

# Falkirk Community Trust

## Board Meeting 27<sup>th</sup> August 2020 9.30am

### AGENDA

	AGENDA Part 1: Items	Purpose
1	Minute of Meetings held on 5 March 2020	Approval
2	Matters Arising	N/A
3	Projected Financial Outturn 2020/21 <i>Report by Chief Finance Officer, Falkirk Council</i>	Information
4	Board Administration <i>Report by Chief Executive</i>	Approval
5	Risk Update <i>Report by Sport and Recreation Manager</i>	Information
6	Health, Safety & Risk Update <i>Report by Sport &amp; Recreation Manager</i>	Information
7	Any Other Business	
	Date of Next Board Meeting : 5 November 2020 0930 Business Planning Workshop 24 September 1600 – 1900	

***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
8	COVID-19 Response and Future Action <i>Report by General Manager</i>	Approval
9	Overview of Council Position and Financial Forecast <i>Kenneth Lawrie, CEO and Bryan Smail, Chief Finance Officer, Falkirk Council</i>	Discussion
10	Business Plan 2021/22 <i>Report by Chief Executive</i>	Discussion
11	Grangemouth Golf Course Transfer <i>Report by General Manager</i>	Information
12	Verbal Reports from Sub Groups	Information
13	Note of Update Meeting held on 18 June 2020	Information
13	Unapproved Minute of Falkirk Community Trading Ltd 3 March 2020	Information
14	Unapproved Minute of Audit & Performance Sub Group 13 February 2020	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 **5<sup>th</sup> March 2020** at 09.30am. David White (DW) chaired the meeting throughout.

No members of the public attended.

**Present:** David White (DW) Chair; Cllr Lorna Binnie (LB); Cllr Niall Coleman (NC);  
Cllr Joan Coombes (JoC); Derek Easton (DE); Cllr Jim Flynn (JF); Cllr John McLuckie (JM);  
Simon Rennie (SR); Alan Stewart (AS).

**Apologies:** Andrew Roberts (AR)

**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 improved condition of the flooding in Callendar Park.		
1	Minute of Meeting	The minute of the meeting held on 7 <sup>th</sup> August 2020 was approved.		
2	Matters Arising	The Board noted that all matters arising had been dealt with at the special meeting held on 18 <sup>th</sup> December 2019.		
3	Projected Financial Outturn 2019/20	<p>MS presented the projected outturn based on actual performance to end of December 2019. The Board noted that although income is up on the same period as last year, at this point the projected position is a deficit of £332,000 on charitable activities which is significantly less than the deficit of £675,000 previously reported. This turnaround is the result of a detailed review of budgets by managers across the Trust and close monitoring is continuing.</p> <p>The Board welcomed the much improved position and discussed the following factors:</p> <ul style="list-style-type: none"> <li>Continued uncertainty over assets and impact on customer confidence;</li> <li>Impact of Trading Company performance;</li> <li>Financial modelling of cash flow for planning purposes and to inform business continuity;</li> <li>The flow through of savings in 2019/20 to next financial year;</li> <li>Need for joined up approach with the Council on budget communications.</li> </ul> <p>The Board noted the projected year end financial position for 2019/20 and the ongoing management action that is being taken to review and improve the current financial performance for 2019/20.</p>		
4	Feedback from Falkirk Council on the Business Plan	<p>DW noted the joint work with the Council over a period of months to reach an agreed position.</p> <p>MC tabled a summary note of the key points from the Council meeting of 26<sup>th</sup> February 2020. The Board noted that the outcome of the Council meeting was:</p> <ul style="list-style-type: none"> <li>Approval of the service payment of £10.896m for 2020/21;</li> </ul>		

No.	Agenda Item	Agreement / Action	Due Date	Who
		<ul style="list-style-type: none"> <li>Support for £50k to maintain operations at Grangemouth Golf Course to March 2021;</li> <li>Agreement to meet compensatory lump sum requests for staff who accept voluntary severance, conditional on FCT meeting strain costs;</li> <li>Agreement for the capital programme of £508k for 2020/21;</li> <li>Savings agreed comprise £373k identified in previous reports as 'deliverable' savings plus £100k from reserves.</li> </ul> <p>The Board discussed the next steps. Key points included:</p> <ul style="list-style-type: none"> <li>The importance of delivering the 5 Year Joint Savings and Investment Plan;</li> <li>The time it may take to deliver the SPR once agreed and caution around overreliance on this;</li> <li>It is timely to review the Service Level agreements with the Council and that the review needs to be mutually beneficial;</li> <li>The role of the Joint Working Group as a practical mechanism for joint planning.</li> </ul> <p>The Board noted that the management team will also progress the current voluntary severance requests; the feasibility study for development of Grangemouth Sports Complex; and support Grangemouth Golf Club in the development of their business plan.</p>		
5	Action Plan 2020/21	<p>JaC presented the Annual Action Plan which reflects the savings plan and proposals discussed in item 4. The Board noted that the Plan contains 41 high level actions including areas of work which will be reported to the Board in the year ahead including business growth projects at Polmont Sports Centre and Grangemouth Sports Complex; a Development of Sport Plan; ongoing options work for a new arts centre; legacy planning to the ensure benefits of externally funded Great Place project continue and customer and employee consultations.</p> <p>The Board noted that the management team review resource allocations to the Plan to ensure effort is directed appropriately and select opportunities carefully to focus on projects where the Trust is able to drive a return. The Board noted that considerable time has been spent working with Falkirk Council over the past year to work towards positive returns.</p> <p><b>Decision</b></p> <p>The Board approved the Annual Action Plan 2020-2021.</p>		
6	Arts Centre Update	<p>LoH summarised the role of the Trust and the work undertaken on proposals for the development of an arts centre. The Board noted the 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; that the costs of consultants had been funded by Falkirk Council and that the consultation feedback had articulated the need for a high quality cultural venue for the area.</p> <p>The Board asked that the wording of para 4.2 is amended to reflect the reservations held within the Council and not any specific group.</p> <p>JoC moved an amendment to recommendation 7.1b) to read as follows:-</p>		LoH

No.	Agenda Item	Agreement / Action	Due Date	Who
		<ul style="list-style-type: none"> <li>b) the decision not to proceed with the project as agreed at the meeting of the Executive on 14 January</li> </ul> <p>Following discussion a majority of the Board agreed to the above amendment.</p> <p>The Board agreed to receive a further progress report at a future meeting.</p>		LoH
7	Mariner Centre Development Update	<p>SC advised the Board of the positive outcomes of the recent works to upgrade and extend the health &amp; fitness provision at the Mariner Centre including excellent feedback from customers and new customers attracted. The Board noted the mid-market pricing point; the importance of accessibility; support for vulnerable groups through the Go Card, Active Forth programme and Champions Board; and staff access.</p> <p>SC reminded directors of the launch event taking place on 19<sup>th</sup> March to celebrate the success of the project.</p>		
8	Risk Update	<p>The Board noted the strategic risks set out in the report and risk register and that finance and assets &amp; property remain very high level risks for the Trust, and that the strategic risk position remains as reported last year.</p> <p>The Board noted that Birkhill Claymine has been removed from the corporate register.</p> <p>The Board noted that mitigation planning activity associated with Coronavirus is being dealt with as a business continuity action.</p> <p><b>Decision</b></p> <p>The Board agreed the Strategic Risk Register.</p>		
9	Health & Safety Update	<p>PF provided a verbal overview of the ongoing work in the context of Coronavirus to review and plan ahead. The Board noted that the situation is being reviewed on a daily basis and the Council's Resilience and Emergency Planning team are providing regular information updates and guidance on what actions should be taken and considered going forward.</p> <p>The Board noted that access to the Council's coronavirus update page has been provided to all staff. Information is being cascaded and displayed in staff areas for those staff who do not have PC access. Action is being taken if a member of staff has returned from a country at category 1 or 2 risk level in the past 14 days.</p> <p>In relation to the report PF clarified that an audit is being undertaken of pavilions to assess our processes that are in place for compliance with legionella and asbestos management legislation.</p>		
10	AOCB	<p><u>Service Level Agreements</u></p> <p>The Board discussed the above topic which was covered in agenda item 4.</p>		

**Falkirk Community Trust**

**Subject:** Financial Projection 2020/21  
**Meeting:** Falkirk Community Trust Board  
**Date:** 27 August 2020  
**Author:** Chief Finance Officer, Falkirk Council

**1. Introduction**

- 1.1 With consideration to the on-going impact of the Covid19 outbreak on the Trust's activities for 2020/21, this report presents an analysis of 2020/21 projected financial position for both the charity and trading activities.
- 1.2 Comparison is made against planned budget, and prior year performance to determine the detrimental financial impact of the Covid19 restrictions and the potential performance of each area following the planned reopening of facilities.
- 1.3 The analysis presented in this paper will assist the Board with considering the potential level of financial support that will be required to allow the Trust to continue to operate within available resources.

**2. 2020/21 Financial Performance**

- 2.1 The table below sets out the performance to date and projected outturn for the remainder of the financial year. This highlights a projected deficit against budgeted resources of **£1.4m**. It should be emphasised that there is still a high degree of uncertainty and key assumptions may change over the coming months. The three main factors impacting on the Trust's financial performance are the significant loss of customer income for charitable and trading activities, the operational savings arising from the closure of facilities and the UK Government's Job Retention Scheme.

	<b>Actuals</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Budget</b>	<b>Variance</b>
	<b>Apr-Aug</b>	<b>Sept-Oct</b>	<b>Nov-Mar</b>	<b>20/21</b>	<b>20/21</b>	<b>20/21</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Gross Spend	4,917	3,843	7,119	15,879	18,878	-2,999
Gross Income	-363	-242	-730	-1,335	-7,399	6,064
Net Spend	4,554	3,601	6,389	14,544	11,479	3,065
Trading Deficit	106	176	128	410	-583	993
Service Payment	-2,856	-3,297	-4,743	-10,896	-10,896	-
Business Grants	-137	-	-	-137	-	-137
Furlough Scheme	-1,667	-480	-390	-2,537	-	-2,537
	-4,554	-3,601	-5,005	-13,160	-11,479	-1,681
<b>Projected Deficit</b>	-	-	<b>1,384</b>	<b>1,384</b>	-	<b>1,384</b>

- 2.2 The most significant financial aspect for the Trust is the loss of customer income due to the closure of facilities during the lockdown period. However as sites reopen, it is expected that it will take a considerable period of time to return to the levels of income previously received. From the planned reopening dates, on average 20% of the prior year levels is anticipated. In comparison with a budget of £7.4m, projected operational income is only around c£1.3m for the current financial year.
- 2.3 Lower operational costs as a result of the lockdown have helped to mitigate the loss of income. The projection is based on maintaining these savings to the year end and that facilities will be able to broadly operate within a pro-rata share of the operational budgets, after accounting for certain fixed costs and COVID related expenditure, from the reopening dates. The total projected operational savings are c£3m.
- 2.4 The UK Government's Job Retention Scheme is aimed at maintaining the current workforce by placing employees on furlough and then applying for a grant that covers 80% of employees' usual monthly wage costs, up to £2,500 a month plus associated employee national insurance contributions and minimum employee pension contributions. The Scheme is due to end in October and changes from August will reduce the amounts payable by the Government each month. However, it was also announced a Job Retention Bonus will result in a one-off payment of £1,000 for every employee furloughed and remains in continuous employment with the Trust through to 31 January 2021.
- 2.5 The amounts currently claimable will also reduce as facilities open and staff are taken off furlough. Based on the current planned reopening dates, the expected income, excluding trading activities, from both Government Schemes is £2.5m. If any of the sums paid were to be recovered by the Government at a later date, then a net cost will arise. The maximum exposure could be the equivalent value to lost monthly income of £0.750m less any operational savings.
- 2.6 Appendices 1-2 provide a financial projection and income assumptions for each business area. Commentary for each area is also detailed in Section 3 below.

### **3. Analysis of key variances and assumptions**

#### Business Administration

- 3.1 Business Administration is projecting an underspend on budget of £7,000. It has been assumed that staff currently still on furlough are expected to remain so until the end of the scheme. While overall, most budget lines are shown to be on budget a pro-rata reduction on expenditure on marketing has been reflected in line with the likely level of activity to be undertaken for the remainder of 2020/21.

#### Parks and Recreation

- 3.2 Parks and Recreation is projecting an underspend of £97,000. Employee projections are largely based on current level of payroll projected forward pro rata for the full 12 months with an assumed reduction in casual employee costs going forward. Savings on overtime have been assumed with virtually no spend projected. Savings on training costs and staff travel have been anticipated in light of relatively low spend in 19/20. For the purposes of furlough, the amount claimable has been aligned to the planned opening of facilities.
- 3.3 Savings on property repairs have been factored in given the reduced time available to undertake works and a modest saving on energy costs of roughly 20% on last year has been assumed. (circa 15-20% on last year) has been assumed at this stage. Transport costs are largely shown on budget, with a modest saving on fuel anticipated in line with the vehicle usage. Within supplies and services, savings have been assumed on many of the budget lines as a result of the reduced period remaining.

- 3.4 Within income hires and tuition fees are anticipated at virtually zero in line with assumed activity and parking income at Muiravonside is projected to be minimal. Although the Golf Course is projecting above budget, the income received is higher than initially expected.

#### Libraries

- 3.5 Libraries are projecting an underspend of £129,000. Employee projections are largely based on current level of payroll projected forward pro rata for the full 12 months. For the purpose of Furlough claims, it has been assumed that staff would be returning in August in anticipation of libraries reopening. Some modest savings of roughly 20% on energy costs in comparison to last year's spend have been assumed. For supplies and services, expected costs have been aligned to a pro-rate share of the budgets where appropriate. Income has been projected on the basis of being able to achieve 38% of what was achieved in 19/20.

#### Arts

- 3.6 Arts is projecting an overspend of £216,000. Consideration has been given to the plans for programming at FTH and the Hippodrome. For FTH, it has been assumed that there will be no planned activity for the remainder of 2020/21. This will result in some staff remaining on furlough for the maximum period. For the Hippodrome it has been assumed that reopening will commence in October with staff returning from furlough at the end of September in preparation for this. Employee costs have been projected forward for 12 months using the current payroll cost as a basis.
- 3.7 A modest 20% saving on last year's utility costs have been anticipated. A pro rata reduction on property repairs has also been factored in on the basis of there being limited scope to undertake a full programme of property repairs in the time remaining. Within supplies and services, budget lines directly tied to activity/income have been projected lower than budget. This therefore results in significant savings projected on budget lines such as technical services within Falkirk Town Hall. Advertising costs at Falkirk Town Hall are projected to be nil on the basis that these are directly related to a festive pantomime offering which will no longer take place.
- 3.8 Income within arts has been projected at nil for Falkirk Town Hall as a result of assuming no programme of activity. For the Hippodrome it has been assumed that c30% of last year's equivalent income levels can be achieved. This allows for the reduction in capacity that the venue will be operating at.

#### Heritage

- 3.9 Heritage is projecting an underspend of £48,000. For Callendar House an assumed reopening in September has been projected, with staff returning from furlough at the end of August. Employee projections are largely based on current level of payroll projected forward pro rata for the full 12 months. A saving of 20% on last year's actual utility costs has been assumed and a pro rata reduction on repairs expenditure has also been factored in. There are savings within supplies and services relating to the exhibitions budget given the limited time remaining in 20/21. Otherwise, supplies and services have been largely shown on budget at this stage. Income achievement from donations and other sources has been assumed to be minimal.

#### Sports and Fitness

- 3.10 Sports and Fitness is projecting an overspend of £2.9m. The proposed reopening date for each location has driven the calculation for furlough payments and assumed income upon reopening. Employee projections are largely based on current level of payroll projected forward pro rata for the full 12 months with an assumed reduction in expenditure on casual employees factored in. For the purpose of furlough income calculations, it has been assumed that staff will return at the end of the month preceding the reopening date. This

gives a range of some staff returning at the start of September or October, while some remain on furlough for the maximum period.

- 3.11 Property costs assume a saving on repairs in line with the time period remaining and utilities are projected to achieve a 20% reduction on last year's spend. Various fixtures and fittings budget lines have been assumed at 50% of budget. Supplies and services budgets have been carefully reviewed to reflect pro-rata savings where likely. Tutor costs have been projected in line with the planned number of classes that are anticipated to be running at each location.
- 3.12 The anticipated reopening dates have been used as a guide to determine income. For the remaining months that locations will be operating a figure of c20% of the actual achieved in the same period 19/20 has been used as an estimate. This is on the basis of revised capacities and fragile customer confidence impacting on demand.

#### Helix

- 3.13 Helix is projecting an overspend of £237,000. Employee projections are largely based on current level of payroll projected forward pro rata for the full 12 months with some savings on training, travel and overtime assumed. For the calculation of furlough income staff directly involved with Helix Events are anticipated to be on furlough for the maximum period, while many staff will return during September in line with reopening of the visitor centre.
- 3.14 Modest savings on utilities have been projected with a 20% saving on last year anticipated. Supplies and Services project significant savings on budget but this is primarily as a result of the Fire and Light event not now happening in January. This directly impacts on the associated income projection. Income from car parking has been projected forward based on current levels being achieved, however the limited period remaining means that this represents a significant fall in income compared to last year. Minimal income from donations and other minor income streams is anticipated.

#### Trading Company

- 3.15 The approach towards Trading has largely been in line with what has been anticipated for the charity however at some locations it has been assumed that there may be a lag between buildings reopening and Trading activities commencing.
- 3.16 Given the significant level of profitable income that Trading normally achieves, there is a large loss, after furlough payments, of £411,000 projected. This is a variance of c£1m compared to the budgeted surplus. The Helix alone represents £0.579m of this adverse variance, highlighting the significance of the turnover this location normally achieves.
- 3.17 Employee costs have been based on current payroll levels projected forward pro-rata with an anticipated reduction in casual staff costs. Expenditure on purchases are directly aligned to the income levels by using the budgeted gross profit margin percentage. The level of income projected to be achieved mirrors the same levels anticipated within the charity. This therefore means that income of overall roughly 15% of what was achieved last year has been projected with consideration given to adjusting for seasonality.

## **4. Conclusions**

- 4.1 The impact of COVID-19 on operational income has been considerable, with a projected loss of c£6m. Although this has been mitigated by the Government's Job Retention Schemes and operational savings, a projected deficit of **c£1.4m** is projected for the current financial year. To the extent this cannot be covered by unearmarked reserves (c£0.228m)



or additional savings, the Trust will formally have to ask the Council for additional financial support.

**5. Recommendations**

**5.1 The Board is invited to note the analysis of the projected performance for 2020/21**

**5.2 The Board formally requests additional financial assistance from the Council to meet the current shortfall of £1.4m, although this will be subject to change depending on the final outturn.**

A handwritten signature in black ink, appearing to read 'Bryan Smill', with a horizontal line underneath.

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**Chief Finance Officer, Falkirk Council**

**Date: 14 August 2020**

Contact Officer: Danny Cairney, Senior Corporate Finance Manager, Falkirk Council

<u>2019/2020</u> <u>Actual</u>		<u>Annual Budget</u>	<u>Actuals: P1-P4</u>	<u>Forecast: P5-P7</u>	<u>Forecast: P8-P12</u>	<u>Total Forecast</u>	<u>Variance</u>
<b><u>Business Administration</u></b>							
1,131,441	10 - Employee Expenses	1,181,600	393,075	300,110	489,360	<b>1,182,545</b>	945
64,537	20 - Property Expenses	162,220	8,665	40,050	57,980	<b>106,695</b>	(55,525)
-	30 - Transport Expenses	11,530	-	-	-	-	(11,530)
606,840	40 - Supplies & Services	558,120	100,411	75,220	352,750	<b>528,381</b>	(29,739)
13	50 - Third Party Payments	123,530	-	-	105,716	<b>105,716</b>	(17,814)
89,740	65 - Support Services	89,740	29,913	22,430	37,397	<b>89,740</b>	-
187,417	68 - Capital Costs	93,690	20,580	23,420	49,690	<b>93,690</b>	-
<b>2,079,988</b>	<b>Gross Expenditure</b>	<b>2,220,430</b>	<b>552,645</b>	<b>461,230</b>	<b>1,092,893</b>	<b>2,106,768</b>	<b>(113,662)</b>
(87,860)	70 - Income	(171,800)	(16,438)	(15,836)	(32,402)	<b>(64,676)</b>	107,124
<b>1,992,129</b>	<b>Net Expenditure</b>	<b>2,048,630</b>	<b>536,207</b>	<b>445,394</b>	<b>1,060,491</b>	<b>2,042,092</b>	<b>(6,538)</b>
<b><u>Parks &amp; Recreation</u></b>							
915,319	10 - Employee Expenses	1,036,780	294,963	235,950	366,700	<b>897,613</b>	(139,167)
279,245	20 - Property Expenses	340,960	82,357	77,190	132,143	<b>291,690</b>	(49,270)
127,860	30 - Transport Expenses	127,530	19,189	41,140	49,960	<b>110,289</b>	(17,241)
266,799	40 - Supplies & Services	266,300	52,635	45,135	89,745	<b>187,515</b>	(78,785)
236	50 - Third Party Payments	-	-	-	-	-	-
114,320	65 - Support Services	114,320	38,107	28,580	47,630	<b>114,317</b>	(3)
<b>1,703,780</b>	<b>Gross Expenditure</b>	<b>1,885,890</b>	<b>487,250</b>	<b>427,995</b>	<b>686,179</b>	<b>1,601,424</b>	<b>(284,466)</b>
(390,044)	70 - Income	(368,220)	(163,176)	(9,810)	(8,180)	<b>(181,166)</b>	187,054
<b>1,313,736</b>	<b>Net Expenditure</b>	<b>1,517,670</b>	<b>324,074</b>	<b>418,185</b>	<b>677,999</b>	<b>1,420,258</b>	<b>(97,412)</b>
<b><u>Libraries</u></b>							
1,630,039	10 - Employee Expenses	1,712,190	537,518	415,991	693,319	<b>1,646,828</b>	(65,362)
294,204	20 - Property Expenses	272,670	67,925	98,847	96,822	<b>263,594</b>	(9,076)
8,885	30 - Transport Expenses	6,460	755	2,139	3,566	<b>6,460</b>	-
413,708	40 - Supplies & Services	419,300	22,094	26,310	238,180	<b>286,584</b>	(132,716)
152,420	65 - Support Services	152,420	50,807	38,105	63,508	<b>152,420</b>	-
<b>2,499,256</b>	<b>Gross Expenditure</b>	<b>2,563,040</b>	<b>679,098</b>	<b>581,392</b>	<b>1,095,395</b>	<b>2,355,885</b>	<b>(207,155)</b>
(71,585)	70 - Income	(95,670)	(60)	(6,650)	(11,084)	<b>(17,794)</b>	77,876
<b>2,427,671</b>	<b>Net Expenditure</b>	<b>2,467,370</b>	<b>679,038</b>	<b>574,742</b>	<b>1,084,311</b>	<b>2,338,091</b>	<b>(129,279)</b>
<b><u>Arts</u></b>							
1,078,946	10 - Employee Expenses	1,071,400	330,325	256,526	427,544	<b>1,014,395</b>	(57,005)
125,155	20 - Property Expenses	101,680	18,626	23,856	39,760	<b>82,242</b>	(19,438)
-	30 - Transport Expenses	230	-	11	19	<b>30</b>	(200)
421,620	40 - Supplies & Services	360,410	30,521	25,280	42,132	<b>97,933</b>	(262,477)
-	50 - Third Party Payments	5,830	-	-	-	-	(5,830)
53,350	65 - Support Services	53,350	17,783	13,338	22,229	<b>53,350</b>	-
<b>1,679,072</b>	<b>Gross Expenditure</b>	<b>1,592,900</b>	<b>397,256</b>	<b>319,011</b>	<b>531,684</b>	<b>1,247,951</b>	<b>(344,949)</b>
(457,495)	70 - Income	(588,890)	399	-	(28,069)	<b>(27,670)</b>	561,220
<b>1,221,576</b>	<b>Net Expenditure</b>	<b>1,004,010</b>	<b>397,655</b>	<b>319,011</b>	<b>503,615</b>	<b>1,220,281</b>	<b>216,271</b>
<b><u>Heritage</u></b>							
201,826	10 - Employee Expenses	216,970	69,067	52,240	87,067	<b>208,374</b>	(8,596)
188,523	20 - Property Expenses	239,760	52,556	51,839	86,399	<b>190,794</b>	(48,966)
-	30 - Transport Expenses	530	-	-	-	-	(530)
82,009	40 - Supplies & Services	99,850	15,082	24,836	41,394	<b>81,312</b>	(18,538)
53,350	65 - Support Services	53,350	17,783	13,338	22,229	<b>53,350</b>	-
<b>525,707</b>	<b>Gross Expenditure</b>	<b>610,460</b>	<b>154,488</b>	<b>142,253</b>	<b>237,089</b>	<b>533,830</b>	<b>(76,630)</b>
(53,414)	70 - Income	(33,220)	94	(1,705)	(2,840)	<b>(4,451)</b>	28,769
<b>472,293</b>	<b>Net Expenditure</b>	<b>577,240</b>	<b>154,582</b>	<b>140,548</b>	<b>234,249</b>	<b>529,379</b>	<b>(47,861)</b>



<u>2019/2020</u> <u>Actual</u>		<u>Annual Budget</u>	<u>Actuals: P1-P4</u>	<u>Forecast: P5-P7</u>	<u>Forecast: P8-P12</u>	<u>Total Forecast</u>	<u>Variance</u>
<b>Sports &amp; Fitness</b>							
5,160,648	10 - Employee Expenses	5,564,750	1,612,121	1,131,370	1,874,230	4,617,721	(947,029)
1,054,627	20 - Property Expenses	1,096,360	200,500	132,270	445,400	778,170	(318,190)
20,882	30 - Transport Expenses	26,240	3,320	5,450	8,720	17,490	(8,750)
949,428	40 - Supplies & Services	1,077,260	156,832	161,420	415,134	733,386	(343,874)
11,000	50 - Third Party Payments	2,500	3,400	-	3,600	7,000	4,500
342,960	65 - Support Services	342,960	114,320	85,740	142,900	342,960	-
<b>7,539,545</b>	<b>Gross Expenditure</b>	<b>8,110,070</b>	<b>2,090,493</b>	<b>1,516,250</b>	<b>2,889,984</b>	<b>6,496,727</b>	<b>(1,613,343)</b>
(4,282,202)	70 - Income	(5,103,280)	843	(108,130)	(494,220)	(601,507)	4,501,773
<b>3,257,343</b>	<b>Net Expenditure</b>	<b>3,006,790</b>	<b>2,091,336</b>	<b>1,408,120</b>	<b>2,395,764</b>	<b>5,895,220</b>	<b>2,888,430</b>
<b>Helix</b>							
713,143	10 - Employee Expenses	715,790	230,427	167,673	279,455	677,555	(38,235)
123,915	20 - Property Expenses	134,600	21,438	33,751	56,251	111,440	(23,160)
21,806	30 - Transport Expenses	17,770	4,738	4,887	8,145	17,770	-
278,578	40 - Supplies & Services	385,840	17,092	25,076	41,793	83,961	(301,879)
(5,000)	50 - Third Party Payments	-	-	-	-	-	-
<b>1,132,442</b>	<b>Gross Expenditure</b>	<b>1,254,000</b>	<b>273,694</b>	<b>231,387</b>	<b>385,644</b>	<b>890,725</b>	<b>(363,275)</b>
(424,240)	70 - Income	(644,500)	(7,360)	(10,650)	(26,627)	(44,637)	599,863
<b>708,202</b>	<b>Net Expenditure</b>	<b>609,500</b>	<b>266,334</b>	<b>220,737</b>	<b>359,017</b>	<b>846,088</b>	<b>236,588</b>
<b>Restricted Funds</b>							
608,626	10 - Employee Expenses	629,160	199,914	160,967	268,279	629,160	-
402	30 - Transport Expenses	1,070	(203)	-	1,273	1,070	-
549,563	40 - Supplies & Services	42,270	78,486	-	(36,216)	42,270	-
187,552	50 - Third Party Payments	(31,270)	970	-	(32,240)	(31,270)	-
<b>1,346,142</b>	<b>Gross Expenditure</b>	<b>641,230</b>	<b>279,167</b>	<b>160,967</b>	<b>201,096</b>	<b>641,230</b>	-
(1,196,362)	70 - Income	(477,840)	(177,608)	(88,000)	(212,232)	(477,840)	-
<b>149,780</b>	<b>Net Expenditure</b>	<b>163,390</b>	<b>101,559</b>	<b>72,967</b>	<b>(11,136)</b>	<b>163,390</b>	-
<b>Projects</b>							
178,590	40 - Supplies & Services	-	3,206	-	-	3,206	3,206
<b>178,590</b>	<b>Gross Expenditure</b>	-	<b>3,206</b>	-	-	<b>3,206</b>	<b>3,206</b>
(115,576)	70 - Income	85,080	-	-	85,080	85,080	-
<b>63,015</b>	<b>Net Expenditure</b>	<b>85,080</b>	<b>3,206</b>	-	<b>85,080</b>	<b>88,286</b>	<b>3,206</b>
<b>Management Fee</b>							
(10,853,450)	70 - Income	(10,895,700)	(2,856,177)	(3,296,455)	(4,743,068)	(10,895,700)	-
<b>(10,853,450)</b>	<b>Net Expenditure</b>	<b>(10,895,700)</b>	<b>(2,856,177)</b>	<b>(3,296,455)</b>	<b>(4,743,068)</b>	<b>(10,895,700)</b>	-
<b>Furlough and Business Grant Funding</b>							
(144,229)	70 - Income	-	(1,804,214)	(479,899)	(390,000)	(2,674,113)	(2,674,113)
<b>(144,229)</b>	<b>Net Expenditure</b>	-	<b>(1,804,214)</b>	<b>(479,899)</b>	<b>(390,000)</b>	<b>(2,674,113)</b>	<b>(2,674,113)</b>
<b>Trading Surplus/(Deficit)</b>							
(293,069)	70 - Income	(583,980)	106,400	176,650	127,660	410,710	994,690
<b>(293,069)</b>	<b>Net Expenditure</b>	<b>(583,980)</b>	<b>106,400</b>	<b>176,650</b>	<b>127,660</b>	<b>410,710</b>	<b>994,690</b>
<b>314,996</b>	<b>CHARITY TOTAL</b>	-	-	-	<b>1,383,982</b>	<b>1,383,982</b>	<b>1,383,982</b>

	Opening Date Assumption	BUDGET £'000	2020/21				PYR	2019/20			
			Actual	Proj	Proj	Proj		Actual	Actual	Actual	Actual
			Apr-July £'000	Aug-Oct £'000	Nov-Mar £'000	TOTAL £'000		Apr-July £'000	Aug-Oct £'000	Nov-Mar £'000	TOTAL £'000
<b>Business Administration</b>											
Other Income		172	16	16	32	64		16	36	36	88
<b>Total : Business Administration</b>		<b>172</b>	<b>16</b>	<b>16</b>	<b>32</b>	<b>64</b>	<b>67%</b>	<b>16</b>	<b>36</b>	<b>36</b>	<b>88</b>
<b>Parks &amp; Recreation</b>											
Grangemouth Golf Course	June	188	157	7	4	168		116	31	22	169
Parks	-	78	4	3	4	11		33	6	22	61
Outdoor Activities	-	51	2	-	-	2		52	28	18	98
Other Town Halls	-	51	-	-	-	-		18	14	24	56
Other: Events	None							-	-	6	6
<b>Total : Parks &amp; Recreation</b>		<b>368</b>	<b>163</b>	<b>10</b>	<b>8</b>	<b>181</b>	<b>11%</b>	<b>219</b>	<b>79</b>	<b>92</b>	<b>390</b>
<b>Libraries</b>	<b>Mid-Aug</b>	<b>96</b>	<b>-</b>	<b>7</b>	<b>11</b>	<b>18</b>	<b>38%</b>	<b>24</b>	<b>21</b>	<b>26</b>	<b>71</b>
<b>Arts</b>											
Falkirk Town Hall	-	363	-	-	-	-	0%	58	66	146	270
Falkirk Town Hall - Advance Shows	-	-	-	-	-	-		73	41	(114)	-
Hippodrome	Nov	168	-	-	28	28	29%	49	39	57	145
Other Arts Income	-	58	-			-	0%	19	39	(16)	42
<b>Total : Arts</b>		<b>589</b>	<b>-</b>	<b>-</b>	<b>28</b>	<b>28</b>	<b>11%</b>	<b>199</b>	<b>185</b>	<b>73</b>	<b>457</b>
<b>Heritage</b>	<b>Mid Sept</b>	<b>33</b>	<b>-</b>	<b>2</b>	<b>3</b>	<b>5</b>	<b>8%</b>	<b>(6)</b>	<b>17</b>	<b>42</b>	<b>53</b>
<b>Sports &amp; Fitness</b>											
Grangemouth Complex	Mid Oct	726	-	10	70	80	21%	177	153	237	567
Mariner Centre	Mid Sept	983	-	26	75	101	22%	246	198	255	699
Bo'ness Recreation Centre	Mid Oct	255	-	2	22	24	21%	58	42	75	175
Grangemouth Health & Fitness	Mid Oct	600	-	7	72	79	18%	178	172	262	612
Mariner Health & Fitness	Mid Sept	334	-	10	32	42	22%	92	65	122	279
Bo'ness Health & Fitness	Mid Oct	210	-	2	22	24	17%	68	51	90	209
Stenhousemuir Health & Fitness	Mid Sept	490	-	29	46	75	23%	167	106	221	494
Grangemouth Stadium	Mid Sept	168	-	6	15	21	21%	63	47	51	161
Schools - Community Use	Nov	484	-	-	45	45	20%	117	76	149	342
Neighbourhood Centres	Oct	321	-	9	21	30	21%	94	70	70	234
Outdoor Amenities	-	70	-	-	-	-	0%	21	9	1	31
Polmonthill Ski Slope	Nov	112	(1)	-	15	14	20%	23	28	48	99
Sports Development	Nov	120	-	-	12	12	25%	69	36	12	117
Active Forth	Mid Sept	230	-	7	42	49	28%	60	77	101	238
Other	Nov	-			5	5	28%	8	8	10	26
<b>Total : Sports &amp; Fitness</b>		<b>5,103</b>	<b>(1)</b>	<b>108</b>	<b>494</b>	<b>601</b>	<b>21%</b>	<b>1,441</b>	<b>1,138</b>	<b>1,704</b>	<b>4,283</b>
<b>Helix</b>	<b>Mid Sept</b>	<b>644</b>	<b>7</b>	<b>11</b>	<b>27</b>	<b>45</b>	<b>15%</b>	<b>168</b>	<b>146</b>	<b>110</b>	<b>424</b>
<b>Sub Total : Operational Income</b>		<b>7,005</b>	<b>185</b>	<b>154</b>	<b>603</b>	<b>942</b>	<b>20%</b>	<b>2,061</b>	<b>1,622</b>	<b>2,083</b>	<b>5,766</b>
Restricted Funds		478	178	88	212	478		(23)	364	856	1,197
Projects - Incl Reserve Transfers		(85)	-	-	(85)	(85)		-	-	116	116
Management Fee		10,896	2,856	3,297	4,743	10,896		5,291	2,849	2,713	10,853
Furlough Claims & Business Grant		-	1,804	480	390	2,674			-	144	144
Trading Surplus		584	(106)	(177)	(128)	(411)		-	-	293	293
<b>TOTAL INCOME</b>		<b>18,878</b>	<b>4,917</b>	<b>3,842</b>	<b>5,735</b>	<b>14,494</b>		<b>7,329</b>	<b>4,835</b>	<b>6,205</b>	<b>18,369</b>

Falkirk Community Trust

**Subject:** Board Administration  
**Meeting:** Falkirk Community Trust Board  
**Date:** 27 August 2020  
**From:** Chief Executive

**1. Introduction**

- 1.1 This paper reviews the make up of the Sub Groups and proposes a meetings schedule for 2020/21. It also sets the remits for the Audit & Performance and People Sub Groups. The Board is asked to consider the remits, their relevance and approve the Group membership along with the dates and times of meetings for 2021.

**2. Sub Group Membership : Proposed Membership**

- 2.1 The Board manages some of its remit through two sub groups. The Audit & Performance Group review performance results and ensure effective audit arrangements are maintained and monitored. The People Group deals with employee matters, the appointment of executive managers and is a key link to the Trade Unions. It also ensures that the Trust has an Employee Development Plan and acts as a final point of appeal for employee claims against dismissal. Trust Directors are also appointed to Falkirk Community Trading Company to assist in the continuity and awareness between both Boards.
- 2.2 The remits of the Sub Groups are attached at Appendix 1.
- 2.3 The Board are asked to consider if the proposed membership split works effectively. The membership reflects the current membership for the purposes of continuity and proposes newly appointed Directors are assigned to a sub group.

**Proposed Membership**

Audit & Performance

Derek Easton (Chair)

Jim Flynn

Lorna Binnie

Andrew Roberts

Alan Stewart

New Independent Director

People Sub Group

David White (Chair)

Derek Easton

Alan Stewart

Joan Coombes

John McLuckie

Trading

Suzanne Arkinson (Chair)

Andrew Roberts

Plus Chris Morris, Ased Iqbal, Shona Dunsmore, Maureen Campbell

Health and Safety link

David White

### 3. Extension of Term of Board Membership Sub Group Remits

3.1 The terms of office for each Director is noted below.

<b>Name</b>	<b>Appointed</b>	<b>Re-Appointed</b>	<b>Re-Appointed</b>
Simon Rennie	1 <sup>st</sup> November 2012	7 <sup>th</sup> November 2013	5 <sup>th</sup> November 2015
David White	28 <sup>th</sup> Sept 2015 co-opted	15 <sup>th</sup> June 2017 as Director	18 December 2019 Effective to September 2021
Derek Easton	15 <sup>th</sup> June 2017 co-opted	6 <sup>th</sup> March 2018 as Director	18 December 2019 Effective to June 2021
Cllr Jim Flynn	15 <sup>th</sup> June 2017	1 <sup>st</sup> June 2019	
Cllr Lorna Binnie	15 <sup>th</sup> June 2017	1 <sup>st</sup> June 2019	
Cllr Joan Coombes	31 <sup>st</sup> August 2017	1 <sup>st</sup> June 2019	
Andrew Roberts	1 <sup>st</sup> June 2018		
Alan Stewart	1 <sup>st</sup> March 2019		
Cllr John McLuckie	1 <sup>st</sup> June 2019		
Cllr Niall Coleman	1 <sup>st</sup> June 2019		

3.2 It is proposed that the Board agree that Andrew Roberts serves a further term of 2 years effective from 1 June 2020 to 1 June 2022.

3.3 The recruitment to the vacant Independent Director position will be recommenced. A short list has been identified. It is hoped that the new Director will be in place for the November meeting.

### 4. Diary Dates for 2020/21

**Full Board Meeting** (Quorum 5 comprising 2 Council Appointed Directors and 3 Independent Directors)

Directors: All Board Directors

Attendees: FCT Senior Management Team, Margaret Smith (FC Finance).

Dates:

27 <sup>th</sup> August 2020 -	9.15am – 1.00pm
5 <sup>th</sup> November 2020 -	9.15am – 1.00pm
4 <sup>th</sup> March 2021 -	9.15am – 1.00pm
27 <sup>th</sup> May 2021 -	9.15am – 1.00pm
26 <sup>th</sup> August 2021 -	9.15am – 1.00pm
4 <sup>th</sup> November 2021 -	9.15am – 1.00pm

Venue: 27<sup>th</sup> August 2020– Brockville Suite, Falkirk Stadium  
Venue for all other meetings – Callendar House

#### **Pre Board Meeting**

Attendees: David White, Joan Coombes, Maureen Campbell

Dates:

23 <sup>rd</sup> October 2020 -	9.30am – 11.00am
19 <sup>th</sup> February 2021 -	9.30am – 11.00am
14 <sup>th</sup> May 2021 -	9.30am – 11.00am
13 <sup>th</sup> August 2021 -	9.30am – 11.00am
22 <sup>nd</sup> October 2021 -	9.30am – 11.00am

Venue: Falkirk Stadium

**Audit & Performance Sub Group (Quorum 3)**

Directors: Councillor Lorna Binnie, Councillor Niall Coleman, Derek Easton, Councillor Jim Flynn, Alan Stewart, Andrew Roberts

Attendees: Lesley O'Hare, Paul Finnie, Danny Cairney, Gordon O'Connor, Alistair Mitchell

Dates: 19<sup>th</sup> November 2020 - 3.00pm – 5.00pm  
11<sup>th</sup> February 2021 – 3.00pm – 5.00pm  
13<sup>th</sup> May 2021 - 3.00pm – 5.00pm  
19<sup>th</sup> August 2021 - 3.00pm – 5.00pm  
18<sup>th</sup> November 2021 - 3.00pm – 5.00pm

Venue: Falkirk Stadium

**People Sub Group (Quorum 3)**

Directors: David White, Vacant, Derek Easton, Councillor Joan Coombes, Councillor John McLuckie

Attendees: Maureen Campbell, Jenny Simpson (HR)

Dates: 10<sup>th</sup> December 2020 - 3.00pm – 5.00pm  
17<sup>th</sup> June 2021 - 3.00pm – 5.00pm  
16<sup>th</sup> December 2021 - 3.00pm – 5.00pm

Venue: Falkirk Stadium

**Trading Company (Quorum 2)**

Directors: Suzanne Arkinson, Andrew Roberts, Chris Morris, Maureen Campbell, Ased Iqbal, Shona Dunsmore

Attendees: Paul Finnie, Carol Whyte, Stephen Fulton, David Wilkinson (FC Finance)

Dates: 1<sup>st</sup> September 2020 - 10.00am – 12 noon  
1<sup>st</sup> December 2020 - 10.00am – 12 noon  
16<sup>th</sup> March 2021 - 10.00am – 12 noon  
8<sup>th</sup> June 2021 - 10.00am – 12 noon  
14<sup>th</sup> September 2021 - 10.00am – 12 noon  
7<sup>th</sup> December 2021 - 10.00am – 12 noon

Venue: tbc

**Business Planning Board Meeting (Quorum 5)**

Directors: All Board Directors

Attendees: Senior Management Team

Dates: 24<sup>th</sup> September 2020 - 4.00pm – 7.00pm  
15<sup>th</sup> October 2020 - 4.00pm – 7.00pm  
14<sup>th</sup> January 2021 - 4.00pm – 7.00pm  
23<sup>rd</sup> September 2021 - 4.00pm – 7.00pm  
14<sup>th</sup> October 2021 - 4.00pm – 7.00pm

Venue: tbc

**5. Recommendation**

- 5.1 Board is asked to approve the appointment of Andrew Roberts and Derek Easton as a Director for a further two year term as noted in para 3.**
- 5.2 Board is asked to note the continuing terms of office for David White and Simon Rennie.**
- 5.2 Board is asked to review the programme and membership of Sub Groups, approve the calendar of meetings for 2020/21 and ratify the revised Sub Group memberships.**

*Maureen Campbell.*

Maureen Campbell  
Chief Executive



**Remit**

**People Sub Group**

**1. Membership**

The Group consist of:

- 5 Directors. Quorum: 3 Directors.
- Core staff support: Chief Executive, HR Advisors

**2. Aim**

To provide the Trust Board with a structure to ensure that the Trust fully meets its obligations under employment legislation and is a good employer that proactively promotes the values of the organisation to its employees.

**3. Remit**

The Group is specifically responsible for:

- Recruitment of all executive managers;
- Strategic liaison with trade union representatives;
- Reviewing and approval of all of the HR policies and procedures;
- Acting as the final appeal panel for employee related appeals following dismissal;
- Reviewing and monitoring progress in the following areas:
  - Employee Development Strategy
  - Vacancy Management including Turnover
  - Absence Management
  - Employee Satisfaction
  - Health & Safety as it concerns employees.

**4. Role**

- To ensure key messages and feedback from meetings is communicated at Board meetings;
- To enable group members to bring a people and employment related perspective to all Board business planning discussions.

**5. Guidance**

- Individual members should ensure their focus is on strategic employment related matters for the Trust;
- It is open to individual members to seek specific agenda items consistent with the aim and remit of the group and subject to agreement of the Group Chair;
- It is the responsibility of individual members to ensure any operational matters they wish raised are brought to the attention of the relevant senior member of staff outwith the meeting.

**6. Frequency of Meetings**

- The group meet twice per year to review general progress.
- It meets with Trade Unions annually.
- Whenever there is recruitment and appeals to be taken forward a specific timetable will be developed. The Chief Executive and HR Advisors will support the Group in this process.

**7. Minutes**

Reports for the meeting and minutes and actions arising from the meeting will be presented to the Board for information.

## **Remit**

### **Audit & Performance Sub Group**

#### **1. Membership**

The Group consists of:

- 6 Directors; Quorum: 3 Directors
- Core staff support: Sport & Recreation Manager, Culture & Libraries Manager, Team Leader Performance Review, Finance Advisers, External Auditors

#### **2. Aim**

To provide the Trust Board with assurance that governance and management arrangements are in place that deliver culture and sport services in line with the Trust Business Strategy and plans.

#### **3. Remit**

The Group is specifically responsible for:

- considering the adequacy of the Trust's overall control environment;
- considering and agreeing Internal Audit plans, ensuring that work is planned with due regard to risk, materiality and coverage;
- reviewing summary Internal Audit reports and seek assurances that action has been taken to address issues identified;
- considering the reports of External Audit and other inspection agencies and seek assurance that recommendations made are addressed;
- monitoring quarterly performance data and assess the performance of the Business Plan;
- reviewing the strategic annual trends to inform future development of the Business Plan;
- discussing customer and service impacts and consider contribution to the Trust's strategic objectives outlined in Inspiring Active Lives;
- discussing the economic and social contribution made by the Trust and consider the value of this to area wide objectives;
- financial review (*for discussion*)

#### **4. Role of the Group**

- To ensure reports and minutes and actions arising from meetings are communicated to the Board;
- To enable group members to bring a strategic performance perspective to all Board business planning discussions.

#### **5. Guidance**

- Individual members should ensure their focus is on high level results across the Trust
- It is open to individual members to seek specific agenda items consistent with the aim and remit of the group and subject to agreement of the group Chair
- It is the responsibility of individual members to ensure that any operational matters they wish raised are brought to the attention of the relevant senior member of staff outwith the meeting

#### **6. Frequency of Meetings**

It is proposed that the group meet four times per year to review general progress.

Falkirk Community Trust

**Subject:** Risk Update  
**Meeting:** Falkirk Community Trust Board  
**Date:** 27<sup>th</sup> August 2020  
**Author:** Sport & Recreation Manager

**1. Introduction**

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

**2. Risk Position**

- 2.1 The Senior Management Team regularly review the risks facing the Trust and have identified the following risk areas as being particularly pertinent at this time.

Risk	Risk Level	Mitigation
<b>Finance</b> The coronavirus pandemic has resulted in the closure of the vast majority of our income generating sites and venues. As a consequence a huge drop in income is being experienced with approx. £700k in income being lost per month. This will result in us being unable to deliver the agreed income targets set for 20/21.	High	Expenditure has dropped significantly with over 90% of our staff having been placed on Furlough with 80% of their salary being paid through the job retention scheme. Expenditure through our normal operating costs have also dropped significantly. Falkirk Council are continuing to support the Trust during this time with the continued service payments via grant funding being honoured.
<b>Customers/People/Reputation</b> Reputational damage to the Trust could be experienced if the recovery planning for the re-introduction of our services does not go to plan and there is any significant delay in re-opening.  Staff returning to work from an extended period away will require consideration from a health and welfare aspect. Training and Education on new operating procedures will be required as will the provision of appropriate safety measures and Personal Protection Equipment.	Medium / High	Clear messaging and communications to all customers and affected parties and to support wherever possible the re-opening and re-provision of Trust Services.  Communication and guidance be will provided for all staff before venues re-open to our customers. All appropriate PPE will also be provided to ensure the safety and welfare of our staff and customers alike. New cleaning and operating procedures will be implemented in line with appropriate government advice..

**3. Recommendation**

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



Paul Finnie  
 Sport & Recreation Manager

## Falkirk Community Trust

**Subject:** Health, Safety & Risk Update  
**Meeting:** Falkirk Community Trust Board  
**Date:** 27<sup>th</sup> August 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 March 2020.

### 2. Operational Issues and Developments

#### **Update:**

- 2.1 Board members are aware of the closure of the vast majority of the services and venues we provide since late March 2020. We have retained a small core of essential staff to ensure our venues and buildings have been kept safe and secure during this time. The vast majority of our operational teams have been furloughed since the start of the Covid-19 pandemic, and as such have remained isolated from their normal places of work. This, coupled with the exclusion of our customers to all but a few of our services, has resulted in a drastically reduced number of staff and public accidents or incidents.
- 2.2 Our main operational focus during this time has been on the services we have continued to provide at our Parks and outdoor venues. The safety of our customers and staff alike at these locations has remained paramount during these very unusual times. The small core of staff who have provided this service should be commended for their professional approach and hard work, ensuring a safe and secure environment has been provided throughout.
- 2.2.1 **Parks:** Our Parks and their outdoor environs have been a real bonus for our communities from a mental health and well-being perspective. This has allowed those who were able to walk and enjoy the outdoors whilst staying safe. Unfortunately we have experienced an increase in graffiti, fly tipping and litter at these venues and staff have had to work hard to ensure we did not encounter any serious environmental issues during this time.

We have however had two instances of attempted break and entry at the **Visitor Centre at Muiravonside Country Park** and the Outdoor Team buildings. Both of these were reported to the Police and our existing security measures prevented any real damage or loss. We did experience one public accident at the Park on 20<sup>th</sup> July when an elderly lady slipped and fractured her ankle whilst walking her dog. An ambulance was called to the site and she has since thanked the staff for the excellent care and attention she received.

**Helix Park** has had high visitor numbers during the summer and we have experienced some unruly behaviour from groups of young people at times. These incidents have been dealt with in a controlled and sensible manner by the staff on duty and we have had excellent assistance from the local Police to help alleviate any serious damage or danger occurring. **Callendar Park** has also experienced high visitor numbers over the summer months and our Park users are to be commended with no serious incidents or accidents occurring during this time. Unfortunately serious damage (vandalism) to two of the Children's Play Park features has occurred and we have made arrangements for these to be repaired as soon as possible.

**2.2.2 Polmonthill Golf Course:** We have worked closely with Grangemouth Golf Club throughout the current crisis and to date there have been no health & safety issues associated with the customers or course. All of our customers should be thanked for the way they have adhered to the safety guidelines and new procedures introduced. Our staff at the course have also strictly adhered to the safety precautions implemented to ensure their own personal safety.

### **2.3 Health, Safety and Risk at other Venues**

**2.3.1** During the closure of our indoor venues we have maintained a regular essential maintenance and inspection regime. All lone working and other relevant health & safety precautions have been practiced during this time. This will allow us to work closely with the Council and other external contractors, to bring these venues back up to the required standard of safety for customers and staff. We can then begin to implement the re-opening plans we are working on, and re-start services and activities under whatever restrictions and guidelines that prevail at the time of opening.

**2.3.2** Our partners in the Council have provided us with essential re-opening conditions with regard to staff and public safety. These conditions include legionella sampling and testing, fixed wire testing, fire alarms and system checks - among several others. We are in regular contact with our facilities providers and with the Council's Health & safety advisors to ensure all of these regulatory and other essential checks are completed and agreed before any venue re-opens.

### **3. Risk Assessments**

**3.1** Comprehensive Risk Assessments are being completed across the Trust for each appropriate activity and venue as we move towards re-opening. These RA's are designed to give our staff and customers a strong sense of security and comfort that all precautions and working practices have been considered carefully to ensure their safety and health. These RA's are also being shared with key individuals in our regular User Groups and Clubs as they begin to return to activity within our venues.

### **4. Enhanced Cleaning Regimes**

**4.1** We have committed to introducing enhanced cleaning and hygiene regimes across all of our venues before, and during, opening hours. These new cleaning standards will ensure we have safe and hygienic conditions for our staff and customers alike. We have invested in new cleaning and sanitising products and procedures to prevent the spread of bacteria and we will also introduce the mandatory wearing of facemasks at all of our venues.

### **5. Staff Training and Return to Work**

**5.1** A comprehensive Return to Work Guide has been produced for all staff who are returning to work from their enforced absence. Considerable time has elapsed since many staff were at their workplace and we have produced detailed information and guidance for them to ensure their transition back to work goes as smoothly as possible. Many staff will also require essential training updates to ensure they are fully compliant with our standards of safety and care in our higher risk areas such as swimming pools and sports facilities. Regular contact has been maintained with all staff so they are aware of the actions required on their return and the vast majority of them are looking forward to coming back and providing the usual high standard of service to our customers.

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

Unfortunately the HS&R group have been unable to meet as a group during the current pandemic conditions. Many of the group members have been on furlough and as such out of contact with us. We have however dealt with many of our health and safety concerns and business through the Team Leaders Co-ordinators Group that meets every two weeks. This group has discussed many of the HS&R aspects of our business during the last 5 months and practical operational changes and decisions have taken place on making our venues as safe as possible for re-opening. This has included staff training, cleaning and sanitising processes, facemask policy, return to work arrangements, statutory and regulatory checks, essential maintenance and many others. The HS&R group will continue

with this work and will re-convene when our staff return from furlough to pick up where we left off.

## **7. Performance**

### **7.1 Accident Performance Management**

There has been one reported accident since the closure of venues in March. This happened at Muiravonside Country Park where an elderly lady slipped on one of our paths in the Park and fractured her ankle. Thankfully a member of staff was alerted immediately and first aid was administered on the spot. Unfortunately the ambulance took over 2 hours to attend. After attending hospital the customer contacted our staff and thanked them sincerely for the care and attention the provided during her long and painful wait.

## **8. Conclusion**

- 8.1 We will continue to work on our re-opening plans for the venues that remain closed at this time. This will ensure we only open our venues and services when we are satisfied that all health, safety and risk considerations and preparations have been completed. The safety and well-being of our staff and customers is paramount to us and our reputation for this as an organisation must be maintained during these testing and difficult times.



Paul Finnie  
Sport & Recreation Manager