

# Falkirk Community Trust

## Board Meeting 5<sup>th</sup> March 2020 9.30am Queen's Room, Callendar House

### AGENDA

	AGENDA Part 1: Items	Purpose
1	Minute of Meeting held on 7 November 2019	Approval
2	Matters Arising	Information
3	Projected Financial Outturn 2019/20 <i>Report by Chief Finance Officer, Falkirk Council</i>	Information
4	Feedback from Falkirk Council on the Business Plan <i>Report by Chief Executive</i>	Discussion
5	Action Plan 2020 /21 <i>Report by Policy Development Manager</i>	Approval
6	Arts Centre Update <i>Report by Culture &amp; Libraries Manager</i>	Information
7	Mariner Centre Development Update <i>Report by Business Development Manager</i>	Information
8	Strategic Risk Update <i>Report by Policy Development Manager</i>	Information
9	Health, Safety & Risk Update <i>Report by Sport &amp; Recreation Manager</i>	Information
10	Any Other Business	
	Date of Next Meeting: 28 <sup>th</sup> May 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
11	Stenhousemuir Gym Extension Update <i>Report by General Manager</i>	Decision
12	Minute of Special Board Meeting 18 <sup>th</sup> December 2019	Approval
13	Minute of Audit & Performance Sub Group 21 November 2019	Information
14	Unapproved Minute of Falkirk Community Trading Ltd 25 November 2019	Information
15	Unapproved Minute of People Sub Group 8 January 2020	Information
16	Unapproved Minute of Audit & Performance Sub Group 13 February 2020	Information
17	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 **7<sup>th</sup> November 2019** at 09.30am. David White (DW) chaired the meeting throughout.

No members of the public attended.

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

**Apologies:** Cllr Niall Coleman (NC)

**In Attendance:** Maureen Campbell (MC); Neil Brown (NB); Paul Finnie (PF); Lesley O'Hare (LoH); Susie Crawford (SC); Jane Clark (JaC); Margaret Smith (MS).

No.	Agenda Item	Agreement / Action	Due Date	Who
		<b>Agenda Part 1: Business Items</b>		
	Welcome	DW welcomed Directors to the meeting and drew attention to the importance of agenda items 3 & 10.		
1	Minute of Meeting	The minute of the meeting held on 29 <sup>th</sup> August 2019 was approved.		
2	Matters Arising	<u>2018/19 Annual Report</u> The Board noted the Report has been published and distributed and CATs schools were included. <u>Mariner Leisure Centre and Stenhousemuir Gym equipment purchase</u> The Board noted that this item is included on the Agenda.		
3	Projected Financial Outturn 2019/20	MS presented the projected outturn based on actual performance to end of September 2019. The Board noted that although income is up by 15% on the same period as last year at this point the projected position is a deficit of £675,000 on charitable activities. This is mainly due to projected income being lower than budgeted targets including within trading activity. The Board noted that the Management Team has taken corrective action and put in place a number of expenditure controls to ensure a better position by March 2020. The Board discussed the following factors: <ul style="list-style-type: none"> <li>• The context of income target setting as an alternative to service reduction;</li> <li>• Unrealistic cuts to budget in the context of no reduction in services all of which is out of the Board's control;</li> <li>• Recurrence of underachievement of income targets each year building up which is a structural issue over which the Trust must negotiate a long term solution;</li> <li>• Concerns that controls on expenditure are unsustainable and may have a negative impact on the business.</li> </ul> The Board noted the projected year end financial position for 2019/20 and supported the control measures being put in place by the Chief Executive.		

No.	Agenda Item	Agreement / Action	Due Date	Who
4	Delivery Plans: Progress Update	<p>LoH presented highlights of the following plans;</p> <ul style="list-style-type: none"> <li>• Kinneil Masterplan</li> <li>• The Arts Delivery Plan</li> <li>• The Library Development Plan</li> <li>• The Heritage Delivery Plan</li> <li>• The Physical Activity and Wellbeing Plan.</li> </ul> <p>The Board welcomed the positive progress and examples of increased partnership work securing better outcomes for the Falkirk area. The Board recognised the time constraints of community and voluntary sectors to engage in partnership work and flagged the potential for widening physical activity partnerships to embrace more active travel opportunities.</p>		
5	Hallglen Sports Centre Update	<p>NB updated on actions taken at Hallglen Sports Centre. The Board noted that the Trust closed the venue on 12<sup>th</sup> October when temperatures fell to single figures; that all affected parties had been contacted; that all except one group had found alternative venues; that the member of staff affected was now permanently re-located; that the Council has mothballed the site; that the decision on the future of the venue rests entirely with the Council.</p> <p>The Board welcomed the focus that staff had given to customers and discussed lessons that could be learned around giving greater visibility to the role of the Council in the asset management process.</p>		
6	Risk Update	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; income generation not meeting budget targets; and potential impact of the poor condition of some facilities.		
7	Health & Safety Update	PF provided an operational update of the work of the Health, Safety & Risk Group. The Board noted the recent Fireworks event in Callendar Park had been very successful and PF advised that there had been no health & safety incidents. A recent Counter Terrorism exercise based on the Helix had been attended by the Trust and other partners and the Board noted that learning will be used in Emergency Action Plans going forward. The Board noted that tree works will be taking place in Callendar Park over the next 12 months and records of all surveys and tree maintenance are kept.		
8	AOCB	Nil		

**Agenda Item 2**

**Falkirk Community Trust**  
**Matters Arising**  
**Board Meeting: 5 March 2020**

**Special Meeting 18 December 2019**

Item	Action	By Whom	Update
	<u>Business Plan 2020/21</u> Business Plan 2020/21 approved for submission to the Council.	MC	Business Plan submitted on 6.01.20 and considered by the Council at their meeting on 22.01.20. Board considered feedback and approved revised submission on 14.02.20. Council to consider Business Plan at meeting on 26.02.20

**Meeting 7 November 2020**

Item	Action	By Whom	Update
9	<u>Grangemouth Golf Club</u> Liaise with the Club and the Council to seek a decision by 18 <sup>th</sup> December 2019.	NB	Golf Club have shared their draft business plan and are continuing to plan for taking over operational responsibility for the course from April 2021. Waiting for Council decision on funding for 2020/21 at the Budget meeting on 26 February 2020. Expecting a positive outcome.

**Falkirk Community Trust**

**Subject:** Projected Financial Outturn 2019/20  
**Meeting:** Falkirk Community Trust Board  
**Date:** 5 March 2020  
**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 December 2019. The projected position is a deficit of £332,000 against a budgeted balanced position. This is £343,000 less than the deficit of £675,000 previously reported to Board. This significant reduction to the deficit is mainly as a result of a detailed review of budgets by managers across the Trust which identified areas where savings could be achieved to improve the projected financial position.
- 2.2 Overall the deficit of £332,000 is mainly as a result of projected income being lower than budget by £996,000, partly offset by employee costs underspends of £390,000, supplies and services being lower than budget by £108,000, other costs lower than £90,000, and reduced asset costs totaling £47,000 from lower depreciation charges and gains on vehicle sales.
- 2.3 For the purposes of the Annual Accounts, the provisional deficit of £332,000 combined with the budgeted use of reserves would give a reported position of £495,000 deficit.
- 2.4 It is noted that management action has been undertaken in recognition of the potential projected deficit previously reported to Board. While this positive action has significantly reduced the potential deficit, the scale of the remaining deficit means that there is still a requirement 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 resulting in reduced income at the affected sites.

### **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 £32,000 under budget. This is an improvement of £90,000 since last reported to Board. The overall variance is mainly due underspends on depreciation charges and asset disposal gains due to vehicle disposals, and other costs. These are partly offset by increased property costs and supplies and services.
- 3.3 Parks & Recreation is anticipated to be £100,000 under budget. This is an increased underspend in comparison to the position previously reported to Board and is a movement of £62,000. This is mainly as a result of employee costs across the Division projected to be lower than budget by £79,000 mainly due to vacancies. There is also an underspend on supplies and services of £24,000. Income is overall higher than budget by £11,000 primarily due to the positive performance of Outdoor Activities. This is partly offset by increased property costs of £12,000.
- 3.4 Libraries is projected to be £78,000 under budget. This is a further increase of £59,000 to the underspend previously reported to Board. The underspend is mainly as a result of employee underspends of £35,000 anticipated due to vacancies. Supplies and service are lower than budget by £62,000 following the detailed review of expenditure by management, including a reduction in the book fund expenditure. These underspends are partly offset by library income projected to be lower than budget by £16,000.
- 3.5 Arts is anticipated to be £102,000 over budget. This is an increase of £7,000 on the overspend previously reported. Income continues to fall short of the budgeted targets that have been set and overall is projected lower than budget by £70,000 primarily due to a shortfall at FTH. In addition to this, employee costs are anticipated to be higher than budget by £29,000. Supplies and services are projected to be higher than budget by £35,000, mainly as a result of costs of the new online booking system which is directly linked to income generation. This is partly offset by underspends on property costs of £25,000 and other costs of £6,000.
- 3.6 Heritage is projected to be £34,000 under budget. This is a further underspend of £10,000 in comparison to previously reported. This is mainly as a result of employee spend being lower than budget due to vacancies, and reduced spend on supplies and services. Income is also slightly higher than budget.
- 3.7 Sports and Fitness is anticipated to be £336,000 over budget. In comparison to the position previously reported to Board, the overspend has reduced by £106,000. This movement is as a result of improvements to employee cost projections of £31,000, reduced costs of £94,000 resulting from the savings identified by the management review of budgets, partly offset by further reductions to income projections of £19,000. The overall variance is primarily as a result of income being significantly below the budgeted target with a projected shortfall of £734,000

currently anticipated which is fully detailed in Appendix 3. There is a budget realignment exercise underway which will review these income budgets with an aim of having more realistic income targets set for 2020/21. The income shortfalls are partly offset by employee expenditure projected lower than budget by £274,000 as a result of vacancies across the division. In addition to this, supplies and services are lower than budget by £102,000 and property costs are lower than budget by £16,000.

- 3.8 Helix is projecting an underspend of £22,000. This is an improvement of £33,000 in comparison to the overspend previously anticipated. This underspend is mainly as a result of savings on property costs.
- 3.9 A summary of 2019/20 income is detailed at Appendix 3. Operational income achieved for the period to December 2019 is 19% higher than the same period in 2018/19 with an additional £723,000 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. There is a budget review exercise ongoing to identify areas where budgets require to be realigned.

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

- 4.1 The Trading Company's budgeted surplus is £623,000 for 2019/20 which is budgeted for as charitable donation income in the Trust accounts. A projected reduced donation of £415,000 is reflected in the figures shown in this report. However, due to the timing of preparing figures for both Boards, the position reported to the Trading Board on 3 March 2020 has reflected a further deterioration on the surplus with £390,000 reported. 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 also be noted that provisional indications from January – February suggest that the surplus of £390,000 is highly likely to reduce further. This is primarily due to actual income being lower than had been anticipated for within the projections.

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

- 5.1 Appendix 4 details the provisional Trust Balance Sheet. As at 31 December 2019 the bank balance was £3.1m and the net assets were £1.8m. The creditors balance of £2.8m 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 £1.2m, representing £0.2m of restricted funds and £1.0m 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. The reserve balance used to fund the gym equipment purchase has been shown as an earmarked reserve to fund the future depreciation charges over the life of the assets. This position assumes a policy of earmarking reserves to fund the ongoing depreciation costs of fixed asset purchases. A comprehensive formal policy in this regard is being developed for approval at the next Board following agreement by external audit.

- 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 £399,000.

## **7. Conclusions**

- 7.1 A strong continued focus on income growth is delivering results. In year action to reduce expenditure has improved the anticipated year end position from that reported to the last board meeting. However, the continuing uncertainty over future service payment funding coupled with ongoing work on the Council Strategic Property Review is impacting on effective financial forward planning. The Joint Working Group is working on a forward plan to deliver the required reduction in the service payment and it is essential that a robust way forward on this is reached quickly.

## **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 : 31st December 2019

	Annual Budget £'000	Actual to Date £'000	Projected Outturn £'000	Variance (Fav)/Unfav £'000	Previous Variance £'000
Business Administration	2,041	1,099	2,010	(32)	59
Parks & Recreation	1,478	840	1,378	(100)	(37)
Libraries	2,506	1,747	2,428	(78)	(19)
Arts	1,012	725	1,115	102	95
Heritage	572	333	538	(35)	(25)
Sports & Fitness	2,935	2,430	3,271	336	442
Helix	700	605	678	(22)	12
Restricted Funds	146	345	109	(38)	-
Projects	238	134	238	-	-
<b>Net Expenditure</b>	<b>11,629</b>	<b>8,258</b>	<b>11,764</b>	<b>135</b>	<b>527</b>
<b>Financed By :-</b>					
Management Fee	(10,853)	(8,140)	(10,853)	-	-
Other Council Income	-	-	-	-	-
Charitable Donation	(623)	-	(415)	208	159
Earmarked Reserves	(153)	-	(163)	(11)	(11)
<b>Net Income</b>	<b>(11,629)</b>	<b>(8,140)</b>	<b>(11,432)</b>	<b>197</b>	<b>148</b>
<b>(Surplus) / Deficit</b>	<b>-</b>	<b>118</b>	<b>332</b>	<b>332</b>	<b>675</b>
<b>Add: (Surplus) as at 1 April 2019</b>			<b>(1,544)</b>		
<b>Transfer (to) / from Reserves</b>			<b>163</b>		
<b>(Surplus) as at 31st December 2019</b>			<b>(1,049)</b>		

# Divisional Forecast & Movement Report

2019/2020

Appendix 2



<----- From Period 1 to 9 ----->

<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 08</u>	<u>Movement</u>
<b><u>Business Administration</u></b>							
946,179	10 - Employee Expenses	1,147,600	634,029	1,140,790	(6,810)	(8,600)	1,790
2,437	20 - Property Expenses	152,410	18,807	191,310	38,900	34,000	4,900
1,470	30 - Transport Expenses	11,310	0	0	(11,310)	0	(11,310)
500,406	40 - Supplies & Services	557,750	458,311	615,770	58,020	82,900	(24,880)
41	50 - Third Party Payments	60,650	13	0	(60,650)	(15,790)	(44,860)
89,740	65 - Support Services	89,740	67,305	89,740	0	0	0
35,481	68 - Capital Costs	93,690	0	46,290	(47,400)	(34,000)	(13,400)
<b>1,575,754</b>	<b>Gross Expenditure</b>	<b>2,113,150</b>	<b>1,178,465</b>	<b>2,083,900</b>	<b>(29,250)</b>	<b>58,510</b>	<b>(87,760)</b>
(79,717)	70 - Income	(71,800)	(79,792)	(74,200)	(2,400)	0	(2,400)
<b>1,496,037</b>	<b>Net Expenditure</b>	<b>2,041,350</b>	<b>1,098,673</b>	<b>2,009,700</b>	<b>(31,650)</b>	<b>58,510</b>	<b>(90,160)</b>
<b><u>Parks &amp; Recreation</u></b>							
935,311	10 - Employee Expenses	1,007,050	694,759	927,510	(79,540)	(52,200)	(27,340)
247,151	20 - Property Expenses	331,020	131,857	343,340	12,320	550	11,770
133,206	30 - Transport Expenses	127,730	102,116	130,070	2,340	1,210	1,130
211,199	40 - Supplies & Services	265,930	193,755	242,380	(23,550)	25,180	(48,730)
(1,931)	50 - Third Party Payments	0	236	100	100	0	100
114,320	65 - Support Services	114,320	85,740	114,320	0	0	0
<b>1,639,254</b>	<b>Gross Expenditure</b>	<b>1,846,050</b>	<b>1,208,463</b>	<b>1,757,720</b>	<b>(88,330)</b>	<b>(25,260)</b>	<b>(63,070)</b>
(341,833)	70 - Income	(368,220)	(367,998)	(379,620)	(11,400)	(12,000)	600
<b>1,297,421</b>	<b>Net Expenditure</b>	<b>1,477,830</b>	<b>840,465</b>	<b>1,378,100</b>	<b>(99,730)</b>	<b>(37,260)</b>	<b>(62,470)</b>
<b><u>Libraries</u></b>							
1,553,580	10 - Employee Expenses	1,662,880	1,226,288	1,627,880	(35,000)	(29,000)	(6,000)
270,181	20 - Property Expenses	263,180	166,944	264,480	1,300	0	1,300
8,741	30 - Transport Expenses	7,310	6,677	8,710	1,400	0	1,400
479,410	40 - Supplies & Services	515,740	286,596	453,790	(61,950)	0	(61,950)
152,420	65 - Support Services	152,420	114,315	152,420	0	0	0
<b>2,464,332</b>	<b>Gross Expenditure</b>	<b>2,601,530</b>	<b>1,800,819</b>	<b>2,507,280</b>	<b>(94,250)</b>	<b>(29,000)</b>	<b>(65,250)</b>
(88,916)	70 - Income	(95,670)	(54,184)	(79,670)	16,000	10,000	6,000
<b>2,375,416</b>	<b>Net Expenditure</b>	<b>2,505,860</b>	<b>1,746,635</b>	<b>2,427,610</b>	<b>(78,250)</b>	<b>(19,000)</b>	<b>(59,250)</b>
<b><u>Arts</u></b>							
1,040,867	10 - Employee Expenses	1,040,670	790,956	1,070,050	29,380	33,900	(4,520)
101,451	20 - Property Expenses	114,800	68,567	88,910	(25,890)	0	(25,890)
0	30 - Transport Expenses	230	0	30	(200)	0	(200)
479,541	40 - Supplies & Services	381,320	342,445	415,940	34,620	(18,460)	53,080
0	50 - Third Party Payments	5,830	0	0	(5,830)	0	(5,830)
53,350	65 - Support Services	53,350	40,013	53,350	0	0	0
<b>1,675,209</b>	<b>Gross Expenditure</b>	<b>1,596,200</b>	<b>1,241,981</b>	<b>1,628,280</b>	<b>32,080</b>	<b>15,440</b>	<b>16,640</b>
(501,400)	70 - Income	(583,890)	(516,815)	(513,660)	70,230	80,000	(9,770)
<b>1,173,808</b>	<b>Net Expenditure</b>	<b>1,012,310</b>	<b>725,166</b>	<b>1,114,620</b>	<b>102,310</b>	<b>95,440</b>	<b>6,870</b>
<b><u>Heritage</u></b>							
230,479	10 - Employee Expenses	210,700	151,063	202,150	(8,550)	(6,900)	(1,650)
186,601	20 - Property Expenses	236,710	111,733	234,380	(2,330)	(1,970)	(360)
0	30 - Transport Expenses	530	0	0	(530)	0	(530)
141,935	40 - Supplies & Services	104,130	63,944	91,660	(12,470)	(4,980)	(7,490)
53,350	65 - Support Services	53,350	40,013	53,350	0	0	0
<b>612,366</b>	<b>Gross Expenditure</b>	<b>605,420</b>	<b>366,752</b>	<b>581,540</b>	<b>(23,880)</b>	<b>(13,850)</b>	<b>(10,030)</b>
(59,706)	70 - Income	(33,220)	(34,017)	(43,860)	(10,640)	(11,000)	360
<b>552,660</b>	<b>Net Expenditure</b>	<b>572,200</b>	<b>332,735</b>	<b>537,680</b>	<b>(34,520)</b>	<b>(24,850)</b>	<b>(9,670)</b>

# Divisional Forecast & Movement Report

2019/2020

Appendix 2



<----- From Period 1 to 9 ----->

<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 08</u>	<u>Movement</u>
<b><u>Sports &amp; Fitness</u></b>							
5,140,262	10 - Employee Expenses	5,517,820	3,956,890	5,243,610	(274,210)	(242,850)	(31,360)
1,007,060	20 - Property Expenses	1,060,510	668,879	1,044,330	(16,180)	0	(16,180)
17,976	30 - Transport Expenses	22,430	13,373	17,240	(5,190)	(250)	(4,940)
1,049,247	40 - Supplies & Services	1,077,900	716,029	975,620	(102,280)	(29,600)	(72,680)
15,000	50 - Third Party Payments	2,500	10,900	2,500	0	0	0
342,960	65 - Support Services	342,960	257,220	342,960	0	0	0
<b>7,572,505</b>	<b>Gross Expenditure</b>	<b>8,024,120</b>	<b>5,623,291</b>	<b>7,626,260</b>	<b>(397,860)</b>	<b>(272,700)</b>	<b>(125,160)</b>
(3,921,035)	70 - Income	(5,088,770)	(3,193,414)	(4,354,870)	733,900	714,900	19,000
<b>3,651,470</b>	<b>Net Expenditure</b>	<b>2,935,350</b>	<b>2,429,877</b>	<b>3,271,390</b>	<b>336,040</b>	<b>442,200</b>	<b>(106,160)</b>
<b><u>Helix</u></b>							
682,801	10 - Employee Expenses	714,370	560,665	710,360	(4,010)	(5,300)	1,290
123,191	20 - Property Expenses	139,310	88,471	117,310	(22,000)	0	(22,000)
15,660	30 - Transport Expenses	16,120	16,625	16,120	0	0	0
321,100	40 - Supplies & Services	269,200	316,946	270,070	870	10,500	(9,630)
(3,500)	50 - Third Party Payments	0	(5,000)	0	0	0	0
<b>1,139,252</b>	<b>Gross Expenditure</b>	<b>1,139,000</b>	<b>977,708</b>	<b>1,113,860</b>	<b>(25,140)</b>	<b>5,200</b>	<b>(30,340)</b>
(418,266)	70 - Income	(439,000)	(372,722)	(435,400)	3,600	6,600	(3,000)
<b>720,986</b>	<b>Net Expenditure</b>	<b>700,000</b>	<b>604,986</b>	<b>678,460</b>	<b>(21,540)</b>	<b>11,800</b>	<b>(33,340)</b>
<b><u>Restricted Funds</u></b>							
487,764	10 - Employee Expenses	577,400	424,529	565,900	(11,500)	0	(11,500)
451	30 - Transport Expenses	1,060	94	260	(800)	0	(800)
469,382	40 - Supplies & Services	42,270	578,034	40,770	(1,500)	0	(1,500)
86,789	50 - Third Party Payments	(31,270)	(234,985)	(55,270)	(24,000)	0	(24,000)
<b>1,044,386</b>	<b>Gross Expenditure</b>	<b>589,460</b>	<b>767,673</b>	<b>551,660</b>	<b>(37,800)</b>	<b>0</b>	<b>(37,800)</b>
(903,113)	70 - Income	(443,010)	(422,635)	(443,010)	0	0	0
<b>141,274</b>	<b>Net Expenditure</b>	<b>146,450</b>	<b>345,038</b>	<b>108,650</b>	<b>(37,800)</b>	<b>0</b>	<b>(37,800)</b>
<b><u>Projects</u></b>							
483,171	40 - Supplies & Services	237,600	134,035	237,600	0	0	0
<b>483,171</b>	<b>Gross Expenditure</b>	<b>237,600</b>	<b>134,035</b>	<b>237,600</b>	<b>0</b>	<b>0</b>	<b>0</b>
(477,706)	70 - Income	(152,520)	0	(163,020)	(10,500)	(10,500)	0
<b>5,465</b>	<b>Net Expenditure</b>	<b>85,080</b>	<b>134,035</b>	<b>74,580</b>	<b>(10,500)</b>	<b>(10,500)</b>	<b>0</b>
<b><u>Management Fee</u></b>							
(10,951,480)	70 - Income	(10,853,450)	(8,140,088)	(10,853,450)	0	0	0
<b>(10,951,480)</b>	<b>Net Expenditure</b>	<b>(10,853,450)</b>	<b>(8,140,088)</b>	<b>(10,853,450)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Charitable Donations</u></b>							
(349,521)	70 - Income	(622,980)	0	(415,280)	207,700	158,800	48,900
<b>(349,521)</b>	<b>Net Expenditure</b>	<b>(622,980)</b>	<b>0</b>	<b>(415,280)</b>	<b>207,700</b>	<b>158,800</b>	<b>48,900</b>
<b>113,536</b>	<b>CHARITY TOTAL</b>	<b>0</b>	<b>117,521</b>	<b>332,060</b>	<b>332,060</b>	<b>675,140</b>	<b>(343,080)</b>

Facility	Current Year Income v Previous Year Income				Budget v Actual			
	Apr 18 to Dec 18 £'000	Apr 19 to Dec 19 £'000	Increase/ (Decrease) £'000	Increase/ (Decrease) %	Annual Budget £'000	Projected Actual £'000	Increase/ (Decrease) £'000	Increase/ (Decrease) %
<b>Business Administration</b>								
Other Income	55	80	25	46 %	72	74	2	3 %
<b>Total : Business Administration</b>	<b>55</b>	<b>80</b>	<b>25</b>	<b>46 %</b>	<b>72</b>	<b>74</b>	<b>2</b>	<b>3 %</b>
<b>Parks &amp; Recreation</b>								
Grangemouth Golf Course	151	163	12	8 %	188	168	(20)	(11)%
Parks	27	55	28	101 %	78	59	(20)	(25)%
Outdoor Activities	60	101	41	69 %	51	96	45	88 %
Other Town Halls	42	45	3	6 %	51	57	6	12 %
<b>Total : Parks &amp; Recreation</b>	<b>287</b>	<b>368</b>	<b>81</b>	<b>28 %</b>	<b>368</b>	<b>380</b>	<b>11</b>	<b>3 %</b>
<b>Libraries</b>	<b>62</b>	<b>54</b>	<b>(8)</b>	<b>(13)%</b>	<b>96</b>	<b>80</b>	<b>(16)</b>	<b>(17)%</b>
<b>Arts</b>								
Falkirk Town Hall	91	212	121	133 %	363	267	(97)	(27)%
Falkirk Town Hall - Advance Shows	124	141	16	13 %	0	0	0	0 %
Hippodrome	102	115	13	13 %	163	170	7	4 %
Other Arts Income	33	49	16	49 %	58	77	19	33 %
<b>Total : Arts</b>	<b>350</b>	<b>517</b>	<b>166</b>	<b>47 %</b>	<b>584</b>	<b>514</b>	<b>(70)</b>	<b>(12)%</b>
<b>Heritage</b>	<b>50</b>	<b>34</b>	<b>(15)</b>	<b>(31)%</b>	<b>33</b>	<b>44</b>	<b>11</b>	<b>32 %</b>
<b>Sports &amp; Fitness</b>								
Grangemouth Complex	422	412	(10)	(2)%	726	576	(150)	(21)%
Mariner Centre	319	538	219	69 %	983	736	(247)	(25)%
Bo'ness Recreation Centre	128	129	1	1 %	255	181	(74)	(29)%
Grangemouth Health & Fitness	436	449	12	3 %	600	601	1	0 %
Mariner Health & Fitness	165	197	31	19 %	334	284	(50)	(15)%
Bo'ness Health & Fitness	137	154	17	12 %	210	210	0	0 %
Stenhousemuir Health & Fitness	325	356	31	10 %	490	495	5	1 %
Grangemouth Stadium	122	129	7	6 %	168	158	(10)	(6)%
Schools - Community Use	285	241	(43)	(15)%	484	349	(135)	(28)%
Neighbourhood Centres	146	185	39	27 %	307	244	(62)	(20)%
Outdoor Amenities	34	31	(3)	(9)%	70	31	(39)	(55)%
Polmonthill Ski Slope	79	70	(9)	(11)%	112	107	(5)	(4)%
Sports Development	79	105	26	32 %	120	148	28	24 %
Active Forth	104	177	74	71 %	230	234	4	2 %
<b>Total : Sports &amp; Fitness</b>	<b>2,780</b>	<b>3,193</b>	<b>413</b>	<b>15 %</b>	<b>5,089</b>	<b>4,355</b>	<b>(734)</b>	<b>(14)%</b>
<b>Helix</b>	<b>312</b>	<b>373</b>	<b>61</b>	<b>19 %</b>	<b>439</b>	<b>435</b>	<b>(4)</b>	<b>(1)%</b>
<b>Sub Total : Operational Income</b>	<b>3,896</b>	<b>4,619</b>	<b>723</b>	<b>19 %</b>	<b>6,681</b>	<b>5,881</b>	<b>(799)</b>	<b>(12)%</b>
<b>Restricted Funds</b>	<b>494</b>	<b>423</b>	<b>(71)</b>	<b>(14)%</b>	<b>443</b>	<b>443</b>	<b>0</b>	<b>0 %</b>
<b>Projects - Incl Reserve Transfers</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0 %</b>	<b>153</b>	<b>163</b>	<b>11</b>	<b>7 %</b>
<b>Management Fee</b>	<b>8,168</b>	<b>8,140</b>	<b>(28)</b>	<b>0 %</b>	<b>10,853</b>	<b>10,853</b>	<b>0</b>	<b>0 %</b>
<b>Charitable Donation</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0 %</b>	<b>623</b>	<b>415</b>	<b>(208)</b>	<b>(33)%</b>
<b>TOTAL INCOME</b>	<b>12,558</b>	<b>13,182</b>	<b>623</b>	<b>5 %</b>	<b>18,753</b>	<b>17,756</b>	<b>(996)</b>	<b>(5)%</b>

**Appendix 4**

<b>FALKIRK COMMUNITY TRUST - 2019/20</b> <b>BUDGETARY CONTROL STATEMENT</b>
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<b>Falkirk Community Trust - Balance Sheet</b>
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<b>Period ended 31st December 2019</b>
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	Mar 2019 £'000	Dec 2019 £'000	Projected Mar 2020 £'000
<b>Fixed Assets</b>			
Tangible Assets	263	265	543
<b>Current Assets</b>			
Stocks	108	108	100
Debtors	732	1,165	400
Bank	2,171	3,100	1,578
	<u>3,011</u>	<u>4,373</u>	<u>2,078</u>
<b>Current Liabilities</b>			
Creditors	<u>1,488</u>	<u>2,882</u>	<u>1,400</u>
<b>Net Current Liabilities</b>	1,523	1,491	678
<b>Net Assets</b>	<u><u>1,786</u></u>	<u><u>1,756</u></u>	<u><u>1,221</u></u>
<b>Unrestricted Funds</b>			
Unrestricted Fund	775	745	399
Voluntary Severance	206	206	-
Helix AMP	177	177	252
Approved Projects	386	386	48
Depreciation Reserve	<u>280</u>	<u>280</u>	<u>280</u>
	<u>1,544</u>	<u>1,514</u>	<u>979</u>
<b>Restricted Funds</b>			
Grant Funding	242	242	242
Helix Funding	<u>242</u>	<u>242</u>	<u>242</u>
<b>Total Funds</b>	<u><u>1,786</u></u>	<u><u>1,756</u></u>	<u><u>1,221</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	
<b>Unrestricted Funds</b>						
Unrestricted Reserve	775	(565)	318	(129)	399	See Note 1
Voluntary Severance	206			(206)	-	See Note 2
Helix - AMP	177		85	(10)	252	
Income Growth Projects	386			(338)	48	See Note 2
Depreciation Reserve	-		350	(70)	280	See Note 3
<b>Total Unrestricted Funds</b>	<b>1,544</b>	<b>(565)</b>	<b>753</b>	<b>(753)</b>	<b>979</b>	See Note 4
<b>Restricted Funds</b>						
Grant Reserve	242				242	
Helix	-		-	-	-	
<b>Total Restricted Funds</b>	<b>242</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>242</b>	
<b>Total Funds</b>	<b>1,786</b>	<b>(565)</b>	<b>753</b>	<b>(753)</b>	<b>1,221</b>	

**Note 1**

Surplus / (Deficit) calculation:

Per Report at Appendix 1	(332)	
Remove: Depreciation Charge	(70)	Reflecting 19/20 in year depreciation charge
Remove: Reserves Funding	(163)	
Projected Surplus / (Deficit) for the year	<u>(565)</u>	

**Note 2**

Investment Spend Projects	(238)	
Transfer to assist funding Mariner gym equipment:		
Voluntary Severance Reserve	(206)	
Income Growth Projects - Helix	(100)	
	<u>(544)</u>	

**Note 3**

Depreciation Reserve		
Capitalised Purchases Reserve Funded	350	
Less 19/20 Depreciation Charge	(70)	
Closing Depreciation Reserve	<u>280</u>	

**Note 4**

Reconciliation to appendix 1 - Unrestricted fund closing balance		
Unrestricted fund as per Appendix 1	1,049	
Less in year 19/20 Depreciation Charge	(70)	
Unrestricted fund as per Appendix 5	<u>979</u>	

**Falkirk Community Trust**

**Subject:** Action Plan 2020-2021  
**Meeting:** Falkirk Community Trust Board  
**Date:** 5 March 2020  
**Author:** Policy Development Manager

**1. Introduction**

- 1.1 This report seeks the Board's approval of the Trusts' Annual Action Plan for 2020-2021. The Plan is attached.

**2. Background**

- 2.1 The Action Plan for 2020-2021 is the second of five annual Action Plans that stem from the Trust's Business Strategy 2019-2024.
- 2.2 In line with the Business Strategy the format of the Action Plan set out to align actions to the Trust's six business priorities of:
- Planning and Working Together
  - Encouraging Health & Wellbeing
  - Raising Image & Profile
  - Generating Income
  - Creating Business Efficiency
  - Developing People
- 2.3 The Plan contains 41 actions. They cover high level or Trust wide tasks and the Plan does not include all the regular operational activity that delivers our core services.

**3. Action Plan 2020-2021**

- 3.1 The Action Plan reflects the business planning direction outlined in the report on the Business Plan from the Chief Executive which was considered at the December Board meeting and in subsequent communications to the Board following consultation with the Council. The plan is based on an identified £373,000 of deliverable savings along with a contribution of £100,000 from the Trust's reserves towards the savings plan.
- 3.2 The Action Plan also sets out the capital programme which was reported in November, with £508,000 of capital allocation for essential areas of spend will deliver projects at:
- Museum Workshop
  - Falkirk Library
  - Callendar House
  - Mariner Leisure Centre
  - Gyms at Stenhousemuir and Mariner Centre

- 3.3 As drafted the Plan enables our continued management of the Golf Course for the year ahead, in the expectation that management will transfer to the Golf Club by March 2021.
- 3.4 A significant area of work in 2020/21 will be collaboration to take forward plans for a new Arts Centre in order to retain and strengthen the area's cultural offer. In addition to business growth through the Mariner and Stenhousemuir gyms referenced in 3.2 above we will be planning for the development of new growth at Grangemouth Sports Complex. We also plan to eliminate subsidy at Polmont Sports Centre.
- 3.5 A section on monitoring and evaluation contains results for 2019/20 up to the end of December and this will be updated at the financial year end. Targets for 2020/21 are set out based on the more detailed performance reports provided to the Audit & Performance Group, however are indicative until year end performance results have been fully analysed.
- 3.6 The section on risk is a high level summary of the strategic risk position as reported elsewhere on the agenda.

#### **4. Implementation**

- 4.1 The approved Action Plan will be published on the Trust's website in April.
- 4.2 It has been shared in draft form with all Team Leaders to help guide the development of Unit Operating Plans for the year ahead.
- 4.3 The Senior Management Team use the Action Plan to regularly assess and review deployment of resources against the actions listed. The first review in 2020/21 will take place in April.

#### **5. Conclusion**

- 5.1 The Annual Action Plan sets out how the Trust will deliver its business for the coming year. It is derived from the Business Strategy and business planning considerations of the Trust Board and contains high level budget and resource information; a suite of strategic / corporate tasks aligned to business priorities; monitoring and evaluation performance measures and targets; and a risk summary.
- 5.2 It provides a direction for business planning across all Trust teams and a framework for reviewing performance.

#### **6. Recommendation**

- 6.1 The Board is asked to approve the Annual Action Plan 2020-2021.**

*Jane Clark*

Jane Clark  
Policy Development Manager





Falkirk Community Trust

# Annual Action Plan

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2020-2021



## **INTRODUCTION**



This document is the second of five action plans that flow from our Business Strategy 2019-24. The Strategy is one of growth, with our response to financial challenges being to seek efficiencies wherever possible and increase income.

Business growth projects are gathering momentum and in 2019/20 we opened an expanded new gym space at the Mariner Centre encompassing a cinema scale immersive spinning experience, the first studio of its kind in Scotland. For customers with long-term medical conditions or those who are not catered for with traditional high energy kit we opened the new Shapemaster Hub, and a second studio allows the expansion of the already popular Mariner fitness class programme.

Our investment at the Mariner Centre has been a partnership with Falkirk Council and joint work with the Council during 2020/21 will continue to take forward projects at Stenhousemuir Gym and Grangemouth Sports Complex. In 2020 we will be introducing a new initiative at Polmont Sports Centre, following on from the success of revitalising a similar neighbourhood centre at Carron, which is expected to eliminate subsidy at this venue.

Frustratingly a Joint Working Group of Council and Trust Board representatives was unable to secure support for the framework to develop the 5 year savings and investment plan. This limited our scope to present savings in 2020/21, however the Board did reluctantly approve a package of savings totalling £1.25m. In consideration with the Council this has been reduced to £373k plus £100k from reserves.

A further constraint for forward planning is the delayed progress of the Council's Strategic Property Review. However a plan of work to

bring this to a conclusion is in hand. We expect that a five year plan for savings and investment in culture and sport will be developed over 2020.

There is continued uncertainty over the development of suitable replacement of Falkirk Town Hall. We will continue to work closely with the Council, their advisors and the arts community to build and present a case for a strong cultural facility for the area.

Community engagement and capacity building to encourage groups to do more by themselves remains a key focus for the plan. Work with local gymnastics clubs to manage the Carron Gymnastics Centre has been fruitful, however taking on service delivery is a big 'ask' for volunteer groups that takes considerable time to achieve results. We are pleased that the Council are minded to continue to fund us to manage the Golf Course for a further year while the Club completes its business planning ahead of anticipated takeover by the end of March 2021

As a local charity we are committed to delivering high quality services to local communities and every pound spent in Trust venues is reinvested for the benefit of healthy and active communities in the Falkirk area - a message that we must continue to try to reinforce in all our communications during the year ahead.

*Maureen Campbell*

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

## **THE SCOPE OF THE ACTION PLAN**

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

## **FIVE-YEAR BUSINESS STRATEGY 2019-2024**

Our aim is that by 2024:

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

Three strategic objectives provide the focus for our work:

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

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

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

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

*Being efficient, effective and operating with reducing means*

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

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

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

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

## **PRIORITIES**

The Action Plan is structured under the six strategic priorities that will guide our work and the tasks that we need to focus on:

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

## **ASSETS and RESOURCES**

As at December 2019 we have 501 contracted employees (186 full-time and 315 part-time). This is a small increase in numbers from December 2018 and includes staff associated with externally funded fixed term projects such as Great Place.

We manage over 80 sites across the Falkirk Council area. Managing and caring for buildings, natural resources, equipment and collections in a well-planned and sustainable way is the bedrock for delivering our services. Our Asset Management Plan 2013-2019 set out our approach to managing and maintaining these assets on behalf of Falkirk Council. Responsibility for capital investment rests with the Council as landlord and the Trust is able to bid to their capital programme for capital project funding. At the time of writing the Council is conducting a strategic review of all its property assets, the results of which are expected to significantly influence future plans.

## **FINANCIAL PLAN**

Our strategy of increasing income and reducing reliance on funding from Falkirk Council continues to be successful with a year on year reduction in the percentage of income that comes from the Council - down from 69% in 2012/13 to 53% in 2019/20. With a continuous growth in income, **19% increase** in the past year, our financial strategy of growth is performing positively. We have reviewed the operation and contribution of the Trading Company to the Charity and will continue to monitor performance in 2020/21 to ensure contribution continues to flow.

The Council's Medium Term Financial Plan identifies a reduction in funding for the Trust of £5.65m over 5 years. In order to meet this level of reduction, our financial strategy going forward is to look to

business growth investment in income generating facilities in order to protect valuable services where customer income is not possible. However new proposals to increase investment take time to realise and it is increasingly likely that savings will need to be made through some service reductions.

Discussion with the Council through the Joint Working Group has identified the following deliverable savings in 2020/21:

- Continued reduction in public subsidy across all sites through closely managing expenditure and increasing customer income;
- Increases to fees and charges where appropriate;
- Savings attributable to the loss of service at Hallglen Sports Centre;
- Removal of the public subsidy at Polmont Sports Centre;
- Reduction in the library book fund;
- Amended opening hours at Grangemouth Stadium Café.

The above amounts to a saving of £373,000. In addition the Board has agreed to include a contribution of £100k from the Trusts reserves. Whilst not a desirable approach, the reserves level would remain within the level identified as appropriate in the Reserves Policy.

This sum falls short of the Council target for the year. However it is hoped that the intended overall savings will be achieved over 5 years. We will work jointly with the Council through 2020 as a priority action to identify options for inclusion in a 5 year savings & investment plan. This presents an opportunity to bring our Business Strategy, the Strategic Property Review outcomes and Local Community Planning together and creates a stronger mechanism for joint working with the Council.

## DRAFT FEBRUARY 2020: ANNUAL ACTION PLAN 2020-2021

### BUDGET

We currently (February 2020) envisage budget movement between 2019/20 and 2020/21 as outlined below, which includes for a pay award of 3% in 2020/21. It includes for the use of reserves within the savings plan and for the continued operation of Grangemouth Golf Course in 2020/21. The Board has agreed not to include any new income targets as the focus for 2020/21 is to close the gap between budgeted income and actual income.

Table 1: Budget

Budget Heading	2019-20 £'000	2020-21 £'000
Employee Expenses	12,742	13,004
Property Expenses	2,344	2,398
Transport Expenses	187	191
Supplies & Services	4,350	4,119
Third Party Payments	661	655
Support Services	806	806
Capital Costs	94	94
<b>Total Expenditure</b>	<b>21,184</b>	<b>21,267</b>
Service Payment	10,853	10,896
Other Income	10,178	10,356
Contribution from Reserves	153	15
<b>Total Income</b>	<b>21,184</b>	<b>21,267</b>
<b>Savings included</b>		<b>473</b>

### FEES and CHARGES

The Trust is a charitable company and it is important that we are able to continue to fully meet our charitable purposes. A key principle is to ensure delivery of affordable and discounted prices that support those least able to pay and the 'Go Card' concessionary scheme has proved successful. The Trust currently

offers a range of concessionary discounts on its services from between 30% to 75% although services such as parks, libraries and museums are available to all on a free basis. However there is evidence to suggest that offering services free of charge for activities that traditionally attract a charge have proved ineffective in securing desired outcomes.

Charges have been considered from a marketing perspective and inflationary increases applied only where appropriate e.g. when benchmarked with others, to reduce the potential risk of a reduction in participation.

Changes to the Trust's Health & Fitness charges in 2020/21 include standard membership charges increased by £1 per month reflecting a range of gym improvements, including the major refurbishment at the Mariner Centre and a small increase to the charge for casual fitness class use bringing it in line with casual gym use. Other Health & Fitness charges remain frozen.

Given the need to maximise income levels in 2019/20 we brought forward the introduction of a range of revised prices from April to January implementation, and anticipate doing so again in January 2021.

In 2020/21 we intend to increase the opportunity for customers to pay by direct debit and drive the growth of monthly pass sales related to several sport and leisure services.

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



## DRAFT FEBRUARY 2020: ANNUAL ACTION PLAN 2020-2021

### ACTION PLAN

The Action Plan 2020-2021 is the second of 5 annual plans for delivering our Business Strategy 2019-2024 and is structured under each of our six business priorities. It sets out actions that follow on from the first plan but has been updated to reflect current priorities and opportunities. The Action Plan does not include regular operational activity to deliver our core services.

Table 2: Annual Action Plan 2020-2021

	Actions	Context	Outputs
<b>Priority Focus: Planning and Working Together</b>			
1	Participate in partnership strategic planning.	<ul style="list-style-type: none"> <li>• More effective partnership and efficiencies from joint planning are being sought across the public sector.</li> <li>• The Trust is actively influencing and informing Community Planning, Locality Planning and supporting the Council to deliver the outcomes of a Strategic Property Review.</li> <li>• Completion of the Council's Strategic Property Review is required to enable the Trust to effectively plan for the future.</li> </ul>	<ul style="list-style-type: none"> <li>- Contribution is made to the development of Locality Plans.</li> <li>- Contribution is made to the Community Planning Improvement Group.</li> <li>- Contribution is made through the Council's Corporate Asset Management Group and Capital Planning Working Group to support Strategic Property Review outcomes.</li> </ul>
2	Monitor the Culture and Sport Strategy.	<ul style="list-style-type: none"> <li>• <i>Inspiring Active Lives</i> is an overarching 10 year Strategy being delivered through a series of sector specific partnership Delivery Plans.</li> <li>• We need to ensure that we have appropriate monitoring and evaluation in place and that output contributes to the areas Single Outcome Local Delivery (SOLD) Plan which is under review.</li> </ul>	<ul style="list-style-type: none"> <li>- Delivery Plan progress is reported to stakeholders in 2020.</li> <li>- Positive contribution is made to area wide objectives.</li> </ul>
3	Work with the Council and cultural organisations to identify a way forward for a new arts venue for the area.	<ul style="list-style-type: none"> <li>• Falkirk Council envisages a new Civic HQ and Arts Centre with a distinct cultural offer as critical to re-animating the town centre and is seeking developer proposals to accommodate offices, arts space and library within the town centre.</li> <li>• We are working with the Council to look at cultural regeneration as a driver for encouraging investment and repurposing of the town centre. In 2019 we jointly commissioned a feasibility study that developed an initial business case for a new arts and cultural space in the town centre.</li> </ul>	<ul style="list-style-type: none"> <li>- A robust business case is developed and funding secured.</li> </ul>



## DRAFT FEBRUARY 2020: ANNUAL ACTION PLAN 2020-2021

	Actions	Context	Outputs
4	Develop and implement a Stakeholder Communication Plan.	<ul style="list-style-type: none"> <li>Stakeholders, such as Falkirk Council, are vital to our work. Effective communication ensures that we optimise the potential to maximise the contribution we make to each other's work.</li> <li>As we implement our Business Strategy in response to significantly reduced funding we require a high degree of communication across a wide range of stakeholder interest groups including all culture and sport groups and individual customers.</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder Communications work well.</li> <li>Stakeholders are informed about our business plans.</li> <li>Channels of two way communication are established and managed.</li> </ul>
5	Communicate widely with key customer groups to engage in developing new business approaches.	<ul style="list-style-type: none"> <li>Our approach to dealing with significant reduction in public funding seeks a much greater role for local groups with joint collaboration in service delivery.</li> <li>We need to communicate effectively with the wider community about what support we are looking for and how they can get involved.</li> </ul>	<ul style="list-style-type: none"> <li>Communications inform local people of progress in taking forward our business plan approach.</li> <li>A high level customer survey in 2020 provides an evidence base for forward planning.</li> </ul>
6	Develop and deliver a community engagement programme to generate increased involvement of community organisations in service delivery.	<ul style="list-style-type: none"> <li>We need to spread responsibility and involvement in culture and sport services across a greater number of charitable and community organisations.</li> <li>Good collaborative engagement work and capacity building is critical to success. Following an ongoing period of engagement the Steeple will transfer to Falkirk Local History Society in spring 2020. Positive dialogue with Grangemouth Golf Course is ongoing to develop their business plan and we expect that the course will transfer to a community organisation by end of March 2021.</li> <li>Further opportunities for community asset transfer exist at other community focussed venues, particularly the Snowsports Centre where users are becoming more active in its development.</li> </ul>	<ul style="list-style-type: none"> <li>Our capacity and resources to deliver this action is reviewed.</li> <li>New levels of community involvement in service delivery are achieved.</li> <li>Gymnastics Clubs grow their role in the programming of Carron Gymnastics Centre.</li> <li>Falkirk Local History Society open the Steeple as a volunteer managed heritage centre.</li> <li>Grangemouth Golf Club is supported towards management of the golf course.</li> </ul>

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	Actions	Context	Outputs
7	Deliver the HLF-funded Great Place Programme: <i>Falkirk – landscape, industry and work</i>	<ul style="list-style-type: none"> <li>Falkirk's Great Place programme 2018-21 provides a framework for grassroots heritage development across the area.</li> <li>The programme identifies heritage as a tool to support general wellbeing, place-making and a sense of identity as well as encouraging active contribution to stewarding the future.</li> <li>Contribution from the local voluntary sector is actively sought.</li> </ul>	<ul style="list-style-type: none"> <li>Year 2 of the Great Place programme is delivered including the establishment of a Heritage Network and the development of a digital framework for Falkirk's Stories.</li> <li>A legacy plan is in place post year 2.</li> </ul>
8	Deliver Kinneil Estate Masterplan.	<ul style="list-style-type: none"> <li>The Estate's built and natural heritage mixed offer requires an integrated approach to planning and projects will be developed and appropriately packaged to attract potential external funding. A strong local community of interest is contributing to the oversight and delivery of a number of agreed projects through the Advisory Group.</li> <li>A feasibility study for the development of Kinneil House provided a sound concept for creating this as the critical project and will be revisited in 2020. To date it has not been possible for the key players, Falkirk Council and Historic Environment Scotland to prioritise resource to take this forward.</li> <li>Following consultation and design work in 2019 the Trust's focus continues on securing funding for a 'Hidden Heritage Trail' which is a project that includes play elements and is intended to help visitors explore the many hidden gems within the Estate.</li> </ul>	<ul style="list-style-type: none"> <li>Advisory Group oversees priority projects.</li> <li>Funding bids continue to be explored for agreed projects.</li> <li>Funding Strategy for Kinneil House, critical project, continues to be explored by the Council and HES.</li> </ul>
9	Develop, with partners, a Development of Sport Plan for the area.	<ul style="list-style-type: none"> <li>There are a large number of sporting groups and interests in the area as well as us – many regional and local clubs, national governing bodies and <b>Sportscotland</b>.</li> </ul>	<ul style="list-style-type: none"> <li>Draft Development of Sport Plan is prepared by August 2020.</li> <li>2 sports hubs are thriving and attract new participants.</li> </ul>

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	Actions	Context	Outputs
		<ul style="list-style-type: none"> <li>This Plan will seek to address the priorities of all these interests and consider how collectively we minimise duplication of effort, work together to develop our skill base and increase participation in sport at all levels.</li> <li>Reflecting the above we have introduced a Sports Hub approach at Camelon and Grangemouth and are working to generate active members. A third sports hub will be developed in 2020 based on lessons learned.</li> </ul>	<ul style="list-style-type: none"> <li>An options appraisal identifies future Hubs or an alternative approach.</li> </ul>
10	Optimise Trust operated assets in conjunction with Falkirk Council.	<ul style="list-style-type: none"> <li>Our 5 year Business Strategy seeks to optimise the use of our venues through a number of actions undertaken in conjunction with Falkirk Council to inform long term decision making and enable investment planning through a costed plan.</li> <li>We have identified estimated backlog maintenance costs of c£2m per annum over a 5 year period, required to help return key facilities to an appropriate condition and we have submitted bids to the Council for capital investment.</li> <li>Meantime we are operating maintenance on an essential repairs only basis and with Falkirk Council we are monitoring effectiveness and costs.</li> </ul>	<ul style="list-style-type: none"> <li>Forward investment decisions are made by March 2021.</li> <li>Performance of the repairs and maintenance service continues to improve.</li> </ul>
11	Implement 2020/21 Council capital funded projects and plan 2021/22 investment proposals.	<ul style="list-style-type: none"> <li>We have identified 5 essential areas of spend for the capital allocation of £508,000 to meet the Council's criteria of considering bids of 'inescapable high priority' and support our 5 year Business Strategy.</li> <li>We want to make best possible use of the 2021/22 allocation of £508,000 and develop proposals that support our Asset Management Plan.</li> </ul>	<ul style="list-style-type: none"> <li>5 capital projects are delivered at: <ul style="list-style-type: none"> <li>Museum Workshop</li> <li>Falkirk Library</li> <li>Callendar House</li> <li>Mariner Leisure Centre</li> <li>Gyms at Stenhousemuir and Mariner Centre</li> </ul> </li> <li>2021/22 proposals are identified by June 2020.</li> </ul>

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	Actions	Context	Outputs
<b>Priority Focus: Encouraging Health &amp; Wellbeing</b>			
12	Deliver, with partners, a Physical Activity & Wellbeing Plan for the area.	<ul style="list-style-type: none"> <li>This plan aims to increase levels of participation in entry level physical activity and wellbeing programmes, with a particular focus on those who do not currently participate and those for whom the health benefits of participation will be greatest.</li> <li>The Plan has a key contribution to outcome 4 of Strategic Outcomes Local Delivery Plan (SOLD), particularly to encourage and enable the inactive to be more active. During 2018/19/20 we developed closer operational working with NHS Forth Valley including improved pathways and services through GP referrals.</li> <li>Discussions were held with the IJB in 19/20 to identify potential for collaborative work.</li> </ul>	<ul style="list-style-type: none"> <li>- Year 2020 action plan implemented with a partner action group monitoring performance.</li> <li>- Shared areas of focus are agreed with IJB.</li> </ul>
13	Focus business growth activity on key customer groups.	<ul style="list-style-type: none"> <li>The SOLD highlights the need to encourage and enable people to stay active throughout life whatever their ability. Our key customer groups of families and older people remain priorities for focus and we want to work widely with partners to communicate motivational messages effectively.</li> <li>We introduced Shapemaster as part of the gym refurbishment at the Mariner Centre which is specifically designed to introduce the less active to exercise. Feedback from real people has been incorporated into marketing campaigns to highlight the benefits of participation.</li> <li>The Active Forth referral programme is growing and we received national recognition for strong evidence based practice. We will continue to work closely with health and social care services to extend the range of services offered and to seek funding to enhance the programme further.</li> <li>The 45-65 age range has been identified as a significant focus for us to support the health agenda. Being active and establishing regular</li> </ul>	<ul style="list-style-type: none"> <li>- Integrated marketing of programme for families through 'Family Friendly Falkirk' initiative.</li> <li>- Appealing and motivational messages are delivered in tandem with partners in a variety of settings.</li> <li>- Usage and referrals to Active Forth is increased.</li> <li>- Use of MOSAIC helps target appropriate segments.</li> <li>- The Go Card supports those on Universal Credit.</li> </ul>

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		participation in life enhancing activities will help to support the next	
	Actions	Context	Outputs
		<p>generation of older people to live healthier more active and independent lives.</p> <ul style="list-style-type: none"> <li>• With the introduction of Universal Credit we will ensure that the Go Card continues to support those least able to pay.</li> </ul>	
14	Deliver an integrated sports development and active schools programme.	<ul style="list-style-type: none"> <li>• Through our Sports Development and Active Schools teams we work across a number of target sports delivering programmes that support young people to progress in sport and as citizens and we aim to get better at supporting young people to progress into the many sports clubs in the area.</li> <li>• We continue to develop strong relationships with local clubs. With the creation of the new Carron Gymnastics Centre an agreed gymnastics programme is in place with local clubs, to provide a pathway of activities for anyone between 18 months and 80 years to participate in and develop. A 5 year agreement to work in partnership to develop and deliver gymnastics is in place.</li> <li>• The Active Schools programme has made good progress in delivering targeted opportunities for at risk groups, such as through the Holiday Hunger programme delivered in partnership with Falkirk Council to support <i>Fairer Falkirk – Our Poverty Strategy</i>. Working with others we aim to increase our focus on appropriately targeted groups.</li> <li>• The Aquatics Plan 2019-21 has adopted a fully inclusive approach to the delivery of all our aquatics based programmes, it recognises the valuable social, health and economic benefits that the aquatics</li> </ul>	<ul style="list-style-type: none"> <li>- 5 core sports programmes are developed in swimming, basketball, badminton, tennis and gymnastics.</li> <li>- Participation in Active Schools by children living in poverty is increased.</li> <li>- Aquatics Plan is reviewed and revised for 2021 -23.</li> <li>- Income targets are achieved.</li> </ul>

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		<p>'industry' can bring. The plan sets out priorities and outcomes, gives our team focus and ensures consistency across all our areas of delivery.</p>	
	<b>Actions</b>	<b>Context</b>	<b>Outputs</b>
15	<p>Focus our cultural programme to contribute to community wellbeing.</p>	<ul style="list-style-type: none"> <li>• Strategic plans highlight the need to encourage and enable people to stay active throughout life whatever their ability and cultural participation offers life enhancing benefits. Our key customer groups of families and older people remain priorities for focus and we want to work widely with partners to communicate motivational messages effectively.</li> <li>• We will deliver a cultural programme with clear and measurable community and individual wellbeing benefits.</li> </ul>	<ul style="list-style-type: none"> <li>- Integrated marketing of programme for families through 'Family Friendly Falkirk' initiative.</li> <li>- A library evaluation framework measures the impact of libraries as community hubs.</li> <li>- Feedback process for community choir and drama participants, and Archive volunteers is established.</li> </ul>

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		<ul style="list-style-type: none"> <li>Just some examples of cultural programmes that make a great contribution to wellbeing include Care Words project working with people with dementia, Bounce &amp; Tickle programme for pre-schools in libraries, community choir, drama groups and afternoon dances.</li> </ul>	
16	Develop Libraries as community hubs.	<ul style="list-style-type: none"> <li>Library usage is falling nationally but the rate of decline is slowing; there are powerful national lobbies and arguments in favour of libraries.</li> <li>The Library Development Plan considers how to make our libraries more relevant, more connected, more animated and how to address the 'value gap' and we are doing this through a community hub approach.</li> <li>We have incorporated a wider range of community services in libraries in Bo'ness and Falkirk. In Falkirk, Bonnybridge and Larbert, we continue to work with the Council to explore co-location of Council Services.</li> <li>Libraries deliver accessible services that support vulnerable groups and can offer free life enhancing services that improve wellbeing particularly for people living in poverty. We need to improve the monitoring and evaluation of this.</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of the impact of libraries for those in greatest need is generated.</li> <li>Co-location of services continues to be explored.</li> <li>A library evaluation framework measures the impact of libraries as community hubs including the impact of shared services.</li> </ul>
	<b>Actions</b>	<b>Context</b>	<b>Outputs</b>
17	Deliver a management and forward development plan for Callendar Park in conjunction with relevant partners.	<ul style="list-style-type: none"> <li>A visitor destination as well as superb community resource, the Park is a heritage asset both in its own right and as the surrounding to Callendar House.</li> <li>This plan promotes sustainable management and strategic master planning across the entire asset. We identified upgrading of play</li> </ul>	<ul style="list-style-type: none"> <li>Year 2 of a 3 year forestry programme is delivered.</li> <li>The management plan is reviewed and may include a stronger connection with the House and its place in the</li> </ul>

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		<p>infrastructure as a priority and opened a fully refurbished Castle Callendar play area in 2019.</p> <ul style="list-style-type: none"> <li>We have been planning a programme of forestry works for some time with funding support from the Forestry Commission, which commenced in 2019. A reorganisation of the car park improved the customer journey.</li> </ul>	Park.
18	<p>Deliver a management and forward development plan for Muiravonside Country Park with partners as appropriate.</p>	<ul style="list-style-type: none"> <li>This plan guides maintenance and management going forward and builds on a number of successful externally funded projects. Our focus is on development as a destination for families through increasing programmed activity and modest site development.</li> <li>Popular with families and for walking, this large rural site is in need of investment to ensure it continues to be attractive for people to be more active as well as engaged in planning park improvements, outdoor activities and environmental learning. However income generation remains challenging.</li> <li>The Action Group charity who have been operating the Café have had their funding withdrawn and we have had to review the operating hours.</li> </ul>	<ul style="list-style-type: none"> <li>- Prioritised projects and funding bids are identified.</li> <li>- Charging for those who wish to use the main car park is continued.</li> <li>- Reduced opening times for the Café are introduced from April 2020.</li> <li>- The management plan is reviewed.</li> </ul>
	Actions	Context	Outputs
<b>Priority Focus: Raising Image &amp; Profile</b>			
19	<p>Make a greater contribution to area visitor and tourism</p>	<ul style="list-style-type: none"> <li>We want to strengthen partnerships to achieve greater collective value to raise the profile of Falkirk as a destination, contribute to destination</li> </ul>	<ul style="list-style-type: none"> <li>- Cross organisation marketing activity.</li> <li>- Proactive approach to signposting visitors to venues</li> </ul>



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	development.	<p>marketing and increase understanding of national trends.</p> <ul style="list-style-type: none"> <li>• Callendar House was awarded 4* in 2019 and with the 5* Visitor Centre at the Helix they, along with our other 4* star attractions and the Falkirk Wheel, are a focus for visitors particularly those from out with the area and international visitors, and this is a key opportunity to connect visitors to the wider Falkirk area.</li> <li>• We need to ensure that the visitor journey is as accessible as possible for all visitors, especially throughout the period of planned infrastructure works through the TIF project.</li> </ul>	<p>across the area is evident.</p> <ul style="list-style-type: none"> <li>- Increased accessible tourism collateral is created.</li> </ul>
20	Prepare, with partners, a forward development plan for the Helix.	<ul style="list-style-type: none"> <li>• There are a number of opportunities, some already identified, for future phases of the development and we have commenced forward planning with the project partners, initially some enhancement works have been implemented through the TIF scheme.</li> </ul>	<ul style="list-style-type: none"> <li>- Scope of work and activity required to continue forward development agreed.</li> </ul>
21	Raise the profile of linear tourism and heritage routes through delivery of two HLF-funded projects: Great Place Programme: <i>Falkirk – landscape, industry and work</i> and Rediscovering the Antonine Wall	<ul style="list-style-type: none"> <li>• The Falkirk area has the longest stretch of the Antonine Wall running from Bo'ness in the east to Rough Castle in the west; we will contribute to the national 'Rediscovering the Antonine Wall' programme as well promoting the key sites along our section of the Wall.</li> <li>• Our Great Place programme, Falkirk – landscape, industry and work, aims to use the area's linear routes (paths, canals, railways, rivers) to encourage local people and visitors to explore the area's heritage assets.</li> </ul>	<ul style="list-style-type: none"> <li>- The delivery of year 2 of Rediscovering the Antonine Wall is supported by us.</li> <li>- Work continues on developing a new heritage trail to link the area's key heritage assets.</li> <li>- A legacy plan is in place post year 2.</li> </ul>
	<b>Actions</b>	<b>Context</b>	<b>Outputs</b>

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22	Plan for the Year of <i>Scotland's Coasts and Waters</i> (2020) and the Year of <i>Scotland's Stories</i> (2022).	<ul style="list-style-type: none"> <li>We want to ensure a link between local and national promotional priorities (2019-22) and make the connection with the key achievements in the area's industrial past and present.</li> <li>The fifth of the Themed Years promoted by EventScotland presents an opportunity to use the Helix and Kelpies to promote a programme, working with Scottish Canals and other partners, exploring the Forth &amp; Clyde canals, river Carron, and estuary.</li> <li>Falkirk's Great Place programme includes an element to celebrate Year of <i>Scotland's Coasts and Waters</i> in 2020.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver a festival event to celebrate the Year of <i>Scotland's Coasts and Waters</i> in 2020.</li> <li>Plans are developed and a funding bid is made to EventScotland for 2022 Year of <i>Scotland's Stories</i>.</li> </ul>
23	Implement an Events Strategy.	<ul style="list-style-type: none"> <li>We support a diverse programme of events. The events may be at community, local or national level and some are of international significance.</li> <li>We have been very successful in attracting support from EventScotland however we still need to maximise our capacity to attract, host and benefit from events, bring clearer focus to our events approach and help prioritise investment and work going forward.</li> <li>Our 10 year Event Strategy sets the direction for events at The Helix as a principal event venue, as well as the wider events programme and this is supported by a 3 year operating plan.</li> </ul>	<ul style="list-style-type: none"> <li>Strategy is implemented and partners continue to be engaged in delivery.</li> <li>Creative Scotland is attracted to support events in the Falkirk area.</li> </ul>
<b>Priority Focus: Generating Income</b>			
24	Monitor and report on performance of the 5 year Business Strategy.	<ul style="list-style-type: none"> <li>The Business Strategy 2019-2024 anticipates that we will soon be operating with much less funding and from fewer venues. Our approach is to increase the income generating ability of selected venues to reduce or remove their subsidy, thereby enabling funds to protect the equally important but less income-driven services.</li> </ul>	<ul style="list-style-type: none"> <li>Performance reported to the Trust's Audit &amp; Performance Group quarterly.</li> <li>Following the Public Pound reported to Falkirk Council in October 2020.</li> <li>Business Plan and Unit Action Plans regularly and systematically reviewed.</li> </ul>
	<b>Actions</b>	<b>Context</b>	<b>Outputs</b>

## DRAFT FEBRUARY 2020: ANNUAL ACTION PLAN 2020-2021

		<ul style="list-style-type: none"> <li>We need to ensure implementation is managed, progress is reported to our stakeholders and planning for delivery is integrated throughout the organisation.</li> <li>All annual action plans include performance targets which are reviewed regularly by our Board and reported to Falkirk Council.</li> </ul>	<ul style="list-style-type: none"> <li>Business Strategy progress reported annually to the Trust Board.</li> <li>5 year detailed plan for savings and investment in culture &amp; sport is developed jointly with Falkirk Council.</li> </ul>
25	Maintain focus on income and develop new income generating activity.	<ul style="list-style-type: none"> <li>Our Business Strategy identifies the need to find discrete and attractive new income streams. Achieving this requires new ideas across programme, customer service, marketing and investment within the venues.</li> <li>Building on completed business growth projects at the Mariner Centre and Callendar House drawing room, a number of further projects are in development, including at the Helix.</li> <li>We have engaged with external leisure developers to partner with us to roll out major projects. The focus in 20/21 is developing a project at Grangemouth Sports Complex.</li> <li>Successful income generation requires us to have robust review and monitoring systems in place and the ability to be adaptable with programme and marketing interventions</li> </ul>	<ul style="list-style-type: none"> <li>Project feasibility at Grangemouth Sports Complex is developed with developer partner.</li> <li>Mariner Centre refurbishment is completed with new changing accommodation.</li> <li>Business growth initiatives are developed at the Helix.</li> <li>Business case expenditure income targets are robust.</li> </ul>
26	Improve sports venue performance.	<ul style="list-style-type: none"> <li>We have been motivated and encouraged by the increased levels of income that our sports venues have achieved and although we have some way to go to reach the upper half of the ranking for Scottish Statutory returns for cost per admission we are confident in our ability to improve with appropriate investment.</li> </ul>	<ul style="list-style-type: none"> <li>Income targets are achieved.</li> <li>Admissions to sports venues increase.</li> <li>Access to CATS schools is improved, initially at Braes H.S.</li> </ul>
	<b>Actions</b>	<b>Context</b>	<b>Output</b>

## DRAFT FEBRUARY 2020: ANNUAL ACTION PLAN 2020-2021

		<ul style="list-style-type: none"> <li>We have identified potential for increased income across a number of our sports venues where we believe there is capacity to increase usage. The small to medium scale investments made at Bo'ness and Grangemouth Stadium along with efficient work practices have made a very positive start as has the more significant investment at the Mariner Centre to transform this venue which was awarded 4* attraction status early in 2020.</li> <li>Difficulties experienced in operational access arrangements with the school estate has been ongoing as has dialogue with Children's Services and with individual high school head teachers and improvements will commence in 2020 at Braes High School.</li> </ul>	- Usage and programme at the CATS schools grows.
27	Implement a Health & Fitness Plan.	<ul style="list-style-type: none"> <li>We want to ensure that our gyms appeal to as a wide an audience as possible and we are able to provide a comprehensive package of services that motivate people to be more active and improve their health and fitness.</li> <li>We are reviewing our Health &amp; Fitness Plan to ensure that the services offered in our gyms make the best possible contribution to the Physical Activity and Wellbeing Strategy and to the SOLD and to ensure health and wellbeing programmes, particularly aimed at those most in need, are delivering community health benefits.</li> <li>Attracting income through the gyms is essential for our financial viability so Health and Fitness development needs to be competitive to attract paid members and generate income.</li> </ul>	- Health & Fitness Plan is approved in November 2020.

	Actions	Context	Output
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## DRAFT FEBRUARY 2020: ANNUAL ACTION PLAN 2020-2021

28	Develop and grow audiences for the arts.	<ul style="list-style-type: none"> <li>We continue to review and refresh arts programming and the 2018-20 programme was designed and delivered to improve our offer and included our first ever professional pantomime. We will continue working across the local arts sector and with national arts agencies to ensure that the cultural offer in Falkirk fully contributes to creating a vibrant place.</li> <li>Despite investment elsewhere in the venue the building's heating system remains unimproved.</li> <li>The new ticketing system allows us to improve our audience data management and generate new management reports.</li> </ul>	<ul style="list-style-type: none"> <li>The revised programming strategy for FTH continues to be refined including the development of professional pantomime.</li> <li>Income targets are achieved.</li> <li>Audience profile is better understood and informs programme and marketing plans.</li> </ul>
29	Maintain improvement in Trading Company performance.	<ul style="list-style-type: none"> <li>The Trading Company has continued to improve its overall financial performance and we have managed efficiencies to tackle loss making activity.</li> <li>The focus will continue to maximise the performance of the Helix Visitor Centre, improve performance at the Plaza Café, grow the business at Callendar House, improve trading at the Hippodrome and grow the trading offer at the Mariner Centre.</li> <li>Callendar House retail is showing improved performance following a review of operations and product. We will continue to refine our retail strategy and ensure a co-ordinated approach with the Helix Visitor Centre.</li> </ul>	<ul style="list-style-type: none"> <li>The Trading Company makes a net profit that can be passed on to the main charity, or reinvested in trading activity.</li> <li>A retail strategy is implemented.</li> </ul>
30	Implement Fundraising Strategy	<ul style="list-style-type: none"> <li>We want to support our work by generating income from a range of funders, sponsors and donors and have been growing our capacity to do so. We will roll forward our Strategy to 2022 with a continuing shift in focus from capital to programme funds reflecting available grant funding programmes.</li> <li>Although external funding continues to be competitive we had considerable success in 2016-19 period generating fundraising awards totalling circa £1.7m including securing a one-off award of £500,000.</li> </ul>	<ul style="list-style-type: none"> <li>£1.75m of external funds awarded in 2019-22.</li> <li>Including a high value one-off award of between £500,000 and £1m in 2019-22.</li> <li>Level of donations increased.</li> <li>Our strategy for 2022-25 is reviewed.</li> </ul>
<b>Actions</b>		<b>Context</b>	<b>Output</b>

# DRAFT FEBRUARY 2020: ANNUAL ACTION PLAN 2020-2021

Priority Focus: Creating Business Efficiency			
31	Deliver a Marketing Strategy.	<ul style="list-style-type: none"> <li>We have a planned marketing approach across the Trust and have identified areas where niche activity could be developed, as well as geographic areas where market penetration is low.</li> <li>This allows more calculated targeting, robust and systematic planning and supports the development of exciting new product.</li> <li>We have set quite challenging income generation targets and our marketing resource is prioritised to supporting the achievement of these.</li> </ul>	<ul style="list-style-type: none"> <li>Marketing plans developed across the Trust ensure planning is the basis of all activity.</li> <li>Focus on thematic and targeted marketing campaigns continues to increase.</li> <li>Focus on income generating priorities is maintained.</li> </ul>
32	Develop our digital capacity.	<ul style="list-style-type: none"> <li>We need to develop our website, online facilities and social media presence to be effective in both business to audience marketing as well as peer-to-peer marketing and grow reputation with stakeholders. Activity will support digital engagement of customers for consultation purposes.</li> <li>This must also be in tandem with ICT plans as we require adequate infrastructure and capacity to support the ease we are aiming for e.g. online booking and systems identifying cross-service users.</li> <li>We commissioned work to deliver a new website with integrated customer management and point of sales systems. This went live in 2019 and included a replacement arts ticketing system.</li> </ul>	<ul style="list-style-type: none"> <li>Increased engagement through social media platforms continues.</li> <li>Web traffic increases.</li> <li>New customer bases are attracted.</li> <li>Use of online booking increases.</li> <li>Customer profile is better understood.</li> </ul>
33	Implement an ICT Improvement Plan.	<ul style="list-style-type: none"> <li>We are increasing reliance on technology for generating business growth, efficiency and customer retention. As a result we have identified the need to review our IT business continuity arrangements.</li> <li>Scuba, our point of sales system for leisure activities is overdue an update and the developer has slowly been delivering some new modules however we will continue to review the effectiveness of this system.</li> </ul>	<ul style="list-style-type: none"> <li>Business Continuity Plan for IT systems is developed.</li> <li>Improvement is made to the leisure bookings system and other key business systems.</li> <li>New telephony system supports customer service.</li> </ul>
Actions		Context	Output

**DRAFT FEBRUARY 2020: ANNUAL ACTION PLAN 2020-2021**

		<ul style="list-style-type: none"> <li>• We have identified the need for improvements in our customer retention system in the gyms, coach communication system for swimming lessons and trading point of sales and stock management systems.</li> <li>• Our operating system (Windows) requires upgrading to a new version and we moved part of our operations to Windows 2016 early in 2020 with a view to fully transitioning to Microsoft Office / 365 later in the year.</li> <li>• The introduction of mobile and flexible technology was successful and will be further enhanced when we fully upgrade our operating system</li> </ul>	<ul style="list-style-type: none"> <li>- Upgrade to current operating system is implemented and improves business efficiency</li> </ul>
34	Develop an Information Management Plan.	<ul style="list-style-type: none"> <li>• In response to GDPR and to implement best practice we will continue to review how we manage information across the organisation to simplify and consolidate our information assets with better access and better use of information.</li> </ul>	<ul style="list-style-type: none"> <li>- An information asset register is maintained.</li> <li>- Processes for GDPR compliance in our use of personal data are in place.</li> </ul>
35	Ensure support services are delivered effectively, meet our needs and provide a 'value for money' service.	<ul style="list-style-type: none"> <li>• 14 SLAs currently exist to provide our support services from the Council which are due to end in June 2020.</li> <li>• The Trust has an on-going need to ensure best value and demonstrate its independence. In our 10th year since establishment and in line with our 2<sup>nd</sup> Business Strategy we will undertake a review of priority SLAs.</li> </ul>	<ul style="list-style-type: none"> <li>- Performance of short and longer term agreements are monitored and formally reviewed.</li> </ul>
36	Secure Energy Management Savings.	<ul style="list-style-type: none"> <li>• We are a high energy user particularly on many of our large sites. Work to date with the Council on improving our plant and equipment, modernising lighting and pool covers for example has delivered tangible savings. We will continue this work which is becoming more critical as energy costs rise and budgets reduce. Our current focus is the Park Power project to utilise a variety of technologies within parks.</li> </ul>	<ul style="list-style-type: none"> <li>- An agreed plan is in place with partners for the Park Power project.</li> </ul>
	<b>Actions</b>	<b>Context</b>	<b>Outputs</b>

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Priority Focus: Developing People			
37	Deliver the Employee Development Plan.	<ul style="list-style-type: none"> <li>A cross Trust team with support from HR created a new competency framework. We want to use this to enhance our recruitment, the APDS schemes and in day to day management, and plan to continue to roll the framework out in 2020.</li> <li>The competency framework builds on the Trust's values and covers communication; teamwork; problem solving &amp; decision making; new ideas &amp; better ways of working; achievement; development.</li> </ul>	<ul style="list-style-type: none"> <li>Competency framework is utilised in APDS and day to day management.</li> <li>Competency framework supports recruitment.</li> </ul>
38	Improve Employee Communications.	<ul style="list-style-type: none"> <li>Our own employees are one of our most important resources – in terms of the vital work they carry out on a day-to-day basis but also as ambassadors for the work of the Trust within the community. As such, their understanding of and ability to communicate the Trust's key messaging is an excellent way of spreading information by word of mouth and via passionate, enthusiastic voices.</li> <li>We introduced an informative e-newsletter to build staff knowledge of other services and indeed as our own best customers; enabling greater knowledge between teams of the Trust about overall product/offering is vital.</li> </ul>	<ul style="list-style-type: none"> <li>A monthly informative e-newsletter with increased open and click rates is maintained.</li> <li>Staff are encouraged to visit other Trust sites and be Trust customers.</li> <li>An employee survey is conducted in 2020.</li> </ul>
39	Develop an improved customer journey and experience.	<ul style="list-style-type: none"> <li>Our engagement of frontline staff through facilitated training and development at our main venues is a vital contributor to securing and maintaining quality standard awards such as from VisitScotland.</li> <li>We want the learning to help us deliver an excellent service tailored to customer needs that helps attract visitors and generate income.</li> <li>Following the introduction at the Mariner Centre and Grangemouth Complex, further discussion with Adult Social Care Services identified two</li> </ul>	<ul style="list-style-type: none"> <li>Continue to embed service standards in the Helix, Callendar House, the Mariner Centre and Grangemouth Sports Complex.</li> <li>Four Changing Places are available in venues.</li> </ul>
Actions		Context	Output



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		more venues, The Helix and Bo'ness Recreation Centre, for the provision of Changing Places for people with profound and multiple disabilities.	
40	Increase opportunities for volunteering.	<ul style="list-style-type: none"> <li>• The Trust and partners engage with many volunteers in various areas of activity, most significantly in Active Schools and through sports clubs. With continued pressure on public sector funding we see the creation and development of volunteers and volunteering opportunities as a way of helping maintain culture and sport activity in the community.</li> <li>• 2020 will continue to see a focus on growing the capacity for volunteers to work within libraries including The Big Lottery funded Care Words project working with Alzheimer Scotland and support for library events. In doing so we want to ensure that volunteering is valued and loyal volunteers are rewarded through effective training and that we are able to develop effective volunteers who can get the most out of the opportunities offered.</li> <li>• A volunteer monitoring framework has been rolled out and work commenced in 2019 on a Volunteer Strategy. We need a clear strategy for volunteering to ensure consistency of approach across the Trust. This will be supported by volunteer resources including 'job' specifications and a monitoring framework.</li> </ul>	<ul style="list-style-type: none"> <li>- A Volunteer Strategy is implemented.</li> <li>- Service provision for those most in need is maintained with the help of volunteers.</li> <li>- Numbers of volunteers increase year on year.</li> <li>- Local clubs and associations are strengthened by the development of good quality volunteers.</li> <li>- Legacy plans for volunteers in Care Words and Great Place projects are developed.</li> </ul>
41	Maintain full complement of Board Director positions.	<ul style="list-style-type: none"> <li>• The Trust requires to consider how best to manage director turnover to avoid significant loss of knowledge and skills.</li> <li>• At each opportunity for refresh the Board will consider the appropriate mix of skills and experience that it considers to be necessary for the next phase of the company's development.</li> <li>• We commenced recruitment for a vacant independent director position in early 2020 and directors terms of office are reviewed regularly.</li> </ul>	<ul style="list-style-type: none"> <li>- Board continues at full complement with an appropriate mix of skills and expertise.</li> <li>- A new independent board director is inducted.</li> </ul>

## MONITORING AND EVALUATION

### Performance Management

We measure and evaluate our performance in two ways:

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

Table 3: Numerical Performance Measures

Strategic Objective	Performance measure	Performance context – position at end-Q3 19-20	Performance 16-17	Performance 17-18	Performance 18-19	Performance 19-20 (to end-Q3)	Indicative Target 20-21
Meeting Customer Needs	1. Number of concessionary admissions across all Trust services	Performance has increased for 19-20 year-to-date with continued development of the Trust's Go Card provision and is currently 6% higher than the same position last year; we expect performance to <b>exceed target</b> at year-end. 19-20 target: 135,000	122,241	125,797	132,672	<b>103,620</b>	<b>145,000</b>
	2. Number of admissions by young people across all our venues and programmes	A priority in our marketing strategy is Families. Admissions have increased to end-Q3 19-20 and are currently 3% higher than the same period last year following the opening of the Great Mariner Reef softplay; performance should <b>exceed target</b> at year-end. 19-20 target: 950,000	907,628	961,504	936,802	<b>674,538</b>	<b>980,000</b>
	3. Number of adult admission to all sport and leisure venues	At end-Q3 19-20 performance has increased and is currently 3% higher than last year with increased Health & Fitness usage;	773,873	731,957	701,498	<b>515,675</b>	<b>750,000</b>

Strategic Objective	Performance measure	Performance context – position at end-Q3 19-20	Performance 16-17	Performance 17-18	Performance 18-19	Performance 19-20 (to end-Q3)	Indicative Target 20-21
		performance should <b>exceed target</b> at year-end. 19-20 target: 700,000					
	4. Number of juvenile admissions to all sport and leisure venues	Performance at end-Q3 19-20 has increased significantly and is 10% higher than last year; increase is resulting from the opening of the softplay at the Mariner Centre; performance is expected to <b>achieve target</b> at year-end. 19-20 target: 510,000	506,377	486,999	464,509	<b>369,193</b>	<b>540,000</b>
	5. Number of concession admissions to all sport and leisure venues	Performance has increased for 19-20 year-to-date with continued development of the Trust's Go Card provision and is currently 10% higher than the same position last year; we expect performance to <b>exceed target</b> at year-end. 19-20 target: 95,000	84,241	87,194	93,882	<b>75,120</b>	<b>105,000</b>
	6. Attendance at sport and recreation development programmes	Attendance has been rising and increased to end-Q3 19-20 following a larger Active Schools programme, expansion of the Sports Development programme, and greater participation in Outdoor Activities. Year-end performance is projected to <b>exceed target</b> for the 19-20 year.	376,575	409,676	434,069	<b>304,426</b>	<b>465,000</b>

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Strategic Objective	Performance measure	Performance context – position at end-Q3 19-20	Performance 16-17	Performance 17-18	Performance 18-19	Performance 19-20 (to end-Q3)	Indicative Target 20-21
		19-20 target: 410,000					
	7. Number of visits to libraries	Visits have reduced slightly to end-Q3 19-20, being 1% lower than for the same period last year. We expect performance to <b>achieve close to target</b> at year-end. 19-20 target: 520,000	529,924	530,452	516,573	<b>389,617</b>	<b>520,000</b>
	8. Number of active borrowers from libraries	The number of active borrowers has reduced slightly at end-Q3 19-20 and are currently 1% lower than Q3 last year. We expect performance to <b>achieve close to target</b> at year-end. 19-20 target: 25,000	25,547	26,097	24,573	<b>24,501</b>	<b>24,500</b>
	9. Number of issues including digital material	Issues from libraries are currently 5% higher at end-Q3 19-20 compared to last year, and are expected to <b>achieve target</b> at year-end. 19-20 target: 700,000	739,276	720,409	689,166	<b>541,864</b>	<b>720,000</b>
	10. Number of admissions to arts venues	Performance has decreased in 19-20 with 4% fewer admissions to end-Q3 than last year. Performance is on course to <b>fall short of target</b> at year-end. 19-20 target: 100,000	72,931	95,220	93,567	<b>67,363</b>	<b>92,500</b>

**DRAFT MARCH 2020: ANNUAL ACTION PLAN 2020-2021**

Strategic Objective	Performance measure	Performance context – position at end-Q3 19-20	Performance 16-17	Performance 17-18	Performance 18-19	Performance 19-20 (to end-Q3)	Indicative Target 20-21
	11. Attendance at arts development programmes	Performance to end-Q3 19-20 has increased with 9% higher participation than last year. We expect to <b>exceed target</b> in 19-20. 19-20 target: 112,000	146,535	147,223	109,283	<b>86,785</b>	<b>112,000</b>
	12. Number of visits to heritage venues	Heritage venue visits have increased slightly with increased visits at Callendar House; performance to end-Q3 is 1% higher than last year. Performance should <b>achieve close to target</b> at year-end. 19-20 target: 77,000	51,266	61,659	74,524	<b>60,323</b>	<b>80,500</b>
	13. Attendance at heritage development programmes	Performance for year-to-date in 19-20 is sustained following the inclusion of 'Great Place' in the heritage programme. We expect performance will <b>fall short of target</b> by year-end. 19-20 target: 14,000	6,030	6,763	10,942	<b>8,700</b>	<b>14,000</b>
	14. Number of complaints received	The number of complaints gathered to end-Q3 has increased by 12 on last year; we hope to <b>maintain</b> the level at year-end 19-20. 19-20 target: Maintain	104	89	63	<b>50</b>	<b>Maintain</b>
	15. Number of	We expect performance in 19-20 to	2,139	2,208	1,188	<b>TBC <sup>1</sup></b>	<b>Increase</b>

**DRAFT MARCH 2020: ANNUAL ACTION PLAN 2020-2021**

Strategic Objective	Performance measure	Performance context – position at end-Q3 19-20	Performance 16-17	Performance 17-18	Performance 18-19	Performance 19-20 (to end-Q3)	Indicative Target 20-21
	volunteers engaged	have increased following programmed work by the Trust's volunteer co-ordinator, with a focus on embedding volunteer work within service delivery. We expect an <b>increase in volunteer engagement</b> at year-end 19-20. 19-20 target: Increase					
	16. Number of clubs and organisations worked with	Performance in 18-19 increased relative to previous years; we expect a <b>small increase or maintaining</b> current levels of engagement work with partner clubs and organisations. 19-20 target: Maintain	194	274	407	TBC <sup>2</sup>	Maintain
	17. Sickness Absence - % days lost	The sickness absence rate at end-Q3 19-20 is very slightly higher than the same position last year. The aim is to <b>maintain this below 4%</b> at year-end. 19-20 target: 4% or less	3.42%	4.28%	4.46%	<b>4.05%</b>	<b>4% or less</b>
	18. Staff Turnover - % turnover	Staff turnover for the 9-month period to end-Q3 19-20 is expected to be similar to the same period last year. Aim is to <b>reduce</b> staff turnover. 19-20 target: Reduce	11.90%	9.10%	13.9%	TBC <sup>3</sup>	Reduce

Strategic Objective	Performance measure	Performance context – position at end-Q3 19-20	Performance 16-17	Performance 17-18	Performance 18-19	Performance 19-20 (to end-Q3)	Indicative Target 20-21
Financial Sustainability	19. Customer income raised	The aim is to increase income with a new business approach to income generation. Income to end-Q3 19-20 has <b>increased</b> by 16% compared to the same position last year. 19-20 target: Increase	£6,543,000	£6,736,000	£7,436,000	<b>£6,254,982</b>	<b>Increase</b>
	20. Grant income secured <sup>4</sup>	Grant income secured to end-Q3 19-20 is <b>lower than the same period last year</b> , with a 14% decrease. 19-20 target: Maintain	£1,050,359	£853,000	£916,842	<b>£431,425</b>	<b>Maintain</b>
	21. Funds awarded from competitive grants and donor sectors	Funding is competitive; funds awarded at end-Q3 is 24% lower than last year. We expect to achieve below target at year-end. 19-20 target: Increase	£551,645	£1,038,769	£430,937	<b>£311,703</b>	<b>Increase</b>

<sup>1</sup> This indicator is measured and reported annually and will be updated following 19-20 year-end.

<sup>2</sup> This indicator is measured and reported annually and will be updated following 19-20 year-end.

<sup>3</sup> Data for this indicator is not yet available to end-Q3 and will be reported at 19-20 year-end.

<sup>4</sup> Includes grant income secured from partners (e.g. Youth Music Initiative (YMI) and Active Schools,) plus competitive grants secured.

## RISK MANAGEMENT

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

Table 4: Risk Summary

Risk Level	Risk Description	Mitigation/ Comment
High	<b>Risk Category: Property &amp; Assets</b> Funding is not available to maintain buildings or the Council has pressing need for investment elsewhere in its portfolio.	This is a universal risk shared with the Council and the Trust is working with the Council on the outcomes of their Strategic Property Review and to implement an Asset Management Plan. The high levels of investment required are unlikely to be met from the Council's capital programme. This risk is at a maximum score due to consequential impact on attracting new customers to facilities and income generation.
High	<b>Risk Category: Finance</b> Funding from the Council, both revenue and capital, to the Trust is reduced due to other Council priorities and budget constraints impacting on the quality and range of services delivered.	The Trust has been pursuing a strategy of income growth to shift reliance on Council funding in the medium term. The speed of reduction in core funding is moving at a pace that is outstripping our ability to grow income. Mitigation is being pursued through new growth opportunities to stimulate increased business. This risk is at a maximum score owing to the gap in savings proposals for 20/21 and the potential for further savings to be sought.
High	<b>Risk Category: Finance</b> Failure to meet income targets with potential for the Trust not to continue to be financially viable.	Income targets are continuing to prove challenging to achieve. Market pressures, the vagaries of the weather and the continuing impact of the recession and uncertainty around Brexit are contributing factors. Mitigation is through increased focus on monitoring and review of customer income, and cautious approach to charges as well as development of new growth opportunities.
Medium	<b>Risk Category: Information</b> General Data Protection Regulations (GDPR) on the use of personal data come into force in 2018 and the Trust handles a considerable volume of customer information. Over reliance on out of date IT systems and network which is not focussed on Trust's business does not provide adequate service to customers or business information.	Funds have been identified to help improve ICT. Phase 1 comprising new websites and ticketing system has been completed. Work is ongoing to ensure processes in the use of personal data are robust. Work has commenced to increase our capacity to utilise data generated by new systems.
Medium	<b>Risk Category: People</b> Customers are involved in an accident resulting in an injury. There are high volumes of customers utilising Trust venues and services, some activities may have inherent risks associated with them.	Health & Safety is embedded in the Trust's operations and there are employees in all operating teams who have a Health & Safety focus and are led by a designated senior manager. A Board Director is identified with a remit for Health & Safety oversight.



## OUR PLANNING FRAMEWORK AT A GLANCE

The 10 year area wide Strategy	<div>“Inspiring Active Lives” A Culture and Sport Strategy for Falkirk”</div> <div>A plan with four key <b>themes</b> for action across all culture and sport sectors that will be implemented through a series of <b>partnership Delivery Plans</b> led by the Trust</div> <table><tr><td>Participation</td><td>Motivation</td><td>Venues</td><td>Partnership</td><td colspan="2"></td></tr></table>						Participation	Motivation	Venues	Partnership		
Participation	Motivation	Venues	Partnership									
Our 5 year Business Strategy	<div>Our aim is that by 2024:</div> <div>Falkirk Community Trust will be operating from venues that people want to use, with a more responsive programme offering high quality for our customers. We will be a trusted and valued organisation, secure in our role as a leader for culture and sport and with diminishing reliance on Council funding; we will be more flexible, entrepreneurial and commercially minded. We will have created champions for culture and sport and have loyal volunteers and a workforce who motivate a huge cross section of the community to take part in culture and sport that improves their lives.</div>											
Our Objectives for 5 years	<div>Meeting Our Customer ‘s Needs</div> <div>People are at the heart of everything we do, be they customers or potential customers</div>		<div>Ensuring Financial Viability</div> <div>Being efficient and effective and operating with our means</div>		<div>Growing our leadership and community development capacity</div> <div>Some of our focus needs to move from managing to leading and facilitating</div>							
Our Priorities for 5 years	Planning & Working Together	Encouraging Health & Wellbeing	Raising Image and Profile	Generating Income	Creating Business Efficiency	Developing People						
Our 5 Annual Business Action Plans	<table><tr><td>2019-2020</td><td>2020-2021</td><td>2021-2022</td><td>2022-2023</td><td>2023-2024</td><td></td></tr></table>						2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	
2019-2020	2020-2021	2021-2022	2022-2023	2023-2024								
Our Unit Action Plans and Business Strategies	<div>A suite of plans for individual business operating areas and cross cutting plans for Trading, Programmes &amp; Events, Marketing and Helix are guided by the Business Strategy, Annual Business Action Plans, Marketing Strategy and Fundraising Strategy</div>											

## OUR PURPOSE

### Our Vision

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

### Our Mission

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

### Our Values

**Valuing** the positive  
difference people  
make

Acting with  
**integrity**

Placing **people's  
needs** at the heart  
of everything we do

Being **proud** of  
what we can achieve  
together

Falkirk Community Trust

**Subject:** Arts Centre Update  
**Meeting:** Falkirk Community Trust Board  
**Date:** 5 March 2020  
**From:** Culture and Libraries Manager

**1. Introduction**

- 1.1 This report summarises work done between April 2019 and January 2020 on the development of an arts centre for Falkirk; this follows the unsuccessful project to deliver an arts facility within the new Forth Valley College campus.

**2. Background**

- 2.1 In our role as advisors on culture and sport to Falkirk Council, the Council asked us to commission a study to explore options for a new arts space in Falkirk town centre. This would replace Falkirk Town Hall (FTH) but will not be a like-for-like replacement; rather it will be a **new and distinct cultural offer** which contributes to the cultural regeneration of Falkirk's town centre and the wider area.
- 2.2 Following a tendering process, DCA Consultants working with Charcoalblue (theatre designers), Reiach and Hall Architects, Charlotte Wilson Research and Mace Cost Consultancy, were appointed to undertake the feasibility study which would consider a number of very fundamental questions to articulate the vision for the new facility, including:
- **Market Demand and Context**
  - **Operational Characteristics**
  - **Related & Associated Facilities**
  - **Co-location Possibilities Design &**
  - **Financial Viability**
- 2.3 The report was completed on 26 July 2019.

**3. Report Summary**

- 3.1 The report set out how a distinctive new building with more diverse and fit for purpose facilities, with a distinctive programme offset from its competitors can respond to this market and be a leading regional venue in Scotland.
- 3.2 The consultants suggested three models for further development and testing ranging from 450 seat to 700 seat with various activity spaces and café/bar facilities.
- 3.3 The desire for the project to do more than simply replace the existing FTH Theatre has led to an exploration of opportunities for co-location with other functions that will generate activity throughout the day and recommendations and issues regarding this possible co-location with both the library and Council offices are considered.

- 3.4 The costs of development were also considered. Without specific site and procurement methodology, and subject to design development, cost inflation and other exclusions, the range of costs lay between £21m and £25m for the smallest option and £38m to £46m for the largest, with a potential additional £4.5m for the addition of a co-located library.
- 3.5 At a detailed level, the report concludes that there is market potential for renewed and extended cultural provision in Falkirk and that it can deliver significant direct financial benefits and efficiencies for the Council and Trust.
- 3.6 The report suggests that a new arts centre could generate a three-fold increase in attendance and participation at reduced net cost to the Council and FCT, transform perceptions of Falkirk and lead the regeneration of Falkirk town centre – generating annual economic activity within and beyond its doors of more than £7.3m – of which we expect more than £5.5m to be net new and additional activity retained in the local economy.
- 3.7 The report was sceptical about the benefits of an arts facility co-located with a civic headquarters.
- 3.8 At this stage, we recognised that the development costs for the optimum model were significantly higher than the capital sum of £15m allocated but noted that this figure (and the notional capacity of 500) were untested.
- 3.9 We presented DCA's conclusions to the Council of the Future Board on 14 August 2019 and, not surprisingly, the budget figure for the preferred option generated considerable concern among officers and elected members.

#### **4. Project Development**

- 4.1 Since August discussions between Council and Trust officers continued with a number of supplementary tasks being completed by DCA to value engineer their original proposals without compromising the arts centre's ability to reduce its public subsidy. Work on developing co-location opportunities/shared spaces with the Council HQ was also undertaken as it became clear that from a Council perspective splitting the HQ and arts Centre was not financially feasible. This work was undertaken in order to get the project to a point where it could be referred back to the Executive for approval to go out to the procurement stage.
- 4.2 Despite the combined HQ and Arts Centre being a central element of the *Revitalising Falkirk* Partnership and town centre action plan, there remained considerable reservations within the Council as to whether the whole project represented value for money and, more specifically that the arts centre was a 'nice to have' rather than having the same value in the context of *Revitalising Falkirk* in helping to realise further town centre investment and reverse its economic decline.
- 4.3 Further work was undertaken by DCA, Charcoalblue and Charlotte Wilson Associates to demonstrate this added value: a growth in income from a number of existing and

new sources: admissions (tickets and charges for participatory activity – dance classes, drama workshops, etc.), venue hire and trading with a café-bar open all day and into the evening, larger stage able to accommodate larger scale musical theatre and drama which cannot be accommodated in FTH.

- 4.4 Additional activity spaces mean the building would be able to accommodate a range of smaller scale activities (youth theatre, spoken word, cabaret, children's shows, rehearsals, dance and drama classes, etc.); this will represent an increase on present levels of participatory activity (and a consequent increase in income from tuition and workshop fees) as well as opportunities to generate new sources of hire income. As such, as well as being much more of a creative hub than FTH is with activity taking place throughout the day and into the evening, this activity will, in turn generate more income than is currently possible within FTH.

## **5. Consultation**

- 5.1 With a report scheduled for the January 2020 meeting of the Council's Executive, we agreed with Falkirk Council that the time was right to undertake some consultation with users of FTH and member organisations of Falkirk and District Arts and Civic Council (FDACC). The following is a summary of findings from these sessions:
- 5.2 The voluntary arts community is aware that, despite the recent investment in upgrading seating, lighting and sound equipment that FTH is reaching the end of its life; they are particularly concerned about the state of the heating and ventilation systems which are noisy, unpredictable and unreliable. They are adamant that a high quality performing arts facility is critical for an area the size of Falkirk both for their use and also for the reputation of the area. They were excited by the possibility of a venue with an expanded cultural offer and the impact that it might have for the town centre.
- 5.3 The groups we spoke to have members, and attract audiences, from across the Council area and beyond and they do not think of FTH as a facility only for the people of the town. They spoke passionately about the kudos of being able to perform in a high quality venue being a motivating factor for their members.
- 5.4 These groups also felt that if FTH were to close and not be replaced, they may no longer be viable as there are no other venues in the area that come close to the prestige and facilities that FTH has. Schools lack the flexibility required particularly for week-long runs and, at present, are too expensive to hire. Schools and other venues such as Bo'ness and Grangemouth Town Halls and the Dobbie Hall also lack technical equipment and the experience for the audience is nowhere near as good as that of FTH.
- 5.5 The voluntary arts sector performances make up around 50% of the FTH programme and what was evident from these meetings was the energy and aspiration of the organisations and just how much they contribute to the life of the area.
- 5.6 Following the consultation sessions hosted by the Trust, there was an extensive discussion at FDACC's meeting on Friday 13 December. FDACC subsequently launched a petition seeking views on how important local people felt retaining a performing arts facility in the area was; this attracted over 2,000 responses which cover a range of themes:

- the role FTH played for some respondents as they grew up performing on the stage at FTH;
- the importance of a performing arts facility as an important element to the economy of the town centre and how it will contribute to revitalising the town centre;
- The value of having a venue which is easy to get to and has affordable tickets, is able to attract household names, emerging artists as well as providing a stage for the many local musical theatre companies, choirs and orchestras;
- that an area the size of Falkirk, with a population of over 160,000 should retain a high quality performing arts facility.

## 6 Next Steps

6.1 The paper was taken to Falkirk Council's Executive on 14 January with the following recommendations:

- 1) agreement to the proposed requirements for the Council HQ and arts centre project including the relocation of Falkirk library to the new facility;
- 2) note that progress of this initiative will be subject to the updated project costs being agreed in the Council's general services capital programme 2020-25; the revised cost for the entire project including the library is £53.7m;
- 3) agreement to appoint a design team to assist with the procurement exercise, including preparation of a benchmark option for the Municipal Buildings site, *subject to recommendation 2) above*;
- 4) agreement to commence the procurement process including a competitive dialogue exercise to identify a preferred bidder and site to deliver the project.

6.2 However, as the total cost for the project exceeded the capital allocation of £45m, the Council would need to agree to increase that allocation at its budget setting meeting on 26 February.

6.3 We continued to work with Council officers and external consultants to explore the options for the whole complex to meet zero carbon standards by 2030 in accordance with the Council's Carbon Reduction Plan.

6.4 The plan was to have the contracts for DCA Consultants and Charcoalblue extended to work initially with the project team on the zero carbon challenge and to further refine the brief for the arts centre element of the complex which will inform the invitation to tender.

6.5 At the Council meeting of 26 February the following decisions were taken:

- i) That the additional £8.7m expenditure on the HQ Arts Project is not the best use of the Council's resources in the present circumstances and accordingly removes the additional £8.7m from the programme noting that this will reduce the pressure on the revenue budget for future years by approximately £450k with a saving over the lifetime of the loan of £22.5m;
- ii) That the particular project considered by the Executive in January will not proceed; and
- iii) Instead instructs the Director of Development Services to bring to the Council as soon as possible options for an HQ/Arts Centre project which are achievable within

the existing cost envelope of £45m, adopt a spend to save approach and include decoupling the HQ and Arts Centre.

## **7. Recommendation**

### **7.1 The Board is asked to note:**

- a) progress made to date in working with the external consultants on developing an outline business case for a replacement for FTH as part of the wider Council HQ project;**
- b) the Council decision not to proceed with the project as agreed at the meeting of the Executive on 14 January;**

### **7.2 The Board agrees to receive an updated progress report at a future meeting as the Trust continues to collaborate with Development Services to scope further options for the Arts Centre/HQ within the cost envelope of £45m.**

A handwritten signature in grey ink, consisting of a series of loops and a long horizontal stroke extending to the left.

**Lesley O'Hare**

**Culture and Libraries Manager**

## Falkirk Community Trust

**Subject:** Mariner Health & Fitness Project Update

**Meeting:** Falkirk Community Trust Board

**Date:** 5 March 2020

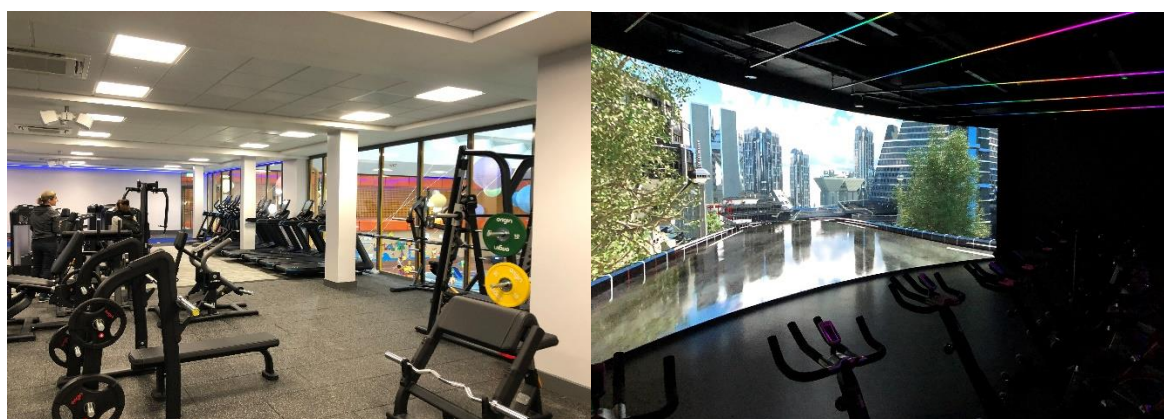
**Author:** Business Development Manager

### 1. Introduction

- 1.1 This report provides the Board with an update on the Mariner Leisure Centre's Health and Fitness Refurbishment project.

### 2. Background

- 2.1 The Mariner Leisure Centre is a key asset delivering opportunities to get 'More people, more active, more often' and deliver the aims of Falkirk Community Trust (FCT). The second phase of development of the health & fitness offering is now complete, and opened to the public on Friday 31<sup>st</sup> January.
- 2.2 The refurbishment included modernising and improving both the quality of our services, equipment and the venue itself, and comprised of the following:
- Upgraded and extended gym area, which has almost doubled in size.
  - Introduced an 'immersive' Les Mills Trip spin studio - the first in Scotland.
  - A dedicated space, *The Shapemaster Hub*, for customers with more complex health issues.
  - A new fitness class studio.



- 2.3 The project could not have happened without collaborative partnership working between several organisations; investment by Falkirk Council, project management by a commercial operator Alliance Leisure, along with technical support from Development Services and Legal services colleagues.



### 3. Update

- 3.1 The new facility is being very well-received by our customers with many positive comments being shared on our social media platforms, as well as directly expressed to venue staff. As of the 20<sup>th</sup> February we have attracted 297 new members since 1<sup>st</sup> January, which includes Shapemaster Hub members, which is particularly pleasing. The Mariner now has the most extensive fitness class programme across the health & fitness portfolio with 90 classes being available per week, as part of a total programme of over 280 classes being provided across our four health & fitness venues.
- 3.2 In the first three weeks of opening, the fitness class usage has been particularly high at around 2,121 attendances across the two studios; of this usage 719 is with the Les Mills TRIP. Virtual fitness classes are also proving to be in demand, with most spin sessions being fully booked.
- 3.3 The new gym has been busy with general usage and booked appointments; we have delivered 162 inductions, and of these, 44 were from teen-aged customers. We have noticed a rise in youth participation, with some of our younger audiences migrating from Stenhousemuir gym to experience the new services at the Mariner.
- 3.4 The refurbishment, and in particular the immersive studio, has generated much industry attention as both Les Mills and the Scottish Leisure Network Group are hosting client events to showcase the project.

### 4 Business Plan

- 4.1 The development of the new Health and Fitness facility at the Mariner will make a significant contribution to Falkirk Community Trust's Business Strategy 2019-2024 to help us achieve a healthy, active and vibrant community:
- **Encouraging health & wellbeing** – by being focussed on supporting health, motivating people to do more for themselves and targeting those who will benefit most.
  - **Raising image & profile** – by helping to create a more dynamic place and contribute to the area's economic and tourism growth
  - **Generating Income** – to remain viable through business know-how and wise investment that increases income and maintains services for those most in need.
- 4.2 In the spirit of collaboration and close partnership with our funding partner Falkirk Council, this investment is aligned with Falkirk's Plan, as well as Inspiring Active Lives: A Culture and Sport Strategy 2014-2024 for Falkirk'.
- 4.3 The Mariner business plan and financial forecast projects that in three years the Health & Fitness facility will have increased their memberships by 899 additional members, which will be an increase of 95%, this will include 334 Shapemaster members.

## **5. Way Forward**

- 5.1 The health & fitness market in Falkirk has seen considerable growth over the last ten years. Based on national and local trends, growth will continue at a steady rate, and combined with an increase in the local population there will be continued growth in demand for health and fitness services. Given our social purpose, we also need to address the lower levels of participation evidenced in some Falkirk areas, and in particular, those in the most deprived areas.
- 5.2 This latest Mariner project has received significant levels of capital investment and indeed financial support from the Trust, which have resulted in a complete transformation of how the venue is presented to the local community. Our focus now is on the achievement of our agreed targets through the delivery of the business plan and supporting action plans including; marketing, customer experience and programming to support the facility in its service delivery.
- 5.3 You will have received an invite to an event on the 19 March which has been issued to all Board Directors and associated key stakeholders. This event will include a tour of the specific health and fitness area whilst also providing you the opportunity to see the whole site in operation.

## **6. Conclusion**

- 6.1 This project is an exciting new development for the Trust. The addition of the much improved health & fitness service into the mix of family-friendly activities at the Mariner has revitalised the facility and is helping us improve income growth as well as motivating the community to be more active.
- 6.2 The Board will receive a more detailed performance report after the first quarter of operations.

## **7. Recommendation**

- 7.1 **The Board is asked to note the progress of the Mariner Health & Fitness project and celebrate in its success by attending the forthcoming visit on the 19<sup>th</sup> of March.**



Susie Crawford  
Business Development Manager

**Falkirk Community Trust**

**Subject: Strategic Risk Update**  
**Meeting: Falkirk Community Trust Board**  
**Date: 5 March 2020**  
**Author: Policy Development Manager**

**1. Introduction**

- 1.1 This report provides an update on the Trusts strategic risks and attached is the Strategic Risk Register for the Board's consideration and approval.

**2. Background**

- 2.1 Strategic risks are those that arise from the overall strategic positioning of the company in its environment. Some strategic positions give rise to greater risk exposures than others. Strategic issues typically affect the whole organisation and not just one or more of its parts, and so can pose potentially high hazards. Because of this they are managed at Board level.
- 2.2 Operational or corporate risks refer to potential issues arising from normal business operations. Accordingly they affect the day to day running of company operations and business systems, in contrast to strategic risks that arise from the organisation's strategic positioning. They are more effectively managed and owned at corporate level. A Corporate Risk Register is managed and monitored by the Senior Management Team and tracks all corporate risks for the Trust under defined risk categories.
- 2.3 The Corporate Register has been updated to ensure alignment with the Strategic Register. There are currently 50 risks on this Register which is attached for the Board's information. The risk associated with the closure of Birkhill Claymine has been removed as the Trust no longer has an interest in the property and all outstanding actions relating to the closure rest solely with Falkirk Council.

**3. Strategic Risk Register**

- 3.1 The Strategic Risk Register is set out in a recommended 'dashboard' format for strategic risk management at Board level.
- 3.2 Five strategic risks are documented in the Register under the relevant Trust strategic business objective. They capture issues which have been under debate for some time and pick up on all the identified high level risks for the Trust within the detailed Corporate Risk Register. A residual risk rating, that is after control measures have been taken account of, is given in this register.
- 3.3 The Senior Management Team have reviewed the strategic risks facing the Trust. Consideration has been given to the continuing financial pressures facing the Trust for the foreseeable future. A position statement on each risk category is set out below:

Residual Risk Rating	Change since 2019 report	Position Statement
20	None	<b>Finance Risk:</b> Financial sustainability remains a risk at the highest level therefore this risk remains high and the residual risk score was increased last year. There are challenges in securing the necessary pace of change and consequent asset transfer and uplift in customer income required to control this risk. There is increased certainty on the scale of funding reductions and the potential for further savings to be sought exists. We believe that whilst control measures may mitigate some of the impact the likelihood of occurrence remains high and is largely out with our control.
20	None	<b>Assets &amp; Property Risk:</b> Having considered the number of venues with ageing infrastructure and the reducing level of available capital investment this risk was increased 2 years ago. Investment plans remain pending since that time therefore this risk is unchanged.
12	None	<b>Information Risk:</b> The work to transform our digital capacity is ongoing with phase 1 completed; the risk will continue to be reviewed but residual risk was reduced last year to amber as the likelihood reduced from probable to possible. It remains at amber whilst work is ongoing to grow our capacity to utilise data generated by new systems.
10	None	<b>People Risk:</b> Robust control measures for health & safety remain in place and are regularly reviewed. Therefore this risk is unchanged.
8	None	<b>Political Risk:</b> Political bias has the potential to influence decision making about the Trust. This risk remains at amber.

3.4 The mitigating actions associated with each area of risk are shown on the Strategic Risk Register numerically aligned to the Trust Action Plan for 2020-21.

#### 4. Conclusion

4.1 Five strategic risks are documented. At this time the residual risk rating has the Trust exposed to 2 high level (red) risks associated with financial sustainability and infrastructure and 3 medium level (amber) risks associated with health and safety, and information and the political climate.

#### 5. Recommendation

##### 5.1 The Board are asked to:

- a) Agree the Strategic Risk Register set out in an appendix to this report; and
- b) Note the Corporate Risk Register and the monitoring role for the Senior Management Team.

*Jane Clark*

Jane Clark  
Policy Development Manager

## FALKIRK COMMUNITY TRUST Strategic Risk Register

Objective: **Ensuring our financial viability**

Risk Category: **Finance**

Context	Risk Statement	L	I	R	Owned by	Control Measures	L	I	R
<ul style="list-style-type: none"> <li>Falkirk Council is the core funder of the Trust</li> <li>The Council, as with all public sector is experiencing significant financial pressures from Government, and has responded with a medium term financial plan (MTFP) that identifies a £60m gap over 5 years</li> <li>Generation of additional income at a significantly uplifted pace is required year on year to maintain sustainability</li> <li>Achievement of customer income is subject to market pressures, continuing recession, weather, and uncertainty of Brexit.</li> </ul>	National influences lead to Council priorities for finance being focused away from the Trust leading to a reduction in funding for Culture and Sport which could lead to closure of facilities, reduction in service, loss of income and planned deterioration.	5	5	25	Board Chair	<ul style="list-style-type: none"> <li>Local and national lobbying for Culture &amp; Sport</li> <li>Demonstrate the value of the Trusts activities</li> <li>Identify potential opportunities and plan for these</li> <li>Merge/ rationalise locations</li> <li>Community engagement approach to asset transfer</li> <li>Outsourcing and volunteering development</li> <li>Additional income from customers, external sponsorship, secondary spend and donations</li> <li>Joint work with the Council to develop savings options</li> </ul>	5	4	20

Action Plan Reference	Actions	Assigned To	Due Date	Status
2	Monitor and report on <i>Inspiring Active Lives</i> and progress of delivery plans	Policy & Planning Manager	Annually	
6	Develop and deliver a community engagement programme to generate increased involvement in service delivery	Chief Executive	ongoing	
24	Develop a 5 year plan for savings and investment jointly with the Council	Chief Executive	31.03.21	
25	Maintain focus on income and new income generating activity	General Manager / Business Development Manager	31.03.21	
26	Improve sports venue performance	Sport & Recreation Manager	31.03.21	
27	Implement Health & Fitness Plan	Sport & Recreation Manager	30.12.20	
29	Maintain improvement in Trading Company Performance	Chief Executive	31.03.21	
30	Achieve Fundraising Strategy targets	Business Development Manager	31.03.21	
40	Increase opportunities for volunteering across the Trust	Team Leader Libraries	31.03.21	

**Objective: Meeting our customer needs**
**Risk Category: Assets & Property**

Context	Risk Statement	L	I	R	Owned by	Control Measures	L	I	R
<ul style="list-style-type: none"> <li>The Trust leases its asset base from Falkirk Council</li> <li>The assets has suffer from lack of investment which is a challenge for both the Council and the Trust</li> <li>The Trust participates in the Council's Asset Management Group to plan for capital investment</li> <li>There are significant demands upon the Council's diminishing</li> </ul>	Plant and machinery failure within ageing physical assets requiring redirection of capital and / or which could lead to facility closure with service reduction and loss of income.	5	5	25	General Manager	<ul style="list-style-type: none"> <li>Facilities maintenance SLA with Council</li> <li>Communications with the Council</li> <li>Annual capital financial allocation which is £508k in 20/21</li> <li>Trust participation in implementing Strategic Property Review and Locality Planning</li> </ul>	5	4	20

capital budget and they are conducting a strategic property review								
<ul style="list-style-type: none"> <li>Plant and machinery are essential to maintain service delivery and keep buildings open</li> </ul>								
Action Plan Reference	Actions					Assigned To	Due Date	Status
35	Monitor and review performance of short and longer term SLAs					General Manager	30.06.20	
10	Optimise Trust operated assets in conjunction with Falkirk Council					General Manager	31.03.21	
11	Implement 2020/21 Council capital funded projects and plan 2021/22 investment proposals					General Manager	31.03.21	

## Objective: Ensuring our financial viability

## Risk Category: Information

Context	Risk Statement	L	I	R	Owned by	Control Measures	L	I	R
<ul style="list-style-type: none"> <li>Key point of sales systems are outdated and we have commenced a programme of upgrading</li> <li>We are not fully meeting online service requirements</li> <li>Better information and data about multiple users across the Trust would offer a more consistent and joined up customer experience</li> </ul>	Lack of investment by Council and Trust causes IT systems failure to meet both customer and business management needs and restricts customer transactions and customer data capture.	4	4	16	Chief Executive	<ul style="list-style-type: none"> <li>SLA with IT services for infrastructure and development</li> <li>Routine communication with providers</li> <li>Work around procedure in place</li> <li>Internal user group meetings</li> <li>Identified financial resource (total £280k) for</li> <li>Implementation of project plan for digital transformation - new website and arts</li> </ul>	3	4	12

<ul style="list-style-type: none"> <li>There are challenges in relation to understanding future needs</li> </ul>					ticketing system delivered in 2019			
Action Plan Reference	Actions	Assigned To			Due Date	Status		
32	Develop our digital capacity, online sales facilities and customer data	Business Development Manager / Team Leader Sales & Marketing			31.03.20			
33	Implement an ICT Improvement Plan	Policy & Planning Manager			30.03.21			
33 i)	Develop a Business Continuity Plan for ICT	Policy & Planning Manager			31.10.21			
33 ii)	Improve key business systems to improve efficiency, customer information and retention	Business Development Manager / Policy & Planning Manager			30.03.21			
33 iii)	Ensure improvements to telephony system and operating system drive business efficiency	Team Leader Performance Review			30.03.21			

## Objective: Meeting our customer needs

## Risk Category: People

Context	Risk Statement	L	I	R	Owned by	Control Measures	L	I	R
<ul style="list-style-type: none"> <li>There are high volumes of customers of all ages and abilities utilising Trust venues and services</li> <li>Some areas of service such as swimming, skiing and outdoor activities have inherent risks associated with the activity</li> <li>Customers may</li> </ul>	Customer(s) taking part in an activity or attending a venue are involved in an accident which results in injury because of the negligence of the Trust through failure to follow the health and safety procedures.	4	5	20	General Manager	<ul style="list-style-type: none"> <li>Health and Safety policy in place and monitored</li> <li>Health &amp; Safety handbook in place and actioned</li> <li>Emergency Action plans tested and facility operating plans in place</li> <li>Staff training, qualification checks and awareness raising on an ongoing basis</li> </ul>	2	5	10



participate independently in activities within Trust venues for which they are not adequately prepared					<ul style="list-style-type: none"> <li>• Cross Trust Health &amp; safety group established with a remit to monitor and review attendance with Board Director remitted to oversee</li> <li>• SLA with HR services for advice and guidance on legislative matters and auditing of safe systems of work</li> <li>• Partner within Forth Valley CONTEST counter-terrorism group to ensure awareness of potential issues and that adequate staff training is provided.</li> </ul>			
Action Plan Reference	Actions				Assigned To	Due Date	Status	
Cross cutting action	Report to the Board on Health & Safety monitoring and actions taken				Sport & Recreation Manager	Qtly		
	Review of Major Incident Control Measures, Emergency Action Plans and Normal Operating Plans				Sport & Recreation Manager	Ongoing		
	Review of Business Continuity Plans to ensure adequate risk controls are in place				General Manager	31.12.20		

Objective: **Growing our leadership and community development capacity**  
 Risk Category: **Political**

Context	Risk Statement	L	I	R	Owned by	Control Measures	L	I	R
<ul style="list-style-type: none"><li>An elected member panel reviewed the Trust and decided to work more collaboratively</li><li>The Council has approved £1.1m of capital investment in venues to support the Trust's growth plans</li><li>A Joint Working Group drawn from the Trust and Council has been formed to work together to create and agree a 5 year savings and investment plan</li></ul>	Decision making on the future of the Trust may have a political bias that is not reflective of the findings of collaborative work between the Trust and the Council.	3	4	12	Board Chair	<ul style="list-style-type: none"><li>Communication channels and briefings of elected members and political leaders</li><li>All political parties attending external scrutiny committee</li><li>Feasibility of amendment to the legal entity</li><li>Selection process of Independent Directors</li><li>Partnership arrangements for collaborative work and shared vision and principles for working together</li><li>Joint working group reach consensus and agree recommendations</li></ul>	2	4	8
Action Plan Reference	Actions					Assigned To	Due Date	Status	
4	Provide regular information to key stakeholders as we implement our Business Strategy					Policy & Planning Manager	ongoing		
4	Meet regularly with key Council contacts					Chair and Chief Executive	scheduled		
24	Report to Council on Trust Performance including Annual Report and Accounts					General Manager / Policy & Planning Manager	31.11.20		
41	Implement Board Director recruitment plans					Chief Executive	31.03.21		

Falkirk Community Trust Risk Register										
Risk Register V11: February 2020										
Appendix 2										
Risk Identification							Response			
Risk No.	Risk Heading	Risk Description	Risk Effect	Risk Owner	Mitigation	Probabilit y	Impact	PI Score	Risk Level	Action Owner
1	Political	Change in political position both local and national.	Creates uncertainty around level of political support from Council. Potential for support to be withdrawn.	Board Chair	Regular communications and briefings with Elected Members. Positive PR and Profile liaising.	2	4	8	AMBER	Board Chair Chief Executive
2	Political	Flow of funding from Government to Council to Trust changes due to funding ring fenced by Government for other services.	Reduction in proportion of funding available for Council to fund Trust. Trust Funding from Council could reduce.	Board Chair	Regular communications and briefings with Elected Members.	4	4	16	RED	Board Chair Chief Executive
3	Political	Board becomes politicised and is unable to maintain autonomy from a political party.	Board ability to think independently to drive the Trusts objectives is constrained. Board may not be discharging functions in line with company articles and be open to legal challenge.	Board Chair	Trust Governance arrangements require an independent Chair. Company endeavouring to ensure demonstrable independence from the Council.	3	2	6	GREEN	Board Chair Chief Executive
4	Political	Funding from the Council to the Trust is reduced due to other Council priorities.	Quality and range of services could diminish.	Board Chair	Pursuing a strategy to shift reliance on Council funding in the medium term.	5	4	20	RED	Chief Executive
5	Social	Failure to adapt services appropriately to respond to relevant target groups in the Falkirk area.	Focus / resources are not allocated appropriately across all areas including the ageing adult population. Opportunities for external funding may be missed.	General Manager	Forward planning through structured review and strategy development takes account of demographic projections. Business plans for projects take account of local markets.	4	2	8	AMBER	SMT
6	Social	Inconsistency of customer intelligence in different parts of the service.	Failure to understand how changes in demographics of the Falkirk area impact across all our services and understand customer segmentation across the Trust resulting in inconsistent planning.	Management Team	Business Plan objective to increase understanding of customers. Business Development Team in place to manage activity.	3	4	12	AMBER	Business Dev. Manager
7	People	Employees not buying in to the ethos/operation of the Trust.	Low employee morale. Service improvement opportunities missed.	Chief Executive	Employee Development Strategy developed and implemented. Regular communications mechanisms established and utilised.	2	2	4	GREEN	SMT
8	People	Inability to be flexible, change the organisational structure and move staff around the organisation to meet the needs of the Trust's business.	Loss of employee development opportunities. Flexibility advantages of being a Trust are not benefitted from.	Chief Executive	Employee Development Plan developed and implemented. Monthly Trust Management team meetings develop collaborative work.	3	3	9	AMBER	SMT TMT
9	People	Challenge from casual and temporary employees who have been employed for a long period of time, or in a consistent pattern if their hours were to be changed/reduced.	Could possibly lead to a tribunal.	Sport & Recreation Manager	SMT review staffing change requests. SLA with Council HR to provide advice. Monthly casual and temporary staff employment reports analysis.	3	3	9	AMBER	Chief Executive General Manager Managers
10	People	Failure to manage the short and long term absence of frontline staff.	Reduced competitiveness with other comparable businesses.	Management Team	Absence Management policy and procedure in place. SLA with HR to provide advice and OH service. Management reports circulated regularly. Benchmarking with other Trusts.	4	3	12	AMBER	SMT
11	People	A customer taking part in an activity being involved in an incident which results in injury because of the negligence of the Trust through failure to follow health and safety policies and procedures that are in place.	Potential customer claim. Increased insurance premiums. Reputational impact.	General Manager	Health & Safety policy and Premises Managers Handbook in place. Emergency action plans tested and facility operating plans in place. Staff training, qualifications and awareness raising on an on-going basis. Cross Trust Health & Safety group established with Board member rep. and remit to monitor and review performance.	2	5	10	AMBER	General Manager
12	People	An employee being injured in the work place because of the negligence of the Trust through failure to follow health and safety policies and procedures that are in place.	Employee absence. Possible claim.	General Manager	Health & Safety policy and Premises Managers Handbook in place. Emergency action plans tested and facility operating plans in place. Staff training and awareness raising on an on-going basis. Cross Trust Health & Safety group established with Board member rep and remit to monitor and review performance.	2	4	8	AMBER	General Manager
13	People	Customer service hindered by complex rules and procedures.	Members of staff not empowered to take appropriate responsibility.	General Manager	Employee Development Plan and APDS in place. Employee Survey results followed up. Mmanagement support for change in key visitor venues. Quality review's on Visit Scotland and ISO.	4	2	8	AMBER	General Manager
14	Partnership	A strong positive relationship with the Council is not maintained and the Trust becomes complacent.	Failure to secure adequate support, advice and funding. Failure to be able to test best value. Impact on employee morale and maintaining political support for the organisation. Fails to ensure any additional funding does not conflict with the Council.	Board Chair	Monitoring framework agreed and in place with Council which includes contact at senior level. SLAs with Council require close relationship be maintained.	4	2	8	AMBER	Chief Executive
15	Partnership	Trust becomes complacent with current partners and does not seek new partnerships.	Loss of opportunity of working with new partners and refreshing current relationships with partners. New business opportunities i.e. project and funding development missed.	Chief Executive	Partnerships reviewed annually as part of business planning and Funding Strategy developed to proactively map opportunities for the Trust to engage with new partners or in new ways with existing partners. Collaborations agreement with Council for partnership working in place and regularly reviewed.	3	2	6	GREEN	Business Dev. Mgr / Policy & Planning Mgr
16	Partnership	Poor Helix Partner Engagement.	Lack of clarity in project direction. Potential for reprioritising of objectives by project parties not being shared or agreed by others.	Chief Executive	Regular dialogue with Project Executive and structured reporting framework.	3	2	6	GREEN	TL Helix
17	Legal	Catering & Retail activity in the trading subsidiary does not meet it's financial targets and viability is compromised.	OSCR and/or the Council query whether the trading position is appropriate and if the Trust is being deflected from its core purpose.	Chief Executive	SLA with Council for Finance Services. Financial Management reports. Trading Board monitor performance at its quarterly meetings. FCT Board members sit on Trading Board.	2	3	6	GREEN	Chief Executive Account Manager
18	Legal	The introduction of the PVG scheme has changed the requirement for disclosure checks. The Trust needs to ensure that checks and balances are maintained in relation to employees.	Improper relationship between a member of staff and a customer could result in legal challenge.	Management Team	Trust Child and Vulnerable Adult protection policies consistently in place. Child protection training refreshed annually.	2	2	4	GREEN	Sport & Recreation Manager
19	Legal	Services are not delivered through SLA and agreed Improvement Plan is not implemented.	Company development is restricted and quality of service compromised.	Chief Executive	Dialogue maintained and clear process for implementing Improvement Plan.	2	3	6	GREEN	General Manager
20	Finance	Failure to meet income targets.	Trust may not continue to be financially viable.	General Manager	Fees & Charges Strategy developed to take a new approach by introducing varying prices, being market sensitive and introduce individual pricing. Marketing and Fundraising Strategies developed. Online booking developed to increase access to services.	4	4	16	RED	C&L / S&R Manager. Business Dev. Manager.
21	Finance	Failure to properly manage complex major projects.	Projects not being completed on time and within budget. Potential to lead to loss of future funding.	Chief Executive	SLA with Design Services for technical PM. Structured programme of project review by SMT. Project Management training for key personnel. Project Management experience essential criteria in job descriptions where posts managing significant / capital projects.	3	4	12	AMBER	Business Dev. Manager. Relevant Managers.
22	Finance	Financial controls not being properly followed.	Opportunity for theft of cash from Trust property or whilst in transit.	Chief Executive	Trust Financial Regulations understood by all Managers. Programme of Internal Audit work in place. Cash handling activity is risk assessed and all staff associated with cash handling are trained to be aware of their role and responsibility.	2	2	4	GREEN	General Manager
23	Finance	There is a failure in strategic budget planning and the Board and Management Team do not plan ahead.	The financial consequences mean that the Trust does not have a good understanding of the financial impact of its decisions. Service quality and impact is diminished. Facilities may have to close.		Performance of SLA with Council for financial management reviewed annually. Board taking a 3 year + view to financial and service planning.	4	3	12	AMBER	Chief Executive/ Board Chair
24	Finance	The transfer of additional functions to the Trust from the Council could be too much too soon e.g. Falkirk Stadium.	Energies could be diverted away from the Trust.	Executive Management	Risk based decision making processes based on a Business Case for any project.	3	2	6	GREEN	Executive Management
25	Finance	Failure to manage within Helix Budget.	Inability to deliver services that fully meet all project outcomes.	Sport & Recreation Manager	Clear financial strategy is shared with the Project Executive and realistic expectations agreed. Fund raising activity embraced by FCT for programme delivery.	2	3	6	GREEN	TL Helix
26	Finance	Inability to develop viable project propositions.	Failure to attract investment.	Chief Executive	Project development groups supported and enhanced with learning opportunities.	3	4	12	AMBER	SMT
27	Finance	Uncertainty of cost of implementing budget savings proposals.	May require further savings to be found in order to pay any severance/redundancy costs arising with potential for delay and staff time input deflecting from core business.	Chief Executive	Contingency sum built into the savings plan. Dedicated support sought from HR and Finance advisors.	3	3	9	AMBER	General Manager
28	Finance	As a result of the Barclay Report expansion of service would need to take account of potential new rates liabilities.	Increased operating costs of any new venues.	Board Chair	Working with Community Leisure UK to engage government on the legislation and to seek flexibility for the sector.	3	3	9	AMBER	Chief Executive
29	Information	Over reliance on out of date IT systems and the Council's network which are not focused on	Trust is unable to generate adequate business information. Frontline business systems interrupted. Systems not tailored to our customers.	Chief Executive	Annual review of IT SLA and regular meetings between Trust and IT services. Budget for improvement identified and a project plan developed.	3	4	12	AMBER	Policy & Planning Manager
30	Information	Lack of confidence in data provided by the Council e.g. financial information.	The Trust may not be able to adequately forecast performance and ability to provide robust rationale to support business decisions could be compromised.	Chief Executive	Annual review of Finance SLA and regular meetings between Trust and Finance Services. Reporting arrangements are under review with Finance team.	3	3	9	AMBER	Chief Executive

Falkirk Community Trust Risk Register										
Risk Register V11: February 2020										
Appendix 2										
Risk Identification							Response			
Risk No.	Risk Heading	Risk Description	Risk Effect	Risk Owner	Mitigation	Probability	Impact	PI Score	Risk Level	Action Owner
31	Information	Insufficient information is held to meet a FOI enquiry.	Trust is vulnerable to challenge from the ICO.	Chief Executive	FOI processes well established and understood. <del>Publications scheme in place.</del>	3	1	3	GREEN	Policy & Planning Manager
32	Information	The procedure for storage of information is inconsistent across the Trust and there is a lack of version control.	Information may be time-consuming to retrieve. Information may not be accurate or it may be difficult to determine the most up to date information.	Policy Dev. Manager	More teams co-located at HQ and sharing systems. Review of filing processes to streamline and increase consistency.	2	3	6	GREEN	TL Performance Review/ Admin Co-ordinator
33	Information	Personal data protection processes are not robust.	Potential for data breach and non compliance with GDPR that could incur significant financial penalties.	Chief Executive	SLA for Information Governance advice. Information Security and Data Protection Policy development and training.	3	3	9	AMBER	Policy & Planning Manager
34	Governance	Inability of partners to distinguish the Trust from the Council.	Inability to demonstrate independence and Trust may be open to challenge from OSCR.	Chief Executive	Trust brand and identity established and being used proactively. Trust web site and digital communications developed <del>Meetings with key partners held and will continue.</del>	2	2	4	GREEN	Business Dev. Manager. Chief Executive
35	Governance	Directors expectations of their role and the time required is not met.	Inability to retain Directors.	Board Chair	Directors pack to explain role issued to all Directors. Board development sessions. Legal and financial support available	2	2	4	GREEN	Chief Executive
36	Governance	The age profile of the Board is narrow and there is a risk that a number of Directors could retire/leave at the same time.	Loss of expertise and continuity of direction.	Board Chair	Recruitment process to reflect diversity and profile of the area. <del>Sub group established to manage Board recruitment</del>	2	3	6	GREEN	Sub Group Chair
37	Governance	The Board does not adequately reflect the community demographic.	Board is constrained in representing the interests of the community in its decision making.	Board Chair	Recruitment process to reflect diversity and profile of the area. <del>Sub group established to manage Board recruitment.</del>	3	3	9	AMBER	Sub Group Chair
38	Governance	Board Directors do not buy in to the vision and outcomes of the Trust.	Directors are overly focussed on their individual areas of interest. Board has difficulty in maintaining strategic direction.	Board Chair	Board development training and company awareness sessions maintained. Audit and Performance Group established with remit to steer Business Planning. Board development of 5 Year Business Strategy.	3	1	3	GREEN	Chief Executive/ Sub Group Chair
39	Governance	The Council does not buy in to the Trust concept.	Company growth, strategic role and ability to demonstrate independence is compromised.	Board Chair	Regular communications and briefings with Elected Members, Council Officers and engagement in partnership activity with Council Services.	3	3	9	AMBER	Chief Executive
40	Assets & Property	Funding is not available to maintain buildings or the Council has pressing need for investment elsewhere in its portfolio.	Facilities could be closed. Particularly if there is more than one building in the area being used in the same way e.g. swimming pools. Currently particularly high risk associated with Boness Recreation Centre, Polmonthill Ski Centre and Denny Football Centre.	General Manager	Asset Management plans for major facilities. Asset Management meetings with key counterparts in Council to forward plan and monitor performance. Funding Strategy linked to asset planning. <del>Regular communications and briefings with Elected Members.</del>	5	4	20	RED	General Manager/ Board Chair
41	Assets & Property	The Council's Strategic Asset Plans do not meet the Trust's plans.	The Trust's Business Plan may be at odds with Council plans.	General Manager	Asset Management meetings with key counterparts in Council to forward plan and monitor performance. Regular communications and briefings with Elected Members.	4	2	8	AMBER	General Manager/ Board Chair
42	Competitive	Trust is tied to Council for Terms and Conditions of employee contracts.	Trust has inflexibility to enable change in the future e.g. pay rewards.	Chief Executive	Risk accepted.	2	2	4	GREEN	N/A
43	Environmental	Trust manages a number of major facilities within hazard zone and there is risk of incident at Grangemouth that invokes COMAH.	Evacuation of buildings and the closure of facilities.	General Manager	Trust's Business Continuity Management Plans. <del>Trust is partner in the Councils Emergency Response Plan</del>	2	2	4	GREEN	Management Team
44	Environmental	Many pitches are low lying and on poorly drained land. The ability to trade is compromised because of flooded pitches/parkland.	Reduction in the number of football teams being able to play due to flooded pitches. Could result in the loss of income and challenges for compensation payments.	Sport & Recreation Manager	Pitch Strategy development. SLA for maintenance and drainage works.	3	3	9	AMBER	Sport & Recreation Manager
45	Environmental	Changes in responsibility for securing CO <sup>2</sup> efficiencies transfer from the Council to the Trust.	The Trust could fail to be aware of legislation changes in this field. The Trust could be challenged by the Council for not adequately implementing CO2 efficiencies.	General Manager	SLA with Council to provide advice. In-house expertise built in to TL Parks & Sustainability role.	2	2	4	GREEN	Sport & Recreation Manager
46	Reputation	Poor aesthetics of the Trust's buildings.	Customer numbers could decline and Trust inability to produce suitable images to adequately promote facilities to attract new customers and partners. Customer / non customer perceptions are hard to change.	General Manager	Asset Management Plans to be developed. Marketing Strategy. <del>Exciting and relevant programme delivery to attract and retain customers.</del>	4	3	12	AMBER	General Manager
47	Reputation	The Trust is not seen to make changes.	Perceived as being inflexible and not a modern organisation which could make the Trust unattractive as a Partner.	Board Chair	Business Plan focused on improvement. Marketing Strategy key messages and PR. Culture & Sport Strategy. Pro-active partner liaison maintained. Board maintain an external focus and encourage staff to act and behave differently.	2	3	6	GREEN	General Manager/ Chief Executive
48	Reputation	Increased use of social media.	Improved marketing and communication reach could expose Trust to negative PR.	Business Dev. Manager	Accept Risk. Internal and external social media policies in place and actively monitored.	2	3	6	GREEN	TL Sales & Marketing
49	Customers	Customers are not adequately understood and their expectation is not reflected/ evidenced in business planning for service delivery.	New business opportunities are not identified. New customers are not attracted. Existing customer numbers decline. Opportunities created for increased competition.	Business Dev. Manager	Consistent approach to gathering customer data and customer feedback. New ticketing system generating enhanced reporting for the Arts. Marketing Strategy development.	3	3	9	AMBER	TL Sales & Marketing, TL Performance Review.
50	Customers	The recession continues and constrains customer ability to spend.	Trust may not continue to be financially viable.	Chief Executive	Pricing strategy and programme tailored and marketed to customer profiles.	2	3	6	GREEN	General Manager / Business Dev Mgr
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Falkirk Community Trust

**Subject:** Health, Safety & Risk Update  
**Meeting:** Falkirk Community Trust Board  
**Date:** 5 March 2020  
**Author:** Sport & Recreation Manager

**1. Introduction**

- 1.1 The purpose of this report is to inform and update Board Members of the current status regarding our ongoing Health, Safety & Risk (HS&R) record and management process across all Trust locations and staff. This is an update report following the report submitted to the Board in November 2019.

**2. Operational Issues and Developments**

**Operational Update:**

- 2.1 Falkirk Council have begun the audits of our football / rugby pavilions for legionella and asbestos compliance. This will involve visiting all pavilions to inspect the premises and give assurance that all regulatory processes and procedures are being complied with. We currently rely on the assistance of our existing football teams for completion of some of this work e.g. running showers and taps on a regular basis to ensure water turnover. An inspection regime for our leisure maintenance attendant has been devised to ensure we are compliant with these regulations and to ensure our teams' practice better "housekeeping" at these venues.
- 2.2 Fixed wire testing has begun in our priority venues. There was a delay in this process due to contractor difficulties experienced by our service providers in the Council. Budget provision for the expected work resulting from these inspections will be discussed at our regular Service Level Agreement liaison meeting.
- 2.3 Around 60 members of FCT staff have been scheduled to attend accident investigation training organised by our Insurance providers. This will include training on *investigation claims and defensibility*. Resulting from this training our staff will have a better understanding of what a defensible claim may look like, so we can prepare a robust defence of our actions where appropriate.
- 2.4 As reported in the November update, we have now started utilising the MyView system to upload staff training records and information. This should allow a consistent and more accurate record keeping system for future reference. These records are on each member of staff's personal MyView file, whilst complying fully with the GDPR personal information storage / file regulations.
- 2.5 Fire Safety Inspections have been carried out a number of our premises lately and 'Fire Officer Reports' have been received detailing findings and required actions from these inspections. So far none of these inspections have highlighted any serious issues for us and all responsible Team Leaders have responded satisfactorily to the Fire Service.

### **3. The Health, Safety & Risk Group**

3.1 The most recent meeting of the group took place on 29<sup>th</sup> November in the Stadium Offices. The agenda at this meeting covered the following items. As usual interesting and informative discussion took place among the group.

- Training & Education
- Winter Maintenance and Emergency Planning ( Severe Weather )
- Legionella and Asbestos Management
- Investigation and Defensibility Insurance actions
- Risk and Safety precautions for the Festive period
- External Agency Inspections

### **4. Fire & Light Event 1<sup>st</sup> & 2<sup>nd</sup> Jan 2020**

4.1 The annual Fire & Light Event was held at Helix Park on these dates and an increased attendance of approx. 9000 attended across the two days on this, its 5<sup>th</sup> year. The main theme of the event was '2020 visions' - A fusion of past and future where the audience transition from magical Victoriana to futuristic cyber-pagan technology. All went extremely well with no major issues, incidents or accidents. The complex nature of the activities and displays on offer are challenging for staff and performers alike, so it is pleasing to note that with detailed preparation and planning an event of this scale can be provided in a safe and secure environment for our customers.

### **5. Falkirk Council**

5.1 Michael Durrington (Council Health & Safety Officer) informed us a new Incident Reporting Risk Assessment Database has been devised and implemented within the Council. FCT will have the opportunity of contributing to this database once robust testing has been done. This will allow FCT and the Council to share best practice on incident reporting and actions taken to resolve issues.

### **6. Woodland Management**

6.1 The work to remove and pollard "at risk" trees at Callendar Park is almost complete. To date 30 trees have been removed and a further 36 have required significant surgery to remove dangerous limbs and branches. There now only remain small number to have work done on them when the ground conditions at the park allow. Ongoing risk assessments will continue to be completed for the most vulnerable trees, and those within the main public walkways, by Park staff.

### **7. Severe Weather Preparation**

7.1 We have experienced some extreme weather recently and to date no serious incidents or accidents have been reported. We have posted information on our web pages informing our customers to exercise caution when accessing our Parks in particular, and to ensure they follow national weather warnings and Police advice when exercising or walking outdoors. All Team Leaders were 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 weeks and months.

## **8. Performance**

### **8.1 Accident Performance Management**

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

### **8.2 Staff Accidents**

From October – January (incl) there have been a total of 5 accidents involving staff reported for these months. All were of a minor nature and did not involve any loss of time at work. This equates to 1.25% of the workforce who have been involved in an accident at work during October, November, December and January.

### **8.3 Customer Accidents**

From October - January (incl.) there have been a total of 71 reported accidents to customers across all sites. This equates to approx. 1 in every 12,565 approx. customers (0.008%) who have had a reported accident when using our services in the four months reported. 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.

## **9. Conclusion**

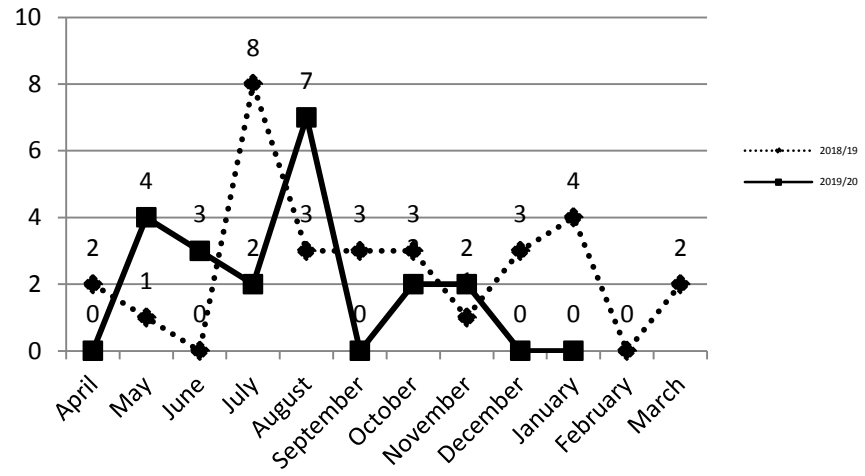
- 9.1 The Board will be pleased to note that during the winter period there have been no reported major accidents or incidents at our venues. All other accidents and incidents were of a minor nature and continue to be dealt with in an effective and efficient manner by our trained staff.



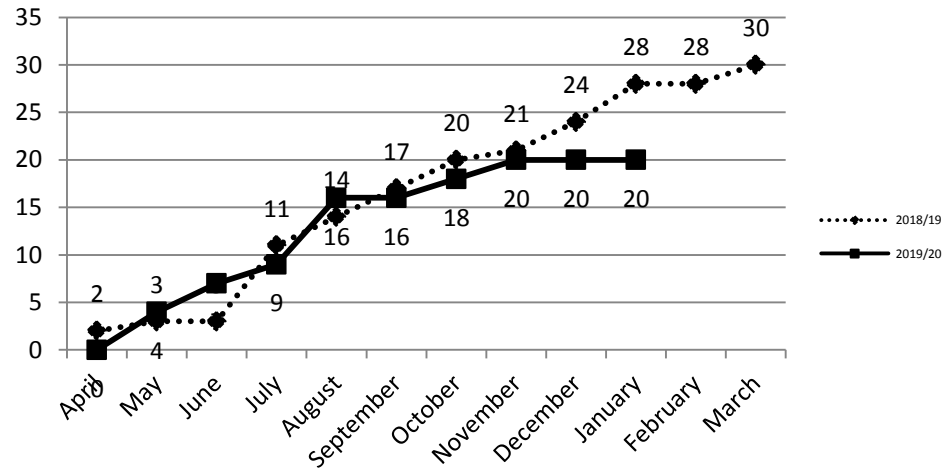
Paul Finnie  
Sport & Recreation Manager

# Appendix 1

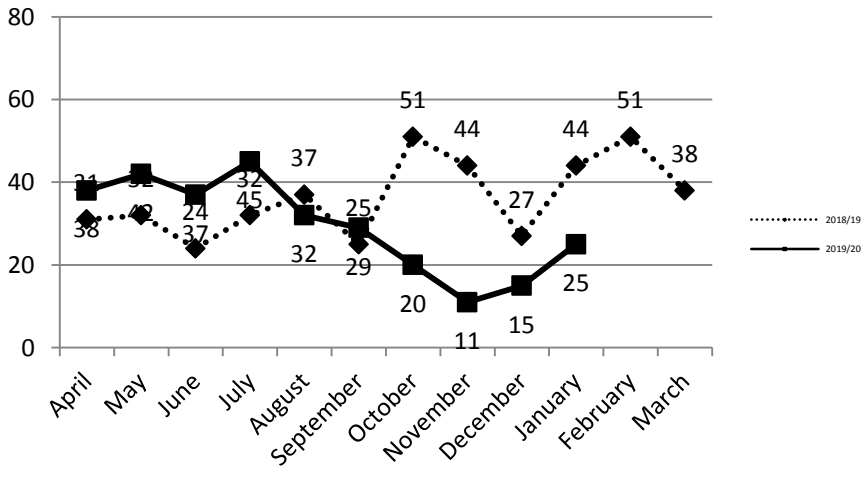
## Accidents involving members of Staff



## Cumulative Accidents involving members of Staff



## Accidents involving Customers



## Cumulative Accidents involving Customers

