

Falkirk Community Trust

Board Meeting

Thursday 7th November 2019 9.30am
Queen's Room, Callendar House

AGENDA

	AGENDA Part 1: Items	Purpose
1	Minute of Meetings held on 29 th August 2019	Approval
2	Matters Arising	Information
3	Projected Financial Outturn 2019/20 <i>Report by Chief Finance Officer, Falkirk Council</i>	Information
4	Delivery Plans : Progress Update <i>Report by Culture & Libraries Manager</i>	Discussion
5	Hallglen Sports Centre Update <i>Report by General Manager</i>	Information
6	Risk Update <i>Report by Policy Development Manager</i>	Information
7	Health, Safety & Risk Update <i>Report by Sport & Recreation Manager</i>	Information
8	Any Other Business	
	Date of Next Meeting : 5 th March 2020	

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

	AGENDA Part 2: Private & Confidential Items	Purpose
9	Grangemouth Golf Course Update <i>Report by General Manager</i>	Decision
10	Business Plan 2020/21 <i>Report by Chief Executive</i>	Approval
11	Stenhousemuir Gym Extension <i>Report by Business Development Manager</i>	Information
12	Unapproved Minute of Falkirk Community Trading Ltd 2 nd September 2019	Information
13	Verbal Reports from Sub Groups	Information

Falkirk Community Trust

Board Meeting
Minute

Minute of a meeting of the Board of Directors of Falkirk Community Trust Limited (the "Company") held at Callendar House on **29th August 2019** at 09.30am. David White (DW) chaired the meeting throughout.

One member of the press attended, no members of the public attended.

Present: David White (DW) Chair; Suzanne Arkinson (SA); Cllr Lorna Binnie (LB); Cllr Niall Coleman (NC); Cllr Joan Coombes (JoC); Derek Easton (DE); Cllr Jim Flynn (JF); Cllr John McLuckie (JM); Andrew Roberts (AR) Alan Stewart (AS).

Apologies: Simon Rennie (SR);

In Attendance: Maureen Campbell (MC); Neil Brown (NB); Paul Finnie (PF); Lesley O'Hare (LoH); Susie Crawford (SC); Jane Clark (JaC); Margaret Smith (MS); David Wheeler (DWh), Drummond Laurie (Items 1-9).

No.	Agenda Item	Agreement / Action	Due Date	Who
		Agenda Part 1: Business Items		
	Welcome	DW welcomed Cllrs Niall Coleman and John McLuckie to their first Board meeting.		
1	Minute of Meeting	The minute of the meeting held on 30 th May 2019 was approved.		
2	Matters Arising	<u>Provisional Financial Outturn 2018/19</u> The Board noted that Appendix 2 of the Projected Financial Outturn Report provides 2018/19 outturn and 2019/20 budget for each division. <u>Health & Safety Update</u> The Board noted that an update on Safeguarding is included in this Agenda item.		
3	2018/19 Audited Annual Accounts	The Board noted that no significant matters have arisen in the external audit undertaken by Drummond Laurie and that the year end financial figures have not changed since those reported to the Board in May and show a planned deficit and a year on year increase in income of 2%. DWh confirmed that all results are presented properly and compliant with OSCR; that assurance was gained that assets were not materially overstated and are disclosed correctly; and that assurance was gained that liabilities were not materially understated, are accurate and disclosed correctly. The Board expressed appreciation to the financial team for their work in preparing for the audit and thanked Drummond Laurie for their work over the past 3 years and noted that during that time there had been significant changes in compliance requirements. Decision The Board approved the Trust's Financial Statements for the period to March 2019.		
4	2018/19 Annual Report	JaC presented the draft Annual Report and the Board noted that it is at final design stage with the format as last year featuring a range of customer feedback and profiling two members of staff. The work of the Trust is highlighted under the themes of <i>Inspiring Active Lives</i> and the report includes a		

No.	Agenda Item	Agreement / Action	Due Date	Who
		<p>financial summary and trading report.</p> <p>The Board noted that income secured through grants and fundraising was static; that the competitive fundraising environment tends to favour small community organisations; that the Trust works with a number of groups to support them to secure funds; and that the Trust is carrying a vacancy for a fundraising position.</p> <p>AR flagged that Community Access Schools are missing from the list of venues and it was agreed that these should be added.</p> <p>Decision</p> <p>The Board approved the publication of the Annual Report 2018-19 and a condensed version and noted that it will be reported to Falkirk Council.</p>		JaC
5	Projected Financial Outturn 2019/20	<p>MS presented the project outturn based on actual performance to end of June 2019. The Board noted that income is up by 2% on the same period as last year and at this point the projected position is a deficit on charitable activities. This is mainly due to projected income being lower than budgeted targets. Work is underway to re-profile income and expenditure.</p> <p>The Board discussed the following factors:</p> <ul style="list-style-type: none"> • The anticipated reserves position over the life of the Business Strategy; • The impact of business growth initiatives on income generation and impact of any project delays; • Trading Company driving improvement in sales and customer focus; • Difficulties of accurate budgeting and ambitious targets masking actual year on year income growth; • High staff turnover in Libraries and time lag between leaving and recruiting; • Timescales and difficulties associated with potential asset transfer. <p>The Board noted the projected year end financial position for 2019/20.</p>		
6	Board Administration	<p>The Board agreed the proposed membership of the sub groups and noted that Cllr Niall Coleman and Alan Stewart will join the Audit & Performance Sub Group and that Cllr John McLuckie will join the People Sub Group. The Board approved the schedule of meeting dates for 2020 and noted the revised remits of the Audit & Performance and People Sub Groups.</p>		
7	Risk Update	<p>The Board noted 3 risks and mitigation action affecting the Trust at this time. These are associated with delays in securing agreement to investment proposals and work that is ongoing with the Council to take forward a consultation exercise; income generation; and potential impact of the poor condition of some facilities.</p>		
8	Health & Safety Update	<p>The Board noted the update on Health & Safety and that performance results for incidents and accidents is very small in comparison to the volume of admissions across our venues. The Board welcomed the update on safeguarding arrangements and noted that the Trust has implemented the new guidance for Child wellbeing and Protection in Sport Training which have been introduced by sportscotland and Children 1st.</p>		

No.	Agenda Item	Agreement / Action	Due Date	Who
		The Board discussed the recent incident of Summer Branch Drop in Callendar Park and consequent injury to a member of the public and praised the prompt action of staff to deal with the incident. The Board noted that this is an unusual accident and noted the regular programme of action in place to inspect trees in all our parks.		
9	Verbal reports from Sub Groups	This item was dealt with under items 14-16.		
10	AOCB	Nil		

Agenda Item 2**Falkirk Community Trust****Matters Arising
(Meeting 29 August 2019)****Board Meeting: 7 November 2019**

Item	Action	By Whom	Update
4	<u>2018/19 Annual Report</u> AR flagged that Community Access Schools are missing from the list of venues and it was agreed that these should be added.	JC	Community Access Schools were added in to the published version of the report.
11	<u>Mariner Leisure Centre and Stenhousemuir Gym equipment purchase</u> The Board requested a further report on the proposal for Stenhousemuir Gym equipment to include costed options and maintenance costs.	NB	See Agenda Item 11.

Falkirk Community Trust

Subject: Projected Financial Outturn 2019/20
Meeting: Falkirk Community Trust Board
Date: 7 November 2019
Author: Chief Finance Officer, Falkirk Council

1. Introduction

- 1.1 This report presents an update on the projected financial position of the Trust's activities for 2019/20.
- 1.2 Budget monitoring reports are an essential element of sound financial management, with the reports to the Board underpinned by monthly reports to managers. The main purpose is to ensure that income and expenditure continues to be managed effectively and is consistent with budget.

2. Overall Financial Projection

- 2.1 The attached statement (Appendix 1) sets out the projected outturn for 2019/20 based on actual performance to the end of September 2019. The projected position is a deficit of £675,000 against a budgeted balanced position. This is £277,000 more than the deficit of £398,000 previously reported to Board. This additional deficit is mainly as a result of recognising that the charitable donation from Trading is anticipated to be lower than budget by £159,000. There are also increased costs projected for website operational costs of £54,000, and reduced income at Muiravonside of £39,000.
- 2.2 Overall the deficit of £675,000 is mainly as a result of projected income being lower than budget by £937,000, supplies and services being higher than budget by £65,000, partly offset by employee costs underspends of £311,000.
- 2.3 For the purposes of the Annual Accounts, the provisional deficit of £675,000 combined with the budgeted use of reserves would give a reported position of £838,000 deficit.
- 2.4 In recognition of the scale of the projected deficit, management action is ongoing to carefully review detailed budgets to ensure they are realistic and to determine whether any further efficiencies can be achieved. In particular, employee budgets are being reviewed to ensure staffing levels are correctly aligned to the operational requirements of each division. In addition to this, there is an overall increased focus on restricting expenditure as far as possible to essential spend only. It is also recognised that the continued uncertainty over the ongoing feasibility of assets is causing consumer uncertainty and reduced income.

3. Analysis of Significant Variations

- 3.1 A detailed summary of income and expenditure for each service area is provided at Appendix 2, with the most significant variations within the projected position detailed below.
- 3.2 Business Administration is projected to be £59,000 over budget. Since last reporting to Board, budget adjustments have been made to allocate out vacancy management savings targets that previously were being held within Business Administration. This accounts for the movement on the employee variance. The overall variance is mainly due to supplies and services being higher than budget by £83,000 due to website operational costs and marketing support costs. The additional support costs however are directly linked to savings within the employee budget for marketing.

- 3.3 Parks & Recreation is anticipated to be £37,000 under budget. This is mainly as a result of the positive performance of Outdoor Activities which is projected to be £28,000 under budget. In addition to this, employee costs across the Division are projected to be lower than budget by £52,000 mainly due to vacancies. This is partly offset by a projected shortfall on income against budget of £28,000 mainly as a result of shortfalls at Grangemouth Golf Club and Muiravonside, partly offset by various unbudgeted park hire income receipts.
- 3.4 Libraries are projected to be £19,000 under budget. This is mainly as a result of lower employee expenditure of £29,000 anticipated due to vacancies, partly offset by library fine income projected to be lower than budget by £10,000. It is noted that the income budget will be reviewed for the 2020/21 budget to rebalance it in light of the general downward trend in fine income.
- 3.5 Arts are anticipated to be £95,000 over budget. Despite the current FTH programme achieving an improved net profit for the year to date in comparison to the same period in 2018/19, income continues to fall short of the budgeted targets that have been set. Income is projected lower than budget by £80,000 and this is primarily due to a shortfall at FTH. In addition to this, employee costs are anticipated to be higher than budget by £34,000. Supplies and services are projected to be higher than budget by £18,000 as a result of performance guarantee payments.
- 3.6 Heritage is projected to be £25,000 under budget. This is mainly as a result of employee spend being lower than budget due to vacancies combined with income being slightly higher than budget.
- 3.7 Sports and Fitness is anticipated to be £442,000 over budget. There have been various budget realignments carried out which will have amended variances in comparison to the last position reported to Board. The overall variance is primarily as a result of income being significantly below the budgeted target with a projected shortfall of £715,000 currently anticipated. It should be noted that the budgeted position assumed increased income of £150,000 would be achieved from a Quarter 2 completion of the works at the Mariner Centre. The delay in commencement of works and a likely completion in Quarter 4 has therefore added an additional pressure on the income budget. The income shortfalls are partly offset by employee expenditure projected lower than budget by £243,000 as a result of vacancies across the division. In addition to this, supplies and services are lower than budget by £30,000.
- 3.8 Helix is projecting a variance of £12,000 over budget relating to various small variances across the division.
- 3.9 A summary of 2019/20 income is detailed at Appendix 3. Operational income achieved for the period to September 2019 is 15% higher than the same period in 2018/19 with an additional £419,000 of income brought in. However despite this positive performance, in comparison to the budgeted targets set, operational income is projected to be 12% lower than budget. This highlights the importance of reviewing budgets across the Trust to ensure that ambitious income budget targets, which have been set to promote growth, remain realistic.

4. Trading Company

- 4.1 The Trading Company's budgeted surplus is £623,000 for 2019/20 however currently a surplus of £464,000 is anticipated. This is a shortfall of £159,000 and results in a projected lower charitable donation being reflected in the Trust accounts. The current Trading performance is mainly as a result of not yet achieving the increased income targets set for Mariner Centre, Callendar House, and Plaza Café at Helix. These are partly offset by additional income through Helix retail. It should be noted that this projected position is provisional pending being reported to the Trading Board. The last position reported to the Trading Board showed a projected shortfall against budget of £134,000. This is a reduction of £25,000 on the position last approved by the Trading Board.

5. Balance Sheet

- 5.1 Appendix 4 details the provisional Trust Balance Sheet. As at 30 September 2019 the bank balance was £3.2m and the net assets were £2.2m. The creditors balance of £2.4m is mainly the amount owed to Falkirk Council for the payment of salaries and expenses paid on behalf of the Trust.
- 5.2 The provisional position at 31 March 2020 shows net assets of £0.9m, representing £0.2m of restricted funds and £0.7m of unrestricted funds.

6. Reserves

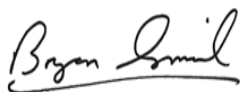
- 6.1 Taking into account the provisional financial outturn for 2019/20, the reserves position is shown in Appendix 5. The budgeted use of reserves for 2019/20 is £238,000 which relates to income investment projects. A transfer into the unrestricted reserve has been made from the voluntary severance reserve (£206,000) and the income growth projects (£100,000) to help fund the purchase of the Mariner gym equipment which was previously approved by Board.
- 6.2 The Board agreed that it would maintain an unrestricted reserve of 2% calculated on the basis of the Service Payment received from Falkirk Council and the total budgeted expenditure. This gives a range of between £221,000 and £347,000. The provisional balance for unrestricted funds is £406,000, however it should be noted that the transfers totaling £306,000 outlined in 6.1 have assisted with this. There is a continued risk of the underlying reserves position being below the agreed minimum should the financial performance not improve.

7 Conclusions

- 7.1 Income growth is 15% up on the same period last year; however, it is significantly below the budget figures. As a consequence management action is being taken to monitor expenditure ever more closely.
- 7.2 Given the continued uncertainty over the future funding arrangements in respect of the operational portfolio, emphasis must be placed on securing an agreed position with the Council in respect of the five years Saving & Investment Plan.

8. Recommendations

- 8.1 **The Board is invited to note the projected year-end financial position for 2019/20.**
- 8.2 **The Board is invited to note the ongoing management action that is being taken to review and improve the current financial performance for 2019/20.**



Chief Finance Officer

Budgetary Control Statement

2019/2020

Chief Executive : Maureen Campbell

Period Ended : 30th September 2019

	Annual Budget £'000	Actual to Date £'000	Projected Outturn £'000	Variance (Fav)/Unfav £'000	Previous Variance £'000
Business Administration	2,041	628	2,100	59	142
Parks & Recreation	1,477	527	1,440	(37)	35
Libraries	2,506	1,118	2,487	(19)	(51)
Arts	1,012	413	1,108	95	94
Heritage	572	229	547	(25)	(12)
Sports & Fitness	2,926	1,609	3,368	442	255
Helix	700	281	712	12	(66)
Restricted Funds	156	189	156	-	-
Projects	238	75	238	-	-
Net Expenditure	11,629	5,068	12,156	527	398
Financed By :-					
Management Fee	(10,853)	(5,427)	(10,853)	-	-
Other Council Income	-	-	-	-	-
Charitable Donation	(623)	-	(464)	159	-
Earmarked Reserves	(153)	-	(163)	(11)	-
Net Income	(11,629)	(5,427)	(11,481)	148	0
(Surplus) / Deficit	-	(359)	675	675	398
Add: (Surplus) as at 1 April 2019			(1,544)		
Transfer (to) / from Reserves			163		
(Surplus) as at 30th September 2019			(706)		

Divisional Forecast & Movement Report

2019/2020

Appendix 2



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

<u>2018/2019</u> <u>Actual</u>		<u>Annual Budget</u>	<u>Actuals for</u> <u>Period</u>	<u>Forecast</u>	<u>Variance</u>	<u>Variance at</u> <u>Period 05</u>	<u>Movement</u>
<u>Business Administration</u>							
946,179	10 - Employee Expenses	1,147,600	352,051	1,139,000	(8,600)	118,300	(126,900)
2,437	20 - Property Expenses	152,410	10,938	186,410	34,000	0	34,000
1,470	30 - Transport Expenses	11,310	0	11,310	0	0	0
500,406	40 - Supplies & Services	557,750	271,695	640,650	82,900	23,900	59,000
41	50 - Third Party Payments	60,650	13	44,860	(15,790)	0	(15,790)
89,740	65 - Support Services	89,740	44,870	89,740	0	0	0
35,481	68 - Capital Costs	93,690	0	59,690	(34,000)	0	(34,000)
1,575,754	Gross Expenditure	2,113,150	679,567	2,171,660	58,510	142,200	(83,690)
(79,717)	70 - Income	(71,800)	(51,769)	(71,800)	0	0	0
1,496,037	Net Expenditure	2,041,350	627,797	2,099,860	58,510	142,200	(83,690)
<u>Parks & Recreation</u>							
935,311	10 - Employee Expenses	1,007,050	468,585	954,850	(52,200)	(14,900)	(37,300)
247,151	20 - Property Expenses	331,020	71,326	331,570	550	0	550
133,206	30 - Transport Expenses	127,730	61,559	128,940	1,210	0	1,210
211,199	40 - Supplies & Services	265,110	131,206	290,290	25,180	15,000	10,180
(1,931)	50 - Third Party Payments	0	951	0	0	0	0
114,320	65 - Support Services	114,320	57,160	114,320	0	0	0
1,639,254	Gross Expenditure	1,845,230	790,786	1,819,970	(25,260)	100	(25,360)
(341,833)	70 - Income	(368,220)	(263,493)	(380,220)	(12,000)	35,000	(47,000)
1,297,421	Net Expenditure	1,477,010	527,293	1,439,750	(37,260)	35,100	(72,360)
<u>Libraries</u>							
1,553,580	10 - Employee Expenses	1,662,880	827,398	1,633,880	(29,000)	(57,600)	28,600
270,181	20 - Property Expenses	263,180	95,402	263,180	0	0	0
8,741	30 - Transport Expenses	7,310	3,061	7,310	0	0	0
479,410	40 - Supplies & Services	515,740	153,550	515,740	0	0	0
152,420	65 - Support Services	152,420	76,210	152,420	0	0	0
2,464,332	Gross Expenditure	2,601,530	1,155,621	2,572,530	(29,000)	(57,600)	28,600
(88,916)	70 - Income	(95,670)	(37,931)	(85,670)	10,000	7,000	3,000
2,375,416	Net Expenditure	2,505,860	1,117,691	2,486,860	(19,000)	(50,600)	31,600
<u>Arts</u>							
1,040,867	10 - Employee Expenses	1,040,670	528,151	1,074,570	33,900	18,300	15,600
101,451	20 - Property Expenses	114,800	30,478	114,800	0	0	0
0	30 - Transport Expenses	230	0	230	0	0	0
479,541	40 - Supplies & Services	381,320	142,117	362,860	(18,460)	7,300	(25,760)
0	50 - Third Party Payments	5,830	0	5,830	0	0	0
53,350	65 - Support Services	53,350	26,675	53,350	0	0	0
1,675,209	Gross Expenditure	1,596,200	727,421	1,611,640	15,440	25,600	(10,160)
(501,400)	70 - Income	(583,890)	(314,637)	(503,890)	80,000	68,800	11,200
1,173,808	Net Expenditure	1,012,310	412,784	1,107,750	95,440	94,400	1,040
<u>Heritage</u>							
230,479	10 - Employee Expenses	210,700	99,924	203,800	(6,900)	(10,500)	3,600
186,601	20 - Property Expenses	236,710	66,395	234,740	(1,970)	0	(1,970)
0	30 - Transport Expenses	530	0	530	0	0	0
141,935	40 - Supplies & Services	104,130	41,936	99,150	(4,980)	0	(4,980)
53,350	65 - Support Services	53,350	26,675	53,350	0	0	0
612,366	Gross Expenditure	605,420	234,930	591,570	(13,850)	(10,500)	(3,350)
(59,706)	70 - Income	(33,220)	(6,385)	(44,220)	(11,000)	(1,000)	(10,000)
552,660	Net Expenditure	572,200	228,545	547,350	(24,850)	(11,500)	(13,350)

Divisional Forecast & Movement Report

2019/2020

Appendix 2



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

<u>2018/2019</u> <u>Actual</u>		<u>Annual Budget</u>	<u>Actuals for</u> <u>Period</u>	<u>Forecast</u>	<u>Variance</u>	<u>Variance at</u> <u>Period 05</u>	<u>Movement</u>
<u>Sports & Fitness</u>							
5,140,262	10 - Employee Expenses	5,517,820	2,669,524	5,274,970	(242,850)	(305,940)	63,090
1,007,060	20 - Property Expenses	1,060,510	411,030	1,060,510	0	0	0
17,976	30 - Transport Expenses	22,430	7,259	22,180	(250)	0	(250)
1,049,247	40 - Supplies & Services	1,078,720	524,848	1,049,120	(29,600)	85,000	(114,600)
15,000	50 - Third Party Payments	2,500	10,900	2,500	0	0	0
342,960	65 - Support Services	342,960	171,480	342,960	0	0	0
7,572,505	Gross Expenditure	8,024,940	3,795,042	7,752,240	(272,700)	(220,940)	(51,760)
(3,921,035)	70 - Income	(5,098,770)	(2,186,106)	(4,383,870)	714,900	476,300	238,600
3,651,470	Net Expenditure	2,926,170	1,608,936	3,368,370	442,200	255,360	186,840
<u>Helix</u>							
682,801	10 - Employee Expenses	714,370	393,347	709,070	(5,300)	8,100	(13,400)
123,191	20 - Property Expenses	139,310	51,684	139,310	0	(85,080)	85,080
15,660	30 - Transport Expenses	16,120	12,010	16,120	0	0	0
321,100	40 - Supplies & Services	269,200	114,002	279,700	10,500	80,500	(70,000)
(3,500)	50 - Third Party Payments	0	(5,000)	0	0	0	0
1,139,252	Gross Expenditure	1,139,000	566,042	1,144,200	5,200	3,520	1,680
(418,266)	70 - Income	(439,000)	(285,078)	(432,400)	6,600	(70,000)	76,600
720,986	Net Expenditure	700,000	280,965	711,800	11,800	(66,480)	78,280
<u>Restricted Funds</u>							
487,764	10 - Employee Expenses	577,400	279,029	577,400	0	0	0
451	30 - Transport Expenses	1,060	85	1,060	0	0	0
469,382	40 - Supplies & Services	42,270	398,196	42,270	0	0	0
86,789	50 - Third Party Payments	(31,270)	(237,282)	(31,270)	0	0	0
1,044,386	Gross Expenditure	589,460	440,028	589,460	0	0	0
(903,113)	70 - Income	(433,010)	(251,374)	(433,010)	0	0	0
141,274	Net Expenditure	156,450	188,654	156,450	0	0	0
<u>Projects</u>							
483,171	40 - Supplies & Services	237,600	75,405	237,600	0	0	0
483,171	Gross Expenditure	237,600	75,405	237,600	0	0	0
(477,706)	70 - Income	(152,520)	0	(163,020)	(10,500)	0	(10,500)
5,465	Net Expenditure	85,080	75,405	74,580	(10,500)	0	(10,500)
<u>Management Fee</u>							
(10,951,480)	70 - Income	(10,853,450)	(5,426,725)	(10,853,450)	0	0	0
(10,951,480)	Net Expenditure	(10,853,450)	(5,426,725)	(10,853,450)	0	0	0
<u>Charitable Donations</u>							
(349,521)	70 - Income	(622,980)	0	(464,180)	158,800	0	158,800
(349,521)	Net Expenditure	(622,980)	0	(464,180)	158,800	0	158,800
113,536	CHARITY TOTAL	0	(358,655)	675,140	675,140	398,480	276,660

Facility	Current Year Income v Previous Year Income				Budget v Actual			
	Apr 18 to Sep 18 £'000	Apr 19 to Sep 19 £'000	Increase/ (Decrease) £'000	Increase/ (Decrease) %	Annual Budget £'000	Projected Actual £'000	Increase/ (Decrease) £'000	Increase/ (Decrease) %
Business Administration								
Other Income	36	52	16	44 %	72	72	0	0 %
Total : Business Administration	36	52	16	44 %	72	72	0	0 %
Parks & Recreation								
Grangemouth Golf Course	129	139	10	8 %	188	168	(20)	(11)%
Parks	16	36	20	131 %	78	62	(16)	(21)%
Outdoor Activities	44	61	17	40 %	51	91	40	78 %
Other Town Halls	29	27	(1)	(5)%	51	59	8	16 %
Total : Parks & Recreation	217	263	47	21 %	368	380	12	3 %
Libraries	37	38	1	4 %	96	86	(10)	(10)%
Arts								
Falkirk Town Hall	76	91	15	19 %	363	283	(80)	(22)%
Falkirk Town Hall - Advance Shows	89	107	18	20 %	0	0	0	0 %
Hippodrome	63	74	11	18 %	163	163	0	0 %
Other Arts Income	25	43	17	69 %	58	58	0	0 %
Total : Arts	254	315	61	24 %	584	504	(80)	(14)%
Heritage	31	6	(25)	(80)%	33	44	11	33 %
Sports & Fitness								
Grangemouth Complex	297	269	(29)	(10)%	726	560	(166)	(23)%
Mariner Centre	183	381	199	109 %	993	785	(208)	(21)%
Bo'ness Recreation Centre	88	86	(1)	(2)%	255	184	(70)	(28)%
Grangemouth Health & Fitness	283	297	14	5 %	600	601	1	0 %
Mariner Health & Fitness	107	138	30	28 %	334	284	(50)	(15)%
Bo'ness Health & Fitness	91	103	13	14 %	210	210	0	0 %
Stenhousemuir Health & Fitness	215	233	18	8 %	490	490	0	0 %
Grangemouth Stadium	97	97	1	1 %	168	158	(10)	(6)%
Schools - Community Use	179	168	(10)	(6)%	484	338	(146)	(30)%
Neighbourhood Centres	107	133	26	24 %	307	256	(51)	(17)%
Outdoor Amenities	33	30	(3)	(8)%	70	31	(39)	(55)%
Polmonthill Ski Slope	45	36	(10)	(21)%	112	107	(5)	(4)%
Sports Development	87	88	1	1 %	120	149	29	24 %
Active Forth	67	117	50	74 %	230	230	0	0 %
Total : Sports & Fitness	1,878	2,186	308	16 %	5,099	4,384	(715)	(14)%
Helix	273	285	12	4 %	439	432	(7)	(2)%
Sub Total : Operational Income	2,726	3,145	419	15 %	6,691	5,902	(789)	(12)%
Restricted Funds	414	251	(163)	(39)%	433	433	0	0 %
Projects - Incl Reserve Transfers	0	0	0	0 %	153	163	11	7 %
Management Fee	5,323	5,427	104	2 %	10,853	10,853	0	0 %
Charitable Donation	0	0	0	0 %	623	464	(159)	(25)%
TOTAL INCOME	8,463	8,823	361	4 %	18,753	17,816	(937)	(5)%

Appendix 4

FALKIRK COMMUNITY TRUST - 2019/20 BUDGETARY CONTROL STATEMENT
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Falkirk Community Trust - Balance Sheet
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Period ended 30th Sept

	Mar 2019 £'000	Sept 2019 £'000	Projected Mar 2020 £'000
Fixed Assets			
Tangible Assets	263	263	623
Current Assets			
Stocks	108	112	100
Debtors	732	966	400
Bank	2,171	3,227	1,225
	<u>3,011</u>	<u>4,305</u>	<u>1,725</u>
Current Liabilities			
Creditors	<u>1,488</u>	<u>2,380</u>	<u>1,400</u>
Net Current Liabilities	1,523	1,925	325
Net Assets	<u><u>1,786</u></u>	<u><u>2,188</u></u>	<u><u>948</u></u>
Unrestricted Funds			
Unrestricted Fund	775	1,177	406
Voluntary Severance	206	206	-
Helix AMP	177	177	252
Approved Projects	386	386	48
	<u>1,544</u>	<u>1,946</u>	<u>706</u>
Restricted Funds			
Grant Funding	242	242	242
Helix Funding	-	-	-
	<u>242</u>	<u>242</u>	<u>242</u>
Total Funds	<u><u>1,786</u></u>	<u><u>2,188</u></u>	<u><u>948</u></u>

Appendix 5

**FALKIRK COMMUNITY TRUST 2019/20
MOVEMENT IN FUNDS**

Reserves	April 2019	Surplus / (Deficit)	Transfers In	Transfers Out	Projected March 2020	
	£'000	£'000	£'000	£'000	£'000	
Unrestricted Funds						
Unrestricted Reserve	775	(838)	544	(75)	406	See Note 1
Voluntary Severance	206			(206)	-	See Note 2
Helix - AMP	177		75		252	
Income Growth Projects	386			(338)	48	See Note 2
Total Unrestricted Funds	1,544	(838)	619	(619)	706	
Restricted Funds						
Grant Reserve	242				242	
Helix	-		-	-	-	
Total Restricted Funds	242	-	-	-	242	
Total Funds	1,786	(838)	619	(619)	948	

Note 1

Surplus / (Deficit) calculation:

Per Report at Appendix 1	(675)
Remove: Transfer to Grant Reserve	
Remove: Reserves Funding	(163)
Projected Surplus / (Deficit) for the year	<u>(838)</u>

Note 2

Reserve transfer to fund Mariner gym equipment:

Voluntary Severance Reserve	206
Income Growth Projects - Helix	100
Transfer to unrestricted reserve	<u>306</u>

Falkirk Community Trust

Subject: Delivery Plans : Progress Update
Meeting: Falkirk Community Trust Board
Date: 7 November 2019
Report by: Culture & Libraries Manager

1. Purpose of Report

- 1.1 The purpose of this report is to provide an update on the progress of a number of Strategic Plans for which the Trust is responsible.
- 1.2 The Strategies on which the Trust leads the development for the area include:
 - Inspiring Active Lives: The Culture and Sports Strategy 2014 to 2024 with its supporting plans:
 - The Kinneil Masterplan 2015-25
 - The Arts Delivery Plan 2016-21
 - The Library Development Plan 2016-21
 - The Heritage Delivery Plan for Falkirk 2018 to 2023
 - The Physical Activity and Wellbeing Plan 2016-2021
- 1.3 Each plan is different in scope and aim and all plans have been developed in collaboration and consultation with appropriate sector stakeholders at local and national level and for each there are varying levels of contribution from the areas many culture and sports bodies. Each Delivery Plan articulates outcomes (which support the aims of *Inspiring Active Lives*) to be achieved over the term of the plan. Each plan is a 'call to arms' to partners, stakeholders and the wider community to work together, plan together and speak with one voice, with the Trust, to ensure effective use of limited resources to achieve these outcomes.

2. Summary of Progress

2.1 Kinneil Masterplan 2015-25

- 2.1.1 The purpose of the masterplan is to provide a framework to conserve, enhance and develop the estate over the ten year lifetime of the plan by attracting external funding. While promoting the strategic conservation of key aspects of the estate, the masterplan also highlights the need for change and transformation. The masterplan was approved by Falkirk Council in March 2015.
- 2.1.2 The masterplan vision is *an invigorated landscape brought to life by the imaginative interpretation of its history* to be achieved through the following objectives:
 - to respect the integrity of the place and its people;
 - to implement best practice for greenspace and World Heritage Site management;
 - to conserve the Estate's natural and built heritage;
 - to capitalise on the Estate's location and connectivity;
 - to improve orientation within and interpretation of the Estate;
 - to improve and develop the Estate's infrastructure;
 - to inspire the community to enter into collaborative management of the site.
- 2.1.3 Progress on activity in years one to three were reported in the December 2017 and December 2018 issues of Falkirk Council Information Bulletins. In December 2018 a revised list of priority projects was produced and progress is shown in the table below.

Objective(s)	Lead Partner(s)	2018-19 Achievements
Opp. 1 (a) Develop Kinneil House as a visitor attraction.	Falkirk Community Trust, Falkirk Council, Historic Environment Scotland, Friends of Kinneil, Bo'ness and Blackness Community Council	This remains the most complex & ambitious project within the masterplan and progress has been slow. A workshop took place on 23.10.19 with the aim of reviewing the joint approach and a revised brief for the project is due for completion by December 2019.
Opp. 1 (b) Develop Coach House	Falkirk Community Trust, Falkirk Council, Historic Scotland, Friends of Kinneil, Bo'ness and Blackness Community Council	Dependent on Opportunity 1(a) above
Opp. 1 (c) Improve car parking	Falkirk Community Trust, Falkirk Council, Bo'ness Hill Climb Revival	Dependent on Opportunity 1(a) above
Opp. 2 Develop Phase 2 (a) and (b) of the Long Term Forest Plan.	Central Scotland Green Network , Falkirk Community Trust, Falkirk Council, Inner Forth Landscape Initiative	Phase 2 is on hold until remedial works to complete Phase 1 are complete. This should conclude Winter 2019/20.
Opp. 3 Develop Mountain Bike Trails	White Lady Mountain Bike Group , Falkirk Council, Falkirk Community Trust, Central Scotland Green Network, Bo'ness and Blackness Community Council	This project is now complete and the trails opened in August 2019.
Opp 4: Develop volunteering and job-creation opportunities within Kinneil Estate	The Conservation Volunteers (TCV) , Falkirk Community Trust, Falkirk Council, friends of Kinneil	<p>The Coastal Community Ranger Apprenticeship scheme (which funded eight apprentices) and Green Gym project (which generated 1152 volunteer work hours) are now complete. FCT and TCV are exploring options for a new type of grant-funded programme to support employment and volunteering in the Estate.</p> <p>Falkirk Council is developing a masterplan for the future use of Kinneil Walled Garden this may provide opportunities for uses which enable volunteering and job-creation opportunities.</p>

Opp. 5 Develop play, exercise and sport areas	Falkirk Community Trust Falkirk Council, Historic Environment Scotland, Friends of Kinneil, Bo'ness and Blackness Community Council	FCT and FoK are working with a group of specially recruited Hidden Heritage volunteers to develop added value activity and discovery trail options for the site. This project is externally funded by LEADER and will provide the basis for a funding bid to support the delivery phase of the project.
Opp. 6 Improve and Enhance Ponds Habitat	Falkirk Community Trust , Falkirk Council, Friends of Kinneil	FCT are working with Froglife on an externally-funded project aimed at enhancing wetland habitats on site for the benefit of biodiversity.
Opp. 7(a) Community Engagement with the Antonine Wall: Rediscovering the Antonine Wall	Historic Environment Scotland , Falkirk Council, Falkirk Community Trust, Bo'ness community organisations	<p>Stage 2 Bid to National Lottery Heritage Fund was successful and the full three year programme is now underway. Highlights from Year 1 include:</p> <p>A public art competition ran during the summer to develop an entrance sculpture for the site which will be finished by Jan 2020. The selected artist is Phil Neal.</p> <p>The second Antonine Wall Community Conference took place in Kirkintilloch on 21 September.</p> <p>The 21st Century Legion, volunteer tour guides for the Wall, is up and running in the Falkirk area and this project will be rolled out along the length of the Frontier over the coming year.</p>
Opp. 7(b) Community Engagement with the Antonine Wall: tourism	Historic Environment Scotland	Continued development of content, including Augmented Reality element, for the Antonine Wall app including content relating to the Kinneil Estate stretch of the Wall.

2.2 Library Development Plan 2016-21

2.2.1 Our vision for our libraries is that they will be animated community hubs:

- places for learning – particularly digital skills and family learning
- social places where people can meet and collaborate;
- flexible places for partners to deliver their services;
- events spaces for children and adults;
- cultural spaces offering local creative opportunities for consumption and participation;
- places for communities to engage with their history and promote community cohesion.

2.2.2 We anticipate that, if the Plan is successful, we will see the following outcomes:

- Our users are informed, articulate, literate and confident;

- Our communities are animated, productive and cohesive;
- Our staff are dynamic, creative, informed and informative;
- Our services are relevant, high quality and accessible;
- Our buildings are vibrant, flexible, welcoming and safe;
- Our IT is relevant and accessible.

2.2.3 Given the significant challenges we face, the library service in the Falkirk area will look very different in five years' time. We regard this Plan as a call to action for Community Planning partners to:

- ensure that services that are not available elsewhere in the community can be provided in our libraries;
- ensure we have a shared approach to digital exclusion and dealing with increasing levels of poverty.

2.2.4 We will continue to speak to users and non-users to ensure that the balance between digital and physical resources meets their needs and that, where we have the opportunity to consolidate our service delivery, we act decisively.

2.2.5 The Plan was approved by Falkirk Council at the Executive meeting of 27 September 2016.

Objectives	Lead Partner(s)	2018-19 Achievements (Year 3)
1: Venues (Spread) A needs analysis of all our buildings and vehicles will help us understand the viability of buildings reaching the end of their life and how we rationalise space to meet future needs.	FC Development Services FCT <i>libraries, arts, heritage</i> FC Corp and Housing Context: Strategic Property Review and Locality Planning	We continue to explore co-location opportunities: <ul style="list-style-type: none"> - ongoing discussions with Falkirk Council regarding co-location in Slamannan - delivery of Advice Hub and DWP outreach services in Bo'ness Library; - delivery of DWP and Skills Development Scotland outreach services in Denny Library. Condition analysis of Bo'ness Library completed to determine investment needs as the building approaches the end of its life. Celebration of the 130 th anniversary of Grangemouth Library, the world's second oldest Carnegie Library with investment in new furniture and the creation of an events space within the reference section.
2: Venues (Investment) A development road map and investment plan for our digital technology will help guide improvement in our digital offer.	FCT <i>libraries, business development</i> FC Corp and Housing (Policy and ICT Improvement) Context: Trust	Re-tendering the contract for provision of digital material was followed by a re-launch of our digital offer. This has been really successful with a 120% rise in issues compared to the second quarter of 2017/18 The new FCT website provides more effective promotion of <i>libraries</i> events

	website redevelopment; FC IT Strategy	and activity programmes has given the opportunity to promote our events more widely. £5,000 secured from the Falkirk Council Digital Inclusion Fund to purchase ten new Windows 10 PCs
3: Venues (Quality) Our plan for the first community hub in Denny – a space that provides an imaginative, flexible space connecting the interior with the public realm – will provide an opportunity to test our concept.	FCT libraries, arts, FC Development Services Falkirk Delivers	Denny Library continues to thrive; it has just been registered as a “Safe Place” with Police Scotland. A new social coffee-morning for the over-50s, started by the WRVS, has proven very popular and has become self-sustaining
4: Partnership (Local Outcomes) We will develop strategic partnerships with Falkirk Council, Job Centre Plus/DWP and NHS FV to support the delivery of the area's Single Outcome Agreement: <ul style="list-style-type: none"> Welfare reform creates new learning opportunities; Partnerships with employability, health and learning partners' expands/diversifies/alters the balance of the library offer. 	FCT libraries FC Children's Services (CLD), Development Services (Ec Dev) and Corporate and Housing Services (Welfare Reform) Forth Valley College NHS FV Department of Work and Pensions (DWP) Context: Service redesign and review of delivery mechanisms	We have contributed to partnerships locally that are seeking to address the poverty agenda including the Universal Credit Steering Group, Fairer Falkirk partnership and DWP. We are working to make the best use of our spaces with walking groups, ESOL classes, DWP, CLD, Conduit and the Citizen's Advice Bureau all making use of our libraries to engage with communities. Falkirk Council Housing staff are using Bonnybridge and Larbert libraries as drop-in workspaces and as places to meet clients. Staff from Falkirk Council's Advice Hubs are holding drop-in sessions in Bo'ness, Bonnybridge and Denny libraries. We are holding meetings with the IJB Community Link workers, looking for ways to improve services for vulnerable people. A regional partnership with Stirling and Clackmannanshire Libraries and the NHS has led to us introducing a Hearing-Aid battery replacement service. We have developed strong relationships with a number of care homes through the Care Words project.

<p>5: Motivation (Marketing)</p> <p>Collaboration with strategic partners will help to create library users for life: we will also improve our analysis to understand how better to create relevant, targeted services for:</p> <ul style="list-style-type: none"> • working with families and pre-school children and strengthening links with schools; • developing services to support people to enjoy an active retirement; and • supporting the digitally excluded to engage with an increasingly digital world. 	<p>FCT <i>libraries</i> and <i>business development</i> FC Children's Services NHSFV Job Centre Plus/DWP</p> <p>Context: Integrated Health and Social Care;</p>	<p>We have increased our social media engagement as a major marketing tool, particularly with families and schools. Last quarter, we had over 16,000 engagements on social media through our various platforms.</p> <p>We have increased our use of Instagram to attract a younger audience.</p> <p>Promotion of our Golden Grangemouth initiative to encourage our elderly population to take part in physical activity.</p>
<p>6: Participation (Programme)</p> <p>Collaboration with strategic partners helps us to ensure that both our stock, and our events' programmes focus on key transition points in life (e.g. early years – primary; primary to secondary; pre-and post-retirement); for example, developing resources and programmes that connect the school and public library services</p>	<p>FCT <i>libraries</i> FC Children's Services NHS FV</p>	<p>This year, as well as the Summer Reading Challenge, we introduced a Reading Rammy to encourage adults and families to read during the holidays.</p> <p>We have delivered storytelling training in schools in Bonnybridge and Slamannan to encourage older children to read to younger pupils.</p> <p>We have worked in partnership with the Storytelling Festival in Falkirk to deliver a range of events in Falkirk town centre.</p>
<p>7: Motivation (Inspiration)</p> <p>Our staff will expand their skills and competencies to enable them to deliver a modern, innovative library service;</p> <p>We will learn from retail and banking, about how to inspire and retain digital-only users and how to redesign our buildings to make them more appealing; Using social media to create communities of interest.</p>	<p>FCT <i>libraries</i> FC Children's Services (CLD) External advisors</p>	<p>The Digital Storytelling Project, funded by the Scottish Book Trust, enabled us to connect with hard-to-reach communities to enable them to tell their own stories in a digital format. 66 workshops took place across the district and the project concluded with two celebration screenings, at FTH in June and the Hippodrome in August. We are now lending out some of the IT hardware from this project to groups who have been trained to deliver more sessions which will ensure a legacy for this project. Films can be seen on Vimeo here: https://vimeo.com/channels/1431399</p>

		<p>As part of the nationally-funded Get it Loud in Libraries project, we held a gig by Glasgow punk band Rascalton in Denny Library in March.</p> <p>We now have published 42 podcasts that discuss new books and events and promote our services, as well as our passion for reading. Podcasts can be accessed on our Librarylove blog: http://librarylovefalkirk.com/</p> <p>We have held two very popular Digi-days where we have introduced families to our new IT kit including iPads, robots and Coding lessons.</p>
<p>8: Participation (Programme)</p> <p>Reviewing local history provision will help us ensure that our physical and online resources are accessible for people to pursue their personal interests.</p>	<p><i>FCT libraries and heritage</i></p>	<p><i>FCT libraries and heritage</i> delivered a successful Local History Week in May and Big Roman Week in September.</p> <p>We have been working with Alzheimer Scotland and the Great Place team to provide family history support to a group of people with dementia and their carers.</p> <p>We have reading groups, knitting groups and craft groups – all addressing social isolation by providing activities in a warm, friendly community setting.</p>
<p>9: Motivation (Inspiration)</p> <p>Encourage participation through volunteer work with local organisations or volunteer groups</p>	<p><i>FCT libraries, CVS, Voluntary sector (e.g. FDAMH; Alzheimer Scotland)</i></p>	<p>We have worked with a range of local charities: RNIB, WRVS, Forth Valley Environment Link, and Alzheimer Scotland.</p> <p>We are also developing our own volunteer offer with volunteers helping at events and in libraries.</p>

2.3 Arts Delivery Plan 2016-21

2.3.1 Our shared vision for the arts in the Falkirk area is:

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.

Our shared mission is:

To work together in a way that connects people, ideas and resources across the arts sectors.

- 2.3.2 Our vision and mission are built on the following five propositions which emerged from research and analysis of the arts sector in the Falkirk area and the challenges it faces in a time of increasing need but decreasing public resources; the aim is to create a coherent arts offer across the area being clear about where we want to offer audience and participant choice but also where we need to work together.
- 2.3.3 Sharing: we proposed that collectively, the sector works together to improve our understanding of existing and potential arts audiences.
- 2.3.4 Planning: we proposed establishing a local Arts Network that would function as a forum to exchange planning and programme information across the area to which all sectors of the arts community can (and should) contribute to create a year-round programme of activity that responds directly to need.
- 2.3.5 Programming: Our respective programmes will be developed within our own organisations and collectively create an exciting and wide ranging arts offer across the area (through sharing information and planning together).
- 2.3.6 Venues: The area has a number of key arts venues, facilities and resources. These are vital - they are rooted in our local communities but also have a national profile and significance. But, at a time when the public sector continues to face severe financial constraints, the future of some of these resources used by the arts sector is uncertain.
- 2.3.7 Funding: We recognise that the arts cannot exist without some level of subsidy – be it through favourable hire rates for venues, revitalising a heritage building, external funding for targeted programmes, public art as part of town centre regeneration, arts events that contribute to the visitor offer, instrument tuition for young people in schools or arts activity to support health and well-being initiatives. The benefit of subsidy is investment in improving social cohesion, community wellbeing and pride. We propose that together we can establish an improved evidence base for our targeted work, creating a more informed basis for advocacy and ensure that our universal programmes continue to generate income while remaining accessible to those least able to pay.
- 2.3.8 The Plan was approved by Falkirk Council at the Executive meeting of 27 September 2016.

Objectives	Lead Partners	Achievements 2018-19 (Year 3)
<i>Expanding audiences and increasing participation across all artforms and venues:</i>		
Being clear about who our existing and potential new arts audiences and arts participants are and having the right tools in place to engage them	FCT	<p>New ticketing system, Spektrix, went live at the end of Feb 2019; the new FCT website, and standalone Hippodrome and Helix websites were rolled out from Spring 2019.</p> <p>Spektrix provides an opportunity to support the voluntary arts sector through a more effective and informative booking system enabling improved understanding of audiences, booking trends, etc.</p> <p>We are currently exploring opportunities for a programme of audience development activity with Creative Scotland.</p>
Developing the Tryst Festival as signature event that	FDACC member organisations 	FCT continues to support the Tryst Festival by contributing design of the print collateral

demonstrates success of the arts communities' year-round approach to planning and programming	FCT Howgate Falkirk BID Falkirk Council	(brochure, banners, etc.); providing access to the unit in the Howgate for FDACC and affiliated groups to promote the festival. Falkirk BID and the Howgate continue to provide support to the festival.
Integrating more fully the vibrant, cross sector mix of the programme offer at FTH	FCT FTH users promoters	The programme has continued to evolve and audience experience has been further enhanced by improvements/ upgrades and replacements to the staging and front of house infrastructure at FTH (sound/ lighting, seating, foyer and dressing rooms) as well as the new ticketing system and website which has made online booking much more straightforward. We partnered with Imagine Theatre company to develop and deliver a professional pantomime, Cinderella, at FTH in 2018. The panto ran for 26 performances during Nov/ Dec 2018. We continue to support all voluntary arts sector companies that use FTH and their offer has been benefitted from the abovementioned improvements. FCT continues to work with Classic Music Live! Falkirk on the professional classic music programme at FTH.
<i>By working together we drive efficient use of resources;</i>		
Working together to agree terms of reference for the Arts Network	FCT third sector (NHS FV, Artlink Central, FDAMH) [Untitled] FDACC other voluntary arts organisations	FCT initiated the development of the Arts Network through a series of networking meetings; it was agreed that, while there was a willingness in principle, to work and plan together, the sector was too diverse to be represented by a single network. FCT continues to attend FDACC General committee meetings and also meets FDACC Executive committee on a quarterly basis. FCT is supporting FDACC on the process of reflection and change that it is working through with its membership. FCT attends the NHS FV Arts and Wellbeing project steering group and supports exhibition programmes in FVRH and Falkirk Community Hospital. FCT is one of the partners on the Our Place Camelon Arts Steering Group.
Reviewing current box office systems	FCT	Spektrix was installed and went live in February 2019.

Advocating a degree of rationalisation in terms of customer data collection – can we all ask the same questions?		No progress at this stage. This action will be picked up as part of our approach to audience development. We are still consolidating our own approach to the use of Spektrix.
Assessing whether there are sufficient suitable spaces to showcase the work produced in the area (performances, events, activities and exhibitions)	FCT third sector (NHS FV, Artlink Central, FDAMH) [Untitled] Falkirk BID FDACC other voluntary arts organisations	<p>This continues to happen organically with activity taking place at a range of locations and sites.</p> <p>Increasingly the town centre management (Howgate and BID) are proactively supporting presentation of arts activity (participatory, performances, events and exhibitions) through use of their available space; they have been integral to development of the Falkirk Storytelling Festival with FCT <i>libraries</i> and Eden Consultancy in Oct 2018 and 2019 and the Falkirk Arts Festival in 2019.</p> <p>Commercial operators such as Behind the Wall and Acoustic Café run arts events, performances and gigs.</p> <p>Other projects such as the Active Travel Hub have strong creative programmes and resources and artist led initiative such as the Sewing Studio and Falkirk Arts Collective in Callendar Square support community arts activity and professional artists' spaces.</p>
Establishing productive and progressive partnerships across the arts community that will enable connected and collective decision making (as required) and intelligence sharing	FCT third sector (NHS FV, Artlink Central, FDAMH)	FCT has been actively engaged with partners (NHS FV and Artlink in particular)
	FCT non-arts partners (i.e. social, health, care, youth)	<p>Through development of the FTH corridor gallery as a community resource for exhibitions, we have worked with third, public and voluntary sector organisations on the development and installation of art work generated through projects in social care settings.</p> <p>As part of Hippfest we worked with Falkirk Champions (care-experienced young people) on film making projects for public screening as part of the Hippodrome Silent Film Festival.</p> <p>Our partnership with corporate parenting services (Bo'ness and Grangemouth areas) to improve access to FTH and Hippodrome screenings and performance programmes continued into 2019.</p>

<i>The arts make a positive contribution to the area's wellbeing and those most in need</i>		
Ensuring a balance between universal and targeted arts provision	FCT third sector (NHS FV, Artlink Central, FDAMH) non-arts partners (i.e. social, health, care, youth)	Some further work is required on ensuring that targeted arts work in particular is better documented and reported across all sectors. An objective for 2019/20 is to move this forward.
Working together to identify key areas of need and how best to respond	FCT third sector (NHS FV, Artlink Central, FDAMH) non-arts partners (i.e. social, health, care, youth)	This is currently happening organically. An action for FCT for 2019/20 is to work with partners to establish a more connected approach to area-wide planning and delivery.
Working with relevant agencies to establish mechanisms to measure the impact of arts provision	FCT third sector (NHS FV, Artlink Central, FDAMH)	An action for FCT for 2019/20 is to progress this objective.
Recording and monitoring the impact of the Arts Plan		As above

2.4 Public Art Plan

2.4.1 It has been agreed with Falkirk Council Development Services that, rather than develop a public art plan or strategy, public art requirements would be enshrined in the new Local Development Plan (LDP2), with appropriate guidance on the circumstances in which it would be required, and the Trust would be responsible for compiling a guide to developers (and others who may want to promote public art) on how best to go about designing and procuring public art.

2.4.2 The following wording has been included in the new Placemaking policy within the LDP2 Proposed Plan:

'Developments of a significant scale should contribute to public art either through a contribution to an existing local project, or through provision of public art within the development, guided by a strategy prepared by the developer in consultation with the Council and Falkirk Community Trust. Further guidance is set out within SG13 'Developer Contributions' and the public art procurement guide produced by Falkirk Community Trust.'

2.4.3 Falkirk Council still has to approve the Proposed Plan, prior to it going out to consultation, and ultimately submitting to Scottish Ministers for Examination. As such, the plan will not be adopted until summer 2020.

2.4.4 Falkirk Council Development Services is drafting up the Supplementary Guidance associated with the plan, including SG13 'Developer Contributions' in which there is more detail about when and how developers will have to contribute to public art.

2.4.5 Meanwhile, the Trust will produce the public art procurement guide to accompany the Supplementary Guidance; this will be part of the Trust's Business Plan for development during 2019-20. A draft for discussion with Development Services will be completed by the end of 2019 with a finalised version completed by 31 March 2020.

2.5 Physical Activity Plan

2.5.1 The Plan was approved by Falkirk Council at the Executive meeting of 27 September 2016.

2.5.2 The mission statement for this plan is that we want 'More People, More Active, More Often.'

2.5.3 As part of the development of the Strategic Outcomes and Local Delivery Plan (SOLD), *increasing physical activity levels* was identified as a key theme for 'Outcome 4: Our Population Will Be Healthier'. High level actions in the SOLD include better understanding and tackling the barriers to participating in physical activity, increasing participation of target groups and improving overall participation in physical activity towards the national target of 50% by 2020. These actions were developed from those in the Physical Activity and Wellbeing Plan. Both plans place an emphasis on motivating people to do more for themselves.

2.5.4 The relationship between the plans has been helpful and the SOLD Outcome 4 delivery group provides a good focus for partnership collaboration.

Objective(s)	2018-19 Achievements (Year 3)
Participation	
<p>Consulting</p> <ul style="list-style-type: none"> We will consult with health professionals and referrers to find out what they need to improve their patient's activity levels and wellbeing. We will develop a series of targeted, focussed consultations with current and non-users to identify where programme gaps are. 	<p>Our Active Forth & Step Forth programme has been invited by Health Promotion to present at the next NHS Create session where our Physical Activity Coordinator will present to over 300 Forth Valley practice managers, GPs, physios and lead practice nurses. This will further improve our understanding of patients' and how to access all our programmes.</p> <p>The Active Forth referral programme has been nationally recognised as having best practice and presented at the SPARC conference set up by the Active Scotland Division at the Scottish Government.</p> <p>The Falkirk Physical Activity and Exercise Referral Steering Group has been set up and is chaired by our Physical Activity Coordinator. Its purpose is to Identify key areas and priorities to help improve physical activity in Falkirk. Members include NHS Health Promotion, Dietetics, Physio Lead and Fracture Liaison.</p> <p>The Physical Activity Coordinator was invited to speak to the Bo'ness GP cluster about Active Forth and Step Forth so they are much more informed of our programme and will continue to refer their patients.</p> <p>The Physical Activity Coordinator is also part of the new Falls Prevention Pathway and Macmillan Move More Programme to help increase physical activity in cancer patients and reduce falls in older adults in Forth Valley.</p>

<p>Programming</p> <ul style="list-style-type: none"> • We will make sure that programming of services aren't duplicated in one area of the Trust and neglected from another. • We will look at co-ordinated and integrated programming of activities the whole family can do together. • We will work collectively as a Trust to start programming attractive and innovative activities where physical activity is a by-product of the intervention in a bid to increase physical activity by stealth. 	<p>We have continued the strong partnership with NHS Pulmonary Rehab which now rents Grangemouth Sports Complex's studio space to deliver its service. At the end of this programme, patients move on to our Active Forth programme and since they have already been attending classes and our gym this breaks down the barrier and perceptions they may have had about joining a gym.</p>
<p>Delivering</p> <ul style="list-style-type: none"> • We will develop pathways for activity to provide something for everyone through their life stages. • We will regularly evaluate and measure effectiveness of interventions and make changes when changes are needed. 	<p>NHS Dietetics has started information sessions in September in Grangemouth Sports Complex GP Room for patients at risk of Type 2 diabetes. These sessions are followed by a low impact exercise class. This is the first of its kind in Falkirk.</p> <p>NHS Physio now delivers information sessions on lower limb pain in Grangemouth Sports Complex GP room. Again, these sessions are followed by a low impact class designed to encourage physical activity which complements their pain advice.</p> <p><i>"Just wanted to say a massive thanks to Peter, Kyle, Marion and Stacey for all their help and advice re my knee problem. Can't believe the difference and it's only a month, swelling is away and I'm actually managing to get a decent sleep, started with Marion's class at Grangemouth. I am now attending Stacey's class three times a week and totally love it. What a friendly welcoming bunch they areand an added bonus after 30 odd years of yo-yo dieting my body shape is finally changing and it's all thanks to Active Forth".</i></p>
<p>Increasing</p> <ul style="list-style-type: none"> • We will make sure we engage with existing users of our facilities to increase their own activity, as well as encourage non users to come and try something new. • Better use of volunteers and befriending services to encourage more people to be more active. 	<p>Step Forth has utilised its volunteers by helping promote our walks and the benefits they offer. They help circulate our brochures and timetables to local community groups.</p> <p>Muiravonside Country Park provides volunteering opportunities for young people and people with mental health issues, working at the farm and cafeteria to provide services to Park users.</p>

Motivation	
<p>Engaging</p> <ul style="list-style-type: none"> We will investigate the needs and wants of our customers and potential customers to programme our activities more effectively, increasing both the number of participants and how often they use our services. We will make sure that customers who do engage with us and use our facilities and services are rewarded in a way that's meaningful to them to promote participation and retain motivation. 	<p>We recently put three members of the gym team through their Level 3 exercise referral qualification. This will allow more of our team to be able to programme customers with medical conditions who are continually referred by local health professionals.</p> <p>We are also putting two members of our referral team through their Level 4 Cancer Rehab qualification to deal with the increase in cancer rehab referrals.</p>
<p>Targeting</p> <ul style="list-style-type: none"> We will use tools such as the Active Scotland Household Survey, mosaic and equivalent to identify the best way to engage with different areas across Falkirk, and the best messages to use when designing promotions. We will identify what activities and services are most appropriate for different areas and demographics, and target our product offering as appropriate. 	<p>Through our contribution to the SOLD delivery group 'Our population will be healthier' we are driving physical activity towards targeted sectors of the community with a focus on young people and older people. In collaboration with Children's Services PEF funding was utilised to provide physical activity opportunities for specific groups of young people in our programmes and proved to be an effective means of targeting.</p> <p>The 'Lets Talk Table Tennis' project as part of Camelon Community Sports Hub is just one example of a successful model we introduced for encouraging inactive older adults to participate and had a positive impact on addressing social isolation.</p>
<p>Promoting</p> <ul style="list-style-type: none"> We will review our marketing and design of promotions and materials across the Trust to sell participation in our activities and venues as aspirational enticing and desirable. Language visuals and campaigns will focus on more behaviour led motivational tactics to appeal to people's emotions and values. We will use our 'evangelists' and enthusiasts to sell our products and services by word of mouth and testimonials. 	<p>The 'Be The Best You Health' and Fitness tagline was very effectively designed and has resulted in one of best campaigns we have had. The individual video testimonials and pictures of different age groups and demographics really help sell FCT as inclusive and accessible.</p> <p>Our marketing campaigns continued to offer existing members of our health & fitness clubs the opportunity to "refer a friend" to receive discounted access to our health & fitness programmes.</p>

<p>Inspiring</p> <ul style="list-style-type: none"> Physical Activity and Wellbeing Champions who are inspiring and motivating for 'people like themselves' should be developed in workplaces, communities and organisations to encourage participation and be a role model for change. We will become an exemplar employer for staff by providing opportunities to be more active, and creating a top down culture where activity and wellbeing is seen as the norm rather than the exception, and encourage our partners to do likewise. We will champion role models and inspiring personalities to help use sell the benefits of a more active lifestyle. We will engage volunteers and befrienders who can encourage those who need support to be more active. 	<p>We worked to continue to generate a cohort of active supporters who can be examples of how transformation and change can affect people's health and well being through physical activity and greater social interaction - as demonstrated in our Annual Report for 2018/19.</p> <p>All FCT employees continue to have free access to our health & fitness venues. We actively encourage them to use these facilities and to keep mental and physical health at the forefront of their contribution to our service provision.</p> <p>We partnered with Scottish Swimming in providing our learn to swim programme and used role models such as Duncan Scott at our venues to promote the programme.</p> <p>We continued to provide free access to our venues for carers who accompany those who are less able and those who have access to our Go Card scheme.</p> <p>We actively championed volunteers through a 'Volunteer of the Month' and 'Active Schools Stories' social media campaigns. We held a number of events to publicly thank volunteers, recognising and rewarding and inspiring more activity.</p>
<p>Venues</p>	
<p>Re-evaluating venue capacity</p> <ul style="list-style-type: none"> We will use our spaces within the Trust and within partner organisations more effectively to allow people to be more active in their own communities, particularly those who cannot travel to our larger centres 	<p>We worked with Braes High School to develop greater community access to the facilities at the school during designated times and days. A brief for re-design works was developed and agreed with Children's Services to enhance access and use of the school campus by the community. This ongoing work is intended as a pilot that can then be adapted to be rolled out across the schools estate.</p>
<p>Home and work</p> <ul style="list-style-type: none"> We will work with partners to help develop pathways and training to allow more people to be more active in their homes and communities. We will support Development Services and Sustrans with initiatives which encourage Active Travel. 	<p>We introduced a scheme where people can have access to a tailored fitness programme designed for use in their own home, with no need to visit any of our venues.</p> <p>We improved paths and lighting on key routes through Callendar Park.</p>

Staff <ul style="list-style-type: none"> Our staff have first-hand experience of our facilities, services and programmes to sell to participants and encourage them to 'try something new'. 	<p>Our referral team have recently had health professionals from cardiac rehab, MS services, stroke rehab and physio to give them CPD in a range of different conditions. This allows us to tailor our programmes to help specific conditions.</p>
Outdoors <ul style="list-style-type: none"> We and our partners will work together to increase participation in active leisure opportunities in our greenspaces, parks and core paths. 	<p>Our 10 Year Buggy Anniversary was hosted at Callendar House and saw 75 past and present buggy walkers celebrate the impact these walks have had on their lives. This was a fantastic day and allowed people to enjoy the House and take part in a walk around the park.</p> <p>We continued to deliver 'Fire & Light', along with a range of events throughout the year, which aims to encourage people to get out and walk at the festive period.</p>

2.6 Heritage Delivery Plan 2018-23

2.6.1 This plan was approved by Falkirk Council in May 2018 and this is the first update.

Objective	Lead Partners	2018-19 Progress and Achievements
Participation		
<p>Increase participation</p> <p>Increase visits to Trust venues, the Falkirk Wheel, SRPS and other sites across the Falkirk area through:</p> <ul style="list-style-type: none"> - effective marketing - events to raise awareness - develop venues of national and international standards; - improve on-site interpretation; - increase opportunities to increase trading and guided tour income 	<p>Falkirk Great Place Partnership SRPS</p>	<p>Our HLF-funded Great Place project (developed and delivered in partnership with Falkirk Council, Scottish Canals and Central Scotland Green Network Trust (CSGNT) started in October 2018 and following a period of research, planning and recruitment (staff and volunteers) activity commenced in Spring 2019 and has taken place across the Falkirk council area.</p> <p>To date the project has delivered 1100 engagements across 17 events and activities; on-going workshop activity and research initiatives.</p> <p>On-going Trust activity such as the heritage lunch and brunch talks at Callendar House, exhibitions and events planning have benefitted from the added resource that Great Place has contributed.</p> <p>Temporary exhibition programming at Callendar House is widening its reach with exhibitions such as Gladiators: A Cemetery of Secrets (May – October 2019) being programmed for its local and Scotland-wide interest and relevance (Callendar House hosted the Scottish premiere of the exhibition).</p>

		The Tearoom in Callendar House and the development of the Afternoon Tea offer in the Drawing Room has generated a new, additional visitor profile for the House. Together with the retail offer in the shop, these units are contributing towards a more effective and financially sustainable model for Callendar House moving forward.
Build on success of attractions in attracting visitors by improving the potential of towns as attractions.	FC Development Services – Economic Development	Great Place pop-up heritage activity was scheduled in Howgate Centre over the summer period and in Bo'ness for the Fair Day in June 2019
Ensure that attractions operators are integrated into developments to improve the potential of towns as attractions	FCT Scottish Canals SRPS Falkirk Delivers	Two successful Growth Fund bids made by VisitFalkirk to develop film and accessible tourism itineraries.
<p>Increase community participation:</p> <ul style="list-style-type: none"> Facilitate community participation on heritage developments Recruit and develop volunteers Develop the relationship with those groups that have already played an important role in community-based heritage – Falkirk Local History Society, Friends of Kinneil, CATCA. Develop the strategic input of key community-based heritage players. Ensure mechanisms to record and monitor direct community action (FCT to revise its main PIs). 	Falkirk Great Place Partnership SOLD Partnership Voluntary groups SRPS	<p>A programme of facilitated heritage networking meetings have been introduced as part of Great Place. The first took place at Falkirk Wheel in April 2019; the second is scheduled for November 2019 at Denny Library.</p> <p>The appointment of FCT Volunteer Coordinator in 2018 has had a major impact on volunteering opportunities with the Trust.</p> <p>As part of the Gladiators: A Cemetery of Secrets exhibition, volunteers added to the visitor experience by providing additional visitor engagement through exhibition interpretation and visitor orientation. In total the exhibition was supported by 287.5 volunteer hours.</p> <p>The Great Place team have recruited a number of volunteers who have supported event/ activity delivery and research.</p> <p>FCT and Falkirk Council have worked to secure a partnership agreement for Falkirk Local History Society to manage and operate the Steeple as a heritage attraction in Falkirk Town Centre. After a period of renovation, refurbishment and exhibition design, the facility will open early 2020.</p> <p>An objective for FCT for 2020/21 is to review its performance indicators in</p>

		light of the shift in our approach to heritage development
<p>Broaden participation Engage with new audiences, visitors and participants:</p> <p>Deliver Falkirk's Stories:</p> <ul style="list-style-type: none"> Identify new groups with which to engage Tell new stories and give new interpretations of local heritage to meet cultural and educational perspectives of different social groups (e.g. local involvement with slavery and the impact of war on the local economy). Adopt new media with which to engage with groups not tied to existing modes of engagement <p>Create mechanisms to record new participants or changed perceptions by participants.</p>	<p>Falkirk Great Place Partnership Local voluntary groups</p>	<p>Renamed 'Our Stories', the website will provide a repository for the area's heritage through written, oral and filmed contributions; a website developer has been appointed to create the site and the Great Place team are working across the council area to support groups, organisations and individuals to contribute content.</p> <p>In addition the Great Place team are developing a trails app encouraging residents and visitors to explore our area's heritage. Working with a range of stakeholders, the team intend the app to complement rather than replace or replicate content in the current range of apps about the area.</p> <p>Since inception, the Great Place team have established an active social media presence (including Facebook, Twitter and Instagram) and this has enabled a wider reach and engagement for our heritage offer.</p> <p>The Great Place project evaluation plan included mechanisms for monitoring and measuring engagement with participants.</p>
Motivation		
<p>Motivate non-visitors and return visitors</p> <ul style="list-style-type: none"> Provide venues, sites, activities and events of high quality to attract visitors from within and outwith the area Develop audience knowledge to enable improved targeting of programmes and ensuring the affordability of the paid-for offer Develop promotional activity to achieve effective audience targeting Develop media coverage (content, methods of communication) to keep 	<p>FC Development Services – Tourism FCT <i>heritage</i> Scottish Canals SRPS</p>	<p>A number of physical improvements have been made to the building through the venue development plan and these are on-going. Capital funding has been awarded towards new signage and car park improvements at Callendar Park, upgrade of the Callendar House toilets and redecoration of the staircases.</p> <p>Promotion of FCT heritage offer including Great Place, through VisitFalkirk and where appropriate VisitScotland and ASVA online promotions</p> <p>Great Place brings together other heritage providers including the steering group partners – Falkirk Council, Scottish Canals and CSGNT.</p> <p>We are working on the development of income generating platforms (the</p>

<p>the offer in the public eye.</p> <ul style="list-style-type: none"> • Create programmes of activity which link to national events, schemes and programmes – e.g. Year of Young People 2018 and future Themed Years. 		<p>tearooms and retail offer), to increase the financial sustainability and complement the programme offer at Callendar House.</p> <p>New, ambitious programme strands such as the Callendar House Christmas Adventure and our temporary exhibitions programme are designed to bring in new and diverse audiences both local and from outwith the area.</p> <p>Visitor attendances to Callendar House and Kinneil Museum increased by 20% and 24% respectively in 2018-19.</p>
<p>Motivate the community to take direct action on heritage aspirations</p> <ul style="list-style-type: none"> • Strengthen the network of community-based heritage players (see also under Partnership below) • Facilitate community action inspired by local aspirations • Support existing community events which reflect and celebrate local cultural identity • Investigate and implement mechanisms to measure wellbeing – e.g. work by New Economics Foundation. 	<p>Falkirk Great Place Partnership SRPS SOLD Partnership Voluntary groups</p>	<p>Great Place is working to build local heritage capacity through organisation of heritage networking events; adding capacity and where appropriate widening the reach of existing key heritage projects (i.e. Hidden Heritage: Lost Villages project at Carron Dams and the Connected Dunmore feasibility study project).</p> <p>As previously stated, volunteering and volunteer training is embedded in the delivery of the Great Place programme.</p>
<p>Motivate those not engaged with heritage</p> <ul style="list-style-type: none"> • Adopt a 'stealth' approach (cf. the Trust's Physical Activity and Wellbeing Strategy) to blend heritage engagement with other kinds of activity (e.g. walking). • Develop programme planning and leadership approaches to facilitate this. • Identify areas of disengagement through audience research and test new stories and new communications media on new potential users – 	<p>Falkirk Great Place Partnership SRPS SOLD Partnership FC – Children's Services Voluntary groups</p>	<p>Over and above the work that we are undertaking in terms of audience development through the Great Place project, we need to explore further our strategies for engaging new and diverse audiences across FCT's overall heritage offer.</p>

<p>e.g. the impact of slavery and war on local prosperity</p> <p>Create spaces in non-heritage buildings for exhibitions and workshops</p>		<p>We have upgraded the corridor gallery space at FTH and have worked with a range of third sector, public and community organisations to help them display and promote artwork created through their projects.</p>
Venues and Assets		
<p>Invest in venues</p> <p>Focus FCT resources and direct provision of programmes and services on those heritage venues with greatest income generation potential and highest profile outside the area:</p> <ul style="list-style-type: none"> • Callendar House and Park • Hippodrome 	FCT heritage	<p>Venue Development Plans have been created for all Cultural Venues</p> <p>We have redeveloped and rebranded the Drawing Room to deliver an affordable and attractive public and conference Afternoon Tea offer.</p> <p>We have redeveloped the second floor office to create the Queen's Room, a high quality meeting space.</p> <p>We made an application to Creative Scotland Screen Fund for £68k to upgrade projection and sound at the Hippodrome (awaiting decision)</p>
<p>SRPS to undertake site improvements to enhance visitor experience</p>	SRPS	
<p>Develop venues with local significance through facilitating community involvement:</p> <ul style="list-style-type: none"> • Kinneil Museum • Falkirk Steeple • Callendar House 	<p>FCT heritage FCT libraries FLHS FoK</p>	<p>The Archives now has seven volunteers and the Museum Store has two. Most are young graduates including a book conservator.</p> <p>The 130th Birthday of Grangemouth library event involved collaboration between <i>archives</i>, <i>libraries</i> and the local community and included research, digitisation of photographs and video for their celebrations.</p> <p>Libraries programmed and delivered Falkirk's third Local History Festival. Eight volunteers were recruited and inducted and with the support of the Archives Team were shown how to search and use The Archive and how to interpret them to fit themes of communication, industry and work etc.</p>

		<p>Participation in Doors Open Day 14th and 15th September allowed the public an insight into Falkirk's Heritage Buildings.</p> <p>The Archivist has been very successful in attracting film-makers to the area to cover aspects of the area's heritage:</p> <p>BBC Scotland commissioned a documentary, Falkirk Cowboys, about the BA (British Aluminium) Cowboys, – local filmmakers who made a series of westerns in Callendar Park in the 1970s. Some of which had been stored in the Archive. The film attracted significant media coverage and was screened in July at the Hippodrome. It will be screened on BBC Scotland later in the year.</p> <p>The Archives have also features in the American version of Who Do You Think You Are, The Generation Frame (BBC Scotland) and Britain at Low Tide (Channel 4)</p> <p>In partnership with HES, there were eight open days in 2018-19 with the tours starting at Kinneil Museum which helped generate 4611 visitors to the Museum.</p>
<p>Invest in built and landscape assets.</p> <p>Ensure the maintenance of a valued and well-used built and natural environment:</p> <ul style="list-style-type: none"> • Kelpies • THIs • Antonine Wall World Heritage Site (from 2018 a major HLF-funded project – Rediscovering the Wall – aims to increase public engagement with the monument). • Canals • Parks, including Callendar, Kinneil and Zetland • Greenspaces • Historic buildings 	<p>FCT Scottish Canals HES FC Planning and Environment</p>	<p>In partnership with FCT <i>parks</i> we improved Callendar Park access road, car park and external signage to improve the customer journey through better orientation (completion November 2019).</p> <p>FCT <i>parks</i> led the successful completion of the new Roman-themed play park in Callendar Park which included funding from Falkirk Council, NLHF, FET (and others?)</p> <p>Falkirk Council submitted its Stage 2 application for Zetland Park to the National Lottery Heritage Fund at the end of August. This has been a tremendous partnership between the Council, community and business and a decision is eagerly anticipated just after Christmas.</p> <p>Kinneil Estate (see Kinneil Estate masterplan Update)</p>

<p>Invest in collections and collections spaces</p> <p>The Trust and SRPS maintain and develop their duty of care towards the collections which forms the basis of public museums' public engagement.</p> <p>Invest in collections-housing facilities to ensure they are fit for the purpose of collections care.</p>	<p>FCT SRPS</p>	<p>FCT received a grant of £17,000 to upgrade storage in the Museum Store and increase access to the agriculture, shipping, shipbuilding and transport collections.</p> <p>We received capital to upgrade the windows, doors and security system at the Grangemouth Museum Store ensuring that the building is watertight and secure.</p>
<p>Invest in people</p> <p>Ensure staff in the local heritage sector have high levels of competence in terms of:</p> <ul style="list-style-type: none"> • Knowledge • Skills • Contextual awareness • Values • Adaptability • Vision • Leadership 	<p>FCT <i>heritage</i> SRPS Voluntary groups</p>	<p>The team has received training on object handling, asbestos training and World Host customer service training.</p> <p>The Archives team aided the Kinneil Hidden Heritage project, utilising the first-hand experiences and knowledge of the more senior volunteers to document their stories via oral history projects.</p>
<p>Careers in the Modern Producer Economy – develop an industry taster experience targeting under-represented groups, with a focus on encouraging girls and young women to pursue careers in industry</p>	<p>Falkirk Great Place Partnership</p>	<p>This strand of the Great Place project is being integrated across all the key Great Place projects.</p>
<p>Encourage local people as volunteers – either working for public bodies, or as volunteers in community-based work – to gain competence in these same aptitudes.</p>	<p>Falkirk Great Place Partnership SRPS <i>FCT Heritage</i></p>	<p>We engaged a number of volunteers during Gladiators: A Cemetery of Secrets who welcomed visitors to Callendar House and supported the visitor experience of the exhibition.</p> <p>20 volunteers assisted with Hippiest 2019.</p> <p>Six volunteers regularly assist in the Archives, one at the Museum Store.</p>
<p>FCT to focus on three key development needs:</p> <ul style="list-style-type: none"> • commercial, business development • community development work • museums and archives collections management. 	<p>FCT <i>heritage</i></p>	<p>We continued to develop the commercial offer at Callendar House Tearoom, Conferencing and Retail through Income Development Group</p> <p>We will focus on options for developing the heritage programme within Callendar House by refreshing displays and revisiting the customer journey</p> <p>We will continue with the digitisation</p>

		<p>programme in Archives and Collections to allow online access to the public</p> <p>Falkirk Archives won a Business Archive Council Award, securing funding for the cataloguing and digitising Falkirk Football Club's Collection.</p>
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3. Conclusion

- 3.1 Each of these plans aims to support the delivery of the vision and objectives of Inspiring Active Lives, a Culture and Sport Strategy for Falkirk 2014-24; the Kinneil Masterplan has a ten year lifespan and the Arts Delivery Plan, the Library Development Plan and the Physical Activity and Wellbeing Plan cover five years.
- 3.2 Each plan aims to improve collaboration across a range of partners and stakeholders to increase and broaden participation in culture and sport and to help secure recognition for the Falkirk area as a vibrant place. By looking back at each of these plans we can see areas of significant progress:
- Partnership working has resulted in significant investment and site improvements in Kinneil Estate although the primary objective of the Masterplan, the redevelopment of Kinneil House remains a significant challenge;
 - Considerable progress in redefining our libraries as community hubs has been made and, although footfall within libraries (at local and national level) continues to decline, the quality of experience that the Trust and its partners offer in libraries continues to increase;
 - The overarching ambition of the Arts Delivery Plan was the establishment of an Arts Network for the area, to plan together, share knowledge and increase our understanding of the impact that participation in arts activity can have on improving community and individual wellbeing; although it was not possible to set up a network that met the needs of the diverse range of stakeholder in the area, considerable progress has been made in 'sub-networks' and the quality and range of arts provision across the area has grown.
 - Work continues to motivate those who are least active. A targeted approach is being taken including for example working with older people in care homes, incorporating mental health within referral programmes and ensuring children with least means can participate in school holiday programmes.



Lesley O'Hare
Culture and Libraries Manager
7 November 2019

Falkirk Community Trust

Subject: Hallglen Sports Centre Update
Meeting: Falkirk Community Trust Board
Date: 7 November 2019
From: General Manager

1. Introduction

- 1.1 Following the distribution of two 'Briefing Papers' and the most recent verbal update on the expected closure of Hallglen Sports Centre, this report provides an update on the current position.

2. Background

- 2.1 The Board will recall that the heating system within the facility failed in July, however given the external environmental conditions and the fact that the Forth Valley Gymnastics Club (FVGC) had been using the sports hall for some time without heating, the facility continued to be made available to all of its customers
- 2.2 The Council, as the landlord, is responsible for the maintenance of the structural elements of the buildings and plant and expenditure of related items over £10k.
- 2.3 Previous Council notifications have been received advising of the poor condition of the facility with the most recent condition survey noting that over £600k was required to return the facility to an operational position. The main areas of concern were the electrical installations, the roof and the heating system.
- 2.4 The Trust has previously requested financial support from the Council for the backlog of maintenance items that are prevalent across the portfolio of facilities that the Trust operate, on an annual basis, however only £40k was allocated some years ago to repair the heating system that subsequently proved to be inadequate.
- 2.5 The Council has been reviewing its strategic approach to its properties with a report being expected to be considered by its Executive Committee in October of this year. One of its principles however is the need to rationalise its estate, especially when considering the long term future of facilities that are either no longer fit for purpose or well used.

3 Implications of the Building Failure

- 3.1 Hallglen Sports Centre hosted six clubs and attracted 38,467 visits in 2018/19. The failure of this facility was therefore significant in relation to the customers affected.
- 3.2 Only one member of staff operated from this site as over a period of years the Trust had relocated their peripatetic Duty Officer team from this site in the knowledge that the facility was in danger of failing at some point.
- 3.3 The facility operated at a deficit of £86k in 2018/19, which had been expected to increase in 2019/20 given the reduced levels of income being attracted from customers and discounted rates of 25% being granted to the FVGC in recognition of the lack of heating in the sports hall.

4 Current Position

- 4.1 When external temperatures fell to single figures in the first week of October, Trust staff took the decision to close the facility, given the obvious health and well-being implication on any customer using the facility. However this had been an extension from that previously advised to the customers as lower temperatures had been expected towards the end of September.

- 4.2 Staff had initially contacted customers and clubs on the 29th and 30th of August to advise them of the expected closure of the facility at the end of September, which did not allow a lot of time to discuss, agree and arrange for their relocation to other appropriate facilities.
- 4.3 However, despite the challenges in managing this building failure, all but one club have been successfully relocated with the large Cheerleaders group being particularly pleased with their offer of Zetland Park pavilion.
- 4.4 The Trust, nor the Council, were however able to relocate the FVGC given their specific requests and specialist equipment. Similarly, the Club were particularly focussed on saving Hallglen Sports Centre and they proved difficult to engage with during this period of some weeks.
- 4.5 The facility closed after the last session of the FVGC on Saturday the 12th of October and will remain so until a decision is taken by the Council on its longer term future.
- 4.6 The Trust has formally notified the Council of this position and they have arranged to drain down the water systems to avoid frost damage. We await further advice and guidance as to their future intentions. Its previous designation as an emergency rest centre and electoral polling station are currently being reconsidered by the Council.
- 4.7 The FVGC is actively pursuing two potential alternative sites in conjunction with Falkirk Council, however it is understood that a decision on these may be some months off.
- 4.8 Scottish Gymnastics and **sportscotland** have been advised and whilst being sympathetic to the current dilemma faced by all parties, they are unable to assist.
- 4.9 The image and reputation of the Trust has undoubtedly been tarnished and much has been written and posted on social media outlets that was inappropriate given its unfounded and unfair criticism of the Trust. A briefing note was issued on the 8th of October in an attempt to counter this and several messages of complaint have since been responded to.
- 4.10 The Trust has received a communication from a solicitor acting on behalf of FVGC which largely repeated the unfounded and unfair criticism of the Trust and this too has been responded to.

5. Conclusions

- 5.1 Hallglen Sports Centre had been deteriorating over a period of years and without appropriate investment was expected to fail at some point, probably sooner than has actually happened.
- 5.2 Customers have, apart from one Club, been relocated to other facilities, although not all to Trust operated sites.
- 5.3 One member of staff has been temporarily redeployed pending the longer term future of the facility being determined by the Council.
- 5.4 The facility will remain closed until the Council take a decision on its longer term future



Neil Brown
General Manager

Falkirk Community Trust

Subject: Risk Update
Meeting: Falkirk Community Trust Board
Date: 7 November 2019
Author: Policy Development Manager

1. Introduction

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

2. Risk Position

- 2.1 The Senior Management Team regularly review the risks facing the Trust and have identified the following risk areas as being particularly pertinent at this time. Risks are broadly the same as the August report however the finance risk has been adjusted from medium to high.

Risk	Risk Level	Mitigation
Finance There are delays in securing Council agreement to the Trust's investment proposals following the Council's amendment to the report it considered on 26.06.19. This may impact on production of the Business Plan.	High	Work is ongoing with the Council to review the outcome of a community and stakeholder consultation exercise to gauge public opinion on service improvement and (re)design for access to services including culture, sport, community and leisure. The Council have agreed that the Trust submits its business Plan on 6 th January 2020.
Finance Income performance in Q2 is lower than expected and there is a risk that it will not catch up over the next 2 Q's.	High	Maintaining focus on proactive marketing supported by recently introduced expansion of online sales, controlling expenditure, and generating trading income.
Customers/People/Reputation A facility failure leads to the Trust withdrawing services from a building with adverse impact on customers and staff and negative PR.	Medium	Clear messaging and communications to all affected parties and support wherever possible to relocate customers and staff.

3. Recommendation

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

Jane Clark

Jane Clark
 Policy Development Manager

Falkirk Community Trust

Subject: Health, Safety & Risk Update
Meeting: Falkirk Community Trust Board
Date: 7 November 2019
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 2019.

2. Operational Issues and Developments

Operational Update:

- Work continues on the review of our Emergency Action Plans (EAP's) and Normal Operating Procedures (NOP's) with a view to creating generic responses and procedures where possible across our venues. This will allow staff to work between various locations (normally within their main sphere of work eg. Libraries, Sports facilities etc,) with the ability to respond consistently to any situations or incidents that arise. This work is being rolled out across FCT venues and will take some time to complete.
- We are currently reviewing the level and type of qualifications required for our Swimming Pool Lifeguards and Duty Officers at venues that have swimming pools. There have been some changes to the qualifications required for these members of staff, and we are currently assessing the most appropriate qualifications and training needed for them.
- All at the HS&R Group were commended on their input to the forum on an on-going basis, and asked to relay our thanks to all staff for getting through another busy summer season with no major system or staff failures.
- We are currently investigating the possibility of utilising the MYView system for document control and staff training records storage. Our Administration Coordinator Elaine Grainger is leading on this and will consult with appropriate teams on how this may be achieved.

3. The Health, Safety & Risk Group – The most recent meeting of the group took place on 20th Sept 2019 in the Stadium Offices. Several topics and issues were discussed by the group representatives. These included:

- Child Protection and Safeguarding
- Training & Education Courses and Updates
- Training Records Management
- External Agency engagement
- Site Health & Safety Manual review
- Severe Weather Precautions and Actions

4. **Fireworks Event on 5th November** – Preparations are well in hand for our annual fireworks event at Callendar Park. Several meetings have been convened with internal and external partners to ensure a safe and enjoyable event is provided. We have recently held our “table top” exercise in conjunction with the Police and other Emergency Services providers to simulate incidents and potential emergencies and our management of these type of incidents should they occur on the night.
5. **Staff Training & Education** – another 12 staff have been identified to attend Risk Assessment Training for management. These members of staff will then be in a position to train other staff to carry out risk assessments and ensure our consistent and methodical approach to this task is maintained. Additional mental health awareness training is also being organised for front line staff to better equip them to identify mental health issues in the workplace and within our customer base.
6. **Falkirk Council** – We continue to work closely with our colleagues in the Council in our application of HS&R policy and procedures and the adoption of agreed FCT / Council processes across all of our venues. This is essential to ensure we apply best practice and HSE standards to our delivery of services.
7. **Counter Terrorism Exercise** – Our planned Helix Park Counter Terrorism Table Top Exercise took place on the 15th October at Falkirk Stadium. Several organisations were represented – Falkirk Community Trust, Falkirk Council, Scottish Canals, Falkirk Community Stadium Ltd and Police Scotland. Several scenarios were presented to the groups attending and information shared on how we would react collectively to a potential terrorist incident within Helix Park. The learning from the day will be used to inform our staff training sessions and our Emergency Action Plans going forward. This was a very worthwhile exercise and all who attended took part enthusiastically, with Police Scotland being very encouraged by our responses to our prevention, management and recovery from this type of situation.
8. **Tree Survey and Management of Woodland** – Following the very serious incident where a large bough from one of our mature trees in Callendar Park fell on a member of the public, we have commissioned an external tree survey within the Park to try and identify any further potential risks. This survey has highlighted a number of mature trees that require to be removed or pollarded appropriately. The work has recently been tendered for and a successful contractor selected. We have prioritised the trees at risk in the main public thoroughfares within the Park, and the removal, or otherwise, of these will begin within the next couple of weeks. A regular risk assessment will continue to be completed for the most vulnerable trees, and those within the main public walkways, by Park staff. A ten year external survey will also be scheduled as a matter of course. Both of these processes will be documented and recorded for future reference.
9. **Severe Weather Preparation** - All Team Leaders have been reminded to ensure their severe weather incident plans are in place and that all staff are fully up to date with any preparations for severe weather incidents that could occur over the coming months. This will include what to do in the event of a severe weather incident when staff may be unable to attend their normal work location, assistance to clear paths around buildings, salt stocks, communication with line managers, emergency contact

numbers, service delivery priorities etc. All staff also have access to a Severe Weather Plan document available on the Trust's shared drive.

10. Performance

10.1 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 Aug'19 – Sept'19 (incl) there have been a total of 7 accidents involving staff reported for these months. All were of a minor nature and did not involve any loss of time at work. This equates to 1.75% of the workforce who have been involved in an accident at work during August and Sept.'19.

Customer Accidents

- From Aug-Sept 2019 (incl.) there have been a total of 43 reported accidents to customers across all sites. This equates to approx. 1 in every 12,594 approx. customers (0.008%) who have had a reported accident when using our services in August and Sept. The majority of these accidents occur at our busy Sport & Recreation facilities as well as the Outdoor venues such as Helix and our other Parks.

See Appendix 1 for breakdown.

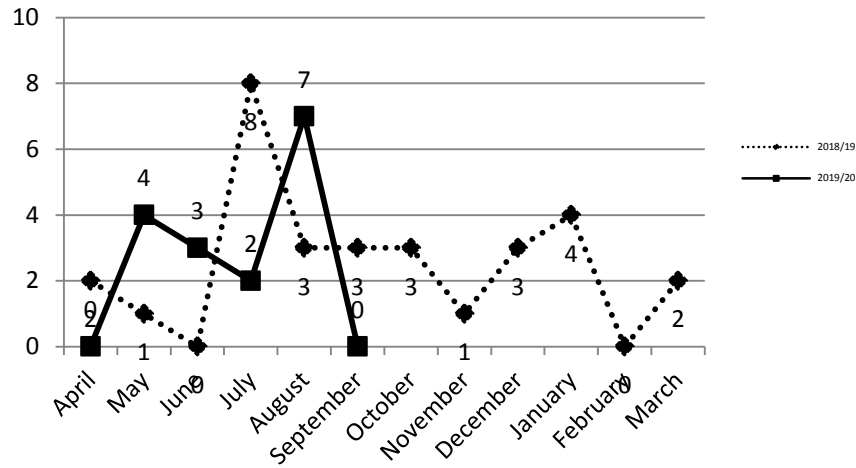
11. Conclusion

- 11.1 The Board will be pleased to note that there have been no reported major accidents or incidents during this period. All other accidents and incidents were of a minor nature and continue to be dealt with in an effective and efficient manner by our trained staff.

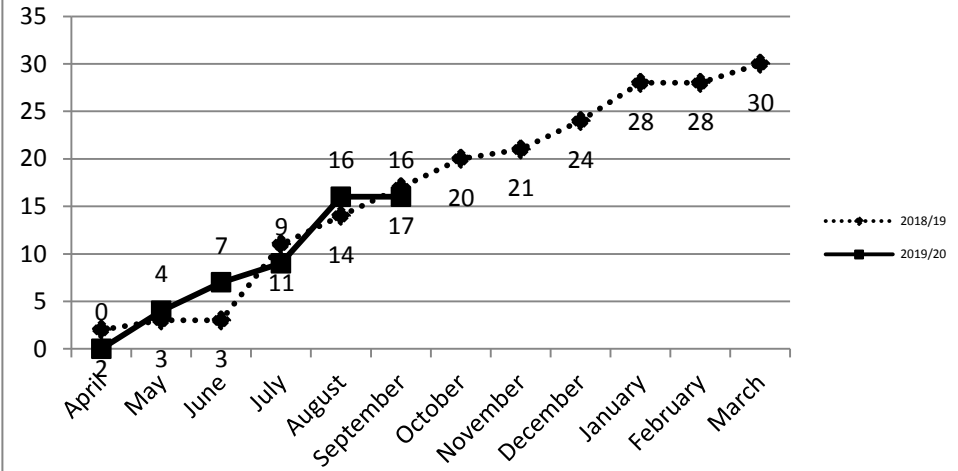


Paul Finnie
Sport & Recreation Manager

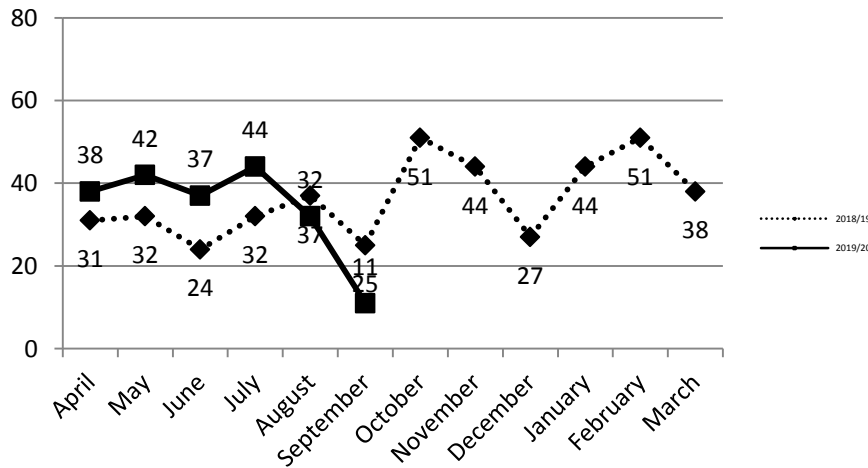
Accidents involving members of Staff



Cumulative Accidents involving members of Staff



Accidents involving Customers



Cumulative Accidents involving Customers

