

Falkirk Community Trust

Board Meeting 27th May 2021 9.30am **On Teams** **AGENDA**

	AGENDA	Purpose
1	Minute of Meeting held on 4 March 2021	Approval
2	Matters Arising	Information
3	Integration of Falkirk Community Trust services to Falkirk Council - Consultation Response <i>Report by Chief Executive</i>	Approval
4	Transition Project Plan <i>Verbal update by Chief Executive</i>	Discussion
5	Action Plan 2021/22 <i>Report by Culture and Libraries Manager</i>	Approval
6	Financial Outturn Projection 2020/21 <i>Report by Chief Finance Officer, Falkirk Council</i>	Approval
7	FTH and new HQ and Arts Centre Update <i>Report by Culture and Libraries Manager</i>	Information
8	Grangemouth Golf Club Transfer <i>Report by General Manager</i>	Information
9	Recovery Plan Update <i>Report by General Manager</i>	Information
10	Annual Report format and timeline <i>Report by Business Development Manager</i>	Information
11	Support for NHS during the Pandemic <i>Report by General Manager</i>	Information
12	Health, Safety & Risk Update <i>Report by Sport & Recreation Manager</i>	Information
13	Fundraising Update <i>Report by Business Development Manager</i>	Information
14*	Unapproved Minute of Trading Co. 30.03.21*	Information
15*	Trade Union Forum Minutes 02.02.21*	Information
16	Any Other Business	
	Date of Next Meeting: 26 August 2021	

The items of business marked with an* will be held in Private in accordance with the Trust's Protocol for Public Meetings.

Falkirk Community Trust

Board Meeting Minute

Minute of a meeting of the Board of Directors of Falkirk Community Trust Limited (the "Company") held via video conference facilities on **4th March 2021** at 09.30am. David White (DW) chaired the meeting throughout.

Due to the meeting arrangements 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); Simon Rennie (SR); Andrew Roberts (AR); Cllr Robert Spears (RS); Alan Stewart (AS).

Apologies: None

In Attendance: Maureen Campbell (MC); Neil Brown (NB); Paul Finnie (PF); Lesley O'Hare (LoH); Susie Crawford (SC); Alistair Mitchell (AM); Margaret Smith (MS); Elouisa Crichton (EC) (Shepherd & Wedderburn) (items 1-3); Stephen Gibb (SG) (Shepherd & Wedderburn) (items 1-3); Kenneth Lawrie (KL) (item 4).

No.	Agenda Item	Agreement / Action	Due Date	Who
	Welcome	DW welcomed Directors to the meeting.		
1	Minute of Meeting	The minute of the meeting held on 5 th November 2020 was approved. The note of the meeting held on 14 th January 2021 was approved.		
2	Matters Arising	There were no matters arising from the previous meeting.		
5	Financial Projection 2020/21 and Budget 2021/22	MS provided a report with an update on the Trust's projected financial outturn for 2020/21 for both the charity and trading activities, and on the Trust's budget for 2021/22. The Board discussed the following: <ul style="list-style-type: none"> Projections were based on reopening facilities at the start of March, with further modelling done based on revised dates for reopening later into the 21/22 year. Impact of COVID has been significant with loss of approx. £6m income being offset by the Job Retention Scheme and business grants. Projecting a £0.5m deficit at 20/21 year-end. Council has agreed to underwrite the deficit at year-end for 20/21 and 21/22, with a reciprocal agreement that the Trust continues to fulfil its obligations regarding SLAs in full. Decision The Board approved the Trust's budget for 2021/22. The Board noted their thanks and acknowledged the support of the Council.		
8	Action Plan 2021/22	LOH updated the Board on progress toward completion of the Trust's Annual Action Plan for 2021-22. Decision The Board agreed to consider the Annual Action Plan 2021-2022 at its May meeting.		

No.	Agenda Item	Agreement / Action	Due Date	Who
9	Board Administration	<p>MC updated the Board on a review of the terms of office of Directors and recommendations for reappointment for the remaining life of the Trust, and clarified Subgroup membership for agreement.</p> <p>The Board discussed the following:</p> <ul style="list-style-type: none"> The importance of retaining a fully operational Board throughout the transition process. <p>Decision</p> <p>The Board agreed to approve the appointment of David White, Alan Stewart and Derek Easton as Directors for a further two-year term as noted in para 3 in the report.</p>		
10	Strategic Risk Update	<p>PF provided a summary on strategic risks affecting the Trust.</p> <p>The Board noted the risks outlined in this report and the Trust's actions to mitigate against these risks where possible.</p>		
11	Health, Safety & Risk Update	<p>PF updated Board members of the current status regarding our ongoing Health, Safety & Risk (HS&R) record and management process across all Trust locations and staff.</p> <p>The Board noted that a small team of staff we have retained during this time remain committed to providing a safe and secure environment for our customers to enjoy. Work continues on reopening plans for the venues that remain closed at this time. This will ensure venues and services are opened only when we are satisfied that all health, safety and risk considerations and preparations have been completed.</p>		
12	Any Other Business			
	Date of next meeting	27 th May 2021		

Agenda Item 2**Falkirk Community Trust****Matters Arising
Board Meeting: 27 May 2021**

Item	Action	By Whom	Update
7	<u>Grangemouth Golf Club Transfer</u> Further report to come to the Trust Board at the May meeting	NB	Agenda Item
8	<u>Action Plan 2021/22</u> The Board agreed to consider the Annual Action Plan 2021-2022 at its May meeting	LoH	Agenda Item

Falkirk Community Trust

Subject: Integration of Falkirk Community Trust Services to Falkirk Council – Consultation Response
Meeting: Falkirk Community Trust Board
Date: 27th May 2021
Author: Chief Executive

1. Introduction

- 1.1 This report seeks Board agreement to submit the Consultation response set out in Appendix 1. It is prepared in response to a request from the Council's CEO for feedback on their proposals around how Trust services will be integrated into the Council from 1st of April next year.

2. Background

- 2.1 The Board are aware of the Council decision to integrate Trust delivered services with Council services following their Council meeting of 20 January 2021.
- 2.2 As has been previously discussed by the Board, the decision by the Council to directly operate these services and consequently to wind the Trust up is disappointing. The decision does not fully recognise the success and achievements of the Trust in meeting its business objectives, all of which were agreed, in advance, with the Council each year. Nor does it recognise the financial benefits of the charitable status of the Trust or acknowledge all the potential increases in costs that will arise from the same services being delivered in-house. Similarly, the decision overlooks the entrepreneurial success that has been achieved through the formation of the Trust, the input of the Board, particularly the Independent Directors and Trading Company Directors expertise and guidance in improving the customer focus and consequent income benefit. The decision does not take account of the potential community impact on the volunteers, clubs and other organisations who have committed themselves to work collaboratively with the Trust as a charitable body along with external national bodies who have financially supported the work of the Trust over the last 10 years that has brought many benefits to local services.
- 2.3 However, notwithstanding those firmly held beliefs we respect the outcome of the Council decision and note that Council officers are now working to achieve its effective and efficient implementation. Trust staff are committed to supporting this process in the best interests of our staff and the wider community. Alongside this integration work the Council is also undergoing internal reorganisation and has approved a revised structure for its wider services and this is set out in the report attached at Appendix 2. This report also outlines their initial proposals for the integration of Trust managed services and notes that this would form the basis of the consultation with the Trust. The Council CEO wrote, seeking our views, as outlined in Appendix 3.

3. Considerations

- 3.1 The Council report of 24 March 2021 notes "that it is important that we do not simply bring the Trust back into the Council structure and 'bolt' it on to one of our existing Services without consideration of how it is most appropriately aligned." It also

acknowledges that “In coming to a final decision on the alignment of the functions of the Trust, it is important that the Council takes time to better understand the complexities of how such functions are currently delivered and the links between each.” Finally, the report notes that the proposals as set out “are a framework for discussion and consultation.”

3.2 This report is therefore the first and likely to be the only opportunity to formally respond to the Council to inform their understanding of how the Trust and its services operate. This report considers two potential scenarios:

- a. **Scenario One:** Keeping the Trust’s services intact and integrating them with a current or newly created Council service; or
- b. **Scenario Two:** Responding to the Council’s proposal, but clearly setting out the challenges, as we see them, and the potential negative impact of breaking the services up into disparate business units.

3.3 Scenario 1 – keeping services intact and transferring to one Council service

3.3.1 Over the last decade the Trust has transformed from a Council service into an effective organisation which is market-led, and customer focussed attuned to the needs of our communities and partners. This combination of services, culture and sport, delivers economic, tourism, health and social outcomes that go far beyond their component parts. To break this up would potentially create disfunction, unnecessary complexity for customers and possibly eliminate any future savings.

3.3.2 One of the particular achievements of the Trust over the years has been the drive to integrate provision to support people of all ages and abilities to fulfil their potential as set out in our Business Strategy and in the joint Trust/Council’s 10 year strategy, ‘Inspiring Active Lives’, the area’s Culture and Sport Strategy for 2014/2024. This approach to operating manifests itself in teams working in a market-led approach across a range of themes such as Family Friendly Falkirk, Active Forth, Great Place and the current campaign, Fit for Life. This integration and intensive focus on collaboration has been a direct result of the Trust existing as a single entity promoting and delivering against core objectives that are understood and adopted throughout the organisation. This transformation of community services has led to a culture of partnership internally and externally which is driven by 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

3.3.3 This approach has also led to operational efficiencies by bringing teams together to provide a more seamless link to service provision. Given the environment within which they operate, this highly integrated approach is what creates the essential economies of scale, market competitiveness, service development and commercial effectiveness that these services require. Furthermore, considerable investment in sophisticated levels of market understanding has enabled us to continue to strengthen our commercial standing and any move to dis-integrate the operations would result in the loss of that investment and decrease our agility to respond to fluctuation in market circumstances. This may take years to recover at a time when this knowledge is needed most as we recover the business post-pandemic.

3.3.4 Our approach has been predicated on using income growth to protect those services which are free at the point of delivery (e.g. libraries, parks and museums). Without the ability to protect that income potential, there is a risk of direct impact on the viability of services that have otherwise been protected from evolving market circumstances.

- 3.3.5 It is strongly recommended that in order to achieve this, the services delivered by the Trust should be retained together and integrated into a single service of the Council. This will offer the greatest opportunity for operational success, commercial viability and enable the transfer of culture and shared learning into Falkirk Council that we are being advised is being sought. It is our view that the collaboration and partnership benefits can be best developed in such an environment with the opportunity for further changes once the Council objectives and ambitions for investment in culture and sport become clear.
- 3.3.6 There are synergies with Health and Social Care partnership, particularly from a positive healthy lifestyle perspective; however, the partnership has a strong focus on transformation in the essential care services provided in the community and in hospital environments. Efforts to engage citizens in positive proactive healthy lifestyles, to promote the prevention agenda, have been constrained by more urgent priorities, particularly over the last year.
- 3.3.7 Similarly, there are clear links with Children's Services in supporting all people, particularly young people to fulfil their potential. However, their current leadership focus, quite understandably, is not aligned with developing an entrepreneurial approach to meeting customer needs and achieving income targets. Children's Services require a completely different strategic approach and resource allocation that will be at odds with the customer-centric approach required for sport and leisure to adequately compete in a competitive market place.
- 3.3.8 In much a similar way Corporate and Housing services has a municipal focus and is increasingly concerned with meeting the needs of those who are most vulnerable in our community. The statutory requirements may limit the scope for strong customer facing universal service development.
- 3.3.9 It seems therefore that the appropriate strategic fit is with the newly formed Place Services. Their expertise in working with the business community, in promoting tourism and economic development across the whole community will align better with the service objectives required to sustain and develop Culture and Sport provision in the longer term. Its size, in employee numbers, is also more aligned to the Trust allowing for better team integration culturally.
- 3.3.10 Place Services has been created to "ensure a structure that is more attuned to the needs of our communities, businesses, and partners", to which the Trust is already culturally aligned and to which may be able to provide significant market insight. Now would be the ideal time to capture the innovative, entrepreneurial spirit that the Trust has worked hard to foster, and which will be essential for both the recovery of service as the economy adjusts post-COVID, and the recovery of community health and wellbeing.

3.4 Scenario 2 - Implementing the current proposals

- 3.4.1 The proposed approach will create a more complex delivery structure, remove considerable savings embedded in the current operations and create new layers of bureaucracy for no apparent benefit.
- 3.4.2 There is a risk that strategic technical knowledge is lost, and that current best practice would be diluted in a disaggregated structure. The ethos and culture of innovation that has been built up by the organisation over the last decade may quickly be eroded by small teams and units being subsumed within large Council services whose primary and strategic focus is wholly different to the objectives of the specific services provided by the Trust.
- 3.4.3 Trust staff have concerns that these services will become a target for savings going forward given the previous experience of non-statutory services within the Council. As

such it is critical that leadership of, and advocacy for, culture and sport services is maintained at a senior level within the destination Council services.

- 3.4.4 We have concerns about how sport and leisure will be appropriately supported in Children's Services. The only obvious synergy is in the shared use of the school estate and that has been at best challenging in terms of trying to make headway for meaningful community use. For instance, there are practical considerations about when facilities are available for use by the community, and an ongoing nervousness from their staff of allowing anything more than quite limited public access to the school estate.
- 3.4.5 There is an appropriate fit between the Culture portfolio, including libraries, with the Tourism and Economic Development portfolio. There is the opportunity for continuing and growing the existing successful collaborative work and the scale of each is appropriate for continued partnership working. Similarly, the strategic parks within the Trust portfolio fit well with Tourism and wider parks and "green space" assets and we see a strong and relevant future opportunity here. The need for continued cross functional working is essential to the success of providing these services well to our communities. It is also important to ensure that all staff in this function are retained to maintain externally audited service standards (e.g. 5 Star Visitor Attraction status).
- 3.4.6 Libraries play an important role in the cultural landscape. While book borrowing is declining, libraries continue to confidently articulate the intrinsic value of reading, listening, and understanding. They are also centres of activity that promote the value of narratives, stories, chat, and of bringing words to life. The proposal to separate Library services from other Cultural Services overlooks this valuable insight and we have concerns that the core service will be undermined in Corporate and Housing Services, transforming library buildings into outposts for a range of support services to the detriment of their primary purpose. It's important that we protect the integrity of the libraries to ensure community engagement and maximise the wellbeing of the communities that we serve.
- 3.4.7 The Business Development and Business Support services are inextricably linked to the delivery of our front-line services and their method of working allows for cross-service business research, customer insight and knowledge transfer. As this service works across all Trust services, it would be necessary to apportion specific smaller teams to Culture and Sport. This would result in the dilution of that knowledge and create further inefficiencies. The most tangible example of this cross-service working is the Trust website and point of sales systems, which have been developed with the primary purpose of driving transactions – financial and participatory. They are active tools and key to driving improved relationships with customers and, in turn, increasing income and participation levels.
- 3.4.8 The staff who deliver work that falls within the scope of the Trading company are all Trust employees and integral to the operation of each facility, so it is recommended that they are retained with the venue team where they are currently based. For example, catering staff who work at the Mariner would transfer under the current proposals to Children's Services with the other sport and leisure staff while Helix and Callendar House café staff would transfer to Place Services. It is vital that each site has a single management structure to ensure the most cost effective and cohesive services possible. This is particularly important where VisitScotland gradings are to be retained.
- 3.4.9 However, this approach will result in a loss of strategic support focus that is cross functional. An example of this loss of function is in trading and retail co-ordination which centralises product development, stock and equipment movement, rota management and contract co-ordination across the range of venues. Appropriate consideration will need to be given to closing this potential gap.

4. Responding to the Council

- 4.1 As noted in paragraph 3.3 it is recommended that as far as is practical services currently delivered by the Trust should be kept together and form part of a planned integration with a new Council service such as the new Place Services.
- 4.2 Some of the proposals for integration as set out in the Council paper have merit; however, there are significant and reasonable concerns that libraries and sport and leisure provision will all be detrimentally impacted by this approach. The scale of the diversity of provision in Corporate and Housing services, and the focus on other more pressing priorities in Children's Services, suggest the individual constituent parts of the Trust are being included without full consideration on the possible impact on service delivery to the communities of Falkirk. If such proposals are implemented the Board should seek assurances that sufficient priority will be given to supporting these services through senior managers providing leadership and support as well as having appropriate technical expertise both strategically and operationally.
- 4.3 As set out in the letter from the Council CEO, the Board is asked to consider the proposed restructuring and provide feedback. The draft letter set out in Appendix 1 is the suggested response.

5. Conclusions

- 5.1 The Board has a duty to act in the best interests of the charity and of the staff. It is therefore important that a response is provided to the Council structure review. In accepting that the transfer will happen by 1st of April 2022 the Board is asked to consider how best to integrate services provided by the Trust with Council services. In terms of scale and best fit, a merger with Place Services may offer a more streamlined and beneficial integration with more evident opportunity for effective collaboration and partnership working.
- 5.2 The principal concern with merging fragmented parts of the Trust's services with Children's Services and Corporate and Housing Services is that their priorities lie in areas that are less well aligned with culture and sport provision. This approach is reinforced by historical experience that neither have demonstrated a strong track record in collaborative working with existing Trust services.

6. Recommendation

- 6.1 **The Board is asked to discuss the contents of the report and to approve the submission of the letter set out in Appendix 1.**

Maureen Campbell.

Maureen Campbell
Chief Executive

Draft letter

Dear Kenneth

Thank you for the opportunity to comment on the proposals to migrate Trust delivered services to Council services. The Board discussed the matter at their meeting on 27 May 2021. This response has their agreement and support.

As noted in my letter of 20 November 2020, the Board is firm in their belief that the interests of the community would have been best served by refocusing our collective energy and effort on how best to reinvigorate our strategic partnership to sustain and develop the ongoing operation of the Trust and provision of services in alignment with the assets, people and service provision of the Council. We do, however, acknowledge that the Council, at its meeting on 20 January 2021, did not concur with this view and instead took the decision to bring Trust delivered services within its direct management control and thereby wind the Trust up by 31 March 2022.

The Independent Directors of the Board continue to be perplexed about the strategic and community benefit of the decision. They perceive an increased ongoing cost associated with the move and are gravely concerned about the potential loss of focus and direction on the development of culture, sport, and recreation in the area.

However, now that the Council has made its decision, it is vital that the Board acts in the best interests of the charity, staff, and the wider community in submitting this response.

Having considered the Council's proposed solution, the Board's preference is that the services delivered by the Trust should be retained together and integrated with a single service of the Council. Over the last decade the Trust has transformed from a Council service into an effective organisation which is market-led, customer focussed and attuned to the needs of our communities and partners. This combination of services, culture, and sport deliver health and social outcomes that go far beyond their component parts. To break this up would create disfunction, unnecessary complexity and likely eliminate any potential cost savings.

Integrating as a whole service would protect and enhance the ethos and values that have been developed over the last decade and offer the greatest opportunity for shared learning and integration with Council services. It is the Board's view that the collaboration and partnership benefits can be best developed in such an environment with the opportunity for further changes once the Council objectives and ambitions for investment in culture and sport become clear.

Place Services has been created to "ensure a structure that is more attuned to the needs of our communities, businesses, and partners". This comprises Council services to which the Trust is already culturally aligned, and for which we may be able to provide significant market insight. We believe now would be the ideal time to capture the innovative, entrepreneurial spirit that Trust has worked hard to foster, and which will be essential for both the recovery of service as the economy adjusts post-COVID and the recovery of community health and wellbeing.

If the Council decides to proceed with the proposed draft plan to fragment and disaggregate services across all Council services, the Board will be looking to carefully scrutinise how the integration will be managed. Their principal concern is that it will create a more complex delivery structure, remove considerable savings embedded in the current operations and create new layers of bureaucracy to no apparent benefit.

There is a risk that strategic technical knowledge is lost, and that current best practice would be diluted in a disaggregated structure. The ethos and culture of innovation that has been built up by the organisation over the last decade will quickly be eroded by small teams and units being subsumed within large Council services whose primary and strategic focus is wholly different to the specific services provided by the Trust.

The decision to separate Library Services from Cultural Services has caused very specific concern. Libraries play an important role in the cultural landscape. While book borrowing is declining, libraries continue to confidently articulate the intrinsic value of reading, listening, and understanding. They are also centres of activity that promote the value of narratives, stories, chat, and of bringing words to life. The proposal to separate library services from culture services overlooks this valuable insight and we have concern that the core service will be undermined in Corporate and Housing Services, transforming library buildings into outposts for a range of support services to the detriment of their primary purpose. It is important that we protect the integrity of the libraries to protect our community engagement and maximise the wellbeing of the communities that we serve.

The Board do recognise the appropriate fit between the Culture portfolio, including libraries, with the tourism and economic development portfolio. There is the opportunity for continuing and growing the existing successful collaborative work and the scale of each is appropriate for continued partnership working. Similarly, the strategic parks within the Trust portfolio fit well with the tourism, parks and “green space” assets of the Council and the Board identified a strong and relevant future opportunity here.

With respect to the Business Development and Business Support services, these are inextricably linked to the delivery of our front-line services and their method of working allows for cross-service knowledge transfer. While it would result in the loss of that knowledge and create further inefficiencies, it would be necessary to split up this current unit and transfer the relevant staff along with the predominant service they currently support.

The staff who deliver work that falls within the scope of the Trading company are all Trust employees. The trading outlets will remain operational and staff managed by the venue from which they currently operate. This approach will, however, result in a loss of strategic support focus that is cross functional. An example of this is in trading and retail co-ordination which centralises product development, stock and equipment movement, rota management and contract co-ordination across the range of venues.

To conclude, having fully considered the Council proposal for consultation, the Board wish to place on record their objection to breaking up the Trust. Their preference is that the services currently delivered by the Trust should be retained together and integrated with Place Services. This approach would retain the operating efficiencies within the organisation, minimise the impact on the staff, eliminate the potential for duplication of roles in other services in the Council, and maximise the potential for recovery post-COVID.

I understand that it is your intention to have the Board's views shared with members as part of your update on the Transition Plan to the Council meeting in June. We remain committed to working closely with you and your colleagues to ensure a smooth and efficient transition and hope that our feedback will be valuable and better inform the decisions being taken.

The background of the page features a large, light blue watermark of the City of Vancouver's coat of arms. The crest is a shield divided into four quadrants. The top-left quadrant shows a sailing ship on wavy lines representing water. The top-right quadrant shows a stag's head with antlers. The bottom-left quadrant shows a beaver. The bottom-right quadrant shows a grizzly bear. Above the shield is a crown with four maple leaves. A banner at the bottom of the shield contains the motto "ANNE FOR A'".

Agenda Item 5

Council Service Structure

Falkirk Council

Title: Council Service Structure

Meeting: Falkirk Council

Date: 24 March 2021

Submitted By: Chief Executive

1. Purpose of Report

- 1.1 Over the Covid lockdown period there have been significant changes to the way in which the Council delivers its services. The needs of our communities and local businesses have changed. Significant support is and must continue to be provided to ensure effective recovery from Covid. We must particularly focus on the most vulnerable within our communities. Simultaneously and partly in response, we have also reviewed our Corporate Plan and refreshed our Business Plan. As part of these documents, new priorities for the Council were also agreed.
- 1.2 Such developments bring new challenges. They also bring an opportunity to consider whether we are making the best use of the financial and employee resources that we have. In this context, the Council's Service structure has been reviewed with the aim of ensuring the successful delivery of our priorities. This report sets out changes which are being made to our Service structure to accommodate this. It also makes recommendations on further changes to support a refreshed way of delivering our priorities.

2. Recommendation(s)

- 2.1 It is recommended that Council:
- a) Note the arrangements made to reprofile the Divisions within Development Services and Corporate & Housing Services, set out in Appendix 2, which will be implemented within phase 1
 - b) Note the creation of the Invest Falkirk Division as part of phase 1 to support the delivery of significant projects and increase the pace of change for the benefit of our communities
 - c) Agree the transfer of the commissioning and central matching teams to the Health & Social Care Partnership as part of phase 1 subject to any required approval from the IJB
 - d) Agree the change in title of Development Services to Place Services
 - e) Agree the proposed cross Service changes set out in Appendix 2, which will be implemented as part of phase 3

- f) Agree that the suggested alignment of the functions of Falkirk Community Trust within the Service structure be used as the basis of consultation with the Trust and that feedback is provided to Members in June 2021
- g) Note that subject to the changes to the structure being agreed, further consultation will take place with employees and the feedback from this will be discussed, as appropriate, with Group Leaders and Trade Unions
- h) Agree that in order to ensure maintenance of equal pay, the chief officer pay structure and grades within this will be reviewed to reflect the new service structure, with the current upper limit of pay for chief officers being maintained, and any additional costs being met from within existing budgets
- i) Note the proposed timeline over which the structure changes will be implemented in three phases, as set out in paragraph 4.36
- j) Delegate powers to the Appointments Committee to make an appointment to the post of Director of Place, and any resulting chief officer vacancies following appropriate slotting and matching arrangements
- k) Note that the current arrangements regarding the interim Acting Director of Development Services will continue until an appointment is made to the post of Director of Place Services.

3. Background

- 3.1 Over the past year, the Council has significantly adapted its service delivery to respond to a number of challenges as a result of the Covid pandemic. As part of our recovery process, we must continue to provide the support needed by our communities, particularly the most vulnerable, and by our local businesses. We are also experiencing significant financial challenges relating to our Covid response and this has added to our existing financial constraints. Our recent budget report set out the extremely difficult position which the Council finds itself in and the actions we are taking to address this. We must use every opportunity to change and transform what we do and how we do it, both to support our communities and businesses, and also to assist with the financial challenges.
- 3.2 Our response to Covid has included our recovery planning and on-going monitoring of this. We have also considered our medium-term financial plan, reviewed our Corporate Plan, refreshed our Business Plan and developed new priorities.
- 3.3 Our new priorities focus on communities, enterprise, and innovation; with the aim of ensuring that we respond and provide the support that our communities and local businesses require. The priorities provide a good foundation for our work over the next few years. They will be further informed by the work we are currently undertaking on the Falkirk Plan. They must also enable a more fundamental approach by the Council towards place-making, reflecting the importance of the climate change agenda, the need for economic recovery post the pandemic, the promotion of the 'place principle' by COSLA and national Government and recognising the Council's own investment plans for its communities.

- 3.4 In this context, it is essential that we examine the ways in which we deliver progressive services, to ensure our priorities are delivered effectively. We have significantly changed our practices in some service areas to ones which use more mobile and flexible working methods. We are making more use of IT and digital technology. We must continue to grow our innovative practices. We are working more as 'one Council'. This must be strengthened and continue as we go forward. Importantly, we must also ensure that there is capacity within the service structure, at the right levels and in the right posts to deliver the significant programme of change required over the next five years.
- 3.5 Over this period, the Director of Development Services retired from the Council on 30 August 2020. As Members were advised, I arranged for an Acting Director appointment to be made to this post. I took this decision as it was not appropriate to advertise during the initial lockdown period and it would have limited the field of candidates who may have applied. We would also have been restricted in the scope and effectiveness of the recruitment process that could have been undertaken. Most importantly, I was very aware of the need for the Council to reflect on the learning from the Covid situation and to assess, as part of our recovery, how the Council needs to change to deal with the challenges we face. These interim arrangements are due to end on 31 March 2021. It is now timely for our Service structure to be reviewed prior to making a new director-level appointment.
- 3.6 On 20 January 2021 Council also took a decision to bring Falkirk Community Trust back in-house. I delayed submission of this report on our Service structure, until a decision on the Trust had been taken. This has enabled an initial consideration of the impact of the decision in relation to the Trust, when reviewing our Service structure. Whilst any final decision on the position of Trust functions within our structure must be subject to consultation with the Trust, it is important that we have a basis on which to approach the Trust to commence such discussions.

4. Considerations

- 4.1 This is a significant time of change across the Council. It is also a time during which we are experiencing significant financial challenges. To respond to this, and to deliver on our priorities, we must consider how we deliver our services, act as one Council and most importantly, ensure we are meeting the needs of our communities and local businesses. We must look at how we can reduce the cost of our services whilst improving what we deliver. Our culture must reflect the Council we want to be. We must be responsive to the needs of our communities, innovative in what we do, and deliver in a way that our communities trust us. We must ultimately be ambitious for the Falkirk area.
- 4.2 To do this our workforce must share such aspirations and be able to contribute fully towards what we are trying to achieve. We must work together on this. Whilst structural restrictions such as hierarchies cannot get in the way of employees delivering what they know to be right for our communities, we do need to ensure appropriate leadership and management support is in place. Our employees need to feel that they can approach their managers

with new ideas, changes to improve current practice and improvements in the way we undertake our work; and that their managers take time to listen, encourage and support them. The leadership from senior officers is central to this cultural change and we must ensure we have the right people in place who are committed to taking this forward. Our Service structure must be designed to support this. That is why I have taken the decision to review the structure and to present this report to Members.

4.3 For Members' information, the current functional structure for all Services and Social Work Adult Services within the HSCP, is provided as appendix 1.

4.4 To commence this process, I have held meetings with Directors to review the options available to us. Our recovery plans, priorities, operational arrangements, and the significant changes we must make, have all been considered as part of this process. Discussions have also taken place with Group Leaders to ensure they had an opportunity to input to the options prior to proposals being presented to Members.

4.5 To finalise the proposals presented in this report, I have also considered the following:

- The best way to organise our workforce to fully support delivery of our priorities
- The requirement to deliver significant transformational change
- The requirement to deliver savings that contribute to our Medium-Term Financial Plan
- The need for efficiencies and the avoidance of duplication
- A 'one Council' approach
- The need for improvements in our "business as usual" activities
- The need to deliver a major capital investment programme relating to economic recovery, housing, climate change and infrastructure

Proposed Structure

4.6 Members will note from appendix 1 that the Council currently has 3 Directors and 11 Head of Service (or equivalent) posts. This excludes the officers working within the Health & Social Care Partnership. Having considered the options available, I have developed a revised structure which is provided as appendix 2 to this report.

Place Directorate

4.7 The Falkirk area is entering a major period of transition arising from investment plans being developed to address significant issues including:

- climate change
- flood risk management, including delivery of the Grangemouth Flood Protection Scheme
- delivery of the economic recovery plan including the Investment Zone and Falkirk TIF
- sustainable and active travel programmes

- outcomes from the Strategic Property Review, including delivery of the Council HQ & arts centre; and
- schemes to augment and improve the Council housing stock.

It is important that this investment proceeds in ways that enhance the quality of place, reflect fully the needs and ambitions of our communities, and is delivered efficiently and effectively.

- 4.8 Development Services is at the forefront of the design of this programme and, working closely with Council services and other partners, has helped attract significant external funding. The Council area (and Grangemouth in particular) is now recognised as an investment 'zone', where a blend of capital investment should be applied to enhance the quality of place across the area. This requires concerted action to improve physical infrastructure, property and open space resources while working closely with communities to ensure the fabric of neighbourhoods, towns and villages is enhanced.
- 4.9 The functional structure of Development Services has adapted over the years to accommodate varying service pressures. The Service is however, now entering a major transition phase and these pressures must be managed to sustain service standards and delivery, whilst preparing to deliver major investment programmes. I am therefore suggesting that the Service is renamed to Place Services. This better reflects the purpose of the Service within a more forward-looking Council and its commitment to enhancing the quality of place for our communities.
- 4.10 The Place directorate will deliver essential services for our communities and businesses. It is vital that the standards of service are maintained throughout the course of this transition. The changes set out in Appendix 2 aim to better align these functions, avoid duplication, and ensure a structure that is more attuned to the needs of our communities, businesses, and partners.
- 4.11 Working with Directors, I have now agreed changes to the scope of responsibilities of the Heads of Service within this directorate. These changes cover functions which are already based within this Service. This includes the creation of the Growth, Infrastructure & Climate Division. This Division brings together property related functions from across the Service into a single Division. This supports the aim to achieve a corporate approach to the management of property, which is a key outcome of the SPR. The Division will be at the heart of our economic recovery and includes functions such as economic development, planning, building standards, business support, the corporate landlord function, tourism, employability, bereavement services, transport and climate change; working together to support and enhance the quality of place. This Division will work closely with businesses, partners, the public and internal services. While supporting each strand of the Business Plan, it is anticipated that this Division will focus particularly on the 'Enterprise' priority areas of work.
- 4.12 One Service structure change linked to this Division which requires Member approval is the transfer of the management of school assets and other

property management functions which currently sit within Children's Services. Moving these to the Place directorate, together with the associated capital monies and contract monitoring arrangements at the appropriate stage, ensures a 'one Council' approach to the corporate landlord model. This will assist the delivery of increased community and service use of schools, which is also an outcome of the SPR. This ensures that all decisions on the future property requirements for the Council are being considered within a single team. The exception to the corporate landlord model is housing property which appropriately remains within the Housing function but will have direct links to this Division in relation to the design and delivery of housing investment programmes.

- 4.13 Given the range of work of the Growth, Infrastructure & Climate Division, it is appropriate that it leads on the 'Enterprise' priority, co-ordinating this for the Council. This priority focuses on the work we need to do to help businesses thrive and make Falkirk more prosperous. Through this priority we will develop plans for the delivery of a range of work such as the Investment Zone, economic recovery, employability, inclusive growth and climate change. The Division will also have an important statutory role in planning and building standards and these will play a critical role in maintaining the quality of place and preparing plans for future investment.
- 4.14 The other Division to which I have agreed changes with Directors is the Environment & Operations Division. This will include functions such as roads, grounds maintenance, waste, street cleansing and fleet. It is important that communities see a consistency in the pattern of delivery and quality standards to which these functions are delivered. This Division also includes environmental health and trading standards; functions which align with the front facing nature of work of this Division.
- 4.15 I am also proposing that the property repairs function, i.e., those functions within the current building maintenance team within Corporate & Housing Services which work on housing and some other property repairs, move to this Division within the Place directorate. This ensures that all direct service delivery functions (which do not sit within education or social work) are delivered by a single Division. I consider that synergies can be achieved between the property repairs function and those other front-facing functions within this Division. Integration within the one Division will enable such functions to be further developed, adopting a more entrepreneurial approach.
- 4.16 Recognising however, the need to provide time for the internal changes within the Place directorate to be implemented, I am proposing that the transfer of property repairs is done on a phased basis. Initially, this function will move to the Housing & Communities Division within Corporate & Housing Services. This will allow for a period of implementation of the changes within the Place directorate, following which the property repairs function will transfer by a date no later than December 2022 (paragraph 4.36 sets out the phasing of changes in more detail). This is also linked to the transfer of non-education CLD functions to Corporate & Housing; both changes must be agreed for this to work in practice (paragraph 4.23 sets this out).

4.17 Members will also note that as we go forward, I will matrix manage the resilience function. Whilst this will remain within the Place directorate for the time being, it is of strategic importance to the Council, and as the Council's representative on the Regional Resilience Partnership, it is normal practice for a Chief Executive to assume such responsibility given the risks that could present themselves for the Council. This change takes into account the knowledge, capacity and capability of the current officers who are responsible for this function and who will remain within the current directorate.

4.18 As highlighted above, there are a number of exciting change projects being delivered by the Place directorate. These include delivery of:

- Falkirk and Grangemouth Investment Zone
- Council HQ & arts centre
- Strategic Property Review projects
- Falkirk TIF
- Grangemouth Flood Prevention Scheme
- Town centre regeneration programmes
- Major roads programmes
- Upgrades of the learning & community estate
- Housing investment programmes
- Climate change projects
- Sustainable and active travel programmes

4.19 The scale of these projects is significant with a potential collective value of up to £1bn, as are the benefits and positive impact they can have in place-making for our communities. These include:

- significant investment into the Falkirk area, stimulating job creation, particularly during the construction phase
- support for our economic recovery, attracting new businesses, jobs and private sector investment, with the potential for increased local productivity
- improved infrastructure with upgrading transport connections, rationalising and upgrading properties and reinforcing flood protection, etc
- positive impact on the safety and wellbeing of our communities
- positive impact and support for our climate change agenda
- support for increased tourism

4.20 It is proposed that these projects are brought together within a single "Invest Falkirk" Division, with a dedicated team. Appendix 2 sets this out with supplementary information at Appendix 3. The team will focus on delivering these projects and increasing the pace of change. This ensures that appropriate skills are in place at the right time as each project requires. It enables the synergies between the projects to be better aligned and supported by integrated work plans. It will enable a concerted approach to horizon scanning for new sources of funding and investment, which may be of benefit to the projects, and bring with it, new projects. This team will work with

partners across various sectors and ensure robust project management arrangements are in place to successfully deliver on the ambitions for the area.

- 4.21 Recognising the different phases of each of these projects, it is important for the Invest Falkirk Division to have a flexible workforce. This ensures appropriate professional and technical skills are available at the appropriate stages of each of the projects. The Division will work closely with teams across Place Services to ensure delivery meets Council objectives and place-making standards. In addition, it must always have very strong project management skills within its team. It will link directly to our Council of the Future transformational change programme and our existing PMO team, as well as to other Services. It will also receive professional advice and guidance from a range of central support functions to assist with project delivery. As a result of the fluidity of such projects, the Division will either scale up or scale down depending on the overarching requirements of the projects. This will of course be within the confines of the establishment and budget for this Division. It may also result in the secondment of some officers to this Division and/or the appointment of temporary officers with appropriate skills.

Corporate & Housing Directorate

- 4.22 As Members will note from Appendix 2, I have agreed with Directors to move the functions of the current Procurement & Housing Property Division. Procurement will become part of the Governance Division. This is appropriate given the input, experience, and skills the Governance Division already has on procurement matters. Alignment within this Division will bring together officers with the relevant skills and experience on procurement adding strength to the team working approach. The exception to this is the Central Matching and the Commissioning teams, which undertake work solely for Social Work Adult Services. On this basis it is more appropriate for such work to be transferred with appropriate resources to the Health & Social Care Partnership. This has been agreed with the HSCP Chief Officer.
- 4.23 Part of this directorate is the Housing & Communities Division. This Division is critical to how we respond to the needs of our communities. It will link with all Services to ensure a co-ordinated approach to this. It will also lead on the work we need to undertake to deliver on the 'Communities' priority. This includes the work which will flow from the development of the Falkirk Plan. The Division will also be directly responsible for leading the implementation of key strategic changes such as Community Choices. To strengthen the Communities function, it is important that we align all such functions which contribute to this. I am therefore proposing that CLD transfers to the Housing & Communities Division. The exception to this will be those officers within CLD who provide support directly to schools. They will remain within Children's Services. It must be clarified that such alignment of non-education CLD functions should ideally take place once the property repairs function, which will be moved to Housing & Communities on a temporary basis, transfers to the Place directorate on a permanent basis, as noted in paragraphs 4.15 – 4.16. This is therefore part of the phase 3 proposal.

- 4.24 The housing stock & estates management function and the housing investment & standards function will also move to the Housing & Communities Division. These functions properly align with Housing. This change provides the correct links with the teams who require to work together.
- 4.25 The Corporate & Housing directorate very much sits at the centre of our organisation supporting all the work we deliver as a Council through corporate functions such as finance, HR, legal, digital and the PMO. In this context, it is appropriate for the 'Innovation' priority to be led from within this directorate. This priority focuses on us being a forward-thinking Council which is unafraid of change. We must use our resources to ensure effective transformation, culture change, good use of data and digital ways of working, whilst meeting our financial challenges. The People, Technology & Transformation Division will lead on this priority working with all other Services to ensure a co-ordinated approach to deliver our ambitions.

Children's Services

- 4.26 Within Children's Services, the key responsibilities of education and children's social work will, with two exceptions, generally remain unchanged. These functions are significant areas of service delivery and are key to the successful achievement of our priorities. They deliver on attainment; address issues impacted by poverty; and provide invaluable services for some of the most vulnerable children in our communities.
- 4.27 The first change being proposed for this directorate is the transfer of non-education related CLD work to the Housing & Communities Division (see paragraph 4.23). The second change is the transfer of School Asset & Property Management functions to the Growth, Infrastructure & Climate Division (see paragraph 4.12). This ensures the management of all property functions within a single team and supports the development of the Corporate Landlord model. Both of these changes sit in phase 3 of the timeline.

Falkirk Community Trust

- 4.28 As a result of Members' decision of 20 January 2021 to bring Falkirk Community Trust back in-house, I have considered how this could potentially be achieved within the proposed Service structure. It is important that we do not simply bring the Trust back into the Council structure and 'bolt' it on to one of our existing Services without consideration of how it is most appropriately aligned. I am also of the view that the range and scope of services provided by the Trust are not of sufficient scale to warrant a separate directorate.
- 4.29 In coming to a final decision on the alignment of the functions of the Trust, it is important that the Council takes time to better understand the complexities of how such functions are currently delivered and the links between each. To do this, discussion and consultation must take place with Trust colleagues. To support this and to enable discussions to commence, I have considered, together with Directors, how the Trust functions could potentially be integrated into the Service structure. I have taken into account areas with the greatest

synergy. I have also considered the Council's priorities and how the functions of the Trust can support the delivery of these.

- 4.30 Appendix 2 sets out an option for the integration of the Trust functions within the Council structure. It is important for us to have this option as a framework on which to commence discussion and consultation with the Trust. Taking each high-level functional area in turn (with more work to be done on the services delivered within these):

- **Culture, Arts, Museums and Parks** – these functions focus on our promotion and encouragement of participation in culture and arts. They incorporate the new Arts Centre which Council recently agreed. There are direct links in this work to the Place directorate and in particular, tourism and development of our local economy. Given the focus on tourism, it would seem logical that the Helix and other strategic parks are also aligned with Place Services and the Growth, Infrastructure and Climate Division in particular.
- **Libraries** – these are at the heart of our community and should be a focal point for our community. The purpose of libraries should not just be the library service, but also an opportunity for our communities to engage with the Council and to seek assistance and support from the Council. For these reasons, there are very strong linkages with the Housing & Communities Division within Corporate & Housing Services.
- **Sport & Leisure** – whilst there is a need to continue to offer an attractive range of sport and leisure opportunities, there is also a need to promote and encourage wellbeing across our communities. The linkages with sport and leisure facilities within schools has been considered in the context of the Strategic Property Review (SPR) and will add to the ability to drive transformation in these services.

In addition, there are a number of **support functions** which are provided within the Trust by Trust employees. These may be most appropriately aligned with the Council's support functions which sit within Corporate & Housing Services.

- 4.31 Whilst the option presented in Appendix 2 has been shared with the Trust Chief Executive, it has not been considered in any detail by the Trust. I must also stress that I have considered these functions only at a high level at this stage, and there will be complexities which arise through further discussion with the Trust. Existing synergies between the various functions in the Trust will clearly be part of this consideration. I am therefore bringing this to Members for agreement that this option be used as the basis to commence consultation with the Trust. Discussions will also take place with relevant officers in potential receiving service areas. The outcome of this and the recommended way in which to integrate Trust functions within the Council structure will be shared with Members as part of the Trust report being submitted to Council in June 2021.

Leadership for Transformational Change

- 4.32 All proposed structure changes have been discussed at length with Directors to ensure they are appropriate for the Council as we move forward. The changes enable us to deliver on our priorities and take account of those factors outlined in paragraph 4.5. The changes also aim to ensure that the Council has appropriate leadership in the right places to deliver on its ambitions.
- 4.33 The proposed structure must also be linked to the fact that the Council is currently undergoing a period of significant transformational change. It is essential that all chief officers fully support this. They must provide the right leadership to drive this forward, increase the pace of change, and ensure we are as ambitious as we can be in delivering for our communities and businesses across the Falkirk area.
- 4.34 This, however, must be backed up with us having the right people in the right roles across the Council. Work is underway to ensure we appropriately resource our change projects at the right levels. Directors will also consider the operational management arrangements, which sit below chief officer level, across their Services to ensure these remain fit for purpose and in line with our design principles (set out in our workforce plan). As part of this we are specifically implementing new arrangements for the Place directorate for the Invest Falkirk Division, to support the delivery of the significant projects they are leading on for the Council, as set out in paragraph 4.20 – 4.21.
- 4.35 Culture change must also be at the heart of this. A range of work has already been progressed to take this forward. As the new teams form as part of the structure changes, I intend to work with our organisational development colleagues to put in place a further range of development activities, to ensure culture change is delivered across the Council. This must be done in a way which supports and drives forward the significant transformational change we need and which we continue to implement.

Timeline for Implementation

- 4.36 It is important in implementing any changes to a service structure that certainty and stability is provided to our workforce. For this reason, there must be a clear timeline over which these changes will take place. I am aware however, of the impact that the Covid pandemic may have on our work to implement the structure. I am therefore proposing that we undertake such changes in three phases:
- Phase 1 relates to changes to Divisions within their existing Services (with one exception involving a move of teams to the Health & Social Care Partnership)
 - Phase 2 involves the integration of Falkirk Community Trust functions
 - Phase 3 is longer term and moves some functions from one Service to another

The following sets this out in more detail. I would stress that the dates assigned to each phase are the latest date by which the changes should be achieved, and where possible, they will be implemented earlier. This matter will be kept under review.

Phase 1: To be implemented by June 2021 or earlier

- Undertake and conclude consultation with relevant employees immediately following Council's decision (see paragraph 4.41 below)
- Commence the appointment process for the Director of Place as soon as possible (and make an appointment thereafter, as soon as this is feasible following due process)
- Review Job Descriptions and Grades for all posts in the structure which have, or are changing (see paragraph 4.39 below)
- Commence implementation the Divisional changes within the Place directorate
- Commence the work to implement the new Invest Falkirk Division within the Place directorate
- Commence implementation the Divisional changes within the Corporate & Housing directorate
- Transfer contracts and commissioning functions to the HSCP
- Transfer on a temporary basis, the Property Repairs Service to the Housing & Communities

Phase 2: To be implemented by March 2022

- Incorporate Falkirk Community Trust services back in-house (actual timescale subject to the action plan and timeline which will be submitted to Members in June 2021)

Phase 3: To be implemented by December 2022 or earlier

- Transfer CLD (excluding the education linked officers) to Housing & Communities
- Transfer Property Repairs to Environment & Operations
- Transfer the school estate and property management functions from Children's Services to the Place directorate as part of the corporate landlord functions

Workforce Considerations

- 4.37 The proposed changes to the structure involve significant changes to the line management of employees in terms of the directorate or division within which they report. For the majority of our employees, whilst there may be a change to such reporting arrangements, they will see very little impact to their day to day responsibilities. The aim however, is that we do have a more open and transparent culture. There will also be a need for more collaborative and cross Council working.
- 4.38 Given this is a public report, and to reassure employees on this, I have taken the opportunity to advise employees that this report is being considered and to

ensure that they are aware of what it may mean for them if agreed. I also arranged for the proposals to be shared and discussed with Trade Unions. The Trade Unions did not raise any immediate concerns or objections to the changes. They did however reserve their right to come back with comments once they have had the opportunity to speak to their members as part of the consultation (see paragraph 4.41).

- 4.39 For chief officers, there are a number of potentially significant changes with some assuming a different range of responsibilities. In preparation for this, discussions have taken place with Directors and Heads of Service to ensure they are sighted on the proposed changes prior to this being considered by Members. If the structure is agreed, the job descriptions and grades for chief officers will require to be reviewed to ensure these reflect the new structure arrangements. The grades of our chief officers have not been reviewed since 2011. It is essential that the Council ensures its pay structures are kept under review to meet legislative requirements such as equal pay. This requirement includes the rates for chief officers who have experienced a change to their responsibilities as well as the pay structure itself. A review will be undertaken to take account of recent changes in job remits and any new changes that arise from the new service structure. External advice will be sought for this purpose and will ensure that the Council continues to have a robust and auditable pay structure. In undertaking this work, the upper limits of pay for chief officers will continue to be maintained, and this exercise will be kept within budget.
- 4.40 Members will also be aware from the recent budget report that we are in the process of reviewing the SJC grade structure to ensure consolidation of the Living Wage. The action outlined in paragraph 4.39 ensures that all of the pay structures which are within the Council's control (i.e., this excludes the teaching pay structure) will have been reviewed to ensure they comply with relevant legislative requirements.
- 4.41 I intend to write again to relevant chief officers and service unit managers on the changes to the structure to ensure consultation on the proposed implementation. This exercise will be undertaken as quickly as possible and will involve discussions with our Trade Unions. Should there be any feedback from employees which significantly impacts on the implementation, I will discuss this with Trade Unions and Group Leaders to reach an agreed way forward.

5. Consultation

- 5.1 Discussions have taken place with Service Directors and Heads of Service on the proposed structure design. A letter has been issued to employees to ensure awareness of the proposals. Discussions have also taken place with Trade Union colleagues.

- 5.2 Subject to Member agreement, I will write again to employees and provide a further opportunity for comments. Should any comments of significance be received, these will be discussed with Group Leaders and Trade Unions.

6. Implications

Financial

- 6.1 Given the financial challenges that the Council faces, I have taken the view that it is essential that any changes to the service structure are, as a minimum, cost neutral but ideally generate savings. The proposals in this report see the following changes to posts:

Post	Change
Head of Procurement & Housing Property	Post being deleted
Director of Development	Post deleted and replaced by Director of Place
Head of Design, Roads & Transport	Post deleted and functions incorporated into the other Head of Service posts within the Place directorate. Post and funding for this will be used to support the resource requirements of the new Invest Falkirk Division.
Head of Planning and Economic Development	Post expanded into Head of Growth, Infrastructure & Climate.
Head of Environmental Services	Post expanded into Head of Environmental & Operations Services

- 6.2 Based on these changes, the saving achieved over 5 years (the normal timescale for assessing the payback of employee changes), net of associated costs for early retirement, is c£275k. This figure excludes any costs arising from the required review of the chief officer pay structure to ensure the Council meets its equal pay requirements. Costs associated with this will be dependent on the outcome of this exercise and will be kept within existing budgets. Also excluded from this figure are any savings which may be achieved from the integration of Falkirk Community Trust back into the Council structure. Such costs will be assessed specifically as part of the work on the Trust.
- 6.3 There will be costs associated with the implementation of the structure such as the cost of external advertising where required. Any expenditure on this will be approved by the Appointments Committee. Work will also be undertaken on establishing the Invest Falkirk Division within the current budget available, having regard to the attraction of external funding income and fees charged against capital expenditure. Funds for the engagement of specialist support may also be required and these will be built into the financial plans.

Resources

- 6.4 Resources will be required from Human Resources, Finance and Directors to implement the changes required. Elected Members, Governance and Human Resources will also be involved in the recruitment process for the Director of Place.
- 6.5 There is also an impact on those employees (chief officers) who will see a change to their role.

Legal

- 6.6 No legal implications are identified from the report recommendations.

Risk

- 6.7 The proposed structure takes into account the chief officer requirements to deliver on the priorities of the Council and to provide appropriate leadership to the operational teams who will do this. The creation of an Invest Falkirk Division enables us to better support the delivery of the significant and exciting projects for the Falkirk area which are estimated to be reaching c£1bn. The structure also provides an opportunity to bring in new employees with different experiences and ideas, to complement our workforce. It is essential that we use this opportunity to assist us to achieve the cultural and organisational change required across the Council.
- 6.8 The need to ensure implementation of the structure over a reasonable period of time must, also be balanced with the potential risk of implementing at a pace which is of detriment to service delivery, and progress on our significant change projects. For this reason, and following discussions with chief officers, adjustments have been made to the phases of implementation and to the period over which these happen. These are now longer than originally intended but aim to address the potential risks on service delivery/change projects identified by chief officers.
- 6.9 A risk does, however, arise if Council were not to agree to a revised permanent structure for the Council. This may impact on the Council's ability to deliver on its priorities and on a number of significant projects. The interim nature of the Council's current structure arrangements would also result in a level of uncertainty and instability across our workforce. In addition, if the pay structure was not reviewed to reflect recent changes to chief officer remits as well as changes flowing from this structure change, there is an equal pay risk arising.

Equalities

- 6.10 No equality impact assessment is required specifically for this report. An equality impact assessment will be undertaken in relation to the work on the pay structure.

Sustainability/Environmental Impact

- 6.11 Progress of these changes to the Council's service structure are intended to enable the Council to develop and progress its climate change agenda with

delivery of a range of major projects in energy, transport, property and environmental works; all anticipated to aid carbon reduction.

7. Conclusions

- 7.1 The Council has recently reviewed its Corporate Plan, refreshed its Business Plan and has newly agreed priorities as part of this work. It is essential that the Council is in a position to fully deliver on its priorities and the work contained within its Plans. Simultaneously the Council must take actions to respond to the financial constraints set out in the medium-term financial plan. The proposed service structure set out in this report is designed to ensure the Council undertakes its work in an appropriate and efficient way to deliver on its priorities and the significant changes associated with this.

Chief Executive

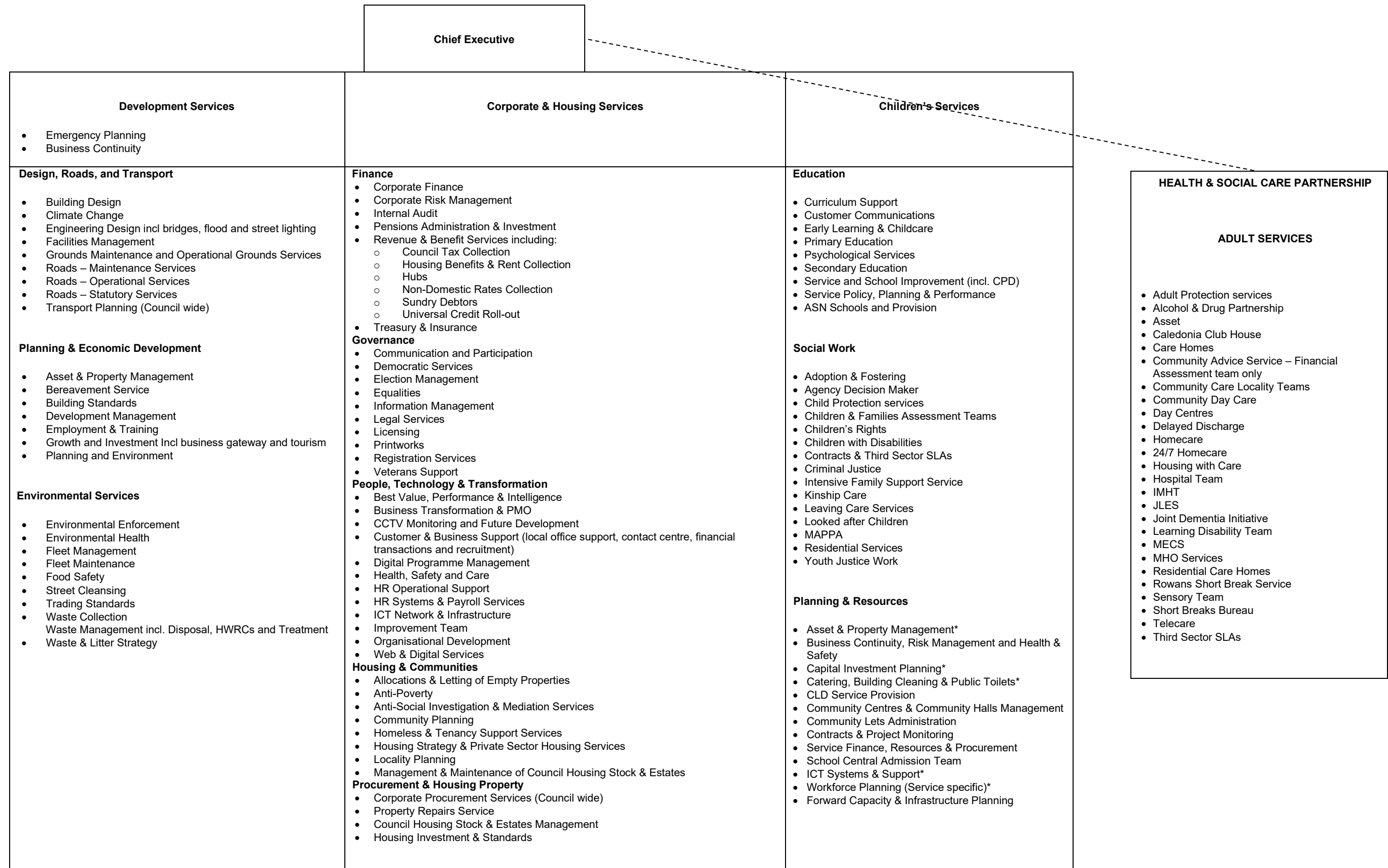
Authors: Karen Algie, Head of People, Technology and Transformation,
karen.algie@falkirk.gov.uk, Extn 6223

Date: 15 March 2021

List of Background Papers: None

The following papers were relied on in the preparation of this report in terms of the Local Government (Scotland) Act 1973: None

Current Functional Structure



Those functions marked with * within Children's Services continue to provide a service to Adult Services, as do relevant support functions.

REVISED STRUCTURE FOR DISCUSSION

Chief Executive		
Place Services	Corporate & Housing Services	Children's Services
<p>GROWTH, INFRASTRUCTURE & CLIMATE</p> <ul style="list-style-type: none"> • Asset & Property Management • Building Design • Climate Change • Engineering Design incl bridges, flood and street lighting • Facilities Management • School Asset & Property Management • Transport Planning (Council wide) • Bereavement Service • Building Standards • Development Management • Employment & Training • Growth and Investment Incl business gateway and tourism • Planning and Environment • Culture, Arts, Museums & Parks <p>ENVIRONMENT & OPERATIONS</p> <ul style="list-style-type: none"> • Resilience • Environmental Enforcement • Environmental Health • Food Safety • Trading Standards • Fleet Management • Fleet Maintenance • Grounds Maintenance and Operational Grounds Services • Roads – Maintenance Services • Roads – Operational Services • Roads – Statutory Services • Street Cleansing • Waste Collection • Waste Management incl. Disposal, HWRCs and Treatment • Waste & Litter Strategy <p>INVEST FALKIRK DIVISION</p> <p>SEE PAPER ATTACHED – This Division will support c£1bn of project work being undertaken by the Place Directorate. It will be flexible in nature to support the demands of this project work.</p>	<p>Finance</p> <ul style="list-style-type: none"> • Corporate Finance • Corporate Risk Management • Internal Audit • Pensions Administration & Investment • Revenue & Benefit Services including: <ul style="list-style-type: none"> ◦ Council Tax Collection ◦ Housing Benefits & Rent Collection ◦ Hubs ◦ Non-Domestic Rates Collection ◦ Sundry Debtors ◦ Universal Credit Roll-out • Treasury & Insurance <p>Governance</p> <ul style="list-style-type: none"> • Communication and Participation • Corporate Procurement Services (Council wide) • Democratic Services • Election Management • Equalities • Information Management • Legal Services • Licensing • Printworks • Registration Services • Veterans Support <p>Housing & Communities</p> <ul style="list-style-type: none"> • Allocations & Letting of Empty Properties • Anti-Poverty • Anti-Social Investigation & Mediation Services • Community Planning • Homeless & Tenancy Support Services • Housing Strategy & Private Sector Housing Services • Locality Planning • Council Housing Stock & Estates Management • Housing Investment & Standards • Property Repairs Service • CLD Community Service Provision • Community Centres & Community Halls Management • Community Lets Administration • Libraries <p>People, Technology & Transformation</p> <ul style="list-style-type: none"> • Best Value, Performance & Intelligence • Business Transformation & PMO • CCTV Monitoring and Future Development • Customer & Business Support – incl local office support, contact centre, financial transactions and recruitment • Digital Programme Management • Health, Safety and Care • HR Operational Support • HR Systems & Payroll Services • ICT Network & Infrastructure • Improvement Team • Organisational Development • Web & Digital Services 	<p>Education</p> <ul style="list-style-type: none"> • Curriculum Support • Customer Communications • Early Learning & Childcare • Primary Education • Psychological Services • Secondary Education • Service and School Improvement (incl. CPD) • Service Policy, Planning & Performance • ASN Schools and Provision • Sport & Leisure <p>Social Work</p> <ul style="list-style-type: none"> • Adoption & Fostering • Agency Decision Maker • Child Protection services • Children & Families Assessment Teams • Children's Rights • Children with Disabilities • Contracts & Third Sector SLAs • Criminal Justice • Intensive Family Support Service • Kinship Care • Leaving Care Services • Looked after Children • MAPPA • Residential Services • Youth Justice Work <p>Planning & Resources</p> <ul style="list-style-type: none"> • Business Continuity, Risk Management and Health & Safety • Capital Investment Planning • Catering, Building Cleaning & Public Toilets • CLD Education Linked Service Provision • Contracts & Project Monitoring • Service Finance, Resources & Procurement • School Central Admissions Team • ICT Systems & Support* • Workforce Planning (Service specific) • Forward Capacity & Infrastructure Planning

HEALTH & SOCIAL CARE PARTNERSHIP

ADULT SERVICES

- Adult Protection services
- Alcohol & Drug Partnership
- Asset
- Caledonia Club House
- Care Homes
- Central Matching Team
- Commissioning Team
- Community Advice Service – Financial Assessment team only
- Community Care Locality Teams
- Community Day Care
- Day Centres
- Delayed Discharge
- Homecare
- 24/7 Homecare
- Housing with Care
- Hospital Team
- IMHT
- JLES
- Joint Dementia Initiative
- Learning Disability Team
- MECS
- MHO Services
- Residential Care Homes
- Rowans Short Break Service
- Sensory Team
- Short Breaks Bureau
- Telecare
- Third Sector SLAs

CODE

Red Type – From CHS

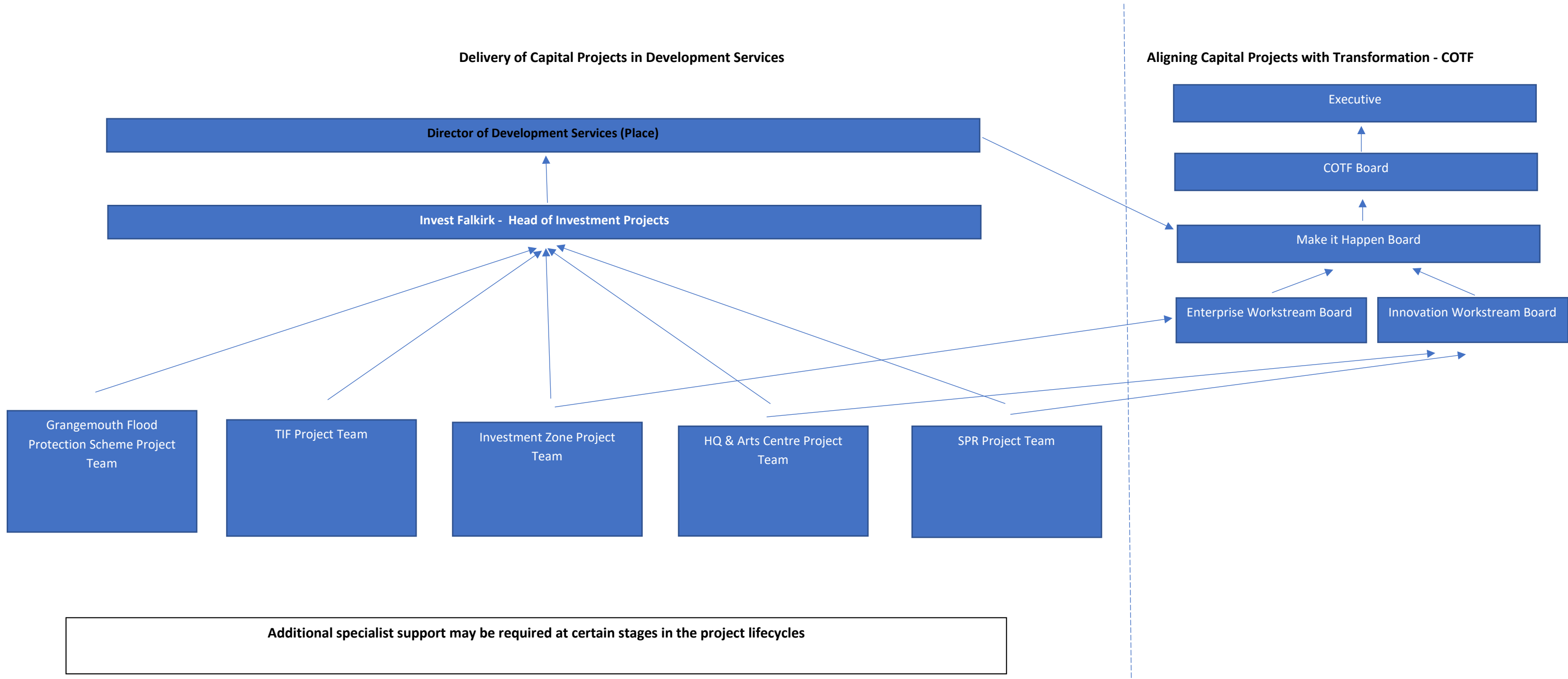
Yellow Shade – From Development

Blue Shade – From Children's

Green Shade – From FCT

PROPERTY REPAIRS SERVICE – Initially this will be moved to the Housing & Communities Division to enable progress on structure changes, with a subsequent move to Environment & Operations. This enables the Environment & Operations team to be established prior to Property repairs being integrated into this team.

Invest Falkirk Team Structure - Delivery of Falkirk Council Capital Projects and Transformation





Falkirk Council

Chief Executive Office

Enquiries to: Kenneth Lawrie
Direct Dial: 01324 506002
Date: 1 April 2021

Maureen Campbell
Chief Executive
Falkirk Community Trust

Sent by email

Dear Maureen

Integration of Falkirk Community Trust - Consultation

I refer to our recent discussions and to the report considered by Members on 24 March 2021 in relation to the Council's Service structure. I attach a copy of the report for ease of reference [here](#).

This report was primarily aimed at changing the Council's Service structure to take account of the Council's revised Corporate Plan, refreshed Business Plan and new priorities. Members have now agreed the recommendations in the report and work is being undertaken to progress this.

You will note that the report refers to the integration of Falkirk Community Trust, following Members' decision on this in January 2021. At paragraphs 4.28 – 4.32 I set out my reasons for referring to this in the report, with a view to consulting the Trust on how we integrate the functions of the Trust back into the Council. Within these paragraphs, and as set out in Appendix 2 of the report, I have provided an option on how this could be achieved. I am very aware however, that this is outlined at a high level and that there are many complexities to this work that we need to consider. I would therefore be grateful if you could give due consideration to the option in the report and advise me of the Trust's views on this. I am aware that you will require to discuss this with your Board and that you intend to do this in May.

I am due to report to Council in June 2021 on a range of matters relating to the integration of the Trust, including your feedback and final proposals on how this can be achieved within the Council's Service structure. I am very much aware that a significant range of work is required to get us to the stage of reporting to Members in June. This includes the Council

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obtaining a better understanding of the functions of the Trust, the linkages between these and the implications of the option being presented in the report on both service delivery and employees. I have therefore asked HR colleagues within the Council to contact you to progress such discussions and to assist us in reaching a conclusion to this consultation that can be reported to Members in June. I would hope that we can conclude such work by the end of May to ensure this can be achieved.

I trust this approach is acceptable and I would be happy to discuss this further if of assistance.

Yours sincerely

A handwritten signature in dark ink, appearing to read 'V. J. F. Sainsbury', written in a cursive style.

CHIEF EXECUTIVE

Our ref: AA0421/KL/IP

Falkirk Community Trust

Subject: Annual Action Plan 2021-22
Meeting: Falkirk Community Trust Board
Date: 27th May 2021
Author: Culture and Libraries Manager

1. Introduction

- 1.1 This report seeks the Board's approval of the Trust's Annual Action Plan for 2021-22. The Plan is attached.

2. Background

- 2.1 The Action Plan for 2021-22 is the third of five annual Action Plans that stem from the Trust's Business Strategy 2019-2024.
- 2.2 Ordinarily, this Plan would have been considered by the Board in March, in advance of the start of the financial year; however, at its last meeting, the Board was advised that more time was required to consider the implications of the ongoing pandemic together with the Council's decision to wind up the Trust by 31 March 2022.
- 2.3 We do not propose to change/alter either our objectives or priorities (see 2.4 below) but, looking forward, our Plan for the forthcoming year needs to take into account not only the need to reopen our facilities and services when it is permitted and safe to do so and recover our business with a focus on both customers and income; but also to ensure the smooth transition of Trust services to the Council by 31 March 2022. As such, we describe whether **Context** relates to business Recovery or Transition of services into the Council. Our ability to achieve some of the outputs set out in this Plan may be constrained both by limitations due to the need to prolong COVID-19 restrictions and transition workload.
- 2.4 In line with the Business Strategy, the format of the Action Plan aligns actions to the Trust's three strategic objectives:
- ***Meeting our customer's needs***
 - ***Ensuring our financial viability***
 - ***Growing our leadership and community development capacity***
- and our six business priorities of:
- Planning and Working Together
 - Encouraging Health & Wellbeing
 - Raising Image & Profile
 - Generating Income
 - Creating Business Efficiency
 - Developing People
- 2.5 The Plan contains 42 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 2021-22

- 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.
- 3.2 The Council has acknowledged that the Trust faces projected deficit of £3m in the current financial year and accepted the following Trust proposals to reduce that deficit by £650k:
- the deployment of £500k from the Trust's reserves leaving a balance of £142k in unallocated unrestricted reserves.
 - Increasing income from a new Community Membership Scheme which could yield £150k; however, it has subsequently been agreed that this project is delayed until 2022-23 so this sum will need to be found within the existing budget for 2021-22.
 - The Council agreed to underwrite the remaining deficit of £2.35m.
- 3.3 Please note that the budget shown in section 2 Assets, Finance and Savings is the budget presented to the Board in March; this budget will be amended to take into account the impact of the extension of the UK Government's Job Retention Scheme (to September 2021) from which the Trust will continue to apply to as we slowly return to normal operations.
- 3.4 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 as summarised in the March report to the Board.
- 3.5 Work will continue, in collaboration with the Council, to take forward plans for a new Arts Centre and Library as part of the new Falkirk Council HQ in order to retain and strengthen the area's cultural offer.
- 3.6 The section on monitoring and evaluation contains results for the last financial year, 2020-21 and this shows the devastating impact that the pandemic has had on admissions to our facilities and uptake of our services, and consequent reduction to Trust income. Targets for 2021-22 are set out based on a best-guess assessment of how quickly we believe that customer confidence will return and how long it will take for restrictions on capacity to ease. As restrictions ease, particularly those relating to social distancing, we will revisit and may revise our targets for 2021-22. These figures have been sense-checked with Finance against income projections for 2021-22.
- 3.7 The section on risk is a high-level summary of the strategic risk position as approved by the Board in March. Subsequently, the management team has considered the impact, and mitigating action required, of key members of staff leaving the Trust, not only taking with them vital knowledge and experience but also compromising our ability to achieve all the outputs set out in the Annual Action Plan.

4. Implementation

- 4.1 The approved Action Plan will be published on the Trust's website in May.
- 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 2021-22 will take place in August and this review process is all the more important given the requirement to dedicate Trust resources to the transition of services to the Council. We have previously noted that this could have a detrimental impact on our ability to deliver all the outputs set out in the Plan.

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 in the context of recovery and transition.

6. Recommendation

- 6.1 The Board is asked to approve the Annual Action Plan 2021-22**

A handwritten signature in black 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

Annual Action Plan

2021-2022

0. INTRODUCTION

This document is the third 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.

However, our strategy has been severely compromised by the restrictions put in place due to the COVID-19 pandemic. In January 2020 we celebrated to the opening of the new facilities at the Mariner Centre only to see them close a little over a month later. Our buildings were closed, and our services ceased for all but five months of 2020-21 and even when we were permitted to reopen, our capacities were drastically reduced due to social distancing rules

The closures decimated our customer income although this has been mitigated by the Council's early commitment to maintain the service payment and our ability to furlough staff and claim from the UK Government's Job Retention Scheme and, as a result, we are anticipating that the financial outturn of 2020-21 may be a small surplus.

We face two further constraints to our ability to forward plan:

- The delayed progress of the Council's Strategic Property Review. However, following a round of Community Conversations which ran from November 2020-March 2021 and in which the Trust participated findings will form the basis of a report to the Council and a plan of work to bring this process to a conclusion. We expect that this will assist us in creating a revised five-year plan for savings and investment in culture and sport.
- The Council's decision in January 2021 to wind up the Trust which will add significantly to our workload in 2021-22 and is likely to impact on our ability to focus on business recovery.

We have been explicit that we are not planning to change the Trust's Business Strategy (set out in Chapter 1) in the year leading up to the organisation being wound up as these objectives and priorities remain as relevant as they ever were in a year of recovery and transition.

On a more positive note, collaboration on a new Arts Centre and Library as part of the new Council HQ continues to move forward and a decision on a site is expected towards the end of the first quarter of 2021-22. This will allow us to work closely with the Project Team on design development and stakeholder engagement to ensure that this new cultural hub meets the needs of artists, performers, audiences, and customers.

Community engagement and capacity building to support clubs and groups to recover from a year of inactivity will be critical. The energy and commitment of the local gymnastic clubs in the shared management of the Carron Gymnastics Centre in its first year of operation was fruitful and we now have a role in supporting their recovery. Grangemouth Golf Club now has a licence to operate the Golf Course in anticipation of a full takeover by March 2022.

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 – that commitment to quality will not change as we enter a new phase of service delivery within Falkirk Council and this is a message that we must continue to reinforce in all our communications during the year ahead.

Maureen Campbell.

Maureen Campbell OBE, Chief Executive

1. SCOPE AND BUSINESS STRATEGY

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***

3. ASSETS, FINANCE AND SAVINGS

ASSETS and RESOURCES

As at 31 March 2021, we had 442 contracted employees (167 full-time and 275 part-time). This is a decrease of 59 in numbers from December 2019 and the second lowest since the Trust was established in 2011; this figure includes staff associated with externally funded fixed term projects such as Great Place. Due to the restrictions caused by COVID-19, a high of staff were furloughed from March-August 2020 and from January-April 2021 allowing the Trust to benefit from the UK Government's Job Retention Scheme.

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 has come to a standstill due to the prolonged closure of our facilities and services due to COVID-19 restrictions. We have agreed with the Council that the funding for 2021/22 should protect jobs and should not assume any specific outcomes from the Strategic Property Review prior to March 2021. This left little

manoeuvre for tangible savings given the fact that people and property costs together represent almost 80% of our expenditure. With our facilities unlikely to start reopening before late April and recovery to pre-pandemic levels likely to take time, we are projecting a deficit 2021-22 of £3m. £2.5m will be met by Falkirk Council and we will contribute £0.5m from Trust reserves. We also agreed that a community membership scheme would be developed with an income target of £0.15m although this sum now needs to be met through savings as the scheme will not be implemented until 2022. The confirmed funding for 2021/22 is therefore £13.755m recognising that the eventual deficit may be reduced subject to income projections exceeding those originally estimated. Similarly, it may increase if the restrictions are not eased in Q3 and Q4 as predicted.

BUDGET

A budget position has been developed with consideration to a range of potential scenarios. The proposed budget assumes a gradual recovery from the restrictions experienced as a result of COVID-19, however, the key pressure is the net £3.0m gap resulting from the reduction in customer income. A summary of the proposed budget is shown in the table below:

ANNUAL ACTION PLAN 2021 – 22:

Table 1: Budget

Budget Heading	2020-21 £'000	2021-22 £'000
Employee Expenses	13,009	12,875
Property Expenses	2,398	2,330
Transport Expenses	191	163
Supplies & Services	4,119	3,642
Third Party Payments	655	279
Support Services	806	806
Capital Costs	94	94
Total Expenditure	21,302	20,185
Service Payment	10,896	13,756
Job Retention Scheme	-	-
Other Income	10,391	5,918
Contribution from Reserves	15	515
Total Income	21,302	20185

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 in the past. The Trust currently offers a range of concessionary discounts on its services 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.

The 'price point' for Trust services has proved to be a vital part of the Trust's marketing strategy and while we continue to ensure that prices are not a 'barrier to participation', we have strived to increase the amount of income generated to reduce reliance on Council support.

Continuing this trajectory of income growth, we are developing a community leisure card which will be introduced in April 2022; the card's primary objective is to generate income by increasing the volume of use from casual users. The model aims to generate income from membership cards' sales, encouraging increased usage at lower-priced activities; non-cardholders would be charged higher prices.

We would normally review our Fees and Charges for the forthcoming financial year as part of our business planning process; however, the circumstances in 2020-21 were unique and the review process did not take place. As a result, we intend to freeze our fees and charges (excluding trading activities) from the start of April 2021 but will continue to review the situation as the market starts to recover and customers return to our facilities.

Trading-related prices are normally excluded from this annual review process with the need to act quickly and proportionately to both increases in the cost of goods and business opportunities that may arise throughout the year.

3. ANNUAL ACTION PLAN

The Action Plan 2021-22 is the third of five 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 context. The context has changed drastically in the past year; the ability to achieve the outputs set out in our 2020-21 Action Plan was severely compromised by the impact of COVID-19 with our facilities and services remaining closed for much of the year. More recently, the Council's decision to wind up the Trust is an additional factor to be considered. We do not propose to change/alter either our objectives or priorities (see Chapter 1) but, looking forward, our Plan for the forthcoming year needs to take into account not only the need to reopen our facilities and services when it is permitted and safe to do so and recover our business with a focus on both customers and income; but also to ensure the smooth transition of Trust services to the Council by 31 March 2022. As such, we describe whether **Context** relates to business Recovery or Transition of services into the Council. Our ability to achieve some of the outputs set out in this Plan may be constrained by limitations due to the need to prolong COVID-19 restrictions. The Action Plan does not include regular operational activity to deliver our core services.

	Actions	Context	Outputs
Priority Focus 1: Planning and Working Together			
1	Participate in partnership strategic planning.	<u>Transition</u> <ul style="list-style-type: none"> • More effective partnership and efficiencies from joint planning are being sought across the public sector. • The Trust is actively influencing and informing Community Planning, Locality Planning and supporting the Council to deliver the outcomes of a Strategic Property Review. • Completion of the Council's Strategic Property Review (SPR) is required to enable the Trust/Trust services to effectively plan for the future. 	<ul style="list-style-type: none"> - Contribution is made to the development of Locality Plans. - Contribution is made to the Community Planning Improvement Group. - Contribution is made through the Council's Corporate Asset Management Group and Capital Planning Working Group to support SPR outcomes. - If the SPR is completed, clear outcomes from the SPR inform future Culture and Sport Savings and Investment Plan.
2	Monitor the Culture and Sport Strategy.	<u>Transition</u> <ul style="list-style-type: none"> • <i>Inspiring Active Lives</i> is an overarching 10-year Strategy being delivered through a series of sector specific partnership Delivery Plans. • We need to ensure that we have appropriate monitoring and evaluation in place and that output contributes to the areas Single Outcome Local Delivery (SOLD) Plan which is under review. 	<ul style="list-style-type: none"> - Delivery Plan progress is reported to stakeholders in 2021. - Arts Delivery Plan and Library Service Development Plans are rolled forward for a further two years. - Positive contribution is made to area wide objectives including the development of the Falkirk Plan, the successor plan to the SOLD.

ANNUAL ACTION PLAN 2021-22

3	Work with the Council and cultural organisations to identify a way forward for a new arts venue for the area.	<p><u>Transition</u></p> <ul style="list-style-type: none"> Falkirk Council envisages a new Civic HQ coupled 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. 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. In September 2020, the Council agreed that the new facility would take the form of a combined Council HQ, Arts Centre and Library and the next stage will include identifying and agreeing a site and finalising the specification for the arts and library spaces. 	<ul style="list-style-type: none"> A robust programme of stakeholder engagement is developed and delivered which will run in parallel with the development of the building design through to the new facility opening. Trust staff work closely with consultants to ensure a robust business plan is developed and the building meets the needs of both the operator and customers.
4	Develop and implement a Stakeholder Communication Plan.	<p><u>Transition</u></p> <ul style="list-style-type: none"> Stakeholders, such as Falkirk Council, are vital to our work. Effective communication ensures that we optimise the potential to maximise the contribution we make to each other's work. As we implement our Business 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. 	<ul style="list-style-type: none"> As we transition from being a charitable trust and our services return to being managed directly by the Council, we maintain a high degree of communication with key stakeholders who are informed of progress and any impact on/change to our relationship/partnership. See also 3) above - HQ/Arts Centre/Library stakeholder plan
5	Communicate widely with key customer groups to engage in developing new business approaches.	<p><u>Transition</u></p> <ul style="list-style-type: none"> Our approach to dealing with significant reduction in public funding seeks a much greater role for local groups with joint collaboration in service delivery. We need to communicate effectively with the wider community about what support we are looking for and how they can get involved. 	<ul style="list-style-type: none"> Communications take the form of engagement with communities in the context of the SPR and transition of services into the Council. Communication and engagement with key stakeholders over the next 12 months will be key in giving confidence and certainty over the future management arrangements of services beyond March 2022.
6	Develop and deliver a community engagement programme to generate increased	<p><u>Recovery</u></p> <ul style="list-style-type: none"> We need to spread responsibility and involvement in culture and sport services across a greater number of charitable and community organisations. 	<ul style="list-style-type: none"> Our capacity and resources to deliver this action is limited particularly in the context of the outcomes of the SPR. We will continue to support voluntary sector organisations to have more involvement in/take on more

ANNUAL ACTION PLAN 2021-22

	involvement of community organisations in service delivery.	<ul style="list-style-type: none"> • Good collaborative engagement work and capacity building is critical to success. Following an ongoing period of engagement, the Steeple will be transferred to Falkirk Local History Society in spring 2020. • 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. 	<p>responsibility for the running of facilities; this may be part of the wider SPR process.</p> <ul style="list-style-type: none"> - Support to the gymnastics clubs and Falkirk Local History Society may be required to assist with post-COVID-19 recovery. - We will continue to support Grangemouth Golf Club as they work towards the completion of their business plan and full asset transfer.
7	Deliver the HLF-funded Great Place Programme: <i>Falkirk – landscape, industry and work</i>	<p><u>Recovery</u></p> <ul style="list-style-type: none"> • Falkirk's Great Place programme 2018-21 provides a framework for grassroots heritage development across the area. • 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. • Contribution from the local voluntary sector is actively sought. 	<ul style="list-style-type: none"> - A legacy plan is finalised and heritage continues to be a key tool to support wellbeing, place-making and community stewardship
8	Deliver Kinneil Estate Masterplan.	<p><u>Recovery</u></p> <ul style="list-style-type: none"> • The Estate's built and natural heritage mixed offer requires an integrated approach to planning and projects will be developed and appropriately packaged to attract potential external funding. A strong local community of interest is contributing to the oversight and delivery of a number of agreed projects through the Advisory Group. • A feasibility study for the development of Kinneil House provided a sound concept for creating this as the critical project and will be revisited in 2021. To date it has not been possible for the key players, Falkirk Council and Historic Environment Scotland to prioritise resource to take this forward. • 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. 	<ul style="list-style-type: none"> - Kinneil Advisory Group meetings are reinstated and partners review the timescale for producing a new feasibility study and funding strategy for Kinneil House - Funding bids continue to be explored for agreed projects.

ANNUAL ACTION PLAN 2021-22

9	Develop, with partners, a Development of Sport Plan for the area.	<u>Recovery</u> <ul style="list-style-type: none"> There are a large number of sporting groups and interests in the area as well as us – many regional and local clubs, national governing bodies and sportscotland. This Plan will seek to address the priorities of all these interests and consider how collectively we minimise duplication of effort, work together to develop our skill base and increase participation in sport at all levels. Reflecting the above we have introduced a Sports Hub approach at Camelon and Grangemouth and are working to generate active members. A third sports hub will be developed in 2020 based on lessons learned. 	<ul style="list-style-type: none"> We agree how to take the Development of Sport Plan forward and how to re-engage with KKP in this process. Future options appraisal is undertaken on location for remaining two Hubs We support the existing sports hubs to prepare and implement recovery plans.
10	Optimise Trust operated assets in conjunction with Falkirk Council.	<u>Transition</u> <ul style="list-style-type: none"> 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. 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. Meantime we are operating maintenance on an essential repairs-only basis and with Falkirk Council we are monitoring effectiveness and costs.. 	<ul style="list-style-type: none"> Forward investment decisions are planned within the context of the outcome of the SPR. Continue to monitor performance of repairs and maintenance service.
11	Implement 2020/21 Council capital funded projects and plan 2021/22 investment proposals.	<u>Recovery</u> <ul style="list-style-type: none"> 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. We want to make best possible use of the 2021/22 allocation of £508,000 and develop proposals that support our Asset Management Plan. 	<ul style="list-style-type: none"> 5 capital projects are delivered at: <ul style="list-style-type: none"> Grangemouth Stadium Denny Sports Centre Callendar Park Grangemouth Sports Complex Mariner Centre Outstanding items from previous years are undertaken following their delay due to the pandemic. 2022-23 proposals are identified by June 2021.

	Actions	Context	Outputs
Priority Focus 2: Encouraging Health & Wellbeing			
12	Deliver, with partners, a Physical Activity & Wellbeing Plan for the area.	<u>Recovery</u> <ul style="list-style-type: none"> This plan aims to increase levels of participation in entry level physical activity and wellbeing programmes, with a particular focus on those who do not currently participate and those for whom the health benefits of participation will be greatest. The Plan has a key contribution to outcome 4 of Strategic Outcomes Local Delivery Plan (SOLD), particularly to encourage and enable the inactive to be more active. During 2018/19/20 we developed closer operational working with NHS Forth Valley including improved pathways and services through GP referrals. Discussions were held with the IJB in 2019-20 to identify potential for collaborative work. 	<ul style="list-style-type: none"> Continue discussions with Children's Services on combining PEPAS aspirations with Physical Activity & Wellbeing Plan to provide a co-ordinated approach to wellbeing from pre-school to adult life. Shared areas of focus are agreed with IJB and new action around community level health and wellbeing support required as a result of the impacts of multiple lockdowns, inactivity and mental health and wellbeing impacts through Falkirk Plan
13	Focus business recovery activity on key customer groups.	<u>Recovery</u> <ul style="list-style-type: none"> The SOLD highlights the need to encourage and enable people to stay active throughout life whatever their ability. Our key customer groups of families and older people remain priorities for focus and we want to work widely with partners to communicate motivational messages effectively. We 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. 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. The 45-65 age range has been identified as a significant focus for us to support the health agenda. Being active and establishing regular participation in life enhancing activities will help to support the next generation of older people to live healthier more active and independent lives. 	<ul style="list-style-type: none"> Integrated marketing of programme for everyone through 'Fit for Life' initiative. Appealing and motivational messages are delivered in tandem with partners in a variety of settings. Usage and referrals to Active Forth is increased. Use of MOSAIC helps target appropriate segments. A plan is place for the introduction of the Community Leisure Card in April 2022. We put additional support in place for those most affected by COVID-19 and the associated restrictions.

		<ul style="list-style-type: none"> • With the introduction of Universal Credit, we will ensure that the Go Card continues to support those least able to pay. • We recognise the impact of COVID-19 and associated restrictions on individual and community mental health and wellbeing. 	
14	Deliver an integrated sports development and active schools' programme.	<p><u>Recovery</u></p> <ul style="list-style-type: none"> • Through our Sports Development and Active Schools teams we work across a number of target sports delivering programmes that support young people to progress in sport and as citizens and we aim to get better at supporting young people to progress into the many sports clubs in the area. • 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. • 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. • 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 'industry' can bring. The plan sets out priorities and outcomes, gives our team focus and ensures consistency across all our areas of delivery. 	<ul style="list-style-type: none"> - We will continue to develop our approach to the 5 core sports programmes when restrictions are lifted - We will review our income targets as part of our wider approach to Recovery. - We will provide recovery support for clubs especially those for young people - Participation in Active Schools by children living in poverty is increased. - Aquatics Plan is reviewed and revised for 2021-23 once restrictions are lifted. - We continue to support sports development through the sports hubs and develop club integration and partnership working.
15	Focus our cultural programme to contribute to community wellbeing.	<p><u>Recovery</u></p> <ul style="list-style-type: none"> • 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 and we want to work widely with partners to communicate motivational messages effectively. • We will deliver a cultural programme with clear and measurable community and individual wellbeing benefits. 	<p>Integrated marketing of all programmes through the 'Fit for Life' initiative</p> <p>Feedback process for community choir and drama participants, and Archive volunteers is established.</p>

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		<ul style="list-style-type: none"> Cultural programmes that make a great contribution to wellbeing include Care Words working with people with dementia, Bounce & Tickle programme for pre-schools in libraries, community choir, drama groups and afternoon dances. 	
16	Develop Libraries as community hubs.	<p><u>Transition</u></p> <ul style="list-style-type: none"> Library usage is falling nationally but the rate of decline is slowing; there are powerful national lobbies and arguments in favour of libraries. The Library Development Plan considers how to make our libraries more relevant, more connected, more animated and how to address the 'value gap' through a community hub approach. 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. 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. 	<ul style="list-style-type: none"> A library evaluation framework measures the impact of libraries as community hubs including the impact of shared services. Review libraries as community hubs as part of wider transition programme. A lift is installed in Bo'ness Library which enables us to increase access to the upper floor and expand the range of services offered. Denny Library continues to be an important informal gathering space for the Neighbourhood Network.
17	Deliver a management and forward development plan for Callendar Park in conjunction with relevant partners.	<p><u>Recovery</u></p> <ul style="list-style-type: none"> 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. This plan promotes sustainable management and strategic master planning across the entire asset. We identified upgrading of play infrastructure as a priority and opened a fully refurbished Castle Callendar play area in 2019. 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. 	<ul style="list-style-type: none"> The management plan is reviewed and may include a stronger connection with the House and its place in the Park. Depending on funding, we will work with the cycling community to create a gateway to cycling at Callendar Park
18	Deliver a management and forward development plan for Muiravonside Country Park with	<p><u>Recovery</u></p> <ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Prioritised projects and funding bids are identified. The management plan is extended into 2022-23 A partnership with Camphill Blair Drummond creates volunteering and community development opportunities at Muiravonside.

	partners as appropriate.	<ul style="list-style-type: none"> 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. The Action Group charity who have been operating the Café have had their funding withdrawn and we have had to review the operating hours. 	
Actions		Context	Outputs
Priority Focus 3: Raising Image & Profile			
19	Make a greater contribution to area visitor and tourism development.	<u>Recovery</u> <ul style="list-style-type: none"> We want to strengthen partnerships to achieve greater collective value to raise the profile of Falkirk as a destination, contribute to destination marketing and increase understanding of national trends. 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. 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. 	<ul style="list-style-type: none"> - Cross organisation marketing activity. - Proactive approach to signposting visitors to venues across the area is evident. - Increased accessible tourism collateral is created. - VisitScotland Quality Assurance standards are retained.
20	Prepare, with partners, a forward development plan for the Helix.	<u>Recovery</u> <ul style="list-style-type: none"> There are a number of opportunities, some already identified, for future phases of the development and we have commenced forward planning with the project partners, initially some enhancement works have been implemented through the TIF scheme. 	<ul style="list-style-type: none"> - Scope opportunities linked to the wider Investment Zone and Tourism Strategy. - We continue to maintain close links with Scottish Canals.
21	Raise the profile of linear tourism and heritage routes through delivery of two HLF-funded projects: Great Place	<u>Recovery</u> <ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> - We continue to contribute to Rediscovering the Antonine Wall through supporting Virtual Cultural Heritage Visits in April 2021 and other projects such as the mural trail. - - The Great Place legacy programme ensures the ongoing sustainability of the existing trails and development of new trails.

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	Programme: <i>Falkirk – landscape, industry and work</i> and Rediscovering the Antonine Wall	<ul style="list-style-type: none"> Our Great Place programme, <i>Falkirk – landscape, industry and work</i>, 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. 	
22	Plan for the Year of <i>Scotland's</i> Coasts and Waters (2020) and the Year of <i>Scotland's</i> Stories (2022).	<u>Recovery</u> <ul style="list-style-type: none"> 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. 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 & Clyde canals, river Carron, and estuary. Falkirk's Great Place programme includes an element to celebrate Year of <i>Scotland's</i> Coasts and Waters in 2020. 	<ul style="list-style-type: none"> We rescope Canal Festival for 2021. We review capacity to deliver large-scale events post COVID-19 and in response to national funding opportunities.
23	Implement an Events Strategy.	<u>Transition</u> <ul style="list-style-type: none"> We support a diverse programme of events. The events may be at community, local or national level and some are of international significance. We have been very successful in attracting support from EventScotland however we still need to maximise our capacity to attract, host and benefit from events, bring clearer focus to our events approach and help prioritise investment and work going forward. Our 10-year Event Strategy sets the direction for events at The Helix as a principal event venue, as well as the wider events programme and this is supported by a 3-year operating plan. 	<ul style="list-style-type: none"> Review capacity to deliver large-scale events post COVID-19 Creative Scotland is attracted to support events in the Falkirk area.

	Actions	Context	Outputs
Priority Focus 4: Generating Income			
24	Monitor and report on performance of the 5-year Business Strategy.	<u>Transition</u> <ul style="list-style-type: none"> 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. We need to ensure implementation is managed, progress is reported to our stakeholders and planning for delivery is integrated throughout the organisation. All annual action plans include performance targets which are reviewed regularly by our Board and reported to Falkirk Council. 	<ul style="list-style-type: none"> Performance reported to the Trust's Audit & Performance Group quarterly. Following the Public Pound reported to Falkirk Council in October 2021. Business Plan and Unit Action Plans regularly and systematically reviewed. Business Strategy progress reported annually to the Trust Board. As part of the Transition process we scope Trust services' strategic business needs and make recommendations to Falkirk Council for 2022 and beyond.
25	Maintain focus on income and develop new income generating activity.	<u>Recovery</u> <ul style="list-style-type: none"> 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. 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. Scoping work has been completed with external leisure providers and will provide basis for project development at Grangemouth Sports Complex in the hope of funding becoming available. 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. 	<ul style="list-style-type: none"> Income development focusses on business recovery rather than developing new income generating activity. We are successful in attracting existing known customers back to our services and seek to attract new customers keen to improve their health and wellbeing. For Health and Fitness, we believe there is latent demand available in the market and, as customer confidence increases, we acquire new members with 'the right offer at the right price'.

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	Actions	Context	Outputs
26	Improve sports venue performance.	<u>Recovery</u> <ul style="list-style-type: none"> We have been motivated and encouraged by the increased levels of income that our sports venues have achieved and although we have some way to go to reach the upper half of the ranking for Scottish Statutory returns for cost per admission, we are confident in our ability to improve with appropriate investment. We have identified potential for increased income across a number of our sports venues where we believe there is capacity to increase usage. The small to medium scale investments made at Bo'ness 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. 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. 	<ul style="list-style-type: none"> - Income targets are reviewed as part of recovery process - Continue to engage with Children's Services to improve operational access arrangements in schools
27	Implement a Health & Fitness Plan. Business as usual for the development of the plan and Recovery for implementation	<u>Recovery</u> <ul style="list-style-type: none"> 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. We are reviewing our Health & 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. 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. 	<ul style="list-style-type: none"> - A revised Health & Fitness Plan is prepared to address recovering the business. - MyFitApp continues to drive usage and membership sales.
28	Develop and grow audiences for the arts.	<u>Recovery</u> <ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> - The revised programming strategy for FTH continues to be refined as part of recovering the business and audience profile knowledge plays a key role in this process.

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		<p>the local arts sector and with national arts agencies to ensure that the cultural offer in Falkirk fully contributes to creating a vibrant place.</p> <ul style="list-style-type: none"> • Despite investment elsewhere in the venue the building's heating system remains unimproved. • The new ticketing system allows us to improve our audience data management and generate new management reports. 	<ul style="list-style-type: none"> - We continue to test viability of monetised online services e.g. HippFest and Hippodrome online. - We identify the right product with which to re-engage with audiences who attended our pantomimes in 2018 and 2019.
29	Maintain improvement in Trading Company performance.	<p><u>Recovery</u></p> <ul style="list-style-type: none"> • The Trading Company has continued to improve its overall financial performance and we have managed efficiencies to tackle loss making activity. • The focus will continue 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. • 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. 	<ul style="list-style-type: none"> - The new EPOS system is installed and rolled out across key trading sites. - Trading strategy is focussed on business recovery and return to profitability across key sites. - Develop recommendations for Trading Company post-transition
30	Implement Fundraising Strategy	<p><u>Transition</u></p> <ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> - Our strategy for 2022-25 is reviewed in the context of transition. - We focus our fundraising on regular funding opportunities such as YMI, HippFest, etc. rather than making opportunistic bids to new, untested funding streams.

	Actions	Context	Output
Priority Focus 5: Creating Business Efficiency			
31	Deliver a Marketing Strategy.	<u>Recovery</u> <ul style="list-style-type: none"> We have a planned marketing approach across the Trust and have identified areas where niche activity could be developed, as well as geographic areas where market penetration is low. This allows more calculated targeting, robust and systematic planning and supports the development of exciting new product. We have set quite challenging income generation targets and our marketing resource is prioritised to supporting the achievement of these. 	<ul style="list-style-type: none"> We will focus our marketing plans on financial recovery: getting existing customers back, importance of health and well-being as well as reinforcing the safety and cleanliness of our venues.
32	Develop our digital capacity.	<u>Recovery</u> <ul style="list-style-type: none"> 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. 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. 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. 	<ul style="list-style-type: none"> Increased engagement through social media platforms continues. Decrease in web traffic is reversed and returns to pre-COVID-19 levels; New customer bases are attracted. Use of online booking increases. Customer profile is better understood. Online payment portal is introduced
33	Implement an ICT Improvement Plan.	<u>Recovery</u> <ul style="list-style-type: none"> 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. 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. 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. 	<ul style="list-style-type: none"> Business Continuity Plan for IT systems is considered as part of the wider transition process; this will be dependent upon, and led by, the Council's ICT team. A rolling programme of moving staff over to MS365 continues The Tevalis EPOS system is successfully installed in all trading outlets.

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		<ul style="list-style-type: none"> • 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. • The introduction of mobile and flexible technology was successful and will be further enhanced when we fully upgrade our operating system. 	
34	Develop an Information Management Plan.	<u>Transition</u> <ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> - An information asset register is maintained. - Processes for GDPR compliance in our use of personal data are in place.
35	Ensure support services are delivered effectively, meet our needs and provide a 'value for money' service.	<u>Transition</u> <ul style="list-style-type: none"> • 14 SLAs currently exist to provide our support services from the Council which are due to end in June 2020. • 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 second Business Strategy we will undertake a review of priority SLAs. 	<ul style="list-style-type: none"> - SLAs will be extended from June 2021, but should be terminated as of 31 March 2022, in anticipation of direct Council delivery of services
36	Secure Energy Management Savings.	<u>Recovery</u> <ul style="list-style-type: none"> • We are a high energy user particularly on many of our large sites. Work to date with the Council on improving our plant and equipment, modernising lighting and pool covers for example has delivered tangible savings. We will continue this work which is becoming more critical as energy costs rise and budgets reduce. 	<ul style="list-style-type: none"> - We continue to monitor energy consumption and will respond to any improvement opportunities as they arise.

	Actions	Context	Outputs
Priority Focus 6: Developing People			
37	Deliver the Employee Development Plan.	<u>Recovery</u> <ul style="list-style-type: none"> A cross Trust team with support from HR created a new competency framework. We want to use this to enhance our recruitment, the APDS schemes and in day to day management, and plan to continue to roll the framework out in 2020. The competency framework builds on the Trust's values and covers communication; teamwork; problem solving & decision making; new ideas & better ways of working; achievement; development. 	<ul style="list-style-type: none"> We will continue to engage with employees to both support them back into the workplace and be able to cope with the increased demands generated by the winding up of the Trust.
38	Review the staffing structure	<u>Transition</u> <ul style="list-style-type: none"> There are a number of temporary arrangements in place and anomalies in the structure which need to be addressed prior to 1 April 2022 to ensure that the integrity/quality of service delivery is maintained following any disaggregation of services/facilities. 	<ul style="list-style-type: none"> Identify and address anomalies
39	Improve Employee Communications.	<u>Recovery</u> <ul style="list-style-type: none"> Our own employees are one of our most important resources – in terms of the vital work they carry out on a day-to-day basis but also as ambassadors for the work of the Trust within the community. As such, their understanding of and ability to communicate the Trust's key messaging is an excellent way of spreading information by word of mouth and via passionate, enthusiastic voices. We introduced an informative e-newsletter to build staff knowledge of other services and indeed as our own best customers; enabling greater knowledge between teams of the Trust about overall product/offering is vital. We introduced a number of new channels, including Team Talk, keep staff informed of key developments during the pandemic which we will continue to use during the transition planning and delivery. 	<ul style="list-style-type: none"> A detailed communications plan will be put in place to ensure all staff are kept informed about the process of transition of services into the Council. Our corporate communications plan keeps staff updated, informed and reassured.

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	Actions	Context	Output
40	Develop an improved customer journey and experience.	<u>Recovery</u> <ul style="list-style-type: none"> 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. We want the learning to help us deliver an excellent service tailored to customer needs that helps attract visitors and generate income. 	<ul style="list-style-type: none"> Continue to embed service standards in the Helix, Callendar House, the Mariner Centre and Grangemouth Sports Complex as part of the recovery process.
41	Increase opportunities for volunteering.	<u>Recovery</u> <ul style="list-style-type: none"> 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. 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 volunteers who can get the most out of the opportunities offered. 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. 	<ul style="list-style-type: none"> We will re-engage with our volunteers and encourage them back. We will develop legacy plans for Great Place (which finishes in December 2021) and Care Words (May 2021)
42	Maintain full complement of Board Director positions.	<u>Transition</u> <ul style="list-style-type: none"> The Trust requires to consider how best to manage director turnover to avoid significant loss of knowledge and skills. At each opportunity for refresh the Board will consider the appropriate mix of skills and experience that it considers to be necessary for the next phase of the company's development. Recruitment for a vacant independent director position in early 2020 was halted due the COVID-19 and will not be re-started due to the Council decision to wind up the Trust. 	<ul style="list-style-type: none"> The Board currently consists of 9 directors in total and has sufficient capacity to manage the transition process over the next 12 months. Consideration is given to whether Council-nominated Board members should change in June.

4. 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.

Normally we would analyse performance from the previous year and trends over time to give a context to explain our rationale for setting targets for the year ahead. For obvious reasons, due to COVID-19, last year's performance has no bearing on this year, so targets for 2021-22 are set out based on an assessment of how quickly we believe customer confidence will return to pre-COVID-19 levels and how long it will take for restrictions on capacity to ease. For performance measures 14-22, we have never set numerical targets, instead simply stating whether we expect performance to *increase/decrease* or be *maintained* at the previous year's level. For the reasons stated above, we have elected not to predict how these measures will perform in 2021-22.

Table 3: Numerical Performance Measures

Strategic Objective	Performance measure	Performance 17-18	Performance 18-19	Performance 19-20	Performance 20-21	Indicative Target 21-22
Meeting Customer Needs	1. Number of concessionary admissions across all Trust services	125,797	132,672	144,593	9,352 (target: 145,000)	79,000
	2. Number of admissions by young people across all our venues and programmes	961,504	936,802	844,368	34,545 (target: 980,000)	390,000
	3. Number of adult admissions to all sport and leisure venues	731,957	701,498	679,845	49,657 (target: 750,000)	315,000
	4. Number of juvenile admissions to all sport and leisure venues	486,999	464,509	467,938	22,827 (target: 540,000)	220,000

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Strategic Objective	Performance measure	Performance 17-18	Performance 18-19	Performance 19-20	Performance 20-21	Indicative Target 21-22
	5. Number of concession admissions to all sport and leisure venues	87,194	93,882	106,593	9,352 <i>(target: 105,000)</i>	40,000
	6. Attendance at sport and recreation development programmes	409,676	434,069	410,733	11,349 <i>(target: 465,000)</i>	165,000
	7. Number of visits to libraries	530,452	516,573	494,264	88,349 <i>(target: 520,000)</i>	250,000
	8. Number of active borrowers from libraries	26,097	24,573	23,814	10,833 <i>(target: 24,500)</i>	18,000
	9. Number of issues including digital material	720,409	689,166	700,706	207,422 <i>(target: 720,000)</i>	480,000
	10. Number of admissions to arts venues	95,220	93,567	84,221	40,983 <i>(target: 92,500)</i>	38,500
	11. Attendance at arts development programmes	147,223	109,283	114,940	5,044 <i>(target: 112,000)</i>	48,500
	12. Number of visits to heritage venues	61,659	74,524	72,169	4,899 <i>(target: 80,500)</i>	31,200
	13. Attendance at heritage development programmes	6,763	10,942	9,712	0 <i>(target: 14,000)</i>	3,500

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Strategic Objective	Performance measure	Performance 17-18	Performance 18-19	Performance 19-20	Performance 20-21	Indicative Target 21-22
	14. Number of complaints received	89	63	61	14	
	15. Number of volunteers engaged	2,208	1,188	1,203	28	
	16. Number of clubs and organisations worked with	274	407	356	151	
	17. Sickness Absence - % days lost	4.28%	4.46%	4.01%	2.39% ¹	
	18. Staff Turnover - % turnover	9.10%	13.9%	10.8%	2.58% ¹	
Financial Sustainability	19. Customer income raised	£6,736,000	£7,436,000	£8,210,882	£1,347,988	
	20. Grant income secured ²	£853,000	£916,842	£810,223	£4,563,405 ³	
	21. Funds awarded from competitive grants and donor sectors	£1,038,769	£430,937	£311,703	£191,852	

¹ Data to end-Q3 only – year-end data not yet available.

² Includes grant income secured from partners (e.g. Youth Music Initiative (YMI) and Active Schools,) plus competitive grants secured.

³ Includes: Covid related business support Grants, £282,892; Job Retention Scheme Grant, £3,682,705; Other Grants, £597,808.

5. RISK MANAGEMENT

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

Table 4: Risk Summary

Risk Level	Risk Description	Mitigation/ Comment
High	Risk Category: Property & Assets Funding is not available to maintain buildings or the Council has pressing need for investment elsewhere in its portfolio.	This is a universal risk shared with the Council and the Trust continues to work with the Council on the outcomes of its Strategic Property Review and to implement an Asset Management Plan. The high levels of investment required are unlikely to be met from the Council's capital programme. This risk is at a maximum score due to consequential impact on attracting new customers to facilities and income generation.
High	Risk Category: Finance Funding from the Council, both revenue and capital, to the Trust is reduced due to other Council priorities and budget constraints impacting on the quality and range of services delivered.	The Trust had been pursuing a strategy of income growth to shift reliance on Council funding in the medium term. However, this has come to an abrupt halt with the impact of COVID-19 restrictions resulting in prolonged closure of our venues. Mitigation is in the form of increased support from the Council which has continued to support the Trust by continuing to pay the full service payment and agreeing to meet the deficit for 2020-1 and 2021-22 as well as committing to fund the Trust for the forthcoming financial year. Also, by furloughing staff, the Trust was also able to benefit from the UK Government's Job Retention Scheme.
High	Risk Category: Finance Failure to meet income targets with potential for the Trust not to continue to be financially viable.	
Medium	Risk Category: Information General Data Protection Regulations (GDPR) on the use of personal data come into force in 2018 and the Trust handles a considerable volume of customer information. Over reliance on out of date IT systems and network which is not focussed on Trust's business does not provide adequate service to customers or business information.	The work to transform our digital capacity is ongoing with phase 1 completed; the risk will continue to be reviewed as work is ongoing to grow our capacity to utilise data generated by new systems.
Medium	Risk Category: People 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.

6. OUR PLANNING FRAMEWORK AT A GLANCE

The 10-year area wide Strategy	“Inspiring Active Lives” A Culture and Sport Strategy for Falkirk” <i>A plan with four key themes for action across all culture and sport sectors that will be implemented through a series of partnership Delivery Plans led by the Trust</i>					
	Participation	Motivation	Venues	Partnership		
Our 5-year Business Strategy	Our aim is that by 2024: <i>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.</i>					
Our Objectives for 5 years	Meeting Our Customer’s Needs <i>People are at the heart of everything we do, be they customers or potential customers</i>		Ensuring Financial Viability <i>Being efficient and effective and operating with our means</i>		Growing our leadership and community development capacity <i>Some of our focus needs to move from managing to leading and facilitating</i>	
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	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	
Our Unit Action Plans and Business Strategies	A suite of plans for individual business operating areas and cross cutting plans for Trading, Programmes & Events, Marketing and Helix are guided by the Business Strategy, Annual Business Action Plans, Marketing Strategy and Fundraising Strategy					

7. 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: Financial Projection 2020/21
Meeting: Falkirk Community Trust Board
Date: 27 May 2021
Author: Chief Finance Officer, Falkirk Council

1. Introduction

- 1.1 This report presents the provisional financial outturn of the Trust's activities for 2020/21. The final accounts process is underway and the figures reported here are subject to final audit review. Any further adjustment to these figures will be reported back to the Board.
- 1.2 Comparison is made against planned budget, and prior year performance to determine the detrimental financial impact of the Covid19 restrictions on each area.

2. 2020/21 Overall Financial Performance

- 2.1 The table below sets out the provisional outturn for 2020/21. The position below highlights a provisional surplus of **£0.268m** which is a variance of £0.368m on budget. This surplus is comprised of £0.533m surplus for the Charity and £0.265m deficit for Trading. This is an improvement of £0.799m on the position previously reported to Board in March 2021 and is more fully explained in section 3. This is as a result of additional Job Retention Scheme furlough income sums received and further cost savings that were achieved.

	Provisional 20/21 £'000	Budget 20/21 £'000	Variance 20/21 £'000
Business Administration	2,032	2,321	-289
Parks and Recreation	1,379	1,518	-139
Libraries	2,243	2,467	-224
Arts	981	863	118
Heritage	499	577	-78
Sports and Fitness	5,920	3,007	2,913
Helix	684	609	75
Restricted Funds and Projects	218	249	-31
Net Spend	13,956	11,611	2,345
Trading Deficit	265	-584	849
Service Payment	-10,927	-10,927	-
Business Grants	-283	-	-283
Furlough Scheme	-3,279	-	-3,279
	-14,224	-11,511	-2,713
Projected Deficit/(Surplus)	-268	100	-368

- 2.2 The most significant financial aspect for the Trust was the loss of customer income due to the closure of facilities during the lockdown periods and capacity restrictions during the limited periods of opening. However, the Government Job Retention Scheme helped to mitigate some of this loss.
- 2.3 In addition to the income from staff on furlough, lower operational costs as a result of the lockdown and careful management of expenditure overall helped to mitigate the loss of income.
- 2.4 The income, excluding trading activities, from both Job Retention Support and Grant Funding schemes was £3.562m. It should be noted that these funding support sums will be subject to review/audit and in the unlikely event of any recovery of sums claimed then a net cost will arise.
- 2.5 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.
- 2.6 It should be noted that there will be accounting adjustments required to correctly account for the Trading position in line with accounting standards for the purpose of the annual accounts. These are highlighted in 3.12 below. There are also adjustments required in relation to movements on reserves that are budgeted for within the management accounts position. These accounting adjustments will result in a reported position for the purpose of the annual accounts of a surplus of £0.599m for the overall group. Appendix 3 outlines a summary of movements to assist with reconciling the management accounts with the annual accounts position.

3. Analysis of key variances and assumptions

Business Administration

- 3.1 Business Administration has a provisional underspend on budget of £289,000. Compared to the previous projection, there was additional income reflected as a result of recharges for supporting the Covid vaccination programme, and additional income as a result of a prior year correction relating to SCUBA. There were other underspends including depreciation charges being funded from reserves and savings in relation to carbon reduction contribution payments. These underspends were partly offset by a higher annual leave accrual being required in line with the level of annual leave remaining to be used as at the year end.

Parks and Recreation

- 3.2 Parks and Recreation has a provisional underspend of £139,000. This is an increased underspend in comparison to the position previously reported, with additional income being received for the use of town halls and other cost savings.

Libraries

- 3.3 Libraries has a provisional underspend of £224,000. This is a slightly increased underspend in comparison to the previous projection with lower employee costs being the main movement.

Arts

- 3.4 Arts has a provisional overspend of £118,000. This is an increase on the overspend previously projected, mainly as a result of adjustments related to accounting for grant funded expenditure.

Heritage

- 3.5 Heritage has a provisional underspend of £78,000. This is roughly in line with the projection previously given to Board with just a minor movement.

Sports and Fitness

- 3.6 Sports and Fitness has a provisional overspend of £2.913m. This overspend has reduced in comparison to the position previously reported to Board. While income was lower than previously anticipated due to not being able to open in March, this was offset by savings on employee, property, and supplies and services.

Helix

- 3.7 Helix has a provisional overspend of £75,000. This is a slight reduction on the position previously projected with cost savings achieved and the impact of reflecting the year end position for grants.

Restricted Funds

- 3.8 There was an overall underspend on restricted funds against budget recognised of £32,000. This was a slightly higher underspend than anticipated in the previous projection.

Trading Company

- 3.9 As a result of the Covid restrictions there was limited scope for Trading activity during the financial year. During the year, there was a significant loss of trading income in comparison to budget and prior years, however income from external companies operating at Trust locations helped to offset some of this.
- 3.10 Trading has a provisional deficit of £265,000 which is an improvement on the position previously projected. This is as a result of additional external catering income and Job Retention Scheme payments.
- 3.11 However, it should be noted that in order to correctly account for the Trading position any employee costs related to periods while Trading locations were closed has to remain within the Charity rather than being recharged to Trading. At the same time, the associated furlough income for these employees also remains with the Charity. The Trading result that will be reflected in the Annual Accounts will therefore be significantly different to the position reported for management accounting purposes.
- 3.12 Adjusting for employee costs and furlough income remaining with the charity would result in Trading reporting a surplus of £26,000 for the annual accounts. In addition to this, the timing effect of processing the 19/20 surplus being paid to the charity will also be adjusted for in the annual accounts.

4. 2021/22 Financial Position

- 4.1 At the previous Board the 2021/22 budget position was agreed. This included recognising additional funding from the Council through an increased service payment and the use of Trust reserves to balance the overall budget position . It was also recognised that the extension of the Government Job Retention Scheme would provide potential support during the recovery phase while restrictions continue to apply.
- 4.2 At this stage in the new financial year, it is too early to provide an update on the 2021/22 financial position. Although there is reason to be optimistic as the country emerges from lockdown, the current position is fragile. Work will be undertaken in conjunction with Team Leaders to build an assessment of the projected financial performance as a clearer picture emerges over the next few months and this will be reported to the next Board.

5. Conclusions

- 5.1 The impact of COVID-19 on operational income has been considerable, with a provisional loss of c£6m compared to budget. This has been mitigated by the Government's Job Retention Schemes and significant operational savings being achieved, with a provisional surplus of **£0.288m** being shown for the current financial year.

6. Recommendations

- 6.1 **The Board is invited to note the analysis of the provisional performance for 2020/21**



Chief Finance Officer, Falkirk Council

Date: 19 May 2021

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

<u>2019/2020</u> <u>Actual</u>		<u>Annual Budget</u>	<u>Actuals P12</u>	<u>Total Forecast</u>	<u>Variance</u>		<u>Total Forecast</u>	<u>Movement</u>
<u>Business Administration</u>								
1,293,474	10 - Employee Expenses	1,315,800	1,453,203	1,453,203	137,403		1,311,590	141,613
64,914	20 - Property Expenses	162,220	53,446	53,446	(108,774)		117,220	(63,774)
-	30 - Transport Expenses	11,530	-	-	(11,530)		-	-
523,343	40 - Supplies & Services	596,300	394,113	394,113	(202,187)		457,520	(63,407)
13	50 - Third Party Payments	123,530	-	-	(123,530)		103,820	(103,820)
89,740	65 - Support Services	89,740	89,740	89,740	-		89,740	-
187,417	68 - Capital Costs	93,690	198,255	198,255	104,565		207,200	(8,945)
2,158,901	Gross Expenditure	2,392,810	2,188,757	2,188,757	(204,053)		2,287,090	(98,333)
(87,860)	70 - Income	(71,800)	(157,068)	(157,068)	(85,268)		(63,500)	(93,568)
2,071,042	Net Expenditure	2,321,010	2,031,689	2,031,689	(289,321)		2,223,590	(191,901)
<u>Parks & Recreation</u>								
915,319	10 - Employee Expenses	1,036,780	916,062	916,062	(120,718)		919,310	(3,248)
279,245	20 - Property Expenses	340,960	251,960	251,960	(89,000)		264,030	(12,070)
127,860	30 - Transport Expenses	127,530	98,873	98,873	(28,657)		104,950	(6,077)
262,999	40 - Supplies & Services	266,300	210,252	210,252	(56,048)		218,440	(8,188)
236	50 - Third Party Payments	-	-	-	-		-	-
114,320	65 - Support Services	114,320	114,320	114,320	-		114,320	-
1,699,980	Gross Expenditure	1,885,890	1,591,467	1,591,467	(294,423)		1,621,050	(29,583)
(390,044)	70 - Income	(368,220)	(212,926)	(212,926)	155,294		(185,940)	(26,986)
1,309,936	Net Expenditure	1,517,670	1,378,541	1,378,541	(139,129)		1,435,110	(56,569)
<u>Libraries</u>								
1,630,039	10 - Employee Expenses	1,712,190	1,559,592	1,559,592	(152,598)		1,573,870	(14,278)
294,204	20 - Property Expenses	272,670	239,391	239,391	(33,279)		238,090	1,301
8,885	30 - Transport Expenses	6,460	5,302	5,302	(1,158)		5,010	292
413,708	40 - Supplies & Services	419,300	290,045	290,045	(129,255)		292,210	(2,165)
152,420	65 - Support Services	152,420	152,420	152,420	-		152,420	-
2,499,256	Gross Expenditure	2,563,040	2,246,749	2,246,749	(316,291)		2,261,600	(14,851)
(71,585)	70 - Income	(95,670)	(3,182)	(3,182)	92,489		(2,960)	(222)
2,427,671	Net Expenditure	2,467,370	2,243,567	2,243,567	(223,803)		2,258,640	(15,073)
<u>Arts</u>								
916,913	10 - Employee Expenses	937,200	788,136	788,136	(149,064)		797,400	(9,264)
124,778	20 - Property Expenses	101,680	78,620	78,620	(23,060)		84,500	(5,880)
-	30 - Transport Expenses	230	-	-	(230)		30	(30)
421,620	40 - Supplies & Services	353,660	69,151	69,151	(284,509)		92,010	(22,859)
-	50 - Third Party Payments	5,830	145,505	145,505	139,675		-	145,505
53,350	65 - Support Services	53,350	53,350	53,350	-		53,350	-
1,516,661	Gross Expenditure	1,451,950	1,134,761	1,134,761	(317,189)		1,027,290	107,471
(457,495)	70 - Income	(588,890)	(153,455)	(153,455)	435,435		(77,760)	(75,695)
1,059,166	Net Expenditure	863,060	981,307	981,307	118,247		949,530	31,777
<u>Heritage</u>								
201,826	10 - Employee Expenses	216,970	212,641	212,641	(4,329)		214,210	(1,569)
188,523	20 - Property Expenses	239,760	181,616	181,616	(58,144)		191,750	(10,134)
-	30 - Transport Expenses	530	-	-	(530)		-	-
82,009	40 - Supplies & Services	99,850	60,004	60,004	(39,846)		46,280	13,724
-	50 - Third Party Payments	-	5,101	5,101	5,101		-	5,101
53,350	65 - Support Services	53,350	53,350	53,350	-		53,350	-
525,707	Gross Expenditure	610,460	512,712	512,712	(97,748)		505,590	7,122
(53,414)	70 - Income	(33,220)	(12,985)	(12,985)	20,235		(7,670)	(5,315)
472,293	Net Expenditure	577,240	499,727	499,727	(77,513)		497,920	1,807



<u>2019/2020</u> <u>Actual</u>		<u>Annual Budget</u>	<u>Actuals P12</u>	<u>Total Forecast</u>	<u>Variance</u>	<u>Total Forecast</u>	<u>Movement</u>
<u>Sports & Fitness</u>							
5,160,648	10 - Employee Expenses	5,564,750	4,568,685	4,568,685	(996,065)	4,636,750	(68,065)
1,054,627	20 - Property Expenses	1,096,360	690,250	690,250	(406,110)	706,030	(15,780)
20,882	30 - Transport Expenses	26,240	18,109	18,109	(8,131)	18,040	69
949,428	40 - Supplies & Services	1,077,260	546,628	546,628	(530,632)	615,980	(69,352)
11,000	50 - Third Party Payments	2,500	10,900	10,900	8,400	10,900	-
342,960	65 - Support Services	342,960	342,960	342,960	-	342,960	-
7,539,545	Gross Expenditure	8,110,070	6,177,532	6,177,532	(1,932,538)	6,330,660	(153,128)
(4,282,202)	70 - Income	(5,103,280)	(257,369)	(257,369)	4,845,911	(324,400)	67,031
3,257,343	Net Expenditure	3,006,790	5,920,163	5,920,163	2,913,373	6,006,260	(86,097)
<u>Helix</u>							
713,143	10 - Employee Expenses	715,790	648,312	648,312	(67,478)	655,950	(7,638)
123,915	20 - Property Expenses	134,600	54,781	54,781	(79,819)	61,600	(6,819)
21,806	30 - Transport Expenses	17,770	20,806	20,806	3,036	17,770	3,036
278,578	40 - Supplies & Services	385,840	39,583	39,583	(346,257)	31,010	8,573
(5,000)	50 - Third Party Payments	-	39,750	39,750	39,750	-	39,750
1,132,442	Gross Expenditure	1,254,000	803,233	803,233	(450,767)	766,330	36,903
(424,240)	70 - Income	(644,500)	(119,076)	(119,076)	525,424	(74,200)	(44,876)
708,202	Net Expenditure	609,500	684,157	684,157	74,657	692,130	(7,973)
<u>Restricted Funds</u>							
608,626	10 - Employee Expenses	623,080	595,223	595,223	(27,857)	604,417	(9,194)
402	30 - Transport Expenses	1,070	(203)	(203)	(1,273)	-	(203)
549,563	40 - Supplies & Services	309,030	308,075	308,075	(955)	215,043	93,032
187,552	50 - Third Party Payments	56,650	56,029	56,029	(621)	970	55,059
1,346,142	Gross Expenditure	989,830	959,124	959,124	(30,706)	820,430	138,694
(1,196,362)	70 - Income	(814,840)	(815,888)	(815,888)	(1,048)	(657,040)	(158,848)
149,780	Net Expenditure	174,990	143,236	143,236	(31,754)	163,390	(20,154)
<u>Projects & Reserve Funded Spend</u>							
178,590	40 - Supplies & Services	-	(16,198)	(16,198)	(16,198)	(16,800)	602
178,590	Gross Expenditure	-	(16,198)	(16,198)	(16,198)	(16,800)	602
(70,444.71)	70 - Income	73,480	89,612	89,612	16,132	85,080	4,532
63,015	Net Expenditure	73,480	73,414	73,414	(66)	68,280	5,134
<u>Management Fee</u>							
(10,898,581)	70 - Income	(10,927,130)	(10,927,126)	(10,927,126)	4	(10,895,700)	(31,426)
(10,898,581)	Net Expenditure	(10,927,130)	(10,927,126)	(10,927,126)	4	(10,895,700)	(31,426)
<u>Furlough and Business Grant Funding</u>							
(144,229)	70 - Income	-	(3,561,754)	(3,561,754)	(3,561,754)	(3,193,950)	(367,804)
(144,229)	Net Expenditure	-	(3,561,754)	(3,561,754)	(3,561,754)	(3,193,950)	(367,804)
<u>Trading (Surplus)/Deficit</u>							
(349,521)	70 - Income	(583,980)	264,876	264,876	848,856	305,740	(40,864)
(349,521)	Net Expenditure	(583,980)	264,876	264,876	848,856	305,740	(40,864)
126,116	CHARITY TOTAL	100,000	(268,204)	(268,204)	(368,204)	510,940	(779,144)

		2020/21	2019/20		
		Provisional	Actual		
	BUDGET	Actual	Actual		
	£'000	£'000	£'000	P9 Proj	Movement: Fav/(Adv)
Business Administration					
Other Income	72	157	88	63	
Total : Business Administration	72	157	88	63	94
					-
Parks & Recreation					
Grangemouth Golf Course	188	138	169	135	3
Parks	78	21	62	17	4
Outdoor Activities	51	28	98	17	11
Other Town Halls	51	27	56	17	10
Other: Events		-	6	-	-
Total : Parks & Recreation	368	213	390	186	27
					-
Libraries	96	3	72	3	0
					-
Arts					
Falkirk Town Hall	363	62	270	53	9
Falkirk Town Hall - Advance Shows	-	-	145	-	-
Hippodrome	168	64	-	25	39
Other Arts Income	58	28	43	-	28
Total : Arts	589	154	458	78	76
					-
Heritage	33	13	53	8	5
					-
Sports & Fitness					
Grangemouth Complex	726	7	568	6	0
Mariner Centre	983	48	700	55	(7)
Bo'ness Recreation Centre	255	7	174	10	(3)
Grangemouth Health & Fitness	600	28	613	60	(32)
Mariner Health & Fitness	335	22	279	42	(20)
Bo'ness Health & Fitness	210	6	210	14	(8)
Stenhousemuir Health & Fitness	490	36	494	58	(22)
Grangemouth Stadium	168	20	162	19	2
Schools - Community Use	484	1	342	(1)	2
Neighbourhood Centres	321	61	233	47	14
Outdoor Amenities	70	-	31	-	-
Polmonthill Ski Slope	113	(2)	99	(1)	(0)
Sports Development	120	9	112	11	(2)
Active Forth	230	11	238	-	11
Other	-	4	24	4	-
Total : Sports & Fitness	5,103	257	4,282	324	(67)
Helix	645	119	424	74	45
Sub Total : Operational Income	6,906	916	5,767	736	180
Restricted Funds	815	816	1,196	657	159
Projects - Incl Reserve Transfers	(73)	(90)	70	(85)	(5)
Management Fee	10,927	10,927	10,899	10,896	31
Furlough Claims & Business Grant	-	3,562	144	3,194	368
Trading Surplus	584.0	(265)	350	(306)	41
TOTAL INCOME	19,158	15,866	18,426	15,092	774

ANNUAL ACCOUNTS 20/21**Reconciliation of P12 Board Paper with Annual Accounts**

APPENDIX 3

£

20/21 Expected Surplus per Board Paper **(268,204)**

ADJS: Reserves Transfers

Helix AMP (85,080)

Project Spend credit (16,198)

Great Place funding 11,666

Transfer to Grant Reserve for restricted funds (240,983)

Trading Adjustment

Trading Deficit (reported on Board Paper) (264,876)

Trading labour costs to stay in Charity Accounts 785,063

Trading JRS to be added to Charity Accounts (403,843)

Trading Surplus 19/20 paid to Charity (293,068)

Recharge of Labour Costs to Trading (90,807)

Adjusted Year End Surplus **(866,330)**

20/21 Expected Surplus per Annual Accounts (Charity SOFA) **(866,330)**

Diff

-

20/21 Expected Surplus per Board Paper **(268,204)**

ADJS: Reserves Transfers

Helix AMP (85,080)

Project Spend credit (16,198)

Great Place funding 11,666

Transfer to Grant Reserve for restricted funds (240,983)

Adjusted Year End Surplus **(598,799)**

20/21 Expected Surplus per Annual Accounts (GROUP SOFA) **(598,799)**

Diff

-

Falkirk Community Trust

Subject: FTH and new HQ, Arts Centre and Library Update

Meeting: Falkirk Community Trust Board

Date: 27th May 2021

Author: Culture and Libraries Manager

1. Introduction

- 1.1 The purpose of this paper is to update the Board on both future arrangements for FTH as the Council begins to finalise arrangements for the demolition of the Municipal Buildings and progress on the development of the new Council HQ with a particular focus on the arts centre (working title) and library components.

2. Background

- 2.1 The last report to the Board was provided in March 2020. A major milestone was achieved in autumn 2020 when a detailed Strategic Business Case for the Council HQ and Arts Centre (including a replacement for Falkirk Library) was considered and agreed by Falkirk Council on 30 September 2020. The project is a key component of the Council of the Future project. The project will take the form of locating the new facility in Falkirk town centre which would include a 550-seat auditorium, five shared studio/workshop and meeting spaces and a library with a budget allocation of £45m and the new build constructions element of around £37.5m.
- 2.2 Additional funding is sought through the Falkirk/Grangemouth Investment Zone bid which will support any additional costs incurred by locating the new facility in the town centre. Work on this bid is still ongoing.
- 2.3 A workshop with elected members took place on Thursday 4 February 2021 with the purpose of:
- **Explaining** what has currently been included in the specification and how we think the arts centre could operate;
 - **Sharing** examples from elsewhere to explore the 'art of the possible' particularly in respect of flexibility of the shared spaces and the need for a high quality fixed seat auditorium; and
 - **Exploring** what Members expect and agree an approach, before detailed specification and business planning begin throughout 2021.

3. Progress to date

3.1 Project Oversight

The project to replace the Municipal Buildings is overseen by Falkirk Council's Council of the Future Board and regular reports are made to the full council on progress. Below that is the HQ Working Group and the day to day work is carried out by the HQ and Arts Centre Project Team.

In January 2021, Falkirk Council identified Council of the Future funding to support the secondment of a Trust officer who will work with the Project Manager on the development of the new town centre HQ, arts centre and library. The post was offered to Julia Harkness, Team Leader (Cultural Venues) who has both extensive experience of operating performing arts venues as well as previously playing a key role in the design- and business case development of the arts centre within the new Forth Valley college campus. Julia will remain in her substantive post, with the same terms and conditions, and the funding will support backfilling her normal responsibilities.

Julia's responsibilities are to ensure that the specification requirements, business case and transition arrangements for the new arts centre and library are finalised and in place at the appropriate points in the design and construction phases of the project and support the ultimate success of the new facility, thereby mitigating subsidy to FCT in the long term.

She will also contribute to the effective management of the Stakeholder Engagement Plan (see 3.6 below) and provide advice and support for to ensure that the decommissioning and demolition of the Municipal Buildings does not adversely affect the operation of FTH Theatre which will remain open until the new arts centre and library opens.

3.2 FTH Theatre: ongoing operation

It has been agreed that FTH Theatre will not close when the Municipal Buildings is decommissioned; it is anticipated that this process will begin in August and it is unlikely that the Buildings will reopen for staff or elected members once office-based working becomes the norm.

Once an area/Scotland is in Level 1, theatres will be permitted to reopen from 17 May but subject to a maximum capacity of 100 and with physical distancing of 2m in place – including front of house, auditoria and backstage; the sector is of the view that reopening theatres and live entertainment venues with these restrictions still in place is not viable, financially or practically. Also, there is little in the way of touring product available at the moment. As such, it is unclear when FTH Theatre might be able to reopen. Meanwhile, we will continue to make the building available for the NHS – mainly for blood transfusions and any other hires that can adhere to the guidance.

However, we have agreed with Falkirk Council it will have extensive daytime use of the Studio from Monday-Friday for the purposes of Council, committee and Children's Panel use; work is ongoing to prepare the room for this use (upgrading of IT, telephony and power points; installation of screen(s) and furniture). The room will be available for weekend use by Falkirk Youth Theatre and Reaction and possibly also for evening hires that can be accommodated in the standard committee set-up. Hire income from the Council will help offset the loss of income from other hires.

3.3 Falkirk Library

Work began in April on the conversion of the children's section of Falkirk Library into accommodation for the Central Hub for Falkirk Council; the children's section will be relocated into the front area of what is currently the adult non-fiction section. An additional accessible toilet will be created on the first floor to serve both the library and Hub and it is hoped that this combined area will help generate new customers for the

library service. We also anticipate that, as with the shared use of FTH Studio, sharing the library space will help inform how we managed the shared spaces/areas in the new HQ/Arts Centre/Library.

3.4 Site Appraisal

Michael Laird Architects working with Charcoalblue Theatre Design Consultants with input from structural and service engineers have undertaken a detailed appraisal of four sites within the town centre: two are at the east end of the High Street - Callendar Square and on the site of the former bus station (Meadow Street); and, at the west end, High Street/Cockburn Street/Bell's Wynd, and the Municipal Buildings' site. A further site, the Howgate, was ruled out early in the appraisal process, due to limited street frontage and the need for extensive demolition and remodelling in order to accommodate the scale of development proposed.

The remaining sites were considered in the context of 'what makes a good theatre' and 'what makes a good office' and the conceptual relationships/linkages between the three core spaces:

- theatre (and associated accommodation – foyer, backstage area, studio);
- library, café and shared workshop/meeting spaces;
- offices

Each site was assessed on the following criteria: theatre servicing, office orientation, street presence, fit to site, efficiencies and impact on Falkirk and, while each works in principle to accommodate the new HQ, arts centre and library, all the sites offer both opportunities and constraints when weighed against outward connections, ownership, buildability, regenerative effects and cultural value.

This very detailed document will be shared more widely when finalised in the next week or so.

3.5 Design Development

This first phase of the design development of the new Council HQ, Arts Centre and Library has been delivered through hub East Central Scotland, the public/private partnership organisation responsible for delivering new community infrastructure. The theatre design consultants who worked with us on the initial feasibility study back in 2019, Charcoalblue have been reappointed by hub East Central Scotland to work alongside the project architects, Michael Laird Associates in a first phase of design development which has focussed on assessing the capacity of each of the four sites to accommodate the scale of development set out in the Council's vision for the new facility. Once a site is selected, the Council will need to agree the procurement route including the formal appointment of the design and construction teams.

3.5 Business Case

David Clarke Associates (DCA) have also been reappointed by hub East Central Scotland to take forward work on refining the business case for the arts centre component of the development; this work will commence once a decision has been reached on a preferred site. DCA will also be assisting on Stakeholder Engagement (see 3.6 below)

3.6 Stakeholder Engagement

We have prepared a document outlining our proposed approach to developing a thorough and broad-based approach to engaging a diverse range of stakeholders in the design and development of the new arts centre and library. This document will be a subset of the overall Project Management Plan.

Our aspiration is to ensure this visually attractive and inspiring new space meets the needs of local people and visitors, the vibrant voluntary and independent arts sector, and professional touring companies. It will also add value to the town centre's daytime and evening economies. We describe it as a new and distinct cultural offer for the area, not just bricks and mortar but a living, breathing gathering place that welcomes in, and reaches out to, people across the area.

We plan an 18 month programme of consultation and engagement which will ensure that there is consensus on our vision for our new facility, we will collectively explore ways in which stakeholders can contribute to its identity and feel, how the spaces within the new facility might be used, how the programme might be curated/artistic direction, and how community ownership will be nurtured.

The Council has set up a Community Partnership team whose responsibility is to advise and support Council services planning to undertake community consultation; 'to support an empowering approach to working with communities'. As well as advice and support, the team can ensure that help determine the timescales for engagement (to avoid duplication/fatigue) and help identify the right communities to engage with and how best to do this which will be of enormous help in ensuring our stakeholder engagement is complementary to and does not clash with other consultation processes.

4. **Implications**

4.1 Transition

Now the Council has taken the decision to wind up the Trust, the Transition process creates both opportunities and challenges.

Opportunities:

- Closer collaboration with Council colleagues on a practical level will help us better understand how the various Council services will use the shared spaces (studios/workshops/meeting spaces); this will be particularly important as elected members start to use the Studio in FTH and with Democratic Services, we better understand their needs;

Risks:

- We anticipate an increased workload as a result of the transition project and hope this will be *mitigated* by the fact that we have an additional member of staff available to focus solely on the development of the arts centre and library;
- If culture and libraries are to be un-coupled, creating a combined vision for the arts centre and library could be compromised.

4.2 Demolition of Municipal Buildings

Opportunities:

- As above, we will have time to learn how shared use might work in the new facility;

- Hosting Council and committee meetings will require an extensive IT upgrade to the Studio (bandwidth, telephony, CAT-5 cabling) which will be advantageous for the final few years of the building's life, particularly if we are exploring opportunities to create online performances and participatory activity.

Risks:

- There could be temporary/permanent loss of key services (electricity, gas, water, IT);
- Customer journey onto the site and customer experience within the building is compromised by daytime noise disturbance and /or dust/debris during the demolition process;
- It becomes impossible to isolate FTH Theatre and it becomes impractical for it to operate either as a theatre or venue for Council meetings.

Work is ongoing to explore mitigating actions/arrangements for these risks.

A full risk register will be prepared by Falkirk Council as part of the overall project management plan.

5. Recommendations

5.1 That Board members note progress to date and agree to receive a further update at the August Board meeting.



Lesley O'Hare
Culture and Libraries Manager
27 May 2021

Falkirk Community Trust

Subject: Grangemouth Golf Course
Meeting: Falkirk Community Trust Board
Date: 27th May 2021
Author: General Manager

1. Introduction

- 1.1 This report provides an update on the implementation of the 1st stage of the transfer of Grangemouth Golf Course from the operation and management of the Trust to that of Grangemouth Golf Club, whilst referring to the actions required in the next several months in the achievement of a full asset lease transfer.

2 Background

- 2.1 The Board will recall the good progress made by the Club as they prepared their Business Plan that would require Council approval before a full asset lease transfer could be agreed. However, the Trust's update at the March Board meeting advised Directors that the Club were not yet in a position to complete their Business Plan to the satisfaction of either the Trust or the Council.
- 2.2 An alternative temporary option had been proposed to the Club that they subsequently accepted, that enabled the Club to effectively takeover the operation and management of the facility as a whole from the 1st of April, whilst operating under a 'licence to operate' agreement from the Trust, as the current operator and lessee of the facility from Falkirk Council.
- 2.3 This agreement is designed to provide the Club with the opportunity to operate and manage the facility, but by engaging the Trust to provide and operate the necessary staff resources, along with their associated specialist vehicles, equipment and machinery, but at no cost to the Trust.
- 2.4 The key areas that remain outstanding within the Club's Business Plan are the issues of the T.U.P.E. transfer of four Trust staff and the Club's use of all Trust machinery and equipment when they achieve charitable status.

3 Current Arrangements

- 3.1 The Trust prepared a list of proposed operational arrangements and set of terms, that could be formally agreed within a 'Licence to Operate' format. The Club agreed to all that the Trust had proposed and arrangements were subsequently made with Council colleagues in Development and Legal Services to prepare the necessary documentation. The key items covered within such documentation is shown in Appendix 1.
- 3.2 The Licence to Operate has been signed by both parties and was effective from the 1st of April 2021, with an end date expected to be on the 31st of March, given the Trust's position at that time, or sooner if agreement for a full asset transfer is achieved before that date.
- 3.3 It is however the Club's intention to complete their Business Plan for approval as soon as they possibly can. It is also the Trust's position that Council approval be granted to enable the Club to operate and manage the facility from the 1st of January 2022, to avoid the anticipated intense workload that Trust staff will encounter throughout the last quarter of this financial year as the transfer arrangements are put in place for all other Trust operated services.

4 Current Position

- 4.1 The Trust prepared a revised timetable to highlight the timescales and actions that have to be taken by all the respective parties involved in a full asset transfer and to meet the needs of Trust Board meetings along with the appropriate Council approval process.

- 4.2 Now that the end of the financial year has been completed and the Club have tackled their immediate organisational needs involved in the transfer from April 2021, further formal meetings will again resume between Trust and Club representatives to progress the necessary actions. The Board should be aware though that upon the resignation of the Team Leader (Parks & Sustainability), the co-ordination of this will become more difficult to achieve.
- 4.3 As you might imagine, several operational matters arose after this first stage of transfer as the Club learned how to operate such a facility. At this moment in time we have raised the following operational issues of concern:
- health and safety related matters involving the safety of Trust staff and the Club's updated risk assessment is awaited.
 - changes to their previously agreed programme of works that expected Trust staff to prepare for a proposed football golf event.
 - incorrect assumption that Trust staff would be responsible for the management of the Club's 'Kickstart' employees.
 - lack of progress on the Club's provision of suppliers or services to ensure the effective operation of the facility.
 - direct unauthorised contact with Trust staff in relation to payment for proposed additional work.
- 4.4 Operational level meetings with Club representatives are taking place to ensure that any item is resolved quickly and effectively as the Trust are keen to support the Club in their endeavours.

5 Conclusions

- 5.1 A formal agreement is in place to ensure appropriate and agreed arrangements are in place that allow the Club to manage their own affairs and indeed the facility as a whole, whilst allowing the Trust to oversee and monitor their management of the course but whilst not incurring any expenditure.
- 5.2 Whilst the Club have encountered some operational teething issues, as may have been expected, the Trust continue to support them at this time, which is a situation that will need to be slowly withdrawn in the coming weeks given the lack of Trust resources at an operational level.

6. Recommendations

- 6.1 **That Directors note the completion of a formal Licence to Operate between the Trust and the Club and that the Club's operation of the facility, whilst encountering teething issues, remains satisfactory.**
- 6.1 **Further reports will be submitted to the Board advising of the progress made on the transfer of staff and associated specialist equipment and machinery.**



Neil Brown
General Manager

APPENDIX 1

- 1 FCT will, at their cost, arrange for a 'Licence to Operate' agreement with Grangemouth Golf Club, for the operational management of Grangemouth Golf Course.
- 2 The Licence will be effective from 1st April 2021 and end no later than 31st March 2022, with provision that this be terminated earlier by either party, with a minimum notice period of three months, on the understanding that this is an interim arrangement as GCC works towards a full lease transfer from the current arrangements that exist between both parties and Falkirk Council.
- 3 GCC will be responsible for the repairs and maintenance of the facility, just as they would do under an FRI arrangement which is being proposed by the Council, with the Council forgoing their current financial charges to GCC, resulting in the Club paying £1 (if asked) for this arrangement.
- 4 GCC will be responsible for the costs for the existing systems/energy supplies/materials and stock required and any other operational type items of expenditure.
- 5 GCC will utilise the services of FCT for the ongoing course maintenance that will involve FCT's ongoing employment of the four permanent members of staff at the point of transfer and any additional staff that may be required to meet the requests of GCC.
- 6 FCT will continue to provide and arrange for the necessary servicing and repairs to any associated specialist equipment and machinery in relation to the maintenance of the course and pass these costs to GCC.
- 7 FCT will have the sole use and rights of access to the staff depot/workshop and welfare facilities for the purposes of maintaining the course.
- 8 GCC will fully reimburse FCT for all expenditure incurred, on a monthly basis, in relation to FCT's role in the maintenance of the course, such as staff salaries, equipment maintenance costs, materials purchased and so on.
- 9 GCC will be responsible for the positive promotion and all associated marketing activity of the facility.
- 10 GCC will decide on the quality of the course and in this respect will liaise/consult with FCT's Head Greenkeeper, but must direct any formal queries or requests for work to be undertaken to the relevant Team Leader, designated by FCT, i.e. TL Parks & Sustainability, or in her absence her line manager.
- 11 GCC will set the charges for the use of the course, collect and reconcile all income and maintain satisfactory and auditable accounts at all times, which will be available for inspection by senior FCT nominated staff if and when requested.
- 12 GCC will operate the course bookings function, suitable for their members, casual players and external group bookings.
- 13 GCC will operate a 'Golf Club' in accordance with good practice guidelines of the Scottish Golf Union and arrange a schedule of events and competitions, whilst acting sympathetically to the needs of local community access and indeed with consideration to those within the community who may be in need of financial support.
- 14 GCC must seek permission from the TL Parks & Sustainability when they are considering use of volunteers on the course and agree to the instructions issued by FCT staff at all times.
- 15 GCC will be responsible for the health and safety of the customers of the facility and the arrangements that might impact on FCT staff.
- 16 GCC will operate their clubhouse whilst meeting all environmental and licencing guidelines and regulations at all times.
- 17 GCC will be responsible for the cleanliness of the built facility and bookings office, whilst utilising the services of FCT staff for the cleanliness of the locker room and downstairs toilet areas only.

- 18 GCC will fully comply with the most up to date Government guidance and advice on COVID related matters and effectively communicate these to all their customers.
- 19 GCC will participate fully in agreed joint communications to customers/press or other PR related event and ensure prior agreement of FCT in any press release.

Falkirk Community Trust

Subject: Recovery Plan Update
Meeting: Falkirk Community Trust Board
Date: 27th May 2021
Author: General Manager

1. Introduction

- 1.1 The purpose of this report is to provide an update on the changes that have taken place, since the update provided to the Board on the 3rd of March and to review the progress made against the recovery plan.

2. Background

- 2.1 The Board has continued to receive regular updates on the impact the pandemic has had on the Trust, its customers and staff, with information provided on the actions planned or undertaken in response to this unprecedented public health event.
- 2.2 Once again there have been many changes since the previous Board meeting, leading to the current position of Falkirk being in a 'Level 2' category of risk, with the likelihood of the situation improving further to enable the easing of restrictions to a 'Level 1' on the 7th of June at the earliest and 'Level 0' by the end of June.
- 2.3 Much progress has been achieved, mainly by the significant rollout of the vaccination programme by the NHS with around one third of the U.K.'s population having received their second vaccination at the time of writing. The level of protection which the first injection has provided the population has also been encouraging and certainly resulted in the huge reduction in infections and fatalities.
- 2.4 A cautious approach remains the overall theme of the Government's easing of restrictions as they continue to monitor and appraise the reduction in infections throughout the country as well as the position around the world, which impacts directly on international travel for example. However, the key preventative measures such as social distancing and mask wearing will remain in place for some time to come and it is the former that probably impacts the most on Trust services as it has the effect of reducing capacity levels of all of our services and facilities

3. Current National Perspective

- 3.1 The Trust continues to comply fully with the Scottish Government's Strategic Framework and its associated phases for the potential reopening of services and facilities.
- 3.2 A return to a regional 'levels approach', with most of Scotland moving to Level 3 with some possible adjustments, was successfully introduced, from the 26th of April. This had a significant impact on the Trust's ability to re-open many of its services and facilities, albeit with many operational restrictions in place. A three-week period was then allowed to consider any negative impact on this Level 3 categorisation, before being able to move to a Level 2 position. However this was successfully achieved on the 17th of May in most areas of Scotland, including Falkirk, apart from some of the islands who moved to Level 1, although Glasgow and Moray remained at Level 3.
- 3.3 There remains many specific guidelines and caveats to the brief summary provided above with pre-activity bookings still being required for sport and leisure customers in particular with the need to continue to maintain social distancing, mask wearing guidance, limited sessions,

reduced capacity levels and the need for all customers to have their personal details recorded to support the NHS Test and Protect initiative.

- 3.4 There will be a further gap of at least three weeks to assess the impact of changes and to check that it is safe to proceed further using the six conditions for safe easing set out by the World Health Organisation.
- 3.5 A further easing of restrictions to Level 1 on the 7th of June and the possibility of this being further eased to Level 0, is hoped for at the end of June and Trust staff will continue to consider this route-map to ensure that the positive implications of this new level of risk can be managed.
- 3.6 Trust staff had previously prepared plans that help to clarify what sites and services could operate within each of the four levels. These plans continue to be reviewed as more information and guidance is issued from the Government, which usually follows their national announcements. A further review is expected from the Government in late May.

4 Current Operational Position

- 4.1 The move to Level 3 in the Falkirk area on the 26th of April enabled the following changes to be implemented for Trust services:
 - Re-opening of all sports centres (excluding softplay, saunas and indoor fitness class provision as well as Polmont Sports Centre that remained an asymptomatic test site until the end of May),
 - People could travel anywhere in Scotland that attracted visitors to our sites from outwith the local authority area.
 - Re-opening of the catering and retail outlets at Callendar House and the Helix Visitor Centre (Until 20:00 hrs and without alcohol)
 - Re-opening of the archives, museum and exhibition areas within Callendar House
 - Re-opening of Kinneil Museum
 - Re-opening of libraries
- 4.2 The move to Level 2 on the 17th of May enabled the following changes to be implemented for Trust services:
 - Up to six people from three households are able to meet indoors in the sites that are now open with up to eight people from eight households able to meet outdoors
 - The catering outlets at Callendar House and the Helix can sell alcohol indoors.
 - Re-opening of the Hippodrome cinema
 - Re-opening of theatres and concert halls with the ability to have more than one person able to sing during religious services.
 - Amateur performing arts groups able to perform outdoors
 - Outdoor contact sports is now permitted for groups and clubs
 - Indoor fitness classes have been re-introduced
- 4.3 The number of visitors to Trust operated parks continues to be high, attracting many from the local community who are obviously keen to maintain their own general health and well-being during this pandemic. This has placed an additional burden on staff at these sites in terms of the need for improved litter collection, pathwork maintenance and so on. For example, the Par 3 golf course within Callendar Park remains closed as the necessary winter work was unable to be undertaken to repair the areas affected by the previous cross-country athletics event and subsequent period of wet weather.

- 4.4 General demand for Trust services since their re-opening has been high. The telephone systems have struggled to cope at peak periods given the significant increase in demand for bookings, which previously had not been required for the majority of casual activities in particular, e.g. swimming. However, regular updates on social media outlets to advise when a facility had spaces or sessions still available, or were fully booked, proved useful to customers and staff alike. The initial rush reduced within a couple of weeks as customers returned to a pattern of use, however the reduced site capacities, due to social distancing measures, remain a major constraint to any further increase in participation and income levels for many of our services.
- 4.5 Many positive comments have been received from customers upon their return and although their customer journey has been affected, they appear to be keen to return to their pre-COVID patterns of use. It is however hoped that their customer experience remains high throughout this transition period for both customers and staff alike.

5. Online Marketing Activity

- 5.1 Significant key performance indicators from Trust social media outlets are described below:
- Falkirk Community Trust Facebook page had a reach of 113,805. The most popular posts were Easter Trail at Callendar Park followed by the opening of the COVID mobile testing centre at Grangemouth Sports Complex.
 - Falkirk Parks Facebook page had a reach of 41,745 with the most popular content being Muiravonside closure due to snow and Easter Egg Fact Hunt at Kinneil Estate Orchard.
 - Falkirk Fitness Facebook page had a total reach of 12,279. The most popular posts were the birth of FCT staff member's baby and Fitness App announcement on 23 Feb.
 - The Helix Facebook page reached 693.2k people with the most popular content being the Kelpies turning yellow to mark the National Day of Reflection on 23 March and Plaza Café reopening announcement.
 - The Hippodrome Facebook page had a reach of 4,938 with the most popular post being the Silent Film Festival announcement.
- 5.2 During the pandemic, the website functionality had to undergo some changes. As facilities, venues and events began to reopen it was expected that website traffic would begin to improve, however the following demonstrates the recent performance of the website throughout the final quarter of the financial year:
- Website traffic during was lower than the same quarter in the previous year with 53,011 sessions, a 77.81% reduction (-185, 936 sessions)
 - The website had 117,566 page views with the most popular page being the home page, followed by Coronavirus update, Muiravonside Country Park, Libraries, Libraries online and Fit and Active/Outdoor activities-walks.
 - Website visits were undertaken by 38,558 unique visitors (-70.83% on same period in the previous year), with 35,699 being new visitors to the website and the average session duration being 1m 19sec.
 - The Fit and Active section had 16,018 page views. Of that, the Fit and Active/Parks and Play areas were the most popular followed by the various Trails and Walks and Activities.
 - The Health and Wellbeing section's interaction remained steady, with that particular page having 1,450 views, with the most popular section being 'Staying Active'. The Outdoor Fitness page had 558 page views, with the most popular section being the fitness class timetable.
- 5.3 The staff only section of the website attracted 717 page views, with the most popular section being the 'News' section followed by the 'Furlough information' section.

- 5.4 The Trust wide 'Fit For Life: Head Outside' campaign has been running since Boxing Day; however, any real momentum has only recently picked up due to the better weather and easing of the lockdown rules. The campaign includes a series of walks, activities and trails for free which encourages customers to enjoy time outdoors and in the parks.
- 5.5 The Great Place Falkirk website hosted a number of participatory activities and online events, including:
- A short story competition, #500Words4Falkirk, with the theme being a captivating 500-word story inspired by the people, history and landscape of the Falkirk area
 - 'Our Stories Falkirk', an online storytelling event with a focus on history and folklore
 - 'Bairns' Night', a spoken word online event hosted by Untitled's Craig Allan
 - The Falkirk Explored app achieved a total of 642 downloads
- 5.6 The externally funded YMI, 'Trad' music lessons have continued online with around 143 students taking part.
- 5.7 The Hippfest's social media campaign succeeded in widening the reach of the Festival and boosting engagement with HippFest across all platforms. Facebook followers in April 2021 were 2,657, up by 290 (+12%) from 2,367 in April 2020. Twitter followers are at 1,349 with 140 new followers in the last 60 days and during March alone HippFest was mentioned in Tweets 283 times; an average of nine times per day. Instagram followers are at 772, gaining 58 followers during March 2021 alone.
- 5.8 From April to June 2020, Falkirk Youth Theatre, (FYT), took part in 'The Time Capsule Project' with 'Company Three'. This was a week-by-week response to the pandemic, through the eyes of teenagers across the UK and was streamed online with seven senior members of FYT documenting their experiences.
- 5.9 It is rewarding to see that customers have continued to engage with the Trust during the pandemic and this creates a great platform for reopening and promoting services.

6 Support for the NHS COVID Related Activities

- 6.1 A separate report has been prepared that describes the support provided to the NHS throughout the period of the pandemic.
- 6.2 The Trust is being financially compensated by the NHS for the use of their sites and staff. This income will more than match the income the Trust would have been claiming from the Job Retention Scheme.
- 6.3 The Trust is proud that we have been able to provide the sites and staff requested, wherever and whenever required. This 'can-do' attitude from Trust staff has been noticed and much appreciated by all who have relied on Trust support. The demand for our support is now much reduced and enables Trust staff to return to their normal duties as services slowly but surely return to a position of re-opening.

7 Staffing Related Matters

- 7.1 The Trust has continued to pay 100% of staff salaries for all of its staff currently on 'furlough' as the Job Retention Scheme (JRS) has been extended further from the end of April, until the end of September. The Trust continue to submit claims to the Job Retention Scheme to help reduce the scale of the 2020/21 net deficit and in that financial year over £3.3m had been received from the JRS alone.


- 7.2 The most recent quarterly Trade Union Forum (TUF) meeting, attended by multi-Union representatives is to be held on the 20th of May, at which time an update of all the issues affecting the staff and the Trust were provided and an opportunity for questions and discussions encouraged.
- 7.3 It has been a particularly stressful period for many staff who have been asked to return to their places of work and pick up a normal routine again. Much on-site training has been required for all staff to ensure they were fully supported throughout the process of re-opening the majority of Trust sites and helping customers adjust to the new operational arrangements to their customer experience.
- 7.4 Staff also remain anxious about their future job prospects, given the additional uncertainties that has followed the Council's decision to provide services directly from April 2022, with many staff returning to work asking about this particular issue at a time when the Trust is unable to provide them with any clear information on what may happen during the transition process. This situation has simply heightened anxiety levels, especially amongst the wider management team, given the recent resignations of three Team Leaders (Helix, Parks & Sustainability and Libraries) in the last few months.

8. Conclusions

- 8.1 The Trust had been able to re-open many of its services and facilities from the 26th of April and improved upon this position on the 17th of May, although with a number of caveats that still impact on the normal business of the Trust and customers, e.g. much lower capacity levels, pre-booking for activities that were traditionally accessed on a casual basis and so on.
- 8.2 The Trust continues to support its permanent staff who remain on furlough, by paying 100% of their salaries.
- 8.3 A significant level of on-site staff training has been required before any site re-opened to customers.
- 8.4 Regular communication with all staff continues to ensure everyone is aware of the most up to date position in relation to their jobs and places of work.
- 8.5 The importance of ongoing and regular customer updates, motivational notices and promotional activity through a variety of social media platforms remains vital to the success of the re-opening plans and longer-term financial sustainability of the Trust.
- 8.6 The Trust continues to attempt to ensure that services and facilities are both valued and trusted by the local community so that they are encouraged and motivated to once again return to their chosen pastime, hobby or activity whilst using Trust services, for the benefit of their general health and well-being.
- 8.7 There remains a degree of uncertainty about how customers will behave as restrictions ease and it still not clear which services customers will want to use and which services they may wish to avoid. However, initial feedback from customers is that Trust services are in high demand and the booking systems and additional constraints to their usage of services has not dented the enthusiasm of many and this is more evident with family groups who are desperate to have their children return to some sense of a normal routine and increased levels of physical activity. The Trust remains hopeful that demand will return to their previous levels, but when this will be achieved remains unknown and difficult to predict at this time.

9 Recommendation

- 9.1 That Directors note the significant operational changes that have been achieved by the Trust in recent months, as a result of the reducing level of COVID-19 infections and subsequent easing of restrictions, that has enabled the Trust to re-motivate the local community to visit and participate in our services and improve their general health and well-being**

A handwritten signature in black ink, appearing to be 'Neil Brown', written in a cursive style.

Neil Brown
General Manager

Falkirk Community Trust

Subject: Annual Report format and timeline
Meeting: Falkirk Community Trust Board
Date: 27 May 2021
Author: Business Development Manager

1. Introduction

- 1.1 The Funding Agreement with the Council requires the Trust to provide an annual report of its operations and performance. The purpose of this report is to update the Board on the format and timeline for this year's Annual Report.

2. Annual Report 2020-21

- 2.1 This year's Annual Report will be the Trust's tenth and follow the same format as in previous years. For this year, there will be an overarching theme: Keeping our community healthy, creative and safe during the pandemic, demonstrating our adaptability and commitment to the community's needs during this unprecedented period of our lives. There will be customer-focused features included within the report to give the reader an understanding of the work we carried out during closures and the importance of our green spaces and digital services to the community's health and well-being. In terms of reporting, this year, the Annual Report will be a challenge as any graphs used previously will be invalid when trying to compare with previous years. We will, however, include high-level performance results, and summaries of trading and financial performance. The Annual Accounts and complete performance reports will both be available on the website.
- 2.2 The Annual Report will be published in an easy to read format on the website and a full report in printed form. To keep costs to a minimum, we will print a small quantity, and business communications will mainly be to direct access via the website. The published document will be provided to OSCR and Companies House. In line with the Funding Agreement, it will be reported to Falkirk Council, and copies will be distributed to all Elected Members.
- 2.3 Collation of articles for inclusion in the report will begin in May, with Board approval in August. The report will go to print in September.

3. Ten Year Achievement Campaign

- 3.1 In addition, during July, we will launch a digital campaign to celebrate the achievements of Falkirk Community Trust over the last ten years. We will promote and give thanks to the Board, staff and volunteers of the Trust for their significant contribution towards leading culture and sport to enrich people's lives in the Falkirk area. We will create a series of short films using archive and new video footage that encapsulates our ten-year success whilst reassuring customers that our services will continue to evolve.
- 3.2 As an organisation heavily reliant on the support of volunteers, we will also release a leader version of the campaign with volunteer specific stories for Volunteers Week (1-7 June).

4. Recommendation

4.1 The Board is asked to:

Note arrangements for the publication of the Annual Report 2020-21 and the digital campaign to recognise the 10th anniversary.

A handwritten signature in black ink, reading 'Susie Crawford'. The signature is written in a cursive style with a large initial 'S'.

Susie Crawford
Business Development Manager

Falkirk Community Trust

Subject: Support for the NHS
Meeting: Falkirk Community Trust Board
Date: 27th May 2021
Author: General Manager

1. Introduction

- 1.1 This paper describes the level of support provided by the Trust to the NHS, at various points throughout the period of the pandemic.

2 Background

- 2.1 The first period of 'lockdown' in Scotland began on the 23rd of March 2020. The Trust had successfully completed the closure of services and facilities by the 20th of March. In recognition of the Scottish Government's desire to ensure some levels of healthy activity continued amongst the general population, the four strategic parks remained operational, with Trust staff managing this situation extremely well under difficult circumstances.
- 2.2 Bo'ness Town Hall remained available to a local voluntary food distribution service and with the support of Trust staff, were able to have the facility act as a store and effectively a distribution centre for the benefit of the more vulnerable in the Bo'ness Community. This operated from 27th March 2020 to 6th August 2020.
- 2.3 Some months into the pandemic, the NHS announced their intentions to vaccinate a wider demographic than in previous years, but still with a focus on the elderly and more vulnerable in the community, to prevent the transmission of the flu virus. This preventative measure was designed to help NHS services and hospitals in particular from becoming overwhelmed, given the demands placed upon them in dealing with the COVID pandemic.
- 2.4 Similarly, increased demand for blood supplies were required and the Blood Transfusion Service had to provide additional blood donation services throughout local communities.
- 2.5 When the development and production of COVID vaccines was announced, a significant element of logistical planning was required by the Government and the NHS in their desire to vaccinate the majority of the population, in as quick a manner as possible, but whilst ensuring that the most vulnerable were treated on a priority basis.

3. Flu Vaccination Programme

- 3.1 The Council's Resilience Team asked the Trust if any of their facilities could be suitable to host flu vaccination centres. The Trust contacted the NHS directly to discuss the potential use of any facilities that the Trust could provide and met and visited a number of sites to agree those most suitable. The Trust proposed the use of the three Town Halls; Falkirk Town Hall (FTH), Grangemouth Town Hall (GTH) and Bo'ness Town Hall (BTH) at that stage as the future access to such sites by customers was unknown, however the larger sport sites had an expectation of a return to full operation before the three town halls, so these were not suggested or in fact requested at the time by the NHS as they were believed to be too large in any case.
- 3.2 Much preparation and planning was required by both Trust and NHS staff to deliver a vaccination centre for those over 50 years of age, the elderly and the vulnerable, out-with the more usual clinical environment and in the midst of a COVID pandemic with the associated restrictions.
- 3.3 Some Trust staff were brought back from 'furlough' to prepare and operate the facilities. Risk assessments were completed in partnership with the NHS and effective joint operational tasks were provided by the NHS and the Trust that delivered the following flu vaccination centres:

Falkirk Town Hall

25th of September to 7th of November – 38 days of operation
11th of December to 22nd of December – 9 days of operation

Grangemouth Town Hall

7th of October to 18th October 2020 – 10 days of operation
11th December to 15th December 2021 – 5 days of operation

Bo'ness Town Hall

28th September to 7th October 2020 – 10 days of operation
9th December 2020 to 14th December 2020 – 6 days of operation

4. COVID Vaccination Programme

- 4.1 As a result of the success of the operation of the flu vaccination centres, the NHS approached the Trust and requested that the same three sites be used on a similar basis for COVID vaccination purposes. The process was very much the same although there was a need for increased staffing levels to ensure an effective and safe customer journey for the very significant number of people who were expected to attend pre-arranged appointments.
- 4.2 Similar to the arrangements put in place for the operation of the flu vaccination centres, staff were brought back from furlough and provided with the necessary training in accordance with the completed risk assessments. The following COVID vaccination centres have been provided to date and indeed continue at this time:

Falkirk Town Hall

14th of January to 27th of January – 8 days of operation
5th of February to 11th of February – 4 days of operation
9th of April to 21st of April – 8 days of operation
25th of April to 30th of April – 4 days of operation

Grangemouth Town Hall

27th January to 1st February 2021 – 6 days of operation
21st April to 27th April 2021 – 6 days of operation

Bo'ness Town Hall

26th January to 1st February 2021 – 7 days of operation
5th February to 15th February 2021 – 11 days of operation
20th April to 26th April 2021 – 7 days of operation
30th April to 10th May 2021 – 11 days of operation

- 4.3 As the Government recognised the need to vaccinate more people quicker, Falkirk's Forth Valley College Campus was established as a larger scale facility that could also be utilised as an additional vaccination centre to the area. However, once again the need of the NHS to provide sufficient levels of staff at relatively short notice presented them with a challenge that the Trust were able to meet in the provision of staff as 'marshals' throughout the 12 hour day operation on a 7 day a week basis.
- 4.4 On this occasion, the Trust approached its front-line staff who were on furlough, asking for their support in undertaking the task of marshals, on behalf of the Trust in support of the NHS. Approximately 40 staff came forward to help and their support has been much appreciated by all who have attended the centre and the NHS medical staff alike.
- 4.5 Marshals have provided support to the NHS at the College site from the 1st of February until the 18th of April, at which time the NHS were in a position to take-over these duties. This will allowed Trust staff to either return to furlough or return to their normal places of work, as a

significant number of Trust services were scheduled to re-open from week beginning the 26th of April.

5. Mobile Testing Units

- 5.1 As the infection rates continued to grow, with a high level of infections being recorded throughout the Forth Valley for a period of some months, the NHS introduced 'Mobile Testing Units' (MTUs) throughout the wider area.
- 5.2 The MTUs were designed to offer specific local communities with a COVID testing opportunity, to help reduce the levels of infection in that locality and were specifically designed to be easily transportable around the Forth Valley area and be set up and taken down very quickly.
- 5.3 A number of requests for the establishment of these sites were made of the Trust and at very short notice (one to two days maximum). The MTUs were set up in the facility car parks and staffed by NHS paramedics. Access to the facilities was provided to the MTU staff to ensure their general welfare throughout the long hours of their operation.
- 5.4 NHS staff facilities have been enabled and supported for the operation of MTUs at the following sites:

Bo'ness Recreation Centre

15th of February to 21st of February – 7 days of operation

8th of March to 14th of March – 7 days of operation

22nd of March to 28th of March – 7 days of operation

5th of April to 11th of April – 7 days of operation

19th of April to 25th of April – 7 days of operation

Denny Sports Centre

18th of January to 22nd of January – 5 days of operation

Grangemouth Sports Complex

30th January to 3rd February – 5 days of operation

6. Fixed Asymptomatic Test Site at Polmont SC

- 6.1 In addition to the MTUs and in recognition of the relatively high number of positive tests being found within the general Forth Valley area, the need for the establishment of a 'Fixed Asymptomatic Test Site' (ATS), was identified by the NHS.
- 6.2 The Trust were once again approached via the Council's Resilience Team, for a request by the NHS, to utilise a large site for a period of some months for the provision of a test site that could be available to the local community in Falkirk. Such a site would act as a 'drop-in' centre to anyone who wished to be tested, even though they were not displaying symptoms. Such a site was considered vital by the NHS as approximately one in three of the population who had COVID, would not display any symptoms.
- 6.3 The Trust proposed Polmont Sports Centre as such a facility and upon inspection by military personnel, who by this time were providing support for the Forth Valley NHS, deemed it appropriate for use. The facility was set up and operated by military personnel within a week's notice and from the 24th March. Only Trust staff now operate this AST on behalf of the NHS, with an expected closure date of the 23rd of May, at this time.

7 Staff Support and implications

- 7.1 Almost all front line Trust staff were on furlough at the time of the initial requests for support in August last year, so arrangements were required to bring appropriate members of staff back from furlough, to undertake different work for the Trust than they were certainly used to, to help support the NHS in all of their requests throughout the period of the pandemic.

- 7.2 Understandably, the staff were initially cautious about supporting the variety of requests being made of them and almost always at very short notice. However, Trust staff have generally been magnificent in their positive responses to requests for support and indeed in how they have delivered such a level of customer service in what was often a stressful environment for the elderly and vulnerable in the community.
- 7.3 The staff continued to be paid their full salary, whether they were on furlough or working in a support capacity for the Trust in support for the NHS, so there was no financial incentive for any member of staff to step forward and help deliver the services described above. However, many Trust staff did just that and the Trust is very proud of this selfless act from so many members of staff at such a difficult time for the country and indeed given their own personal and family circumstances.
- 7.4 Many Trust staff had previously expressed their wish to 'volunteer' for the Council, whilst on furlough, however previous reports to the Board have referred to this not being legally possible as this may have been seen as the Council providing services whilst being funded by the Government's Job Retention Scheme, which was not the purpose of the scheme. So, many Trust staff were able to support the NHS, but whilst still being employed and paid by the Trust.
- 7.5 Two members of Trust staff also undertook a 'Digital Champions' role over a three-month period, in support of the Council's Social Work Adult Services team. Their role helped to provide much needed contact between social service professionals and their more vulnerable clients and was much appreciated by Council staff.

8. Financial Implications

- 8.1 At an early stage of the NHS requests for support, it was made clear that as there would be a cost to the Trust to have their staff return from furlough, any request of the NHS for services/facilities would need to be paid for and this was acknowledged and accepted by senior NHS staff.
- 8.2 The costs of the town halls were based on the cheapest community rate, less a significant discount, so that the costs incurred by the Trust would be fully recovered. The charges did not seek to generate financial gain and had to remain affordable to the NHS.
- 8.3 The specific 'staff only' costs for the provision of marshals at a non-Trust site; the Forth Valley College, were recharged to the NHS at their full hourly rate for the posts they would normally fulfil within the Trust.
- 8.4 The Trust have charged the NHS for all services requested to ensure no financial loss was incurred by the Trust.

9 Conclusions

- 9.1 The Trust provided a positive response to all that was requested by the NHS and demonstrated a customer oriented 'can-do' approach that was much valued by the NHS.
- 9.2 Trust staff have been magnificent in their response for support and often had to amend their shifts, return from furlough and work within a most unusual and challenging environment to meet the needs of the specific support required.
- 9.3 The additional requests for access to the three town halls from the Blood Transfusion Service were largely accommodated, however there were periods of time where the Trust could not satisfy the demands of the BTS at the FTH, with alternative arrangements having to be found by the BTS.
- 9.4 The Trust has demonstrated its ability to support the Council and NHS in specific areas through the co-ordinated and effective management of front-line staff, during this time of crisis.

10. Recommendations

10.1 That Directors:

- **note the significant levels of support provided by the Trust and its staff to support the NHS in all of their requests for support throughout the period of the COVID pandemic.**

A handwritten signature in black ink, appearing to be 'Neil Brown', written in a cursive style.

Neil Brown
General Manager

Falkirk Community Trust

Subject: Health, Safety & Risk Update
Meeting: Falkirk Community Trust Board
Date: 27th May 2021
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 2021.

2. Operational Issues and Developments

- 2.1 **Update:** Some significant developments have occurred since the last Board meeting, with a clearer path for re-opening our venues being mapped out. We have begun the road to recovery now and many of our indoor venues have opened to the public once more. Many staff have returned from furlough and staff training, education and re-familiarisation has taken place in recent weeks to ensure we have a healthy and well trained cohort of staff to resume services.
- 2.2 There are a number of restrictions that will remain in place until the next significant date (17th May) is reached when guidance will be given on the possible further reduction in levels from the Scottish Govt. We will continue to apply any guidelines stringently to ensure our staff and customers remain safe and we reduce any risk associated with attending our venues.
- 2.3 **Parks Update: Helix, Callendar Muiravonside and Kinneil:** All our Parks have remained popular as locations where people can meet, walk, and exercise in a safe environment during the pandemic. The Easter holiday period proved particularly popular, especially during the short spells of good weather we experienced. As we move into the summer months we are aware that the Parks will continue to be very busy and arrangements are in hand to ensure our communities remain safe when visiting. As stated in the last Board update, we have maintained a high standard of cleaning, litter collection and an appropriate staff presence to ensure there have been no major health, safety or risk issues experienced. We are confident this will continue as we move through the busy summer months ahead.

Helix Park: As spring moves into summer we have ensured our Grounds and Parks staff have returned as required to keep the standards of maintenance high, whilst ensuring they have had a reasonable time to adjust back into working life again after an extended stay on furlough during the winter months. These members of staff have all now received the required updated training, risk assessment and induction process to provide them with the confidence and skills to maintain the Helix environs to the standards expected.

With the longer days now upon us our focus must shift to the safety of the lagoon and the access to water that will undoubtedly become popular again for young people. Our life saving equipment has all been inspected and appropriate notices remain in place to assist us in this process, as well as regular, routine checks being made to ensure the hazard of open water is kept to a minimum.

We have made improvements to the parking arrangements at **Kinneil Estate** to try and minimise the damage to vehicles when parking on the grassed areas. This has been necessary due to the popularity of the Estate during the last 12 months and should reduce considerably the claims and damages complaints we receive when people park “off road” at the estate. As with Helix Park, we have inspected the appropriate life-saving equipment and customer warning notices adjacent to the curling pond where we had the tragic

accident during the winter when a man tried to rescue his dog from the frozen pond. Our focus will now be on customer safety during the busier period ahead.

Muiravonside, Callendar and Zetland Parks have all been experiencing large visitor numbers during the Easter holidays and to ensure health & hygiene arrangements are kept to a high standard, we have introduced a new toilet cleaning rota, with additional staff visiting all three venues to provide clean and hygienic toilets for our customers. This rota will be enhanced and continued throughout the summer months. We have also applied to the Naturescot fund which has been made available to provide additional customer improvement staff during the summer holiday period, and we hope to be able to secure some additional funding via this route to provide additional customer facing staff at all of our Parks. This would provide an enhanced level of litter picking, bin emptying and cleanliness in all areas.

2.4 **Health, Safety and Risk at Indoor Venues**

Most of our indoor venues and activity areas have now re-opened and there has been a positive customer reaction to these venues and activities becoming available again. This of course brings with it the additional responsibilities associated with providing these activities safely and risk free where at all possible. We have made sure our swimming pools chemical and microbiological standards were achieved, and all other environmental conditions were tested to ensure our venues suitability for re-opening to customers. Our enhanced cleaning and hygiene procedures have all been re-introduced, providing a safe and hygienic experience for our customers and staff, whilst reducing any associated contamination or viral risk.

Associated Risk Assessments at all indoor venues have been reviewed once again and updated where necessary, and the Track and Trace arrangements have been put back in place as required by govt regulations. While numbers are limited at our venues these arrangements are working well, but we are aware of the challenges that will come as restrictions are lifted and more customers are welcomed back to our venues.

Our designated Covid 19 Officer has been tasked with ensuring the suitability and coverage of these **Risk Assessments** is of a high standard. Regular review and updating of these where necessary is of vital importance. This gives staff and customers alike a substantial degree of confidence in our ability to provide a safe and welcoming environment for them to work and enjoy themselves in. We have also been liaising closely with our colleagues at **Falkirk Council's Environmental Services** section to ensure we are complying with regulations covering the provision of our catering and hospitality offer at indoor venues such as Helix Visitor Centre and Callendar House. We will continue to liaise closely with them as the environment for providing these services changes and as restrictions are lifted in the coming weeks and months. Preparatory work is also underway at our **indoor sports venues** to ascertain the feasibility of when our cafes can be re-opened safely, taking into consideration all the current restrictions and the likelihood of these relaxing in the weeks to come. Staff training and adjusting to the workplace again will be a necessity for a cohort of staff who have been largely furloughed for a significant amount of time.

4. **NHS support and assistance**

- 4.1 We have continued to provide support to the NHS immunisation and testing programmes across several venues in the Falkirk area. This support is nearing an end due to the need for us to return our staff to their substantive posts in readiness for the upscaling of our re-opening plans. A small amount of staff are still in use at GTH, BTH and Polmont Sports Centre, and we will continue to liaise with NHS Forth Valley on their continued use of our staff where appropriate.
- 4.2 Staff returning to work have also been given assurances that when they need to attend a vaccination centre for their immunisation jab, then they will receive the time off to attend. It is essential we continue to show support for the immunisation programme and ensure our staff do not miss out on this due to work commitments, This will also provide us with a healthy and committed workforce who will feel safe and secure in the front line delivery of our services.

5. Staff Confidence and Safety

- 5.1 As reported to the Board previously we are providing our staff with comprehensive training, information and guidance, especially as the situation with the re-opening of our venues gathers pace. The comprehensive return to work guide is made available to All staff and this is regularly updated with any new information and guidance as appropriate to ensure they have a full and comprehensive picture of what expectations we have of them and how they can contribute to our resumption of activity.

6. FCT HS&R Group

- 6.1 Now that we are nearing the full resumption of our venues and activity, we plan to bring the FCT Health, Safety and Risk Group back together again in the near future. Many of the group will have started back work and once the initial period of settling back into a pattern of work is established it should be possible to get as many members of the group as possible together to re-start our discussions and resultant actions flowing from this process. It will be In the meantime, our fortnightly Team Leader meetings will continue to address any issues of Health, Safety and Risk we encounter as we progress towards “normal” working conditions, whatever they may look like in the future.

7. Performance

7.1 Accident Performance Management

There have been 3 reported minor accidents since we re-opened with one incident at Mariner Centre where a member of our lifeguarding team had to effect a contact rescue of a small child in danger of drowning. As our venues become busier each week the accident and incident reporting will no doubt increase in numbers, and these will be reported in the usual format with graphs from April 2021 onwards.

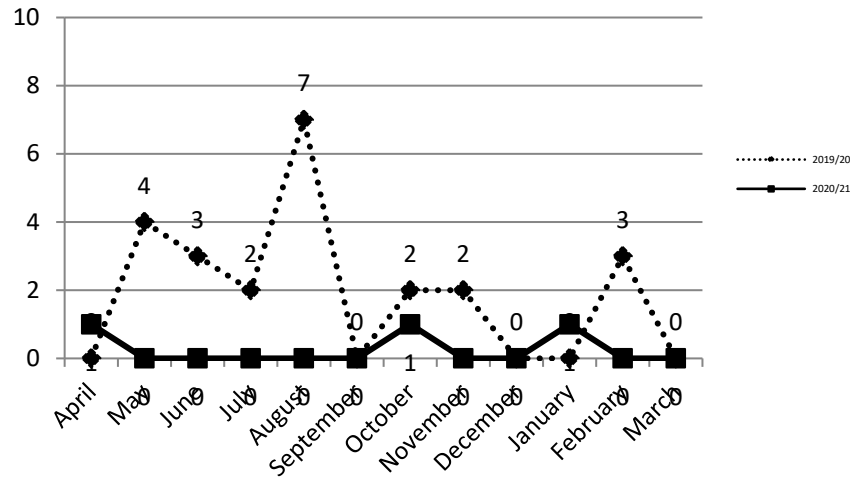
8. Conclusion

- 8.1 Our staff are returning to their venues in increasing numbers each week as we increase the number of services and activities available for our customers. It is essential we get back to our vigilant and safe stewardship of our venues and ensure that all staff and customers alike are provided with as safe and secure an environment as possible. Staff training and education is essential to this aim, as is the information and communication we share with customers. Our venues should be viewed as being risk free where at all possible, and customers should have the opportunity to return to their chosen culture and sports activity safe in the knowledge that we have adopted high standards of health, safety and cleanliness for their enjoyment.

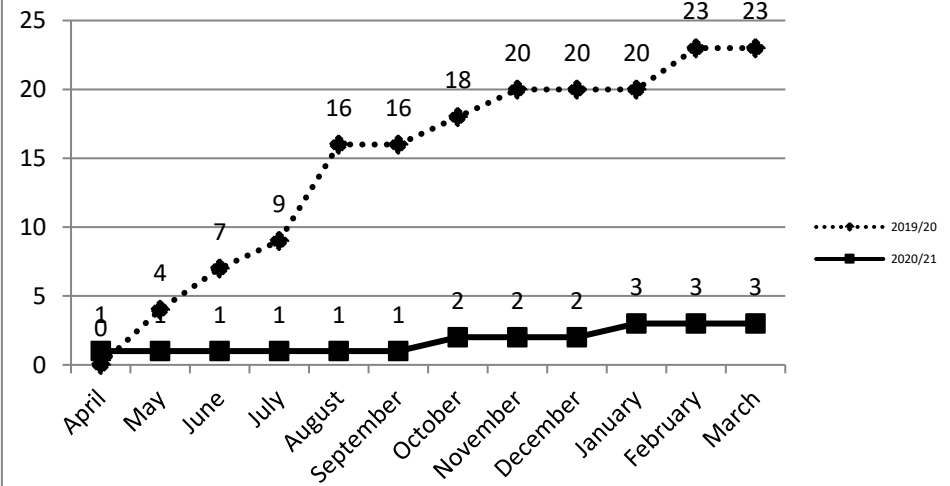


Paul Finnie
Sport & Recreation Manager

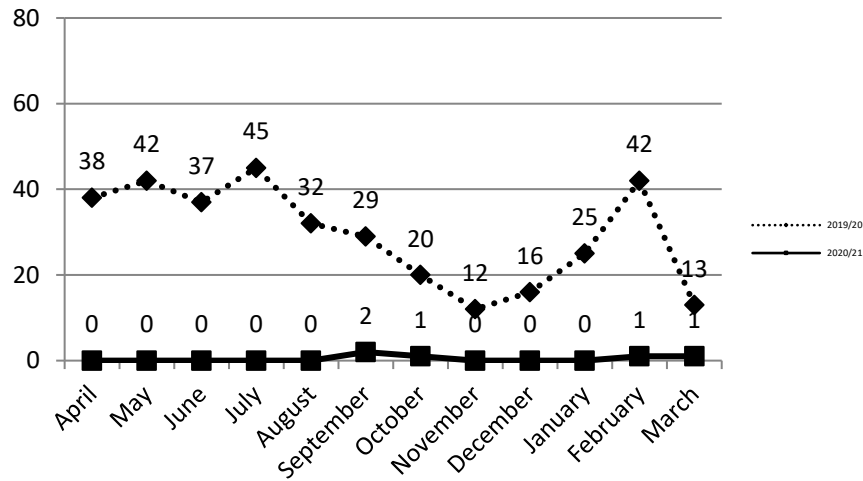
Accidents involving members of Staff



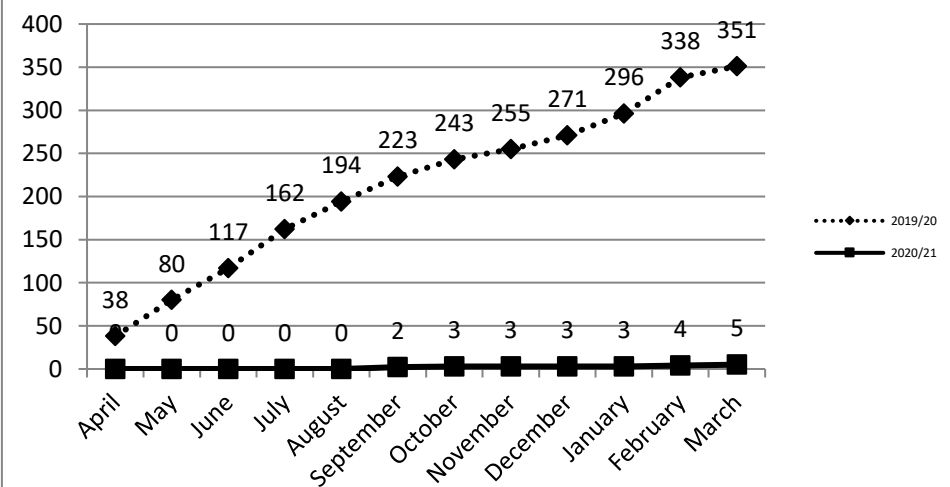
Cumulative Accidents involving members of Staff



Accidents involving Customers



Cumulative Accidents involving Customers



Falkirk Community Trust

Subject: Fundraising Update
Meeting: Falkirk Community Trust Board
Date: 27th May 2021
Author: Business Development Manager

1. Introduction

- 1.1 This report provides an update on the Trust's external fundraising activity from April 2020-April 2021.

2. Fundraising Overview

- 2.1 Appendix 1 of this report provides information on the Trust's fundraising activity over the last financial year. Activity to date is summarised below:

- Number of bids approved - 12
- Number of bids not approved – 4
- Number of bids pending/rolled over – 5

- 2.2 The total value of awards made to date in 2020/21 is £191,852. The Trust benefited this year from a number COVID 19 recovery funds, which included bids approved from Museum Galleries Scotland, Screen Scotland, and Creative Scotland.

- 2.3 There are some pending/rolled over applications. The total value of applications currently awaiting outcome is £421,199. Bids of significance include seeking £243,400 from **sportscotland's** Cycling Facilities Fund to create a cycle-friendly hub at Callendar Park. A £175,599 from YMI Formula Fund is pending funding to develop and deliver the Falkirk YMI programme.

- 2.4 Unfortunately during the period a number of bids were unsuccessful. Approximately four bids equating to £120,236 was unsuccessful in this regard, a reflection of how challenging the fundraising sector is.

3. Recommendation

- 3.1 The Board is asked to note the Fundraising Update.**



Susie Crawford
Business Development Manager

Funding Body	Funding Programme	Project Name	Description	Total Costs	Funding Req'd	Award	Decision	Quarter
JTH Charitable Trust		HippFest 2020	Platform Reels	£500	£500		Application rolled over to 2021	
Scottish Natural Heritage	Plunge In! Fund	Year of Coast and Waters	Collaborative partnership between Falkirk Libraries and Bo'net Networking Group to reconnect residents to their coastline.	£5,810	£5,810		Not Approved	
Screen Scotland	Independent Cinema Recovery & Resilience Fund	Hippodrome Cinema	Support towards operating costs of the Hippodrome cinema/re-engaging with audiences in anticipation of re-opening when safe/permitted to do so (Nov 2020 - Mar 2021)	£51,552	£51,552	£51,552	Awarded	Jul-Sept
BFI/FAB (Film Hub Scotland)	Film Exhibition Fund	Hippodrome Cinema	Support towards cost of the cultural screening programme at the Hippodrome Dec 2020-Mar 2021	£10,000	£10,000	£9,000	Awarded (NB: award is now £9k for a £9k project due to Tier restrictions delay impact on anticipated re-opening)	July-Sept
Creative Scotland	Performing Arts Venues Relief Fund (COVID-19)	FTH Theatre	To support FTH Theatre continued audience engagement and future programme development whilst we are unable to deliver a theatre offer due to COVID-19 restrictions	£73,690	£73,690	£73,690	Awarded	July – Sept 2020
Forth Rivers Trust		Muiravonside Country Park	Interpretation, Access, Tolls	£3,000	£3,000	£3,000	Awarded	July-Sept 2020
SLIC Scottish Library & Information	Public Library Improvement Fund	Here for You	Cross-Scotland bid for Scotland wide marketing of Scottish public libraries as they relate to Covid 19 recovery	£27,690	£24,690		Not Approved	Oct - Dec 2020
Scottish Government	Scotland Loves Local	Live Local, Love Falkirk'	To encourage local people to get active outdoors and discover more facilities on their doorstep	£3,250	£2,950	£2,950	Awarded	Jan to March 2021
Museum Galleries Scotland	Covid-19 Adaption Fund	Re-opening Callendar House	Reopening in a covid safe manner	£6,055	£6,055	£6,406	Awarded	July - Sept 2020
Museum Galleries Scotland	MGS Development Grant	Future Proofing the Collections	To upgrade the Hanwell environmental monitoring system in Callendar House & Museum Workshop	£20,404	£20,404	£20,404	Awarded	Jan - Mar 2021
Sport Scotland	Cycling Facilities Fund EOI	Callendar Park	To create a cycle friendly hub in the park	£146,000	£243,400		Pending - Expression of Interest approved and we are through to the next stage of the application process.	Sep-21
Diagio	Bells Give Back	Kinneil Estate	Leaflet and Video for Hidden Heritage project	£1,000	£1,000	£1,000	Awarded	Jan-Mar 2021
Diagio	Bells Give Back	muiravonside country park	wildlife improvements	£1,000	£1,000	£1,000	Awarded	Sep-21
Diagio	Bells Give Back	Callendar Park	arboretum project - specimen trees	£1,000	£1,000	£1,000	awarded and partially spent	Oct-21
Agnes Watt Trust		Hippfest 2021 (on line)	D/deaf accessibility	£1,500	£1,500	£0	Unsuccessful	Jan - Mar 2021
Goethe-Institut, Glasgow		Hippfest 2021 (on line)	Programme content	£1,700	£1,700	£1,700	Awarded	Jan - Mar 2021
British Assoc. for American Studies/ US Embassy		Hippfest 2021 (on line)	Programme content	£850	£850		Awarded	Jan - Mar 2021
Film Hub North: New Directions Fund		Hippfest 2021 (on line)	Programme content	£800	£800		Application withdrawn	Jan - Mar 2021
Screen Scotland	Independent Cinema Recovery & Resilience Fund	Hippodrome Cinema	Support towards operating costs of the Hippodrome cinema/re-engaging with audiences in anticipation of re-opening when safe/permitted to do so (April - July 2021)	£20,150	£20,150	£20,150	Awarded	Jan - Mar 2021
Creative Scotland	YMI Formula Fund	Falkirk Youth Music Initiative (YMI)	Funding towards development and delivery of Falkirk YMI programme August 2021-July 2022	£183,433	£175,599		Pending	Apr-Jun 2021
Nature Scot	Better places fund	Kinneil Estate	copng with high visitor numbers due to covid	£2,000	£2,200		Pending	
Nature Scot	Better places fund	Callendar Park	copng with high visitor numbers due to covid	£6,678	£8,000		advised to reapply	
Nature Scot	Better places fund	muiravonside country park	copng with high visitor numbers due to covid	70,156.50	88,236.50		declined, may apply next round	
				£638,219	£744,087	£191,852		