

Falkirk Community Trading Ltd

Minute

Minutes of a meeting of the Board of Directors of Falkirk Community Trust Limited (the "Company") held at 9.30am on 1st August 2017 at Falkirk Stadium. Steve Mackie (SM) chaired the meeting throughout.

Present: Steve Mackie (SM); Ased Iqbal (AI); Suzanne Arkinson (SA); Maureen Campbell (MC); John McConnell (JM); Paul Finnie (PF); Stephen Fulton (SF);

Apologies: Chris Morris (CM); Carol Whyte (CW)

No.	Agenda Item	Agreement / Action	Due Date	Who
1	Minute of meeting of 16 May 2017	Minute of the meeting was agreed.		
2	Matters Arising	A promotional film, profiling the work of the Trading Company and the impact of the charitable donation to FCT, was shown. The film will be used in the social media campaign to promote the annual report. The Board commended the team for its production and messaging.		
3	Budgetary Control Statement	The Board noted the financial projections for 2017/18. They asked that like for like sales data be prepared for each quarter on a year on year basis for future meetings.		DC
4	Annual Accounts 2016/17	The annual accounts were presented for approval. The Board noted the continued success in increasing the surplus produced. A charitable donation of £269,242 was made to Falkirk Community Trust. The Board discussed the need to undertake a future financial planning exercise to ensure that an appropriate balance is achieved between investment in the company to maintain performance and the wish to make further charitable donations to the Trust. It was agreed that this be a future item for discussion. The Board approved and authorised the issue of the Company's financial statements including to Companies House.		MC/PF
5	KPI Update	Stephen Fulton reported on progress across all areas of trading activity. Good progress has been maintained at Callendar House Tea Room and the Mariner Centre. It was noted that the kiosk at Callendar Park would be closed from 1 st October 2017 to 1 st April 2018 and would operate on a seasonal basis from then on. The Board agreed to note the report.		
6	Helix Update	The Board noted the report on the performance of the catering and retail operations at the Helix. They also noted that the current external catering contracts will conclude in February 2018. It was noted that a review of the options to meet future needs would be undertaken prior to any future tendering exercise.	PF/SF	

7	Capital Investment Proposals	<p>The Board considered a report setting out two specific proposals for investment to improve operations and financial returns.</p> <p>They agreed to approve a budgeted allocation of £65,000 for café furniture for customers at the Mariner Centre to cover both the soft play area and the general café area.</p> <p>They also approved the replacement of the coffee machine at Grangemouth Complex to be supported by appropriate coffee blends, barista training, marketing and promotion as a demonstration project to make a case for future investment in other locations.</p>	SF/PF/CW	
8	Mariner Soft Play Update	The Board received an update on the progress of the soft play project including the provision of trading opportunities at the Mariner Centre.		
9	Vacancy – Independent Director	The Board discussed the vacancy created by Ian Scott's departure from the Board. It was agreed to pursue a suitable replacement. MC had identified a potential candidate to be invited to the next meeting.		
10	Date of Next Meeting	Tuesday 31st October 2017 2.00pm at Grangemouth Stadium		

Falkirk Community Trust

Minute of Audit and Performance Sub Group – DRAFT
Meeting: 9.30am, 17th August 2017
Falkirk Stadium, Room 1

Present: Ruth Morrison (RM); David White (DW), chair; Steve Mackie (SM).

Attendees: Paul Finnie (PF); Alistair Mitchell (AM); Lesley O'Hare (LoH); Danny Cairney (DC).

Apologies:

No.	Agenda Item	Agreement / Action	Who
		DW agreed to chair the meeting.	
1.	Note of Meeting 11th May 2017	The Group approved the notes of the previous meeting. AM to change dates in item 8.	AM
2.	Matters arising	No matters arising	
3.	Annual Accounts 2016-17	DC introduced report and gave overview of process, thanking Trust's accountants for help in production. The Group discussed: <ul style="list-style-type: none"> Reporting positive financial performance at year-end via the Annual Report. Level of surplus available to be reinvested in opportunities, noting that proposals will be put to Board regarding use. Social security costs increase due to change in pension fund and NI contributions. Service payment to Council remains unchanged but the level of service is reducing. Potential for increasing interest return on reserves, with Council's focus on access to funds and security of funds placed ahead of yield. 	
4.	Appointment of External Auditors 2018-21	DC gave overview. Standard process to appoint auditors for the next two financial years. Quotes will be sought.	DC
5.	Q1 16-17 performance report	AM provided an overview of 2017-18 quarter one report on the key performance indicators for the three-month period April to June 2017. The Group discussed: <ul style="list-style-type: none"> Importance of robust target setting. Mariner Centre delays in delivery of softplay project affecting performance against target and income generation. Kelpies Tours reduction in third year of operation. Overall performance in first quarter being positive. 	
6.	Capital Proposals 2018-19	LoH introduced report on capital items outstanding from 15-16 and 16-17, updates on current year items, and proposals for 18-19 programme.	

No.	Agenda Item	Agreement / Action	Who
		<p>Proposals for 18-19 programme submitted to the Council on 30th June 2017, consisting of projects of “inescapable high priority”.</p> <p>The Trust’s Capital Programme should consist of projects that resulted in one or more of the following outcomes:</p> <ul style="list-style-type: none"> • Resolution of appropriate health and safety related matters; • Ensure facilities or services continue to operate; • Retention of existing levels of usage and/or income. <p>The Group discussed:</p> <ul style="list-style-type: none"> • Progress of installation of signage for community access facilities, and importance for customers. • The Council’s Strategic Property Review requiring greater focus on Trust facilities to inform the Trust’s Asset Management Plan. 	
7.	Fees & Charges Proposals 2018-19	<p>PF provided an update on work undertaken preparing the Trust’s fees and charges for 2018-19. Paper provided an early awareness of proposals.</p> <p>The Group discussed the importance of concessionary rates and continuing to offer this to customers most in need.</p>	
8.	Whistleblowing Policy and Anti-Fraud & Corruption Plan	<p>PF provided an overview of the introduction of these policies.</p>	
9.	Date of Next Meeting	<p>23rd November 2017.</p>	

Falkirk Community Trust

Subject: Falkirk Community Trading Ltd Annual Accounts 2016/17
Meeting: Falkirk Community Trust Board
Date: 31 August 2017
Author: Chief Executive

1. Introduction

- 1.1 The audited accounts for the year ended 31 March 2017 are attached for information.

2. Performance

- 2.1 The Trading Company has had another very successful year generating a turnover of £1.7m.
- 2.2 A charitable donation of £269,242 has been made to the main charity to offset operating costs in the year. Investment in trading facilities amounted to £55,000.
- 2.3 The Trading Plan for 2017/18 looks to maintain this progress to increase the surplus. The company is investing in its core business through upgrades to kitchen equipment, new seating at the Mariner and a pilot project to offer better quality coffee at Grangemouth Sports Complex.

3. Board Membership

- 3.1 Steve Mackie has become the Chairman of the Company. Steve and Suzanne Arkinson are from the main charity board while Chris Morris and Ased Iqbal are independent. As a result of Suzanne joining the Board and Ian Scott's retiral, a vacancy has arisen. A potential candidate with relevant skills and experience has been identified and will be followed up at the next Board meeting.

4. Recommendation

- 4.1 The Board is asked to note the report.**

Maureen Campbell.

Maureen Campbell
Chief Executive

Report of the Directors and
Audited Financial Statements for the Year Ended 31 March 2017
for
Falkirk Community Trading Limited

Falkirk Community Trading Limited

Contents of the Financial Statements
for the Year Ended 31 March 2017

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Falkirk Community Trading Limited

Company Information
for the Year Ended 31 March 2017

DIRECTORS:

Maureen Campbell
Christopher Morris
Steve Mackie
Suzanne Arkinson
Ased Iqbal

REGISTERED OFFICE:

Suite 1A
The Falkirk Stadium
4 Stadium Way
Falkirk
FK2 9EE

REGISTERED NUMBER:

SC400658 (Scotland)

AUDITORS:

Drummond Laurie Limited
Statutory Auditor
Unit 5
Gateway Business Park
Beancross Road
Grangemouth
FK3 8WX

BANKERS:

Clydesdale Bank plc
1 Bank Street
Falkirk
FK1 1NB

Falkirk Community Trading Limited

Report of the Directors for the Year Ended 31 March 2017

The directors present their report with the financial statements of the company for the year ended 31 March 2017.

PRINCIPAL ACTIVITY

The principal activity of the company in the year under review was that of the management and operation of catering services and other non-charitable activities for the parent company, Falkirk Community Trust Limited.

DIRECTORS

The directors shown below have held office during the whole of the period from 1 April 2016 to the date of this report.

Maureen Campbell
Christopher Morris
Steve Mackie

Other changes in directors holding office are as follows:

Suzanne Arkinson - appointed 26 September 2016
Ased Iqbal - appointed 26 September 2016

Ian Scott ceased to be a director after 31 March 2017 but prior to the date of this report.

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The directors are responsible for preparing the Report of the Directors and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

AUDITORS

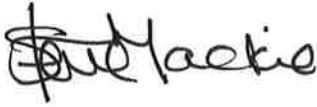
Drummond Laurie Limited were appointed as auditors for 3 years covering the financial statements up to the year ended 31 March 2017. Auditors for ensuing years have yet to be appointed subject to a tender process.

Falkirk Community Trading Limited

Report of the Directors
for the Year Ended 31 March 2017

This report has been prepared in accordance with the provisions of Part 15 of the Companies Act 2006 relating to small companies.

ON BEHALF OF THE BOARD:

A handwritten signature in black ink, appearing to read 'Steve Mackie', with a stylized initial 'S'.

Steve Mackie - Director

1 August 2017

Report of the Independent Auditors to the Members of
Falkirk Community Trading Limited

We have audited the financial statements of Falkirk Community Trading Limited for the year ended 31 March 2017 on pages six to nine. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditors

As explained more fully in the Statement of Directors' Responsibilities set out on page two, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Report of the Directors to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2017 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Report of the Directors for the financial year for which the financial statements are prepared is consistent with the financial statements.

Report of the Independent Auditors to the Members of
Falkirk Community Trading Limited

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Directors.



David Wheeler (Senior Statutory Auditor)
for and on behalf of Drummond Laurie Limited
Statutory Auditor
Unit 5
Gateway Business Park
Beancross Road
Grangemouth
FK3 8WX

Date: 11/8/17

Falkirk Community Trading Limited

Income Statement
for the Year Ended 31 March 2017

	Notes	31.3.17 £	31.3.16 £
TURNOVER		1,770,790	1,364,496
Cost of sales		<u>(1,363,587)</u>	<u>(1,143,322)</u>
GROSS PROFIT		407,203	221,174
Administrative expenses		<u>(407,203)</u>	<u>(221,174)</u>
OPERATING PROFIT and PROFIT BEFORE TAXATION		-	-
Tax on profit		<u>-</u>	<u>-</u>
PROFIT FOR THE FINANCIAL YEAR		<u><u>-</u></u>	<u><u>-</u></u>

Statement of Financial Position

31 March 2017

	Notes	31.3.17 £	31.3.16 £
CURRENT ASSETS			
Stocks	4	73,357	65,417
Debtors	5	26,555	27,941
Cash in hand		<u>12,407</u>	<u>24,069</u>
		112,319	117,427
CREDITORS			
Amounts falling due within one year	6	<u>(112,318)</u>	<u>(117,426)</u>
NET CURRENT ASSETS		<u>1</u>	<u>1</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>1</u>	<u>1</u>
CAPITAL AND RESERVES			
Called up share capital		<u>1</u>	<u>1</u>
SHAREHOLDERS' FUNDS		<u>1</u>	<u>1</u>

The financial statements have been prepared in accordance with the provisions of Part 15 of the Companies Act 2006 relating to small companies.

The financial statements were approved by the Board of Directors on 1 August 2017 and were signed on its behalf by:



Steve Mackie - Director

Falkirk Community Trading Limited

Notes to the Financial Statements for the Year Ended 31 March 2017

1. STATUTORY INFORMATION

Falkirk Community Trading Limited is a private company, limited by shares, domiciled in Scotland, registration number SC400658. The registered office is Suite 1A, The Falkirk Stadium, 4 Stadium Way, Falkirk, FK2 9EE.

The company's parent is Falkirk Community Trust Limited which has the same registered office.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

These financial statements have been prepared in accordance with the provisions of Section 1A "Small Entities" of Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Turnover

The turnover shown in the profit and loss account represents the value of all goods and services provided during the year, at selling price exclusive of Value Added Tax. Sales are recognised at the point at which the company has fulfilled its contractual obligations to the customer.

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Cost is calculated using the first-in first-out method and includes the normal cost of transporting stock to its present location and condition. Cost is represented by purchase price. Net realisable value is the anticipated sales proceeds less any cost of disposal.

Taxation

Taxation for the year comprises current and deferred tax. Tax is recognised in the Income Statement, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Current or deferred taxation assets and liabilities are not discounted.

Current tax is recognised at the amount of tax payable using the tax rates and laws that have been enacted or substantively enacted by the statement of financial position date.

Pension costs

Falkirk Community Trading Limited is a member of the Falkirk Pension Fund, a Local Government Pension Scheme, which is a defined benefit scheme and provides benefits based on final pensionable pay. As part of the Admission Agreement to the Scheme Falkirk Community Trust Limited, Falkirk Community Trading Limited and Falkirk Council agreed that assets of the Pension Fund in respect of Trust employees and former employees shall, at all times, be notionally allocated to Falkirk Council and the liabilities of the Pension Fund shall, at all times, be the responsibility of Falkirk Council and not Falkirk Community Trust. As a consequence of this agreement there is no requirement to disclose pension assets and liabilities in the accounts of Falkirk Community Trading Limited.

3. EMPLOYEES AND DIRECTORS

The average number of employees during the year was 25 (2016 - 21).

4. STOCKS

	31.3.17	31.3.16
	£	£
Stocks	<u>73,357</u>	<u>65,417</u>

5.	DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	31.3.17	31.3.16
		£	£
	Trade debtors	16,469	27,941
	Amounts owed by group undertakings	<u>10,086</u>	<u>-</u>
		<u>26,555</u>	<u>27,941</u>
6.	CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	31.3.17	31.3.16
		£	£
	Trade creditors	93,565	82,694
	Amounts owed to group undertakings	-	17,020
	Amounts owed to related parties	6,236	7,905
	Social security and other taxes	9,488	7,506
	Accruals and deferred income	<u>3,029</u>	<u>2,301</u>
		<u>112,318</u>	<u>117,426</u>
7.	RELATED PARTY DISCLOSURES		

The company has taken advantage of exemption, under the terms of Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', not to disclose related party transactions with its parent company Falkirk Community Trust Limited which prepares consolidated accounts.

The company is related to Falkirk Council by virtue of Falkirk councillors being directors of the parent company Falkirk Community Trust Limited. Recharges for expenses paid on the company's behalf have been made in the year and the company owed £6,236 (2016 - £7,905) to Falkirk Council at 31 March 2017. This amount is after setting-off an amount owed by Falkirk Council to the Company of £3,683.

Falkirk Community Trading Limited

Trading and Profit and Loss Account
for the Year Ended 31 March 2017

	31.3.17		31.3.16	
	£	£	£	£
Sales		1,770,790		1,364,496
Cost of sales				
Materials and supplies	1,185		2,626	
Resaleable items	214,705		129,484	
Vending machine supplies	58,932		59,570	
Catering supplies	397,939		342,032	
Wages	577,435		511,378	
Social security	23,446		13,189	
Pensions	89,945		85,043	
		<u>1,363,587</u>		<u>1,143,322</u>
GROSS PROFIT		407,203		221,174
Establishment costs				
Utilities	3,224		2,410	
Property repairs	59,027		967	
Cleaning and laundry	8,254		3,806	
		<u>70,505</u>		<u>7,183</u>
		336,698		213,991
Administrative expenses				
Equipment repairs	33,489		38,194	
Hire of equipment	178		142	
Subscriptions and licences	4,035		3,372	
Other expenses	22,720		10,833	
Charitable donations	269,242		159,450	
Legal fees	5,034		-	
Auditors' remuneration	2,000		2,000	
		<u>336,698</u>		<u>213,991</u>
NET PROFIT		<u>-</u>		<u>-</u>

Falkirk Community Trust

Subject: Community Sport Hubs Project Update
Meeting: Falkirk Community Trust Board
Date: 31 August 2017
Author: Active Schools Manager

1. Introduction

- 1.1 We have been in discussion with **sportscotland** over the past few months to ascertain the potential for the introduction of Community Sports Hubs (CSH's) within the Falkirk area. It was agreed that the planned mid-term review of Active Schools presented an ideal opportunity to review the implementation of CSHs within Falkirk.
- 1.2 Both parties recognised at this time that there was an opportunity to enhance the current community support available within FCT's Sport & Recreation portfolio. It would also allow us to greater align our provision with **sportscotland**'s sporting system. The support we currently offer to our clubs and communities would be greatly enhanced through this process. During these discussions with **sportscotland** we were encouraged to produce a proposal for Community Sport Hubs within Falkirk.

2. Funding

- 2.1 Following a joint agreed strategic approach, funding was approved from **sportscotland** and we have received confirmation that we were successful in gaining grant funding of £86k over 2 years. This will allow FCT to recruit 1fte Community Sport Hub Officer. It will also provide the officer with a small operational budget.

3. Community Interest

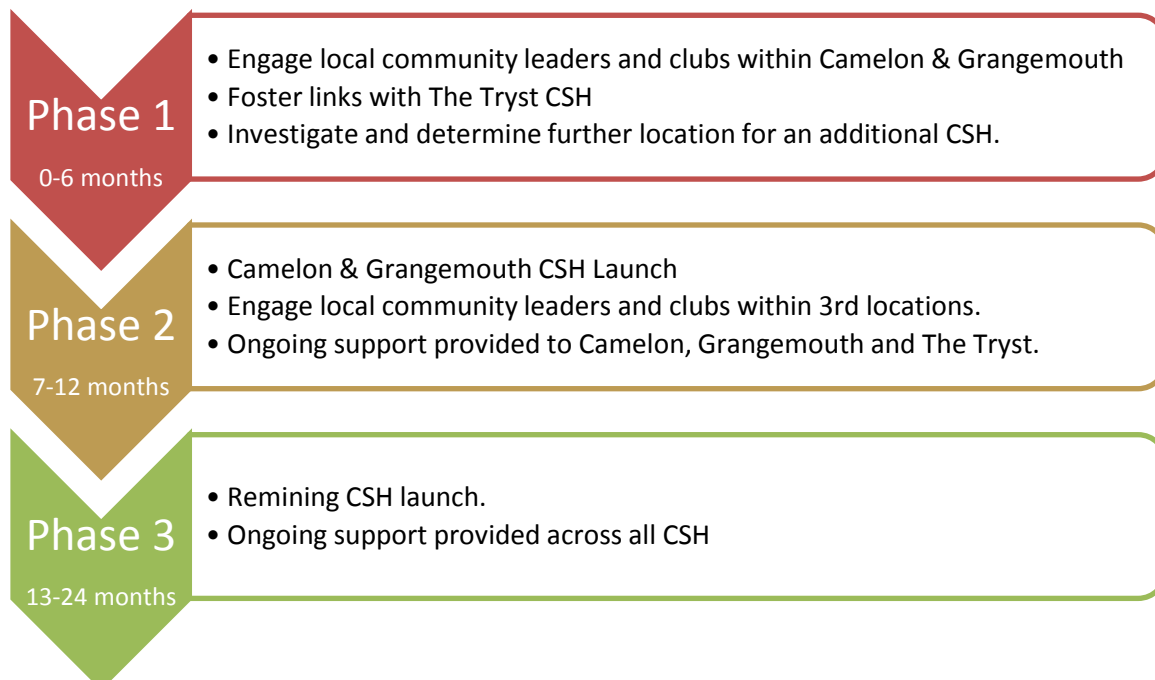
- 3.1 There has been significant interest currently from 2 community partners to try and establish CSH's within the Falkirk area. Specifically Grangemouth High School, led by the PE department, and various clubs and organisations operating within the Camelon and Tamfourhill area. The groups from Camelon and Tamfourhill were brought together as a result of the Our Place Camelon project.
- 3.2 Both groups had previously made contact with **sportscotland** directly to enquire about their support. **sportscotland** entered initial discussions with both groups however indicated that they would only consider developing these projects as CSH's as part of an integrated approach with FCT, as their key partner.
- 3.3 Both community groups represent unique opportunities and challenges.
 - 3.3.1 The proposed Grangemouth project has, until now, been driven primarily from the PE department within Grangemouth High School, with the expectation that the school would be an integral part of any future CSH in this area. There is limited club engagement with the school currently; however this is being developed with the support of the Active Schools team.
 - 3.3.2 Camelon, through support and guidance from Our Place Camelon, have engaged several local sports clubs and community organisations that are interested in establishing a local CSH. They have met several times over the past year and have visited a couple of existing successful CSH's in other areas. They have already been using the name Camelon Community Sport Hub and have been discussing making a bid to Our Place to support the development of a CSH in the area.

3.3.3 A group of representatives from the Our Place Camelon project attended a joint meeting with FCT and **sportscotland** in March. They presented an update on where they currently are as a group and their aspirations. They provided a very compelling case.

4. Preferred Model

- 4.1 It is our intention to establish 3 new CSH across Falkirk within the 2 year funding cycle. The preferred model would involve establishing Geographic CSH's, as opposed to a school or centre based approach. This will allow all clubs and community organisations within that area to engage with the programme and provide us with greater opportunity to support the wider community.
- 4.2 We have therefore identified Grangemouth and Camelon as the initial locations for the first 2 CSHs.
- 4.2.1 The Grangemouth CSH will primarily focus on the area surrounding Grangemouth HS, The Sports Complex and Grangemouth Stadium.
- 4.2.2 Camelon CSH will cover the whole Camelon and Tamfourhill area. Initially Camelon Juniors, Falkirk Rugby Club and Re-Union Canal have emerged as the key drivers in this location.
- 4.2.3 The location of the 3rd CSH has yet to be determined. There have been various locations under consideration. There has been suggestion that, given the need for strong community leaders to make CSHs viable, the location of the 3rd CSH may involve a degree of community engagement to assess interest and demand.
- 4.2.4 FCT and the new Hub Officer will engage with the Hub Officer at the stand alone CSH located at Larbert High School, The Tryst, to share best practice and investigate opportunities to provide support across all CSH's in Falkirk. The new Hub Officer will have no role in the operation of The Tryst. (**sportscotland** no longer provide any investment into The Tryst)

5. Roll Out



6. Wider Benefits

- 6.1 The introduction of CSH's within Falkirk will allow FCT to demonstrate a commitment to and greater alignment with **sportscotland**'s sporting system. This has previously been highlighted as a gap in provision and will serve to further enhance this growing partnership. CSH's, along with Active Schools are highlighted as **sportscotland**'s flagship programmes.

By taking positive steps to address this gap it provides the opportunity for FCT to benefit from positive publicity and community engagement as a result.

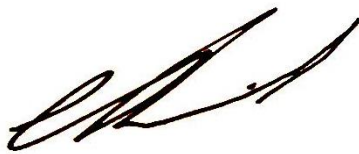
- 6.2 CSH will also provide the opportunity to further enhance and integrate the Active Schools and Sports Development programmes. By having a full time officer engaging with and supporting the clubs this should lead to a stronger, more engaged club network across Falkirk. Active Schools and Sports Development programmes will directly benefit from the links created in the CSH's. This will also provide an opportunity to engage within various forums within the Community Partnership Planning framework and can be a positive voice and advocate on behalf of the work the Trust are undertaking in this area.

7. Recent Developments

- 7.1 The Active Schools Manager attended a Camelon CSH meeting in May. At this meeting it was agreed that the group would nominate office bearers and form a constitution. It was felt by all parties that having now received the support from FCT and **sportscotland** that they were now keen to move the idea forward. The timing was driven by the impending Our Place funding deadline. Forming a constituted group will now allow them to proceed with a long standing funding bid to Our Place.
- 7.2 We have successfully completed recruitment of the CSH Officer. This officer commenced work in August and is currently undergoing induction from the Active Schools Manager and making initial contact with interested parties.

8. Conclusion

- 8.1 We are excited by the opportunities that CSH's will provide for the clubs and communities that are engaged with them.
- 8.2 Our recruitment of a CSH officer will vastly increase the Club Development support available to clubs and organisations across the Falkirk area.
- 8.3 Our Active Schools and Sports Development teams will benefit from a stronger, more engaged club network across the Falkirk area.
- 8.4 Our introduction of CSH's will hopefully allow us to continue to support and invest in the high quality and vibrant sporting scene for the people of Falkirk in the coming years.
- 8.5 The Board are asked to note the progress being made with the improvements to Club and Community sport.



Cameron Reid
Active Schools Manager

Falkirk Community Trust

Subject: Mariner Centre: Review of Opening Hours
Meeting: Falkirk Community Trust Board
Date: 31 August 2017
Author: Team Leader - Sport & Leisure

1. Introduction

- 1.1 As a condition of the Funding Agreement, the Trust has a requirement to consult with Falkirk Council on any proposed amendments to its facility opening times and hours.
- 1.2 The purpose of this report is to advise Directors of the Trust's intention to consult the Council on a review of the operational hours of the Mariner Leisure Centre that will enable the expansion of its swimming lesson programme, leading to increased levels of usage and income whilst at the same time reducing expenditure levels.

2. Background

- 2.1 The facility consists of the following activity areas:
 - Leisure pool with wave machine
 - 4 court sports hall (converting to soft play facility early 2018)
 - Gym
 - Fitness Studio
 - Sauna & Steam Room
 - Crèche
 - Squash courts
 - Café
- 2.2 The Mariner attracted a total of 245,882 customer visits in 2016/17 and generated income of circa £830k, (including Trading and Health & Fitness).
- 2.3 The Council is already aware of the Trust's plans to convert the sports hall into a soft play facility which will change the customer profile and usage levels with the centre becoming a destination family venue for the local and extended community.

3. Current Opening Hours

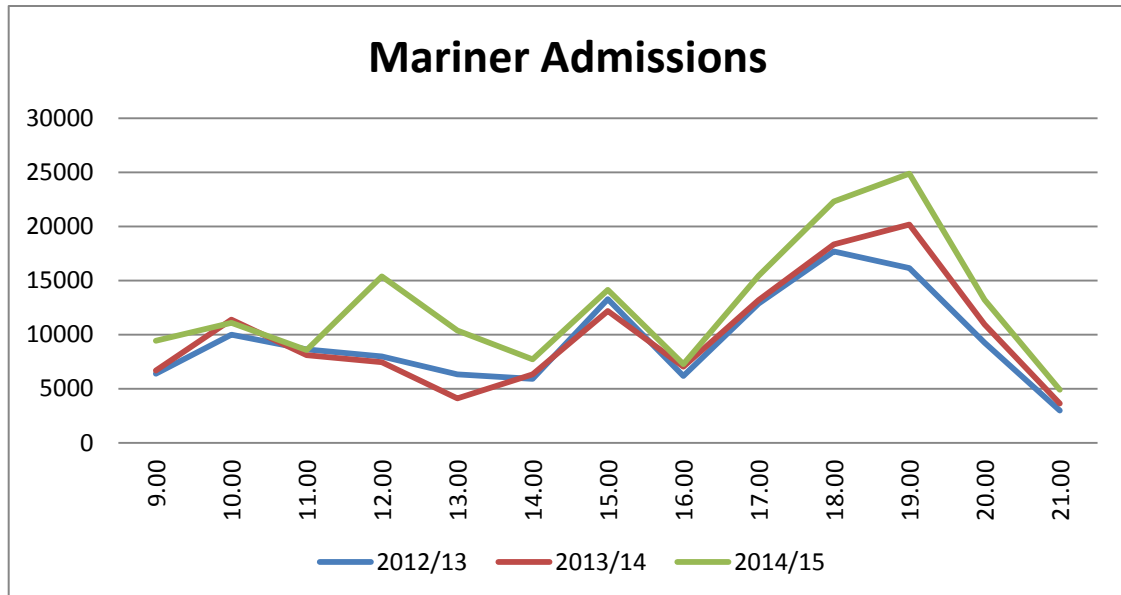
- 3.1 The facility is generally open from 09:00 to 22:30hrs, seven days per week, with some activity areas opening at different times. For example, the swimming pool is open for a total of 89.25 hours, the sports hall 94.5 hours, and the gym 97 hours each week. Table 1 below demonstrates the existing opening hours.

Table 1: Current Opening Hours

	Sports Hall and Dry Activities	Gym	Pool
Monday to Friday	09:00 - 22.30	06:30 - 21.30	09:00 – 21:45
Saturday & Sunday	09:00 - 22.30	08:00 -19.00	09:00 - 21:45

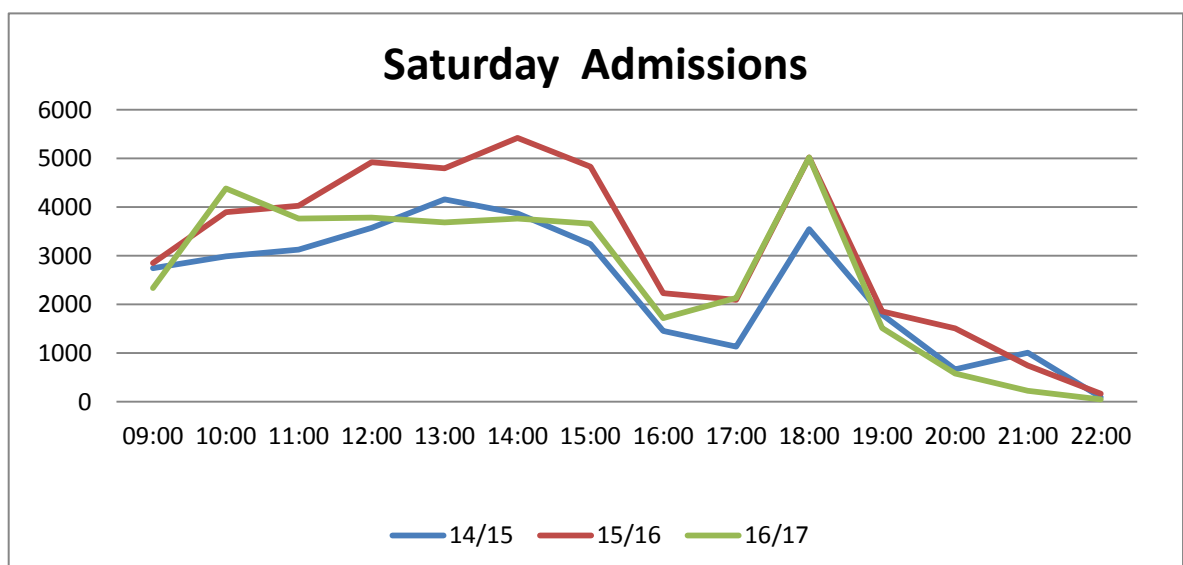
- 3.2 An hourly analysis of the annual income attracted was undertaken. Table 2 shown below demonstrates the times of the day at which customers attend:

Table 2: Mariner Admissions 2014 - 2017



- 3.3 The range of activities on offer in the centre influences user behaviour with the sports hall and health & fitness activities generally being busy after 16.00 hrs from Monday to Friday.
- 3.4 A further analysis was conducted on weekend admissions which demonstrated a significant drop off in admissions from 19.00 hrs. on Saturdays and 16.00 hrs on Sundays. Table 3 below shows this trend graphically:

Table 3: Saturday Admissions 2014 – 2017



- 3.5 Swimming is the most popular activity at the weekends, with the Saturday pool disco that is provided from 18.30 hrs. to 19.30 hrs continuing to be popular with the local community children and young people.
- 3.6 Traditionally, Sunday evenings have proven difficult to attract swimming customers, however the recent introduction of two Sunday night pool inflatable sessions from 18.30 hrs to 19.30 hrs to the Mariner pool have proven popular, with the April session attracting 135 swimmers and the May session attracting 120.

4. Proposed New Opening Hours

- 4.1 The Trust is currently expanding its swimming lesson programme with significant increased usage and income being projected. There is currently more demand for the Learn to Swim classes in the Mariner at the weekend, which at this time cannot be accommodated within the current pool timetable or pool opening times. The refurbishment of the facility's wave machine and introduction of associated play features have proven very successful and remain key to attracting families to the leisure pool so it is considered important not to reduce access times to these features.
- 4.2 With the planned introduction of the soft play facility it is now considered a perfect opportunity to review the existing operational hours of the facility as a whole.
- 4.3 Given the usage and income analysis referred to earlier, it is clear that there are certain periods of opening, where little or no use occurs, i.e. weekend evenings and it is now believed that the existing number of operational hours could be reallocated to periods of increased customer demand.
- 4.4 To reflect the above, the proposed new opening hours are shown below:

Table 4: Proposed Opening Hours

	Sports Hall and Dry Activities	Soft Play	Gym	Pool
Monday - Friday	09:00 - 22:30	09:00 – 18.00	06:30 - 21:30	09:00 – 21:45
Saturday & Sunday	09:00 - 21:00	09:00 – 18.00	09:00-19:00	08:00-19:45

- 4.5 These new times of opening will result in a reduction of opening hours of three hours of the sports hall and two hours of the leisure pool to the public. However, the new times of opening will accommodate the increased demand for the Learn to Swim classes, which in the longer term will attract new customers, increased participation and income levels.
- 4.6 At the existing quiet period on Saturday and Sunday evenings the only customer group affected will be casual users. There are no block bookings on a Saturday and the current Sunday block booking will be transferred to Grangemouth Sports Complex when the sports hall closes for the soft play development.

5. Financial Performance

- 5.1 Performance of the Mariner Centre has been improving in recent years with a 32% increase in customer visits (excluding health & fitness) from 2014/15 to 2015/16 as a direct result of the investment to refurbish the pool wave machine. 2016/17 saw a 17% reduction on the 2015/16 performance, this was mainly due to three pool closures during the year and changes to the delivery of the Learn to Swim programme. However, 2016/17 realised an 11% increase on 2014/15 admissions.
- 5.2 The projected increase in income from the additional Learn to Swim classes at the weekend is estimated to be £13,392.
- 5.3 There are currently a number of staff vacancies within the Mariner however the change to the opening hours would lead to a reduction in the number of contracted hours within the vacant posts. The revised staffing establishment and structure would result in an annual expenditure saving of approximately £3,306.
- 5.4 The net financial impact of the proposed opening hours would be a positive improvement of £16,698.

6. Human Resources Implications

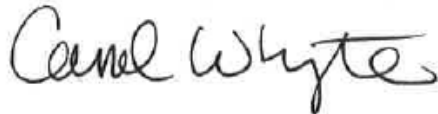
- 6.1 The staff have been consulted on the proposed opening times as this would have a direct impact on their operational shifts. The facility has been operating with a number of vacancies, pending the potential introduction of the new times of opening, amended staffing establishment and shift working arrangements. The staff are fully supportive of these changes as they recognise their advantage in relation to the reduction in their current requirement to work at weekend periods.

7. Conclusion

- 7.1 The current opening hours are not considered as being appropriate for our customers' needs as they generally reflect the historical arrangements put in place many years ago.
- 7.2 This report outlines the Trust's intention to introduce new times of opening that achieves an annual saving of approximately £3k from its staffing budget, whilst also generating approximately £13k of additional income which will therefore continue to improve on the centres financial performance and help reduce its operational deficit.
- 7.3 The information contained within this report will be summarised and included in a letter to appropriate Falkirk Council Elected Members for their comment and approval. We are required to follow this process to comply with the Funding Agreement between the Council and Trust that involves any material change to the contract for services. A date for the start of this agreement will be set once this process has been completed.
- 7.4 The local community will have an improved opportunity to access the facility at times that may better meet their need, i.e. earlier morning access to swimming lessons at the weekend.
- 7.5 Given the low level of usage currently being attracted during the later weekend opening periods, there is little expectation of customer complaints.

8. Recommendation

- 8.1 That the Trust Directors note the intention to introduce the proposed new opening hours of the Mariner Leisure Centre as described above for the purposes of both enhancing the service and improving the financial performance of the facility, subject to positive responses being received from appropriate elected members.**

A handwritten signature in black ink that reads "Carol Whyte". The script is cursive and fluid, with the first name "Carol" and last name "Whyte" clearly distinguishable.

Carol Whyte
Team Leader, Sport & Leisure

Falkirk Community Trust

Subject: Events Operational Delivery Plan
Meeting: Falkirk Community Trust Board
Date: 31 August 2017
Author: Culture and Libraries Manager

1. Introduction

- 1.1 At its June meeting the Board considered and approved an Event Strategy for Falkirk which presented a framework for taking events forward to 2024. The Strategy sets an ambitious approach that will assist the Trust in organising bespoke events, facilitating third party events as well as ensuring we are well placed to act as advisors to Falkirk Council and other local and national partners when required.
- 1.2 As agreed, an Operational Delivery Plan has been produced (Appendix 1) that details actions for the current year and following two years (2018-19 and 2019-20). This information item summarises the Plan and details how it will be monitored against the high level Strategy.

2. Background

- 2.1 Falkirk has a strong track record in delivering quality events ranging in scale from local community events to events of scale such as *Home*. Our approach in developing the Strategy was to explore ways in which we can capitalise on Falkirk's central location together with our high quality assets to enable events to play a role in showcasing Falkirk while increasing the potential of attracting significant events to the area.
- 2.2 The overarching Event Strategy (2017-2024) provides a vision and direction for Falkirk's event programme through the next 7 years. This Operational Action Plan is aligned with the Event Strategy and provides clear definitions and guidance to meet with the mission, aims, challenges and key opportunities noted within the Strategy. The Operational Delivery Plan covers the current financial year through to March 2020 and articulates the direction the Events Team wishes to travel and how it will realise the key opportunities for events in the Falkirk area.
- 2.3 The Plan focusses on parks and greenspace and, in particular, the Helix Park where both the infrastructure and finance is best placed to make the most of FCT-led activity.

3. Operational Delivery Plan

- 3.1 The Plan summarises the key aims, objectives and success measures of the Strategy, the existing resources available to support the delivery of the Plan and how these resources are currently deployed – direct delivery and advisory - along with a summary of how events are categorised according to scale.
- 3.2 The main part of the Plan is a table which articulates our methodology for realising the key opportunities set out in the Event Strategy broken down as follows:

- **People:** staff, volunteers, community partners;
- **Budget:** funding and sponsorship, ticketing and secondary spend and site hire;
- **Technology, systems and infrastructure:** project management, programming procedures, event equipment and facilities.

3.3 The Plan will be regularly reviewed to assess progress against outputs and by the end of Year 3 (2019-20), we should be able to measure the improvement in sustainability, resource management, skills development, relationship building, visitor experience which will, in turn, inform the next three year Plan.

4. Conclusion

4.1 The Board is invited to note our approach to meeting the aims, objectives and key opportunities set out in the Event Strategy 2017-24 through a three year Operational Delivery Plan and a progress report will be brought to the Board in August 2018.

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

Lesley O'Hare
Culture and Libraries Manager

Operational Delivery Plan

Falkirk Community Trust Events (2017-2020)

MISSION:

To build and sustain a strong and dynamic event programme across Falkirk that is economically sustainable, raises the profile of the area and meets the needs of the local community.

The overarching Event Strategy (2017-2024) provides a vision and direction for Falkirk's event programme through the next seven years. This Operational Delivery Plan is aligned with the Event Strategy and provides clear definitions and guidance to meet with the mission, aims, challenges and key opportunities noted within the strategy. The Operational Delivery Plan looks at the next three financial years in particular; the direction the Events Team plans to travel and how we will realise the key opportunities for events in the Falkirk area.

Similarly to the Event Strategy, the Delivery Plan will also focus on parks and greenspace, in particular, the Helix Park where both the infrastructure and finance is best placed to make the most of TRUST-led activity.

Definition

For the purpose of this Strategy an Event can be defined as:

Any planned public activity that is held on Falkirk Community Trust (the Trust)-managed property that is not part of the core daily offer and which requires resource allocation.

This strategy focuses primarily on outdoor events; both Trust-led and third party, at The Helix, Muiravonside, Kinneil and Callendar Parks. Internal focus will be on The Helix as this area has the most potential due to site popularity. The Events Team will not exclusively manage outdoor events but this will form the core of our activity.

Key Aims

Our Aims:	Objectives:	Success Measures:
Events delivered in partnership : with a joined up approach that identifies opportunity for cross promotion, participation and support through strong partnership with local and national organisations delivering high quality events.	<ul style="list-style-type: none"> To market the Trust's outdoor events venues as unique event spaces for 3rd parties To support partners to deliver area wide events of significance 	Investment is attracted through venue hire for events
Events that are balanced : we want to develop a balanced portfolio of commercial and community events that are accessible to our diverse communities and visitors alike. We want the event programme to look beyond the Falkirk area but also drive sufficient benefit for the people of Falkirk.	<ul style="list-style-type: none"> To foster events that can be/ are unique to Falkirk and can become embedded in the culture To foster events that promote equality and diversity 	Development of a Hallmark event that attracts significant numbers of regional and national visitors to the area. Community groups are supported effectively to facilitate their own events and as a result capacity of the local community is improved.
Events that deliver experiences : we want events that deliver positive, unique and meaningful personal experiences that will inspire and have a long lasting impact for visitors and tourists alike.	<ul style="list-style-type: none"> To foster events that encourage active audience participation To create a portfolio approach to the events programme 	Positive word of mouth generates new visitors and enhances area reputation Loyal visitors recognise Falkirk as a place of choice to visit
Events that are evaluated and grown : we want to generate feedback and evaluate event impacts to inform next steps and drive an ambitious and evolving events programme.	<ul style="list-style-type: none"> To develop an effective evaluation framework – use market intelligence and feedback to tailor the event programme to generate income, target effectively and develop new audiences. 	Increased volume and size of events are attracted to the area Evidence of events providing a gateway to wider local participation in culture and sport Valuable and worthwhile data is generated

Event Scale:

Identifying categories of event

Event Type	Definition	Target Audience	Example
Animation	Pop up activity, demonstration or performance that animates areas at peak times. These events will be little to no cost and delivered by third parties. The aim of these animations is not to drive footfall but to provide an extra experience to regular park users and encourage repeat visits, they will also aim to highlight Falkirk as a creative place. Limited Trust resources required	Local	Traditional bands, one off performances.
Small	Small scale activity that attracts a local audience; produced in house or delivered by a third party at little to no costs. Some of these events may be ticketed and so generate income or aim to be delivered cost neutral but the activity will aim to drive footfall, encourage repeat visits and showcase local organisations. The activity will be of a scale that these events can be delivered at peak times and during shoulder months. Approximate audience/participant number: 0 – 300 people. A degree of Trust resource will be required.	Local	RSPB-led outdoor education sessions. Summer Fun sessions.
Medium	Medium scale activity that attracts both local and regional participation. Again, these activities can be delivered in house or by third parties but audience/participant numbers will be approximately 300 – 5,000 people. These events will drive footfall, attract new visitors and secondary spend. These events will tend to be recurring. A high level of Trust resource will be required.	Local and Regional (90 minute drive time to site)	Outdoor Theatre performances
Large	Large scale experiences that attract new and repeat visits to the site. These events require a significant level of Trust resource through planning time, partnership working and investment. Programming of these types of events should avoid peak times to prevent pressure on site infrastructure. These events will require sponsorship, funding and/or additional financial support but should generate a large amount of media coverage. Approximate audience/participant number: 5000 + people. Large events will tend to be one-off, recurring working towards the development of a significant Hallmark event.	Local, regional and national	Home, Fire and Light

The Events Team:

The Event Team consists of two Trust employees who sit within The Helix Team. This team works across the Trust to organise, facilitate and manage outdoor events.

Senior Events Officer:

This role involves leading a team in the programming and delivery of a wide range of exciting, fun and safe sporting and cultural events at The Helix and across the Trust. This dynamic role is ever changing and ever exciting. The Senior Event Officer also contributes to the development of priorities and strategies to meet Trust goals. Approximate role breakdown: 40% operational planning and producing, 30% strategic planning and reporting, 30% partnership development including funding and sponsorship. We wish to reduce the operational element of this role in order from the Senior Officer to focus on programming, funding and sponsorship.

Events and Promotions Officer:

Working with the Senior Events Officer the Events and Promotions Officer uses their organisational skills and ability to multi-task to ensure that safe, enjoyable events form an integral part of the parks calendar. They assist with the programming and delivery of a varied and imaginative events programme across The Helix and the Trust. Approximate role breakdown: 80% operational planning, 20% programme development and reporting.

The team is required to work flexibly and must react proactively to the changing environment of events. Quick and robust decision-making is supported by the Team Leader (Helix) which allows an adaptable approach to event management.

Additional resources are required by the Events Team to support the programme including stewards, build crews, car park management and volunteers.

Event Management Role

Third Party Events:

The Events Team is responsible for managing third party events on all Parks operated by the Trust. The Team will manage the site hire procedure including:

- Initial enquiry and booking application
- Advise Trust on appropriateness of the event for the site using the event assessment framework where necessary
- On-going correspondence with organisers and other relevant parties
- Operational planning and liaison with relevant Trust personnel including Team Leader (Helix)
- Review of risk assessments, event manuals, insurance documentation and appropriate licensing
- Attendance of SAG/Multi-agency meetings where appropriate
- Confirmation of site hire fee and invoicing
- Attendance at events when necessary

Support is be required from the onsite teams on occasion including potential site visits, equipment delivery/set up and supervision of activity. A new pricing structure will be proposed that includes the traditional site hire fee and a management fee, income will be shared between the onsite teams and the Events Team. The management charge will be estimated at the beginning of the project to include staff time involved with; review (booking enquiries, scheduling, event paperwork), on-going correspondence, attendance to site visits or other appropriate meetings, attendance of event when necessary. Income from outdoor catering facilities will be placed within the events budget.

Advisors:

The Events Team acts as the advisor to both the Trust and Falkirk Council when planning or facilitating events.

The Trust welcomes and supports the development of a Safety Advisory Group in the Falkirk area and would look to be involved in the process when Trust-led activity meets the criteria or the activity is to be held at an Trust-managed site.

TRUST Led Events:

The Events Team is responsible for developing and organising a wide portfolio of events. The events programme will be developed over the coming three years to meet with the Event Strategy (2017-2024). At present The Helix hosts the majority of Trust-led events as the site infrastructure supports large scale activity and the novelty of the site and expectation from the local audience means events here are well attended. The Events Team also continually looks for opportunity from travelling and one-off events to attract to Trust sites.

Realising Key Opportunities

The following table sets out TRUST's plans for the next three financial years with an aim to meet with the key opportunities identified within the overarching Event Strategy.

Inputs: PEOPLE	Activity 17/18	Activity 18/19	Activity 19/20	Outputs	Outcome
Staff: Event & Park	<p>Research potential placement student opportunities</p> <p>Begin to utilise onsite teams at The Helix for set up event delivery.</p>	<p>Apply Placement student March – Oct period.</p> <p>CPD Events Team attend appropriate training and events.</p> <p>Upskilling of onsite teams to assist with event delivery, building capacity of The Helix Team.</p> <p>30% of event set up delivered by onsite teams at The Helix.</p> <p>Helix Venues Team manage delivery of events in Helix Visitor Centre</p>	<p>Apply Placement student March – Oct period</p> <p>Further development and upskilling of events team</p> <p>60% of event set up delivered by onsite teams at The Helix.</p>	<p>Assistance in operational delivery of events programme allowing more time of SEO and EO to deliver other areas of the Delivery Plan.</p>	<p>Successful event programming and delivery of safe and high quality events and experiences.</p> <p>Income generation opportunity as SEO and EO have more capacity to focus on other areas.</p>
Volunteers	<p>SEO & EO deliver higher level of event volunteer management</p> <p>Training in usage of volunteer database</p>	<p>SEO & EO manage event volunteer team with support from VC at large events</p>	<p>Development and upskilling of event volunteers to include event set up team. Continued support from VC at large events.</p>	<p>60+ regular members of the event volunteer team</p>	<p>Volunteer assistance at events enhances and supports Trust staff delivery.</p>
Community/Partnership	<p>Continue to build relationship with Falkirk Football Club and Falkirk Stadium to manage event delivery around The Helix site</p> <p>Continued promotion of community use of parks as event spaces</p> <p>Review of community feedback of events to ascertain next steps in programming.</p> <p>Assist Falkirk Council in set up of a working Safety Advisory Group.</p> <p>Engage with Trust teams around yearly event programme and highlight key opportunities for cross promotion</p>	<p>Introduce and implement a collaborative platform of appropriate individuals to lead on event opportunities.</p> <p>Offer event spaces at less well utilised parks at a reduced cost to local community groups.</p> <p>Begin to role out an events calendar to manage internal planning and avoid clashes of event/resource need.</p>	<p>Review and extension of collaborative group.</p> <p>Encourage used of online events toolkit to upskill and motivate local groups to organise own onsite events.</p> <p>Continued promotion of event calendar to wider Trust and ensure uptake by all departments.</p>	<p>A well planned and full events programme is developed across Falkirk</p> <p>Key opportunities are identified and a collaborative approach from application to delivery is made.</p> <p>Event organisers in the area are supported and best practice is shared.</p> <p>The local audience support and attend events and the visitor experience is improved.</p> <p>Reduction in overlapping events and resource conflict.</p>	<p>A full and engaging programme of activity is developed across Falkirk that attracts both local residents and visitors alike. Secondary spend and length of stay is increased.</p> <p>Increased opportunity for income generation across Falkirk</p> <p>Best practice and safe working guidance is shared.</p>

Inputs: BUDGET	Activity 17/18	Activity 18/19	Activity 19/20	Outputs	Outcome
Funding and Sponsorship	Continue to build on relationship with EventScotland and the themed year activity.	Research and development into appropriate funding sources. Event Team to attend fundraising and sponsorship training. Proactive approach to potential sponsorships opportunities with support from Team Leader.	Relationship building with potential sponsors.	Team afforded more time to seek appropriate sponsors. Sponsorship and fundraising becomes a focus of the SEO role. At least one event is fully funded/sponsored.	The event programme becomes more sustainable and the experience for the visitor is enhanced.
Ticketing and secondary spend		The event programme is further developed and planned further in advance. Increase in the number of ticketed events. Secondary spend opportunity and donation at community events becomes a focus with a strong marketing push	Increase in the number of ticketed events across all sites.	Local audience becomes more likely to support and attend ticketed events and donate to free/community events.	Income generation opportunity is increased. A full programme of activity is available for local residents and visitors.
Site Hire	Framework agreement to be developed for event equipment. Marketing team and events team explore ways in which to promote sites as event spaces. Liaison with marketing team on events page and event toolkit on new Trust website	Full review of site hire fees to be completed Framework agreement completed and in place for 3 years. Promotional material is ready to for proactive selling by events team Delivery of new event area and content on website.	Income potential of each site is reviewed and key sites become a focus for additional marketing spend Review of the success of promotional materials and continued proactive selling. Review of toolkit with edits to ease customer journey and refresh of event advice/online forms.	TRUST sites are well utilised by third parties to host events. Events are attracted to Falkirk. Toolkit allows third parties access to specific, useful information to assist with event planning. This in turn reduces the amount of time spent by SEO and EO in assisting with event requests.	Income generation and increased secondary spend in the area. Improved local and visitor experiences Upskilling of local groups giving them the confidence to deliver their own events.

Inputs: TECHNOLOGY, SYSTEMS & INFRASTRUCTURE	Activity 17/18	Activity 18/19	Activity 19/20	Outputs	Outcome
Project Management	Research into suitable project management and mapping software	Purchase and training on new systems	Review and further training as required	Reduction in time spent processing event requests	The event programme becomes more sustainable and efficiently delivered.
Programming	Earlier programming of following years events	Planning and programming for 19/20 available mid 18/19 Review of potential large scale events delivered by the Trust post Fire and Light.	Planning and programming begins to take form over a year in advance	Event programming is delivered well in advance for all TRUST led activity.	A full and engaging programme of activity is developed across Falkirk that attracts both local residents and visitors alike. Secondary spend and length of stay is increased.
Procedure		Event procedures are reviewed once project management software is in place. Share of new procedure with other relevant internal departments.		More efficient procedure allows more time to be spent on other areas of SEO and EO role.	The event programme becomes more sustainable and efficiently delivered.
Event equipment		Research and development of more practical event equipment including review of suitable storage spaces.		Reduction in time spent setting up equipment at events.	The event programme becomes more sustainable and the experience for the visitor is enhanced.
Facilities		Research into more green travel initiatives to encourage fewer vehicles attending events. Trial incentivised green travel. Review alternative parking areas and potential solutions to parking issues Encourage shared facilities within Trust and within wider Falkirk area.		Reduced pressure on site infrastructure	Visitor experience is enhanced and less pressure is put on internal and surrounding infrastructure.

SEO: Senior Events Officer
EO : Events Officer
TL: Team Leader (Helix)

Falkirk Community Trust

Subject: Summer Holiday Programmes
Meeting: Falkirk Community Trust Board
Date: 31 August 2017
Author: Active Schools Manager

1. Introduction

- 1.1. The purpose of this paper is to inform the Board of the activities that were offered to children and young people across the Trust during the summer holiday period 2017.

2. Overview

- 2.1. Falkirk Community Trust provided various activity programmes during the summer holiday period. Incorporating a range of camps, large events and drop in sessions.
- 2.2. A mixed marketing approach was utilised to promote the various programmes, with most bookings processed centrally through the Bookings Team in Falkirk Stadium. Programmes were in general promoted individually through the Trust website and promoted via social media. A small number of booklets/flyers were produced and distributed.
- 2.3. All sports programmes were combined into a single brochure. In addition to web and social media this was marketed directly to schools. A direct hyperlink was provided and schools encouraged to distribute this through their parent mail system.
- 2.4. In addition to the core programme the Trust, with Active Schools leading, entered into a new partnership with Falkirk Council. A pilot programme was designed and delivered, to provide up to 30 places per day on the Multisport Camps. This was targeted at children who receive free school meals. Along with the opportunity to participate in the Camp they received a nutritious lunch and fruit throughout the day free of charge. Costs were met by the Council via the Fairer Falkirk Project.
- 2.5. The introduction of Fairer Falkirk will hopefully allow us to further target identified children and support the objectives of the delivering a stigma free food provision to families throughout the holidays. We are excited by the extended opportunities that Fairer Falkirk will provide for the identified children and families that engaged with them, providing an overall positive experience.

3. Sports Programmes

- 3.1 Active Schools – Multisport Camps

Places Offered	Places Booked	Total Income	Total Costs	Surplus
3,764	2348 (62%)	£23,117	£0	£23,117

- 3.2 Active Schools delivered 7 Multi Sports Camps during the summer holidays, targeting children from 5 – 12 years old. Places could be booked, full or part day or full week. The core programme ran from 9:00am to 4:00pm, with supervised lunch. A wrap around option was also available from 8.30am-5.00pm.
- 3.3 The camps were held in the following Trust Venues – Grangemouth Sports Complex (3 weeks), The Mariner Centre (2 weeks), St Mungo's High School (1 week) and Bo'ness Recreation Centre (1 week)

- 3.4 Local sports clubs and volunteers are engaged to support and enhance the programme. As such the activities offered vary depending on availability. The recruitment of local volunteers will vastly increase local connections and sport development available to clubs and organisations across the Falkirk and surrounding areas. Active Schools and Sports Development teams will benefit from a stronger, more community engaged club network across the Falkirk area.

4. Sports Development Programme

Places Offered	Places Booked	Total Income	Total Costs	Surplus
1,832	1594 (87%)	£8,619	£6,789	£1,830

- 4.1. Sports Development ran a number of sports specific camps during the school summer holidays utilising Falkirk Community Trusts facilities throughout the district in the following activities – Basketball, Gymnastics, Tennis, Football, Pre School Dance.
- 4.2. Participants included a large number of children that attend sports development classes throughout the year; however we also attracted a significant number of new players. We anticipate a degree of retention, which will increase sign up in the term time classes.

5. Swimming

Places Offered	Places Booked	Total Income	Total Costs	Surplus
214	111 (52%)	£4,608	£2,601	£2,007

- 5.1 Swimming was offered across 4 weeks this year, this was determined following analysis of previous years demand. 1-2-1 lessons
- 5.2 A mix of group and 1-2-1 lessons was made available. Again based on previous findings the number of 1-2-1 sessions were increased and continued to be popular.

6. Disability Sport Camps

Places Offered	Places Booked	Total Income	Total Costs	Surplus
36	30 (83%)	£115	£0	£115

- 6.1 The Trust partnered with Forth Valley Disability Sport to deliver this highly targeted programme. Delivery was supported by local clubs, Stenny Stars, Independence, Falkirk Bowling Club and Forth Valley Flyers along with a number of local volunteers.
- 6.2 The majority of the children in attendance will have very limited opportunities to participate in sport and activities during the holidays as the required support is not available. This provided a valuable opportunity for them to engage and have fun.

7. Athletics – Star Track, Grangemouth Stadium

Places Offered	Places Booked	Total Income	Total Costs	Surplus
103	103 (100%)	£1,842	£1,113	£633

- 7.1 Three weeks of Star Track was offered at Grangemouth Stadium. Weeks 1 and 2 ran all day with week 3 only running for the morning sessions.

8. Snow sports – Polmont Snow sport Centre

Places Offered	Places Booked	Total Income	Total Costs	Surplus
826 (Summer Ski Courses & Tubing)	175 (21%)	£3,223	£640	£2,583
(Private Ski Lessons)		£1,300	£450	£850

- 8.1 A range of options were offered this holiday period including; group ski, skill development classes, supervised practice sessions and tubing.
- 8.2 A lower than anticipated number of holiday customers was recorded this holiday period.
- 8.3 There remained however demand for private ski lessons during the summer holidays, which ensured a steady income was generated.

9. Outdoor Activities

Places Offered	Places Booked	Total Income	Total Costs	Surplus
631	507 (80%)	£16,300	£3,040	£13,260*

*all figures to date.

- 9.1 The programme was delivered from the Outdoor Activities Base at Victoria Buildings and the Action Outdoors Centre at the Grange. Both venues enjoy significant demand for activities.
- 9.2 The activities offered included:- Canoeing, Kayaking, River Kayaking, Rock Climbing & Abseil, Gorge Walking, Canyoning, Coasteering, Chainwalk, Blowkarting, Mountain Biking, Bushcraft & Shipwreck Day.
- 9.3 The full day sessions were split into two age groups, with 9yrs plus at Victoria Buildings, for the full 7 weeks, and 8 to 10 yrs at Action Outdoors for the middle 4 weeks. Places could be booked per day or a 'Full Adventure Week' at the discounted price.

10. Culture – FTH

- 10.1 Three programmes were run during the summer at FTH, generating £8,880 income from 124 children participating.
- 10.2 Ready Steady Show: Starman – 53% tickets sold.
Young people aged 7 – 18 worked with a Director, Choreographer and Musical Director creating a new piece of musical theatre that had been commissioned for the project.
- 10.3 Start of the UK summer school – 27% tickets sold. *new activity*
Choreographers, dancers and vocal coaches from Tim Noble's Purestar team worked with participants on high energy, fun sessions designed to inspire and nurture confidence.
- 10.4 The Jungle book, Grangemouth Town Hall. 85% tickets sold.
Participants created an adapted version of the classic tale through drama and movement, performing it at the end of the week in Callendar Park. The popular choice of show and outdoor element were potential contributing factors to high uptake in sales at this point

11. Hippodrome

- 11.1 Despicable Me 3 was screened on release date, this summer's major family friendly release
- Despicable Me 3, 3806 capacity, 1535 Attendance, 40% uptake, income £7,829
- 11.2 For Despicable Me 3 we adopted an atypical schedule with daytime screenings replacing evening ones on Fri, Wed and Thu, which proved an effective move.

12. Libraries

Activity	Available places (If known/approximate)	Attendees	Entry cost	Income	Costs (Only additional/one off costs)
Core Activities	Drop-in	520	Free	n/a	n/a
Summer workshops and activities	Mix of Drop-in & 346 places for pre booked classes.	21 Drop-in, 268 booked.	From Free to £3.30.	£511	£472
Summer Reading Challenge	Drop-in	915	Free	n/a	n/a

- 12.1 Libraries delivered a number of summer workshops and activities this year with varying levels of attendance. In addition to this several venues continued their core activities over the summer holiday period. As a result of both these actions the number of attendances has increased.
- 12.2 Activities offered; Pokemon Catch and Trade, Board Game pilot, Macastory, Zoolab, Lego Build, Stop-Go Animation, Craft Sessions, Summer Reading Challenge.
- 12.3 Macastoty and Zoolab were part-funded by the Scottish Book Trust, Live Literature programme and Tesco Bank respectively.

13 Parks

- 13.1 A programme of small scale events was delivered to engage the community and raise income at Muiravonside Country Park. Events included; 'Meet the Bees', The Paper Potters sessions –in partnership with Forth Environment Link, Badger Watch evenings, Bug Hunts and Farm Walks.
- 13.2 This year we were delighted that we had been able to arrange 'Wild About Kinneil'. This is a series of events focussed on wildlife and heritage crafts funded by the Inner Forth Landscape Initiative and supported by volunteers from the Friends of Kinneil.
- 13.3 The events were free to attend but we were trialling a 'pay it forward' approach and providing information to participants about how they can donate to a 2018 fund.
- 13.4 The legacy of Wild About Kinneil 2017 will be a chainsaw sculpture and a dry stone wall bench. These permanent features will encourage more visits to the site and a longer dwell time. The 'pay it forward' fund is hosted on the www.MyPark.scot

14. Callendar House

Activities	No of Tickets	No. attended	Income
Can you dig it, Toddlin o'clock, Roman Mosaic, Roman Rule & Roman Jewellery workshops.	575	88	£464

14.1 This year's programme was designed around the roman frontiers exhibition. Offering fun and interactive, one off workshops introducing children to roman life and archaeology.

15. **Helix**

15.1 The following events and activities took place at The Helix between 1st July and 18th August:

- Nature themed activities delivered by Forth Environment Link and the RSPB throughout the summer. Approximately 230 participants attended the drop in activities.
- An Outdoor Theatre performance of The Lost World welcomed a total of 141 visitors with a gross income of £1298.
- Outdoor nature themed summer sessions aimed various child audiences. Participation figures to date: 267 with gross income of £700.
- Third party events include; Dunedin Dancers, the Feis Ross Ceilidh Trail, a visit from the Dogs Trust and the VisitScotland Coo Van.

16. **Conclusion and Improvements**

16.1 Feedback from parents and participants alike indicates that the range of holiday programmes offered have been very well received.

16.2 Marketing will be engaged at an early stage when planning begins for the 2018 holiday programmes. Feedback from partners indicates that having the programme and sign up available earlier in the year may increase uptakes. There has been some interest in parents having the option to pay up holiday programme places.

16.3 Across the Trust a broad range of activities are being offered to meet a broad a wider variety of interests. The programme does allow for inclusion with a number of sessions being provided free.

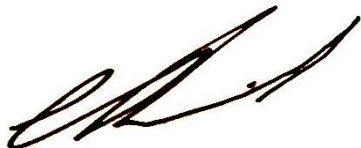
16.4 Consideration should be given to future plans to ensure programmes are not directly competing with each other.

16.5 The inclusion of the free food provision has been hugely successful. Consideration should be given to further developing this partnership with Falkirk Council. There exists scope to further enhance this programme and engage with the other sections of the Trust which deliver holiday programmes.

16.6 All areas have identified areas for change and recommendations for next year, to be considered in each section and addressed accordingly.

17. **Recommendation**

17.1 The Board is asked to note the successes to date and support the further development of the holiday programmes.



Cameron Reid
Active Schools Manager

Falkirk Community Trust

Subject: Helix Update
Meeting: Falkirk Community Trust Board
Date: 31 August 2017
Author: Team Leader Helix

1. Introduction

- 1.1 The purpose of this report is to inform and update Board Directors on the Helix performance in Quarter 1 of 2017.

2. Commercial & Operational Information

2.1 Footfall & Income

The Park continues to be well received by visitors and locals alike, although the weather has been inconsistent this season. The target footfall for Q1 of 264,000 was exceeded by the attraction of 282,000 visitors. All areas of income generation are performing well, with the exception of the Kelpie Tours, which is behind target. A full review of these tours, along with other potential FCT tour offers, is currently being undertaken.

2.2 Visitor Centre Café & Plaza Cafe

The Visitor Centre Café income increased by £14,967, when compared with the same period last year. This is largely due to the restructure of the servery, making it more efficient for customer use with better choices of food being more appealing and available. The Plaza Café income decreased by £313 when compared with the same period last year, however performance in July was particularly better than July 2016 with an increase of £3,504 being achieved.

2.3 Kelpie Tours

The Kelpie Tours income decreased by £13,963, when compared with the same period last year. The majority of this decrease in the pre-booked groups category, which is down £9,359 compared with 2016. Customer satisfaction surveys show that most customers found the tour to be excellent, with individual Tour Guides continuing to receive high praise for the quality of their tours.

2.4 Car Parking

Car parking income is performing well above expectation and the renewed surface on the smaller Helix car park and the central area of the larger Kelpies car park has much improved the visitor experience. The closure of the main car park at night has resolved the antisocial behaviour issue, with the damage to the car park surface and the litter problems improving also. However the ongoing security costs are unsustainable and a longer term solution is being investigated.

3. Retail

3.1 The Guidebook

The updated version has almost been completed but was deliberately delayed to allow inclusion of the Royal visit by HRH Queen Elizabeth. While the copy remains mostly unchanged, improvements and updates have been made to the images

throughout the publication, which includes the front cover. The booklet has also been re-sized to improve the look and feel for our customers.

3.2 Andy Scott Merchandise (ASM)

The release of the new Kelpie Miniatures has been delayed due to packaging issues. Delivery is now expected w/c 21st August. The core Kelpies range continues in popularity, although a public preference for photographic print rather than the logo has led to the decision to remove certain logo items through price reduction.

3.3 General Retail & Future Range

Retail sales overall are doing well and have seen a 14% increase in April when compared to April 2016. Staff are currently identifying new suppliers for Christmas and the new 2018 ranges. These will be factored into our retail offer in the coming months

4. Parks

4.1 Forth Environment Trust Funding Application

Wildflower sown as the outcome of last year's Forth Environment Trust application is now beginning to bloom throughout the site, providing further sources of nectar and habitat for the Parks bees and butterflies.

4.2 Outdoor Activities

Following on from Easter, the externally provided Bungee Trampolines and Go-Karts have continued to operate on site over the summer months. These activities are weather dependant but have proved very popular when provided. Our pedallos have also provided an increase on income from last year, and by introduction of a more flexible workforce this year we have managed the costs more effectively.

4.3 Park Improvements

The Gardening team have done an exceptional job on resolving worn grass areas created by desire lines. Sympathetic materials have been used where necessary to either redirect the customer flow with granite laid on the high impact areas. Trial wildlife surveys have been taking place over June and July in preparation for next year's full site survey. Park Attendants have been recording bees and butterflies spotted within the Park after receiving identification training from Butterfly Conservation Scotland. We also hosted the Fungus Group of South East Scotland in early June to assist in carrying out surveys on fungi. They also offered development and training sessions for the Park Attendants. We have been in contact with the British Trust for Ornithology and Frog-life to assist during the autumn with our wetland and bird species surveys.

5. Events

5.1 Our Events programme continues to play an important role in driving repeat customer visits and general exposure for the Park and general environs.

5.2 Queen Elizabeth II Canal

The Queen's visit in early July was a particular highlight, generating worldwide coverage for the Kelpies. Operationally all went well on the day with the weather being especially kind.

5.3 Events

A number of very successful internally led events have taken place since May including Outdoor Theatre performances, Outdoor Summer Fun Sessions, Science, Technology, Engineering and Maths (STEM) at The Helix, not to mention the successful Royal Visit on 5th July. In August we celebrated the second Big Helix Picnic event that welcomed over 13,000 people onto the Park across the day, with the event being well received by locals and Central Belt visitors alike. A number of third parties utilised the Park to deliver events which included: Cycling Scotland delivering the “Wee Jaunt Falkirk” on 7th May, a family friendly routed cycle. The British Horse Society held an evening event in the Visitor Centre and the Dogs Trust held an event on the Great Lawn offering free micro-chipping and health check services for local dog owners. The Kelpies Plaza has also been animated with a number of local and travelling performers such as The Dunedin Dancers and The Salvation Army Brass Band.

5.4 Upcoming Events

The Events Team have a very busy few months in which they will deliver/manage:

- Outdoor Theatre performance of The Emperors New Clothes on 26th August
- Queens Baton Relay on 25th Aug
- HorsePower on 9th September
- The Helix Duathlon is also due to take place on 23rd September
- Alongside the busy events programme the Senior Events Officer has been working on an Operational Strategy that will sit behind the overarching FCT Event Strategy.

5.5 Funding and Sponsorship

We have been successful in securing funding from EventScotland’s Winter Festival Fund to support the Fire and Light event that will run on the 1st and 2nd January 2018. Unfortunately their funding decision was delayed by a number of weeks and this has had a knock on effect on our forward planning. However the Events Team and Helix staff will work together to ensure an innovative and exciting two day event is delivered this New Year.

5.6 The Year of Young People 2018

An application to Event Scotland’s Year of Young People fund has been submitted to support STEM at The Helix event. This would assist us to extend the programme of activity and add a public element to the event. We hope to hear the funding decision by the end of September.

6. **Volunteering**

6.1 Performance - volunteering hours for The Helix.

May 2017	=	280	
June 2017	=	175	
July 2017	=	325	
2017 YTD =	1,076 volunteering hours for The Helix		94% of target

This is marginally down on target due to the Triathlon in May being cancelled and Green Team sessions cancelled due to adverse weather.

6.2 Helix Green Team

The weekly sessions continued to operate when the weather allowed (2 cancelled due to heavy rain). The focus during this period has been on partnership working with external organisations:

- We worked with Forth Environment Link to celebrate the end of their Orchard Project during Blossom Week in the Helix Nuttery. The Helix Green Team supported their event by offering hands on support with the schools that visited the site, for example building a bug hotel.
- As part of the Big Survey 2018 and Urban Butterfly Project, we partnered up with Butterfly Conservation Scotland.
- The Volunteer Co-ordinator and one of the volunteers visited/attended Communities along the Carron (CATCA) closed mental health group green wood session to encourage their members to move through into our open group.

6.3 Helix Event Volunteer Team

- Working in partnership with The Pedal for Scotland, Wee Jaunt Falkirk 2017, delivered by Cycling Scotland at the Helix. STEM 1&2 – Our volunteers were able to support this event in a more in-depth way through their wealth of knowledge and experience; an industry specialist and a secondary school teacher assisted with workshops and other volunteers delivered registration, photography and ironing!
- Other events we worked in partnership with were the Great Big Walk, Eco Workshops and the Triathlon which unfortunately had to be cancelled. July was the start of the summer programme and volunteers enthusiastically signed up to support the full programme of events

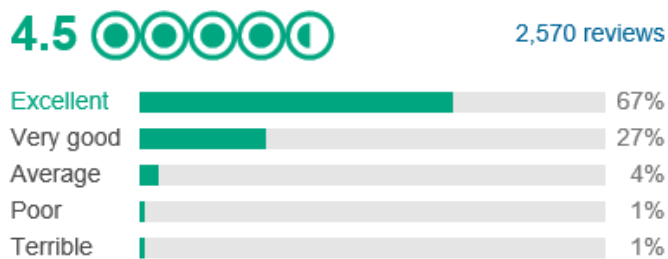
6.4 Photographer & Helix Ambassadors

The photographer has carried out over 50 hours of volunteering in this period, producing a wide variety of excellent images that are now being used for marketing purposes both now and in the future. All images are available at <https://www.facebook.com/jimhelixpage/>. The Ambassadors are volunteers situated at the Kelpie Plaza delivering customer support and highlighting services in place and available to help improve the visitor experience.

A successful pilot took place over the Easter holidays. On average each volunteer is rotated on for one regular day a week for the duration of the holidays, including weekends. Two established volunteers requested to carry out litter picking in The Helix once a week. This has made a marked improvement to the Park.

7. Service Standards

- 7.1 All the teams strive hard to ensure the Park and the activities provided are the best they can be and this effort is clearly reflected through the responses on TripAdvisor, shown below:.



8. Recommendation

- 8.1 The Board are asked to note the on-going work across the Helix and the continued success of our teams in delivering a high level of service to our customers during the period outlined above.



Ben Mardall
Team Leader – The Helix

Falkirk Community Trust

Subject: Arts Delivery Plan 2016-21: Update
Meeting: Falkirk Community Trust Board
Date: 31 August 2017
Author: Team Leader – Arts

1 Introduction

- 1.1 In May 2016, the Trust Board approved the draft Arts Delivery Plan 2016-21 for consideration and approval by Falkirk Council. The Council adopted the Plan in September 2016.
- 1.2 A general update on Arts Delivery Plan progress was presented to the Board at the June 2017 meeting as part of the *Inspiring Active Lives* – A Culture and Sport Strategy for Falkirk 2014-24 report. This report provides an update on developments regarding the proposed development of an arts network.

2 Background

- 2.1 The Arts Delivery Plan 2016-21 is one of a suite of delivery plans that the Trust is producing as part of the Falkirk areas' overall strategy for Culture and Sport – *Inspiring Active Lives*.
- 2.2 TheArtsDeliveryPlan (http://www.falkirkcommunitytrust.org/about/docs/strategies/Arts_Delivery_Plan_2016-2021.pdf) provides an overview of the development of arts and cultural activity across Falkirk over the past 15 years and notes the journey travelled/ the area's achievements; identifies the different sectors engaged in Arts provision in the area; and highlights a number of key issues including the very different climate that the Arts Plan has been developed in compared to the initial Strategy for the Arts in Falkirk Council area 2003.
- 2.3 The Plan proposes a shared vision and mission for the whole area:
 - Vision: a vibrant place in which the arts are integral to the lives of all who live and work here and where the value of the arts is explicit to all who visit.
 - Mission: to work together in a way that connects people, ideas and resources across the arts sectors.
- 2.4 Significantly, the Plan offers a new approach to the development and delivery of arts across the area based on all sectors working together more effectively. The Plan advocates that through sharing information, planning and programming together; better connectivity across venues and a more strategic approach to external funding we are, collectively, better placed to harness the area's cultural achievements to date and drive forward a more sustainable arts offer.
- 2.5 One of the headline propositions of the Arts Plan is the establishment of an Arts Network. The purpose of which would be to ensure a collective approach to addressing some of the key tasks arising from development of and consultation around, the Arts Plan. These include:
 - Clearer articulation of the impact of the arts - in particular in terms of the wider economic development of the area, place making and the social, health and well-being agenda.
 - Growing audiences by better engagement with existing audiences/participants and a more informed approach to developing new audiences.

- Building a more resilient approach to financial sustainability through a shared approach to external funding; improved marketing and promotional activity; recognition of the impact of voluntary activity and the establishment of more arts champions.
 - Exploring options for a more effective approach, area wide, to measuring impact.
- 2.6 It was proposed that the constituency of the Arts Network would include representatives from each of the identified sectors - public, voluntary, third, independent.

3 Arts Network Development – Update

- 3.1 In March 2017 we appointed an external facilitator (Research Scotland) to advise and lead on consultation with the arts community in the area about the proposed establishment of an Arts Network.
- 3.2 Representatives from across the local arts community were invited to a session to talk with ourselves and other arts groups, clubs, organisations and individuals about the extent to which they would like to work with others as part of a network (or in other ways) and how this might operate in practice.
- 3.3 We originally scheduled two sessions (in May and June 2017 respectively) as we envisaged a two stage process – the first to gauge interest and explore the opportunities, the second to deal with how a network might operate in practice.
- 3.4 The response to the invitation to attend was disappointing in terms of numbers. Of the 53 groups, clubs and organisations that were invited, 8 attended. However – the discussion was lively and very useful.
- 3.5 Attendees proposed that the following words/statements reflected their ambitions for the arts in the area:
- Aspirational
 - Vibrant (there is a lot to build on, and a need for modernising)
 - Discovery (of what you don't know through trying things out)
 - Collaborative (getting together and working together)
- 3.6 *Views on a network to support delivery of the Arts Delivery Plan 2016-21*
- 3.6.1 It was evident that at the moment many organisations don't know each other or what their respective organisations do. On this basis, an initiative that brought groups, individuals together was acknowledged as essential. However – there was a lot of concern that a 'meetings-based' approach to this could put people off becoming engaged. There was a strong feeling that unnecessary formality or structures would be counter-productive and that a task or action focussed approach was preferred.
- 3.6.2 An understanding of the diversity of arts and cultural groups in the area and with that the differing capacities and interests, led to agreement that organisations shouldn't be expected to engage in the same way.
- 3.7 *'Networking' priorities*
- 3.7.1 Learning and information sharing came across as one of the areas that participants felt would be most beneficial (particularly in terms of connecting around the Arts Plan). Some discussion fell out of this around where the mechanism for 'sharing' information might sit. There was some discussion around development of a Facebook page but acknowledgement that already there were a number of arts and cultural organisations' Facebook 'networks' – FDACC, Untitled, etc.

- 3.7.2 A key outcome from improved networking was perceived as the opportunity to find out about, or create, opportunities for potential collaboration. This could take the format of creative approaches to engagement or perhaps a more iterative approach – i.e. an understanding of fellow organisations programmes might focus the mind on links that could be made or partnerships that could be established. A greater understanding by and of, all stakeholders would enable better opportunities to look at collaborative approaches to a ‘themed year’ for instance.
- 3.7.3 It was acknowledged that regardless of the form that a network might take and however informal it might be there will still be a requirement for someone/an organisation to co-ordinate it. There was a sense that this role should sit with the Trust given its Falkirk area wide remit and its resources.
- 3.7.4 The group suggested that the points that they had arrived at during the session should be shared with the wider arts and cultural organisations/groups in the area for comment.
- 3.8 *Moving Forward*
- 3.8.1 Taking on board the contributions that participants made at the session, we have revisited the tasks and actions set out in the Arts Plan. Where previously we had identified the proposed ‘Arts Network’ would be involved/take the lead, we have been more specific in terms of the detail of this.
- 3.8.2 The session affirmed the direction of travel outlined in the Arts Delivery Plan 2016-21 however, it was apparent that the leap from its publication to the establishment of an Arts Network was quite ambitious. Clear from the discussion was that the notion that a formal (or informal) ‘steering/working group’ with a meeting schedule was not the first outcome that people had anticipated.
- 3.8.3 On this basis, the Trust will take the lead, in the first instance, on creating opportunities (out of existing Arts Delivery Plan stakeholders’ programmes/schedules of activity) across the area to bring stakeholders together. The purpose of these opportunities will be about improving communication and setting the scene for collaboration. It is envisaged that they will be first and foremost ‘social’ events (for example – it might be that we invite stakeholders for pre theatre drinks prior to the start of the Bohemians forthcoming production in November 2017 or that we ensure that Falkirk Camera Club has all the necessary information to invite stakeholders to their 60th anniversary exhibition in April 2018).
- 3.8.4 We plan to pick up discussions with stakeholders at the end of the summer break (when groups, clubs and organisations reconvene).

4 Recommendation

- 4.1 We ask that the Board notes the work undertaken to date by FCT staff on implementation of the Arts Delivery Plan 2016-21. Moving forward we request that the Board continues to support stakeholders through advocacy and acknowledgement of the key role that arts and cultural activity, steered by the Arts Delivery Plan, plays in terms of the well being and growth of the area.



Paul Eames
Team Leader Arts

Falkirk Community Trust

Subject: Accreditation: Callendar House & Kinneil Museums
Meeting: Falkirk Community Trust Board
Date: 31 August 2017
Author: Museum Curator

1. Introduction

- 1.1 In July of this year the Trust was notified that it has retained its award of Full Accreditation for Callendar House and Kinneil Museum in the Accreditation Scheme for Museums in the United Kingdom.

2. Background

- 2.1 The Scheme is operated across the UK by Arts Council England, and administration of the Scheme in Scotland is carried out by Museums Galleries Scotland.
- 2.2 The Accreditation Scheme sets out nationally-agreed standards for museums across the U.K. It allows museums to assess their performance and supports forward planning and development.
- 2.3 The scheme inspires the confidence of the public, and funding organisations and governing bodies in the capability of the museum to care for their communities past and to ensure a sustainable future for their collections.
- 2.4 There are 1,722 museums in the U.K. who are part of the accreditation scheme and of those 1,566 hold full accreditation. From June 2016-2017 only 70.5% of museums who applied for Accreditation received a Full Accreditation award.

3. Outcomes

- 3.1 Accreditation is key for our museums as it shows our commitment to professional standards and acts as a clear signal to funders of our ability to hold collections in trust for society and manage public resources appropriately.
- 3.2 Accreditation is also an assurance to the public that our museums are operating according to national standards for safeguarding the collections it holds in trust and making them available to the public.

4. Conclusion

- 4.1 Retaining accreditation in a challenging environment is a positive step for the Trust and will help our efforts as we continue to seek future funding and continued support for our museums at a regional and national level.
- 4.2 The Board may wish to note that the Scheme is presently under review, and a revised Scheme is due to be launched on its 30th anniversary in 2018. The Scheme has undergone several revisions over the course of its life in an effort to ensure that it remains relevant to the changes in circumstance of museums over time.



Niamh Conlon
Museum Curator

Falkirk Community Trust

Subject: Health, Safety & Risk Update
Meeting: Falkirk Community Trust Board
Date: 31st Aug 2017
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 May 2017.

2. Operational Issues and Developments

- **Helix Update** – Activity at helix has been heightened over the summer months with multiple events and activities taking place. The Big Picnic in particular was very well attended with reasonable weather helping ensure customers had a fun day. During the increased use of the venue during these months all health & safety matters have been controlled with no major incidents or accidents.
- **The Health, Safety & Risk Group** – Rob Edwards, Falkirk Council's Health & Safety Senior Advisor has left the Council and has been replaced by Michael Durrington. Michael has joined the Trust's HS&R group and has already taken an active part in contributing to the groups work.
- **Major Incident Response** – Following on from the debrief relating to the major incident alarm activation on 2nd May information has been supplied to all partners on improving our combined responses. As previously reported all FCT staff responded well and as trained, however improvements in others communication at a strategic level were needed, and this has been identified and addressed by the Council and our partners in the Police and Fire Services. All relevant learning information for frontline staff will be cascaded as appropriate and needed. At this point no further changes to FCT Emergency Action Plans are required
- **Health & Safety Audits** – As agreed the health & safety team within the Council has begun a series of audits across a range of Trust venues. This is part of our Service Level Agreement arrangements with them to support us in the delivery of safe operational venues with respect to health, safety and risk. These audits have highlighted some improvements required by FCT venue staff in updating Fire Risk Assessment information held. The changes required are already underway and any other feedback and changes from these audits will be discussed at our HS&C group to establish if any improvements or changes are needed.
- **Fire Service Inspections** – The Fire & Rescue Service has visited various venues, and will continue to do so on a rolling basis. All information and advised changes or improvements resulting from these visits are shared with Team Leaders. Changes required for buildings fire systems are also discussed at the SLA liaison meeting with Developments Services as these may require a combined response and have particular budget related costs for Falkirk Council as the building owners.

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 May 2017 to July 2017, (inclusive), there have been a total of 5 accidents involving staff reported for these months. This is decrease of 4 from the last update.

- Customer Accidents

From March 2017 to April 2017, (inclusive) there have been a total of 69 reported accidents to customers across all sites for March & April. These occurred at the Helix and FTH, with the majority taking place within Sports & Recreation activities and venues.

See Appendix 1 for breakdown.

4. Conclusion

- 4.1 There has been a welcome decrease in the reported accidents to staff during this period, however accidents involving customers has had a slight increase of 4 during the same period, with trends in both areas improving. The Board will be pleased to note that all of these accidents have been dealt with effectively and efficiently by our on site and venue staff.
- 4.2 The busy summer period has just ended and we take pride in our record of no major incidents or accidents while many thousands of people attended our facilities, parks, venues and events. We regularly review our procedures and processes in relation to Health, Safety and Risk and appropriate staff receive the training required to keep our customers as safe as they can be. We remain vigilant at all times and strive to ensure our customers and visitors have a great time when they access our facilities and venues but their safety whilst doing so is absolutely paramount.

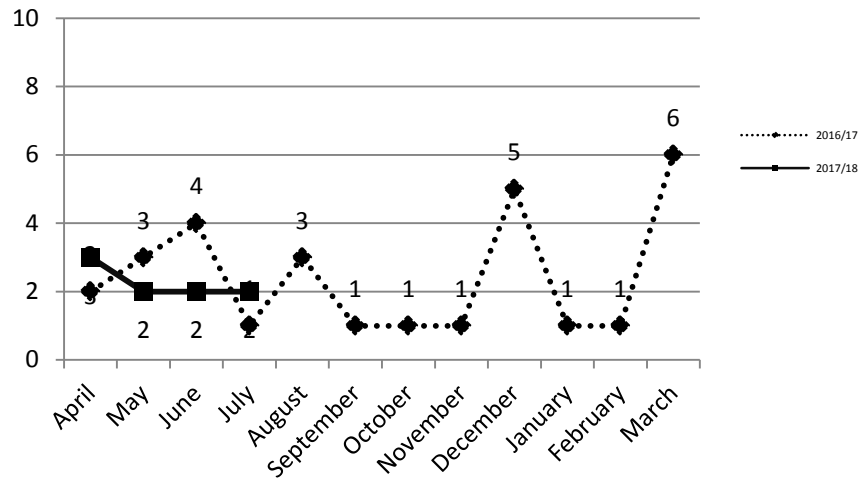


Paul Finnie
Sport & Recreation Manager

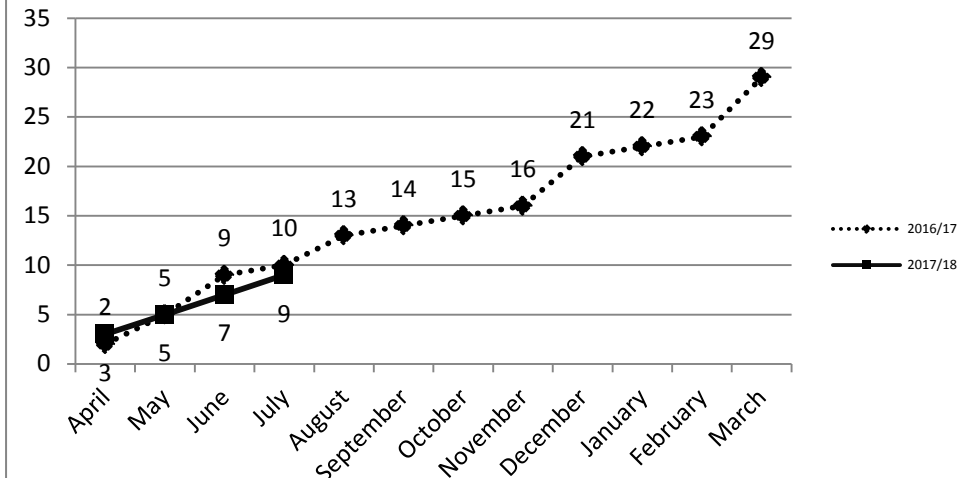
Falkirk Community Trust
Health & Safety
Accident Monitoring Charts

Appendix 1

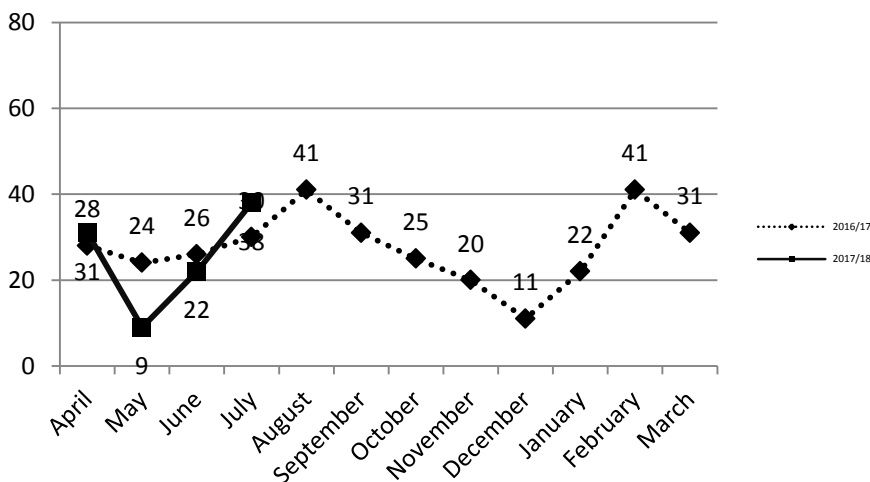
Accidents involving members of Staff



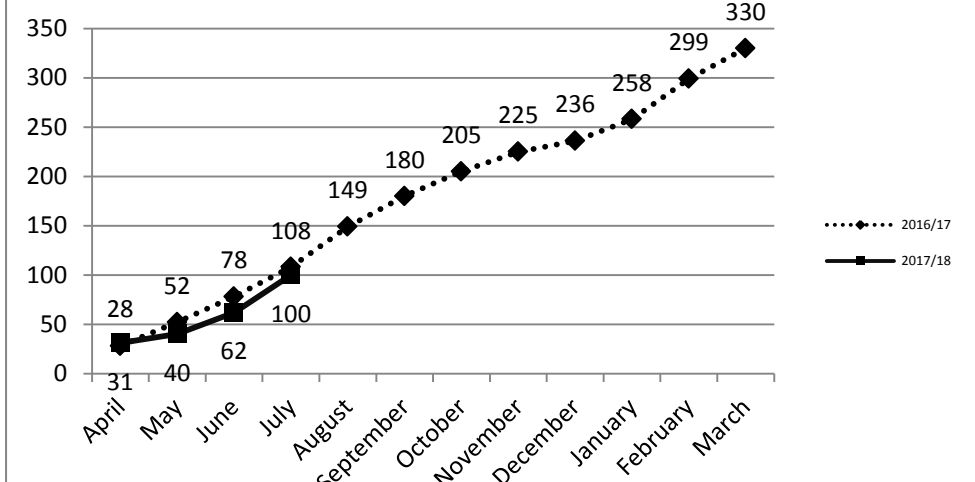
Cumulative Accidents involving members of Staff



Accidents involving Customers



Cumulative Accidents involving Customers



Falkirk Community Trust

Subject: Soft Play Project Update
Meeting: Falkirk Community Trust Board
Date: 31 August 2017
Author: Business Development Manager

1. Introduction

- 1.1 This report updates the Board on progress in the development of the new soft play venture at the Mariner Leisure Centre and covers activity since the last update in June.

2. Progress Overview

- 2.1 Tenders for the capital works were returned in June. The lowest priced tender that was received was over the Trust's borrowing limit and over the costs estimated for the works.
- 2.2 A value engineering exercise has been undertaken to reduce the anticipated costs. This has focused on some mechanical and electrical aspects and some peripheral decorative elements and has ensured that the 'WOW' elements are retained and the project design able to maintain its appeal as a destination for families. It is proposed to utilise some funding from the Trust reserves to augment borrowing in order to achieve this outcome.
- 2.3 A re-tender exercise is currently underway. Unfortunately there will be an impact on the anticipated opening date which is now expected to be in 2018, however the programme is unclear until a contractor is appointed.
- 2.4 Three tenders have been received for the design and installation of the play frame. This was on a fixed cost basis. They offer a variety of interpretations to the brief based around the theme of the Great Mariner Reef. Submissions are being reviewed and the intention is to award this work once the re-tender exercise for the capital work has been concluded.
- 2.5 The Trading Board has agreed funding for café furniture and work is underway with suppliers to review products ahead of a procurement exercise.

3. Conclusion

- 3.1 The delays resulting from the unsuccessful tendering exercise are frustrating and will impact on our income projections for this financial year. However the team are progressing with all aspects of the work and it is particularly exciting to have received some quality responses to the play frame tender.

Jane Clark

Jane Clark
Business Development Manager

Falkirk Community Trust

Subject: Fundraising Update
Meeting: Falkirk Community Trust Board
Date: 31 August 2017
Author: Business Development Manager

1. Introduction

- 1.1 This report provides Board Members with an update on the Trust's external fundraising activity from April 2017 to the present date.

2. Fundraising Overview

- 3.1 Appendix 1 of this report provides information on the Trust's competitive fundraising activity from April to date and is summarised below:
- Number of bids approved – 10
 - Number of bids not approved – 3
 - Number of bids pending – 10
- 3.2 Project bids approved since the last report in June included £92,000 from Creative Scotland for 2 year core funding for HippFest; £33,900 from the Big Lottery Fund's Young Start Programme for Active Schools 2 year training for senior school pupils and young leaders; £30,000 from EventScotland's Winter Festival's fund towards Fire & Light 2018; £4,000 from the Tesco Bags of Help scheme towards the Big Picnic event; and £2,620 from the Public Library Improvement Fund towards creating a podcast and vlog. The total value of all awards made to date in 2017/18 is £237,962
- 3.3 There are a number of pending applications. Significant new applications include a bid to Creative Scotland, for seating, stage and technical refurbishment at FTH; a bid to the Big Lottery Fund for funding towards a 4 year project to enable libraries work in care homes; and bids to LEADER and to the Forestry Commission for work in Callendar Park. The total value of bids currently pending outcome is £422,873.
- 3.4 Since we last reported, unfortunately our bids to the Heritage Lottery Fund for 'Falkirk Reflects', the WW1 commemoration programme, was unsuccessful as was another significant value bid to Creative Scotland for an arts programme for young people in care. The total value of all bids that have not been approved to date is £148,460.
- 3.5 Looking ahead we are leading the development of a partnership bid to the Heritage Lottery Fund's 'Great Place' programme and following an initial enquiry process have been invited to make an application. We are working with colleagues in the Council's Development Services to progress a full application for a project to improve connectivity of our built and natural heritage assets to one another and to their surrounding communities.

4 Fundraising Initiatives

- 4.1 We are delighted to report that the 'Just Giving' campaign for funds to purchase a piano for HippFest has reached its £4,000 target. We received 66 individual donations via the Just Giving site as well as 4 cheque donations and bucket donations during the 2017 festival itself. Individual donations averaged between £5 and £50 and the campaign was boosted by large donations of £1,000 from the Geraldine Kirkpatrick Trust, £250 from the Charities Aid Foundation and £500 from the Bo'ness Real Ale Appreciation Society. A significant sum was raised by our Film Development Officer Alison Strauss who undertook a tough sponsored walk over 7 Munros. An onscreen thank you slide will be displayed before each screening in the autumn silent film season and before every film at HippFest 18.

4.2 Donations secured in the first quarter of the year through donations boxes at key sites amounted to £4,026

5. Recommendation

5.1 The Board is asked to note the fundraising activity.

Jane Clark

Jane Clark
Business Development Manager

2017/18

Appendix 1

Funding Body	Funding Programme	Project Name	Description	Total Costs	Funding Req'd	Award	Decision	Quarter
HLF	Our Heritage	Falkirk Reflects: Commemorating the Final Year of WW1	Creating a clickable online map of local WW1 Resources	86,633.00	75,900.00		Not Approved	Apr-June
SLIC	Public Library Improvement Fund	Library Love Podcast & Vlog	Creating a podcast and vlog to entertain and inform the public about the work of our libraries	16,060.00	2,620.00	2,620.00	Approved	Apr-June
Creative Scotland	Cashback for Creativity Targeted Fund	Art-House	A programme for young people in care and leaving the care system	107,755.00	71,560.00		Not Approved	Apr - June
PRS for Music Foundation	Beyond Borders	HippFest 17 on Tour	Tour new commission of "Together" to Northern Ireland, Wales, England & Scotland	17,178.00	11,678.00	11,678.00	Approved	Apr-Jun
Tesco	Bags of Help	Oh Sit Down	For benches and seating at Kinneil Estate	4,000.00	4,000.00		Pending	
Tesco	Bags of Help	Wild About	For wildlife and orchard related events at Kinneil and Muiravonside	4,000.00	4,000.00		Pending	
Morrisons	Carrier Bags	Blooming Brilliant	For wild flower and bulb planting at Callendar Park	5,000.00	1,000.00		Not Approved	Apr-June
FET	Large Grants	Reed Beds at Muiravonside	For a filtration system to treat waste water for use on community growing space	45,000.00	40,000.00		Pending	
CSGNT	Community Fund	Reed Beds at Muiravonside	For a filtration system to treat waste water for use on community growing space. Partnership application with Community Growing Assoc.	45,000.00	1,000.00	1,000.00	Approved	Jul-Sept
Tesco	Bags of Help	Reed Beds at Muiravonside	For a filtration system to treat waste water for use on community growing space.	45,000.00	4,000.00		Pending	
Association of Independent Museums	Pilgrim Trust	Collections Conservation	Conservation of the original card discs on the Baird Television	2,155.00	2,155.00	2,155.00	Approved	Apr-Jun
EventScotland	Winter Festivals Fund	Fire & Light 2018	To support the artistic programme for the event	116,000.00	30,000.00	30,000.00	Approved	Jul-Sept

Tesco	Bags of Help	Big Picnic Event	Towards event costs and entertainment	10,000.00	4,000.00	4,000.00	Approved	Apr-Jun
FET	Main Grants	Mariner Centre	Creation of accessible entrance and welcome area	1,006,225.00	58,929.00	58,929.00	Approved	Apr-Jun
Community Schools 2008 Charity		Sport Development	Promotion of pre-school programme and training for nursery school staff	2,255.00	1,680.00	1,680.00	Approved	Apr-Jun
Big Lottery Fund	Young Start Programme	Active Schools	2 year training programme for senior pupils and young leaders	33,900.00	33,900.00	33,900.00	Approved	Apr-June
Creative Scotland	Open Project Fund	Hippfest	2 year core funding for the annual Festival	301,598.00	97,486.00	92,000.00	Approved	Jul-Sept
Creative Scotland	Open Project Fund	FTH	Seating, stage and technical refurbishment	198,000.00	98,000.00		Pending	
Event Scotland	Year of Young People Programme	STEM @ Helix	Schools and families science engagement events	21,600.00	10,000.00		Pending	
Big Lottery Fund	Medium Grants for Improving Lives	Libraries - Care Words	4 years of funding of p/t volunteer co-ordinator to support work in care settings	289,362.00	119,960.00		Pending	
LEADER	LAG- FVK	In-Tea- Great	funding for a 1 year project to provide internships in frontline services across FCT linked to tourism	91,867.00	42,913.00		Pending	
LEADER	LAG- FVK	Callendar Park Development Planning	consultancy costs to develop the management plan to a stage where a HLF/LEADER bid for capital works could be made.	21,000.00	20,000.00		Pending	
Forestry Commission	WIG-WIATT	Callendar Park	woodland works including rhododendron clearance and path surfacing	100,000.00	80,000.00		Pending	
				2,569,588.00	814,781.00	237,962.00		

Falkirk Community Trust

Subject: Procurement Update
Meeting: Falkirk Community Trust Board
Date: 31 August 2017
Author: Business Development Manager

1. Introduction

- 1.1 In accordance with the Trust's Contract Standing Orders this report provides the Board with information about contracts entered into by the Trust. The report mainly covers the period from June 2017 – August 2017.

2. Purchasing

- 2.1 The following significant purchase of goods was made by the Trust. In accordance with the Trust's procurement process, purchases were made following a number of suppliers being invited to quote and through the Public Contracts Scotland Portal.

Goods	Supplier	Value
Trim trail equipment	Kompan	£10,007.40
Double cableway	Jupiter Play	£16,489
Trim trail equipment	Caledonia Play	£9,405

- 2.2 Under our Collections Policy we purchased a painting by Lesley Banks, 'Sunday Afternoon at the Kelpies', for £6,000. This followed her exhibition at Callendar House which was the final stage of the artist residency – a partnership between FCT, Scottish Canals and Creative Scotland.

3. Recommendation

- 3.1 The Board is asked to note the procurement update.**

Jane Clark

Jane Clark
Business Development Manager