effect or impact of the emergency on our customers, staff, communities, facilities and strategic objectives. To that end, the Trust is committed to developing, testing and reviewing a Business Continuity Plan.
- 3.3** Business Continuity Planning is good business practice and aims to reduce the impact of any unexpected risk that may occur.

3.4 The Trust's Business Continuity Management Policy objectives are to:

- Reduce the likelihood of a significant disruption occurring that affects the services provided by the Trust, through a risk management process.
- Minimise the impact of that interruption, should a disruption occur.
- Where a significant disruption occurs, prioritise and protect those people affected most severely.
- Protect the Trust by taking action to:-
 - Avoid financial losses.
 - Protect or reduce damage to the reputation and image of the Trust and its staff.
 - Enhance the Trust's ability to recover quickly following a disruption to normal operating conditions.
 - Meet legislative and regulatory requirements.

3.5 Whilst it is difficult to define interruption to business incidents, some examples are suggested below as likely to trigger the activation of a Business Continuity Plan (BCP), however this list is not exhaustive:

Example 1 Any facility may be closed indefinitely for normal business activities, but the cause of the disruption has not affected surrounding locations, utilities, or the transportation network. The most likely causes of such disruption are fire; system/mechanical failure; loss of utilities such as electricity, telephone or water; or explosion. Service assets located at or adjacent to the location may be damaged or destroyed. Staff and/or customers at the facility may be unaccounted for or injured

Example 2 A facility, as well as supporting locations, may be closed on a short term basis for normal business activities as a result of widespread utility failure; massive explosion; civil disturbance; or credible threats of actions that would preclude access or use of the normal place of work and surrounding areas. There could be uncertainty regarding whether additional events (such as secondary explosions, or utility failures) could occur.

Example 3 No facility is affected, but supporting resources are inoperable. These may include loss of staff, loss of ICT, storage locations, maintenance locations, critical suppliers or other systems. This type of event could be the result of an illness, natural disaster, workplace violence, cyber-attack or other event.

4.0 ROLES AND RESPONSIBILITIES

4.1 Chief Executive

The Chief Executive has overall responsibility for ensuring that the management of business continuity is incorporated into the Trust's processes and structure and will:

- Ensure that all services will comply with this policy.
- Act to ensure/monitor the overall strategic direction of Business Continuity Management across the Trust.
- Ensure that the Business Continuity Management Policy and any Business Continuity Plan is enforced and resourced appropriately for the benefit of all parts of the Trust.

4.2 The General Manager will:

- Undertake leadership and ownership of the Business Continuity Management Policy.
- Act as a point of tactical leadership in support of the Council's Emergency Planning Unit.
- Either make decisions regarding assessments and recommendations provided by support staff/organisations or refer upwards to the Chief Executive for a decision.
- Obtain updates and assurances from Services on the status of plans and tests.

4.3 Trust Managers and Team Leaders are responsible for:

- Ensuring that arrangements are made to test, maintain and review service recovery plans that are their responsibility.
- Allocating business continuity objectives to key staff in the service.
- Nominating one staff member who will have specific responsibility for the management of business continuity in their facility/location.
- Allocating sufficient resources to the nominated business continuity plan co-ordinators for development, training, testing and maintenance of business continuity and associated emergency action plans and normal operating procedures.
- Ensuring that service business continuity arrangements are regularly reviewed.
- Reporting on service continuity performance as required.

4.4 Each facility/location is responsible for producing its own Emergency Action Plan (EAP) and Normal Operating Procedure (NOP) with the designated Team Leader undertaking the following roles and tasks: -

- Manage and co-ordinate the business continuity activities of the service to comply with the Trust's Business Continuity Policy.
- Ensure that written EAPs and NOPs are produced and kept current.
- Ensure that the completed EAPs and NOPs plans are tested annually.

- Reporting to the SMT via the Health, Safety & Risk Management Group on the status of such plans.

4.5 Falkirk Council's Emergency Planning Unit will:

- Work in partnership with Trust representatives on business continuity plans and related EAP and NOP issues.
- Support the Trust in exercising its business continuity plan and associated EAP/NOPs.
- Provide advice and guidance to the Trust on its business continuity management policy and any associated action plans.
- In collaboration with other Category 1 Responders as defined by the Civil Contingencies Act, make arrangements to promote business continuity awareness, advice and assistance to the Trust.
- Make arrangements to support the Trust in undertaking risk and business impact analysis.

5.0 BUSINESS CONTINUITY PLAN

The Trust will develop, implement and maintain a Business Continuity Plan (BCP) to ensure that the following is achieved:

- Development of procedures and information, maintained in readiness for use in an incident to enable the Trust to continue to deliver its critical activities at an acceptable pre-defined level. A critical activity is defined as the actions needed to deliver key services in order to meet the most important and time sensitive objectives. The Trust will prioritise and group its critical activities against the following criteria;

Priority 1 Disruption to activities that might have an impact on the Trust's ability to deliver an emergency response, or that may result in serious damage to human or animal welfare.

Priority 2 Disruption to activities that might have an impact resulting in impact or breakdown of local community services, damage to the environment, loss of income to the Trust or loss of reputation for the Trust.

- Regular review of the continuity requirements and plan to ensure that they reflect the needs of the Trust.
- The Trust should assure itself that its key suppliers or partners which support a critical activity have effective business continuity arrangements in place.
- The Trust must review and test its BCP at least annually or at more regular intervals dependent on the level of risk or if there has been a significant change in the infrastructure of the Trust.

Appendix A provides guidance on the consequences of a potential outcome of a business continuity incident or situation and should be considered when completing a Business Continuity Plan.

6.0 IMPLEMENTATION FRAMEWORK

The Business Continuity Management Policy covers all locations, systems and buildings operated or maintained by the Trust. The Business Continuity Plan will ensure that corporate leadership and support is provided at a stage that goes beyond each service's EAP which will have already reacted immediately to a particular incident or business disruption. It will also support the performance of critical activities from alternate locations (due to the primary location becoming unusable, for long or short periods of time) and for the continuity of management and decision making, in the event that senior management or technical personnel are unavailable.

The BCP will be distributed and effectively communicated to Business Continuity Team Members of each facility/location and SMT.

The Business Continuity Management Policy will be applicable to all Trust services, contractors and personnel.

7.0 COMMUNICATION AND AWARENESS

7.1 The Business Continuity Management Policy and any other supporting information will be placed in an appropriate place on the Trust's shared drive and will be actively promoted by Managers and Team Leaders to new employees as part of the induction process and to existing staff.

7.2 Promoting business continuity awareness throughout the organisation will primarily be achieved through testing and maintenance activities and normal internal communication channels.

8.0 TRAINING, TESTING AND MAINTENANCE

8.1 To make the plans effective, regular testing is required. The results of the tests will be reported to the SMT along with any actions for improvement.

8.2 It is obligatory for all service areas and their staff to take part in regular training and exercising of their EAPs as required. Organising such training or testing is the responsibility of the senior Manager or their delegated representative. The training will take place at a time when its effect on Trust customers is minimal.

8.3 Annual testing of the Trust's BCP will be undertaken. Organising such training or testing is the responsibility of the General Manager or their delegated representative in co-ordination with Falkirk Council's Emergency Planning Unit. Such tests will take place at a time when its effect on Trust customers is minimal. Appropriate training will be provided to personnel with identified specific responsibilities.

8.4 All exercises and training shall be appropriately debriefed and improvements, where identified, will be implemented in a timely fashion.

8.5 To keep the plans up-to-date and current, alterations may be necessary when procedural changes to service operations occur or when new threats arise; therefore the maintenance of the plan is an on-going process and is the responsibility of the General Manager.

9.0 REVIEW PROCESS

- 9.1** The BCP will be reviewed annually to ensure that information on service functions, contacts and telephone information are kept up to date and stored so that they may be accessed in alignment with the ethos of this policy. In addition a programme of exercising and testing will be developed.
- 9.2** Any lessons learned from training, exercising or indeed invocation will be incorporated into the rolling annual review process.
- 9.3** Risk Management, including BCP and Health & Safety should be an agenda item at SMT, TMT and appropriate operational meetings.

10.0 AUDIT AND GOVERNANCE

Business continuity management arrangements should form part of the Trust's overall internal control environment, which are subject to review by internal audit staff as part of the Service Level Agreement with Falkirk Council.

APPENDIX A

CONSEQUENCE TABLE

Consequence if a service is lost or delayed to customers or stakeholders in terms of the Trust's legal responsibilities, responsibility for staff, financial and contractual position and reputation. For each of the following areas rate the consequence of loss of the service, i.e. either High, Medium, or Low.

	(3) HIGH	(2) MEDIUM	(1) LOW
Impact on Service User	Serious Health & Welfare Threat / fatalities or serious disabling affects / Significant hardships	Minor Health & Welfare Threat / minor injuries/ High level of service user complaints / Some hardships	Isolated health & welfare threat / Isolated hardships / Isolated complaints
Breach of Statutory Duty	Government intervention / Enforcing Authority potential prosecution / Focused Public actions	Government warnings or scrutiny / Enforcing Authority Prohibition / Random Public Actions	Enforcing Authority improvement notice or warning / Isolated Public Actions
Impact on Staff	Serious Health & Welfare Threat / fatalities or serious disabling affects / Significant hardships	Minor Health & Welfare Threat / minor injuries / Some hardships	Isolated hardships
Financial Impact	Very significant impact on budgets / funding streams / Revenue or capital receipts	Noticeable impact on budgets / funding	Low level financial effect
Contractual Breach	Major claims potential against the Trust	Significant claims potential against the Trust	Minor claims potential against the Trust
Adverse Media	National media interest - headlines	Local media interest – headlines	Isolated media interest



Falkirk Community Trust Business Continuity Plan

Company Name	Falkirk Community Trust
Location Address	Suite 1A The Falkirk Community Stadium Stadium Way Falkirk FK2 9EE
Plan Owner & Role	Maureen Campbell Chief Executive
Plan Co-ordinator	Neil Brown General Manager

Version, Review & Test Summary

Plan Date	1 st April 2018
Version Number	1
Last Test Date	
Next Review Date	

8th March 2018

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Document Control / Change History

Version Number *	Version Date *	Nature of Changes	Date Approved by Owner
		Minimum – Annual Review	

Document Circulation List

Senior Mgt Team
Team Leaders
Falkirk Community Trust Board
Falkirk Council Emergency Planning Unit

SECTION 1: INTRODUCTION

Background – Policy and Guidance

All Falkirk Community Trust employees, involved in Business Continuity Management (BCM) should familiarise themselves with the Trust's BCM Policy and additional Business Continuity Plan, available on the Trust's shared drive.

Context & Approach to BCM

Each appropriate facility or service has in place an Emergency Action Plan (EAP). This Business Continuity Management Plan however outlines the steps that would need to be taken by the organisation as a whole in the establishment of a corporate response to an emergency situation or significant disruption to services whilst endeavouring to ensure that the Trust can continue to operate and remain viable in the recovery phase and in the longer term, whatever the outcome of the emergency situation or significant disruption.

Senior Managers have been consulted in the development of the plan. Team Leaders will within their normal programme of staff meetings, discuss the completed plan. A paper copy of this plan will be made available to all staff.

The Chief Executive, as the Plan Owner is responsible for the production and maintenance of this document and for ensuring that it is regularly tested.

The Plan Owner will be responsible for ensuring the plan is reviewed and updated annually. The updating of the Change History will identify where changes have been made.

The wider Trust management team and all members of the Council's Emergency Management Team should keep a copy of the latest version of this Plan at home and/or be easily accessible at all times.

The General Manager is responsible for ensuring that members of staff with key roles in the plan take part in training and exercises to test the plan.

Aims and Objectives

The key aim of the Business Continuity Plan is to mitigate the effects of an emergency situation or disruption to services on the Trust as a whole, its customers, staff and assets.

The contributing objectives are to help ensure that the Trust is able to:

- recover quickly and effectively to protect its long term viability
- continue generating income from relevant services
- honour its letting obligations to existing customers and stakeholders who had planned to use Trust services in the future
- maintain its image and reputation as a reliable, safe and well managed organisation

Scope and Activation

Some examples of when the plan may be instigated are:

Internal Factors:

- Significant levels of staff absence due to a pandemic situation
- Emergency incident that has occurred at a key site
- Inappropriate action of a member(s) of staff that are likely to depict Trust services and activities in a bad light, that impacts on the number of customer visits and subsequent income levels.

External Factors:

- Failure of Service Level Agreement related services from Falkirk Council, e.g. facility maintenance, finance or ICT related services
- Threat of terrorism related activities
- Supplier's failure to deliver vital supplies, e.g. fuel, animal feed, pool chemicals
- Failure of utility supplies
- Press article that depicts Trust services and activities in a bad light, that impacts on the number of customer visits and subsequent income levels.

It is the responsibility of the appropriate Team Leader, or their designated person in charge of the service/facility at the time, to decide if a local incident can be managed using their emergency action plan management processes, or if the situation needs to be escalated to a member of the Senior Management Team, (SMT), for activation of the Business Continuity Plan.

Plan Review, Training, Testing & Exercising

This plan should be reviewed:

- On an annual basis, as part of broader risk & emergency procedures; and
- Following training and exercises, as well as real incidents; and
- Following any material changes to the contents.

Access to Plans

- The Plan needs to be clear and practical, referring to the procedures in place for communicating changes and making copies available in an emergency (paper and/or electronic, as appropriate);
- All of the wider Trust Management Team, (TMT) and their delegated supervisory staff will retain copies of the plan in their work-place and at home; and
- A copy of the plan should also be held at the recovery site / alternative location(s).

Testing

- A record should be kept of tests, their objectives, outcomes and agreed actions.
- Action plans should be monitored and reported, as appropriate.

Emergency Response Team (ERT)

Role	Primary Contact (Name & Role)	Support & Alternative (Name & Role)
Emergency Response Manager	Maureen Campbell Chief Executive	Neil Brown General manager
Police Liaison	Duty Inspector	Duty Sergeant
Media Liaison	Emma Henderson	Claire Watson
Security / Premises Manager	Appropriate Team Leader	Appropriate Duty Officer/Venue Supervisor
Other	Paul Finnie Sport & Recreation Manager	Russell Macaloney Carol Whyte (Team Leaders)
	Lesley O'Hare Culture & Libraries Manager	Julia Harkness Paul Eames (Team Leaders)

It is the responsibility of the Emergency Response Manager, (ERM), to ensure that appropriate members of the Trust are notified. This will be done on a cascade approach, by the ERT and their respective line managers.

In certain circumstances the Trust may send to the service/facility affected a member of their senior staff to review the situation and in the most challenging situations the Trust may deploy an Emergency Support Team to assist the service/facility. However, this does not remove Ownership of the plan and situation from the role of the Plan owner or Co-ordinator.

In the event of an evacuation, facilities should follow their normal evacuation procedures. Depending on the nature of the incident, the anticipated duration of the incident and the weather on the day of the emergency, it may be necessary to evacuate staff to their nearest emergency rest centre or to send them home.

Emergency Evacuation Centre (Evacuations)

Trust staff should be relocated to the nearest and most appropriate Council or Trust operated site if needed as a 'rest centre' in order to recover from any trauma, whilst at the same time allow the emergency services access to key witnesses who may be able to support the potential search for casualties and the subsequent investigation. On such occasions, the following information should be recorded:

Location Name of alternative facility:
Location Address:
Telephone number:
Access arrangements, key holders etc:
Distance from the facility that has been evacuated:
Description of rest centre:

As part of a facility's Emergency Action Plan, (EAP), an emergency bag that can be grabbed quickly in the event of an emergency evacuation should be available. This bag should be clearly marked, easily identifiable and may include e.g.:

- High Visibility Vest and ID badges for members of the Recovery Team;
- Foil blankets; Pens and Paper; BCP and Contact Details.

Emergency Bag

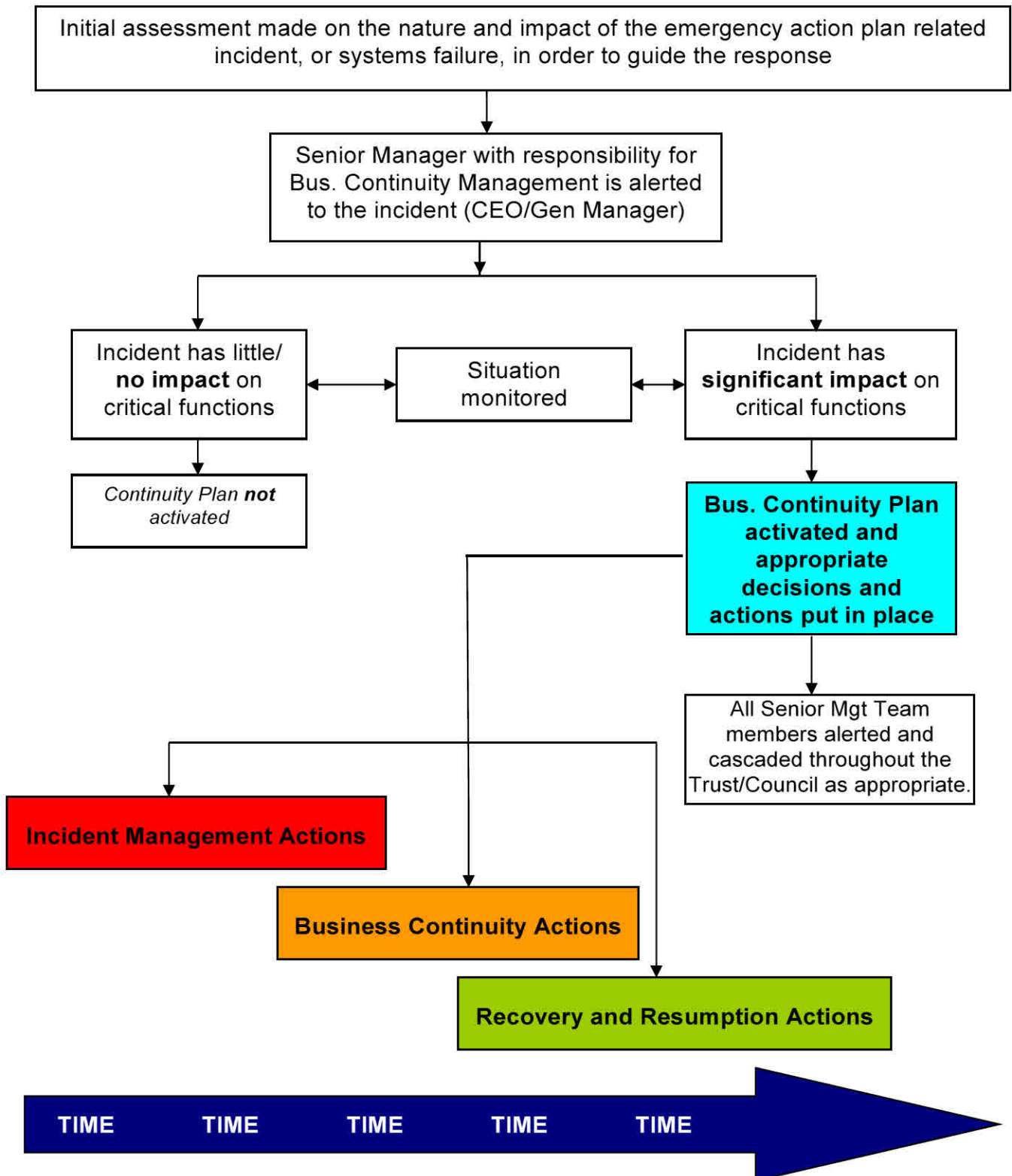
Emergency Bag Location:
Alternative Location(s) e.g. Medication, Petty Cash & Food:
Access Arrangements:
Responsibility For Picking Up Bag:

Media Communications

Some events may generate media interest. Only the designated Media Liaison member of staff should communicate with the media as they will have had appropriate training and been given the appropriate authorisation to undertake this function effectively.

SECTION 2: ACTIVATION, ESSENTIAL ACTIVITIES & BCM PHASES

Business Continuity Plan Activation Procedure



Essential and Non-Essential Activities

During a major disruption the following functions will take priority over all other work.

Function name	Maximum downtime	Consequences of failure
Protection of staff in relation to their physical and psychological well-being	May need immediate intervention	Negative impact on the general health and well-being of staff
Operation of ICT systems and assets to ensure effective communications are maintained	May need immediate intervention and alternative methods being deployed e.g. radios	Poor communications will impact on the Trust's ability to recover quickly and effectively to any situation
Feeding of livestock at Newparks Farm at Muiravonside Country Park	24 hours	Distress and related health issues with livestock leading to their potential death
Protection of vehicular assets	24 hours	Trust's inability to move assets/resources to where they are most needed effectively
Continuity of utility and water related services to sites	48 hours	Mechanical and electrical plant failures leading to the facility's inability to reopen quickly and effectively
Payment of staff and service providers	Normal payment schedule required	Staff unrest and implications on their personal lives and the well-being of their families

Critical Periods

During public holiday periods some facilities will be closed, or non-operational, with a reduction in available staffing resources and associated assets, (vehicles and equipment). The Plan therefore ensures that the details of all of the festive opening arrangements and holiday arrangements for key members of staff are in place prior to the Festive closure period in particular, or in expected periods of inclement weather (as referred to in the Trust's Severe Weather Plan).

Key Dependencies

All key individuals / organisations who may need to be contacted in order to assist with the incident and recovery are included in each facility's Emergency Action Plan, to include the following:

- Alternative Locations
- Utilities Providers
- Maintenance/Repair contacts
- Transport (inc Taxi, Minibus, Wheelchair needs)
- Security Companies (keep alarm response details separate)
- Management & Staff
- Others as required

Emergency Action Plans

It is expected that a facility's emergency action plan may be enacted as the first phase of any significant incident that may lead to a situation that may affect the continuity of the business as a whole.

This phase is the most crucial where the priority is to protect human welfare i.e. checking everyone is safe and evacuating if required; retrieving vital assets, systems & records (if circumstances allow); and urgent communications with key stakeholders.

All of the key contacts and assets are detailed within the EAPs, however a summary of the possible actions that are included with the EAPs is shown below:

	ACTION	FUTHER INFORMATION/DETAILS
1	Evacuate the building, if necessary	Use normal evacuation procedures for the building. As shown in the Emergency Action Plan and /or Site H&S Manual
2	Ensure all staff report to the Assembly Point (or alternative point, if building not accessible)	Assembly point Alternative Point Responsible Person
3	Call Emergency Services (as appropriate)	TEL: 999
4	Check that all staff, contractors and any visitors have been evacuated and are present.	In accordance with the details within the emergency action plan.
5	Ensure log of incident is started and maintained throughout the incident phase	Use a decision and action log to do this. Include actions taken and not taken, and rationale.
6	Record names and details of any injuries or fatalities	Responsible Person Communicated To
7	Assess impact of the incident / agree response / next steps	Responsible Person Incident description
8	Log details of all items damaged as a result of incident	Responsible Person Note: Evidence may be required for insurers or in the event of a potential crime having been committed .
9	Consider the involvement of other colleagues and stakeholders	Depending on the incident this may include e.g. <ul style="list-style-type: none">• Other key Trust staff• Human Resources, H&S and Occ Health.• Legal, Insurance, Finance & Property Services.• Police Scotland, Emergency Services

Business Continuity

Staff should refer to the 'Guidance for Assessing Impact On Business Priorities' shown in the appendices to help quickly evaluate the severity level of the disruption to service or emergency incident as pertaining to the business continuity of Trust services.

This phase of the Trust's response is concerned with identifying 'what' are the Trust's most essential activities, and 'how' these will be maintained. The 'how' may include e.g. transport to move to the relocation site or suspending non-essential services. It is not necessarily about getting **all** activities back up and running.

	ACTION	FUTHER INFORMATION/DETAILS
1.	Recover vital assets & data, to enable delivery of critical activities	Consider what help is needed to do this (e.g. temp staff, insurance, ICT, facilities and suppliers etc). Identify these within Appendixes.
2.	Assess the key priorities, communicate to staff and implement actions	Consider e.g. transfer of customers, making alternative catering arrangements, arranging building repairs etc; Develop practical procedures in advance e.g. transport.
3.	Communicate the interim arrangements and provide assurance to stakeholders	Ensure that all relevant contacts are included within contracts lists, and consider e.g. additional staff & assets, how to cascade in event of no access to ICT etc.
4.	Evaluate the impact of the incident	Use the Risk and Impact Assessment form shown in Appendix 1 to help understand the impact of the incident on 'business as usual' working activities.
5.	Plan how critical activities will be maintained.	<ul style="list-style-type: none"> ▪ Immediate priorities and resources ▪ Communicate roles & responsibilities. ▪ Finance, monitoring & reporting processes.

Recovery and Resumption

This phase is concerned with recovering 'business as usual' for all activities. It is likely that there will be a 'back log' of work to catch up with and have additional work e.g. re-occupation of the usual building; supporting staff & customers; reinstating data & assets etc.

The actions are broadly the same as the business continuity phase shown above. Trust staff may need to work from an alternative location and allow sufficient time to implement these alternative arrangements.

	ACTION	FUTHER INFO/DETAILS
1.	Agree and plan the actions required to enable recovery and resumption of normal activities.	Agreed actions will be detailed in an action plan and set against timescales with responsibility for completion clearly indicated.
2.	Continue to log all expenditure incurred as a result of the incident	As above, use a financial expenditure log to do this
3.	Respond to any long terms support needs of staff and others affected.	Depending on the nature of the incident, consider e.g. the use of Counselling Services or Occ. Health, in conjunction with relevant advisors.
4.	Carry out a 'debrief' of the incident and document actions & lessons identified in a report.	This should be reviewed by all members of the ERT to ensure key actions are given reasonable timescales and owners, and can be monitored.
5.	Review this BCP in light of lessons Identified from the incident and the response to it	Implement recommendations for improvement and update this Plan. Circulate revised copies to all those on the ERT and Distribution List.
6.	Publicise that there is now 'business as usual', or otherwise.	Consider how this will be done e.g. website/ telephone etc, who will issue communications; and who needs to know e.g. community, suppliers etc.

SECTION 5: APPENDIXES

General Guidance

The following templates are designed to aid the Emergency Response Team in their consideration of all relevant factors such as any other relevant information or drawings that may aid the business continuity plan and that are specifically related to each facility.

Appendix 1: Risk & Impact Assessment			
Incident/Issue	Risk (Trigger) & Impact	Contingency (Alternatives)	Additional Guidance/ Examples
Loss of all or significant proportion of a facility	<p>Risk: Fire, gas leak, flooding, vandalism etc. requiring an evacuation</p> <p>Impact: Disruption to services, increased costs and reduced income generation</p>	<p>Alternative nearest facility with similar services communicated to customers.</p> <p>Alternative facilities identified for staff to relocate to.</p> <p>Council as the landlord to co-ordinate the necessary repairs/reinstatement work if appropriate finance available.</p> <p>Insurance claim to be progressed</p>	<p>Co-ordinate with marketing on most effective comms process.</p> <p>Liaise with emergency services and Police to ensure all aware of the current situation</p> <p>Ensure appropriate staff on duty at alternative facility and amend opening hours if required.</p> <p>Consider relocation practicalities; capacity, suitability, transport, etc.</p>
Staffing	<p>Risk: Reduced number of staff (due to e.g. transport strike, school closure, severe weather)</p> <p>Impact: Insufficient staff to meet minimum staffing levels or the loss of critical staff members.</p>	<p>Additional hours offered to temporary staff; or overtime to existing permanent staff. Casual staff to be utilised where possible;</p> <p>Pre-define minimum numbers of staff to operate a facility safely and ensure additional members of staff contacted to be prepared to attend if needed.</p> <p>Close facility if the above is not possible to ensure the H & S of customers is not compromised and advise of alternative facilities</p>	See existing Severe Weather Policy.
Loss of electricity, heating, gas supplies	<p>Risk: Total loss of utilities - loss of heating, hot water and cooking services.</p> <p>Impact: Accumulation of problems could affect safety, and lead to enforced</p>	<p>Alternative nearest facility with similar services communicated to customers.</p> <p>Alternative facilities identified for staff to relocate to.</p>	See EAP, site H&S Manual for more specific details. This should also contain e.g. site plan, close down & evacuation procedures.

	evacuation.	<p>Council as the landlord to co-ordinate the necessary repairs/reinstatement work if appropriate finance available.</p> <p>Insurance claim to be progressed</p> <p>Close facility if the above is not possible to ensure the H & S of customers is not compromised and advise of alternative facilities</p> <p>Consider provision of temporary generator to ensure service continue if potential loss of income is significant or major event due to be held at the facility.</p>	
Water or sewerage issues	<p>Risk: Loss of water supply or evidence of sewerage issues; possible spread of disease.</p> <p>Impact: Personal hygiene, waste, health/disease.</p>	<p>As per loss of electricity etc. and Supply of waste & drink water.</p>	
Loss of ICT services	<p>Risk: Inability to communicate with key staff and others quickly will lead to ineffective decision making and effective recovery of services.</p> <p>Risk: loss of customer data will impact on future bookings, membership income and potential breach of legislation</p> <p>Impact: Ineffective decision making, loss of income, operational disruption, customer dissatisfaction</p>	<p>Mobile Phones & Laptops to be accessible and set up on a 'ready to use' basis</p> <p>ICT back-up arrangements to be put in place on a regular basis.</p>	
Fuel shortage	<p>Risk: National or regional fuel shortage</p> <p>Impact: Staff unable to get to work.</p>	<p>As per loss of electricity heating etc.</p> <p>Identify sources of emergency supplies.</p>	See above.

	Suppliers may fail to make deliveries.	Conserve fuel/amend activities.	
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Appendix 2: Minimum Staffing & Skills Assessment

Additional Guidance: This template may be used for assessing staff needs in complex situations and/or diverse teams or skills. Minimum numbers/ skills/ experience is the minimum required to deliver essential services.

The Trust will work on an assumption that we may have a 25-50% loss of staff in event of a pandemic.

In the template below, show broad categories of staff/role, rather than specific names. Consider short-term re-deployment, agency staff and changes to service etc.

Normal No. of Staff	Minimum Staff Required	Minimum Anticipated Staff eg 25%	Tolerance for variance + or -	Minimum Job Types required to deliver minimum service	Minimum skills/ qualifications to deliver minimum service	Key Controls (e.g. Alternative Employees; Procedures & Work-Around Solutions).

Appendix 3: Minimum Facilities Assessment

Additional Guidance: This template may be used for assessing asset needs in complex situations and/or diverse facilities. You should refer to any existing asset schedules rather than duplicate for BCP purposes. Consider short term amendments to normal services and facilities, and take account of the cost, time & practicality of e.g. setting up the alternative locations.

		Alternative facilities to be used				Comments (e.g. special needs; work-around's; Availability)
Affected Facility	Max Interruption (hrs, days) before critical	24 Hrs	24-72 Hrs	3-7 Days	>7 Days	

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The following appendixes are generic and do not need to be held within the BCP – but should be clearly cross-referenced and easily accessible by all members of the Response Team. Consider e.g. Customers, Facilities, HR, Assets and Vital Records Schedules where appropriate.

Appendix 5: Contacts List

Name	Staff – Normal Location	Staff – Temporary Location	Home Telephone	Mobile / Other Tel.	Address or Emergency Contact (if relevant)

It may also be useful to identify work-patterns (day, evening, shift) and key experience (e.g. manual handling, first aid trained etc).

Appendix 6: Record of Testing

Date	Nature of Testing	Outcome (Key Lessons)	Actions	Action Owner	Actions Status

Appendix 7: Vital Records Schedule

Category of document	Retention Period	Eventual Fate	Current Format	Alternative Format	Notes (e.g. alternative access)	Vital (Y/N)

Appendix 8: ICT Schedule

Business Process	Applications	Priority, e.g. 24 Hrs, 3d, 4d+	Max Loss Days - System	Max Loss Days - Data	Normal Location	Alternative Location e.g. back-up, alternate server.

GUIDANCE FOR ASSESSING IMPACT ON BUSINESS PRIORITIES

	STAFFING ISSUES	ASSET ISSUES	ICT ISSUES	KEY SUPPLIERS ISSUES	REVIEW & TESTING
LIKELIHOOD OF ISSUE OCCURRING	POSSIBLE Severe weather is the most likely to occur, with a health related pandemic possible during the winter months	OCCURS OCCASIONALLY Immediate response detailed in the facility EAP. If facility not open to customers at the time then emergency call out system would be enacted	POSSIBLE Systems dependent upon other suppliers but security issues overseen by Council ICT as part of SLA. Key staff members have emergency SIM within mobile phones. Emergency contact list revised annually. Loss of income likely and customer booking details unavailable	POSSIBLE Non-delivery of goods that are vital to the continuation of a service such as pool chemicals, fuel for vehicles, catering items, animal feed	
Priority 1 - Disruption to activities that may have an impact on the Trust's ability to deliver an emergency response, or that may result in serious damage to human or animal welfare	significant reduction in staff availability or absence of key members of staff due to severe weather, unexpected strike action, pandemic etc. May require a facility closure or the opening of an alternative facility as a rest centre, or the cancellation of a major event or booking	Plant failure, building related issue, vehicular loss, loss of power, gas or water for a period of over 48 hours	Disruption to communication systems may have an immediate impact. Loss of IT systems that impact on front facing services and customers over a 48 hour period will affect Trust income levels	Loss of animal feed over a 24 hour period will have a significant impact on the well-being of New Park farm stock. Other supplies over a period of 48 hours will impact on services and on Trust income levels.	Annual 'Live Test' Required
Priority 2 - Disruption to activities that may have an impact resulting in impact or breakdown of local community services, damage to the environment, loss of income to the Trust or loss of reputation	Reduction in staff availability or absence of key members of staff. May require the part closure of a facility and pooling of staff resources from other locations	Plant failure, building related issue, vehicular loss, loss of power, gas or water for a period of over 24 hours	Disruption to communication systems may have an impact. Loss of IT systems that impact on front facing services and customers over a 24 hour period will affect Trust income	Reduction in levels of animal feed over a 24 hour period may have an impact on the well-being of New Park farm stock. Other supplies over a period of 24 hours may impact on services and on Trust income levels.	Annual 'Desktop' Test; and Bi-Annual 'Live' Test
Incident or Issue not requiring the implementation of the BCP as such incidents will be adequately dealt with as part of facility normal operating procedures or their emergency action plan	Reduction in staff availability or absence of key members of staff that can be managed internally and would not affect income generation or service delivery.	Plant failure, building or vehicle related issue that can be repaired within 2 to 3 days that's does not impact on income or service delivery; temporary loss of power, gas or water for a period of no more than 12 hours	Temporary disruption to communication systems, temporary loss of IT systems that impact on front facing services and customers over a 12 hour period will affect Trust income levels	Temporary interruption of levels of animal feed over a 24 hour period. Disruption or uncertain delivery schedule of other supplies over a period of 24 hours that can be managed internally by sourcing from alternative locations or suppliers.	Initial Review - But No Minimum Test Frequency

Falkirk Community Trust

Subject: Health, Safety & Risk Update
Meeting: Falkirk Community Trust Board
Date: 8th March 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 November 2017.

2. Operational Issues and Developments

- **Provision of Rest / Emergency Care facilities** – The Mariner Centre has recently been removed from the list of Trust venues that are designated to provide emergency care or rest facilities in the event of any major incident occurring. This is due to the change being made internally to accommodate the new Soft Play facilities. Also given our planned withdrawal from the Woodlands Games Hall site on the 31st March, we have recommended to the Council that their new lease to operate the site should contain a similar section to our current lease, that enables the Council to access this site in the event of an emergency situation. There are other Trust sites that are designated as such and will remain as part of any Emergency Action Plans at those locations.
- **The Health, Safety & Risk Group** – The groups last meeting took place on Friday 15th December 2017. Michael Durrington (Council's HS&R Officer) gave a demonstration of a new IT based Audit system that has been introduced to track the various HS&R audits of our premises carried out by the Council. General discussion took place on the effectiveness of these audits and all were convinced that the new system will assist the Trust's effectiveness in managing our health, safety and risk agenda. The Council have also offered assistance to our venues in conducting the detailed Fire Risk Assessments required, and in providing training courses for staff to conduct these.
- **Site Health & Safety Manual** – An annual review of this document and its requirements will be carried out following our next HS&R forum meeting on Friday 2nd March. The group will discuss how this manual is being used in practice and its effectiveness and assistance to staff on the ground. Any changes or amendments to working practices following this review will be circulated to all venues and appropriate staff.
- **Policy / Guidance Reviews** – Clarification has been sought from the Council on what the process is around the introduction of new guidance notes and or Policy changes. Some confusion exists with regard to what constitutes a Policy and what is termed as a "guidance note". Michael Durrington will report back to the HS&R group and ensure all meaningful discussion around this subject matter is raised early at the appropriate forum – HS&R group and Peoples sub group.
- **Incident / Accident Responses** – Staff continue to respond in an effective and efficient manner with regard to accidents and incidents within our busy venues. Unfortunately we have seen a rise in the length of time it takes for an ambulance to respond to our request for assistance recently. One incident at the Mariner

took almost 40 mins for the paramedics to arrive after the call was made. Thankfully the outcome to the emergency was a happy one as our staff made the casualty stable and provided the correct care until the ambulance arrived.

- **Treatment for Acid and Chemical Burns** – New guidance has been issued to all staff regarding the treatment required for acid and chemical burns. This has been necessary due to the increase in this type of incident across the UK.
- **External Agency Inspections** – A spreadsheet has been devised to record all external agency inspections – food safety, fire safety, environmental checks etc – and this will be regularly reviewed by SMT to ensure the correct and timeous responses to these inspections are made. All Team Leaders have been made aware of this and their required actions following these inspections.
- **Seasonal preparations** – We are approaching a traditionally busy period at the end of March with the Easter holidays. All staff and venues will be reminded of their care and vigilance required during this time to ensure our customers have an enjoyable, but safe, time while visiting us.

3. Performance

3.1 Accident Performance Management

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

Staff Accidents

- From September 2017 to January 2018 (inclusive) there have been a total of 13 accidents involving staff reported for these months. All were of a minor nature and did not involve any loss of time at work.

Customer Accidents

From September 2017 to January 2018 (inclusive) there have been a total 121 reported accidents to customers across all sites. The majority of these occur at our busy Sport & Recreation facilities as well as the Outdoor venues such as Helix and our other Parks.

See Appendix 1 for breakdown.

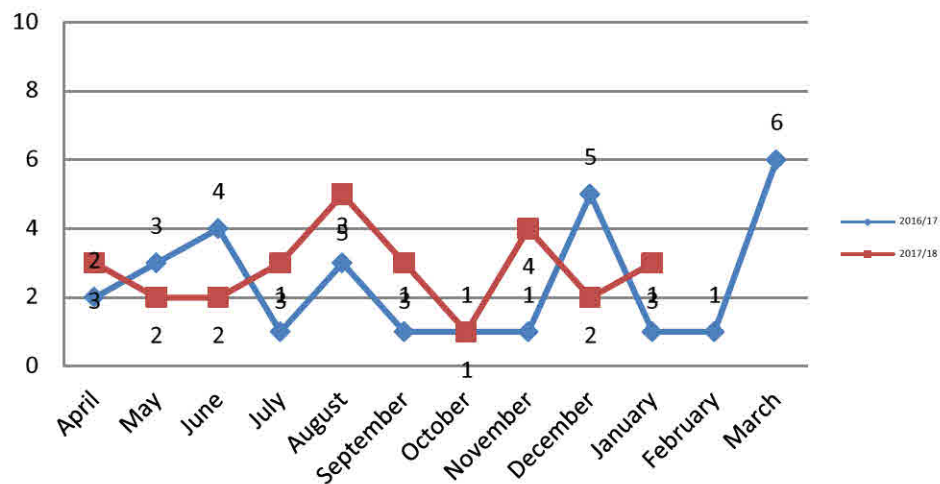
4. Conclusion

- 4.1 The Board will be pleased to note that all accidents have been dealt with effectively and efficiently by our on site and venue staff. Staff have been reminded that they must accurately record the accidents and incidents at their venues as we do have, on occasion, claims made against us in relation to these. The more information we have on record allows us to robustly defend our position on these claims.
- 4.2 We are about to enter a busier period for the Trust and staff will be reminded of the importance of their continued vigilance. We will also continue to regularly review our procedures and processes in relation to Health, Safety and Risk and to ensure appropriate staff receive the training required to keep our customers as safe as they can be. Our customers and staff safety is of the utmost importance to us as they visit our venues, and they should take their health, safety and risk seriously.

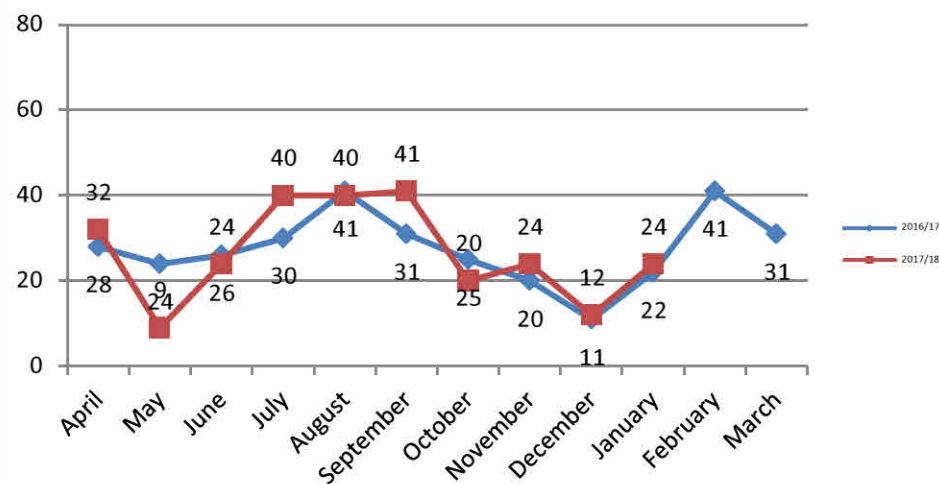


Paul Finnie
Sport & Recreation Manager

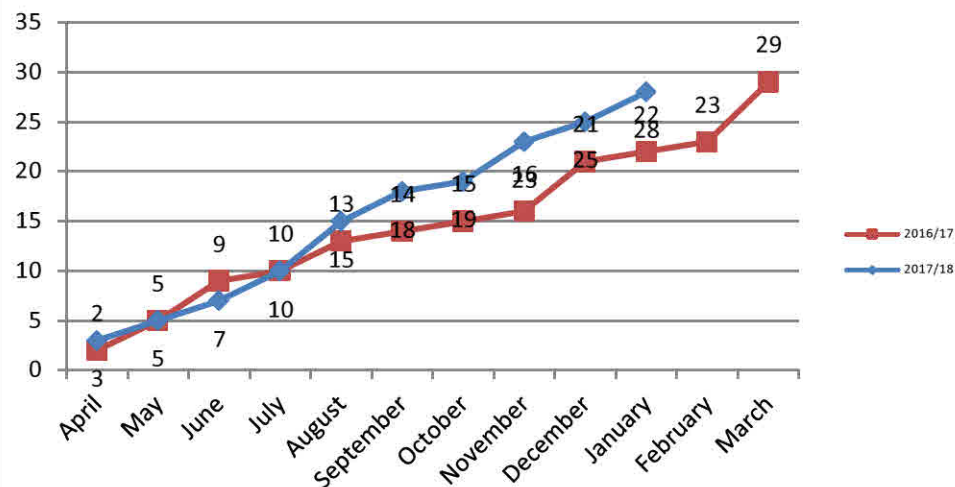
Accidents involving members of Staff



Accidents involving Customers



Cumulative Accidents involving members of Staff



Cumulative Accidents involving Customers

