

Falkirk Community Trust

Board Meeting

20 January 2022 9.30am

Remote Attendance by Video Link – MS Teams

AGENDA

	ITEM	Purpose
1	Minute of Meeting held on 4 November 2022	Approval
2	Matters Arising	Information
3	Projected Financial Outturn 21/22 <i>Report by Chief Finance Officer, Falkirk Council</i>	Information
4	Transition Update <i>Report by Chief Executive</i>	Information
5	Covid Recovery Plan Update <i>Report by Chief Executive</i>	Information
6	Health, Safety & Risk Update <i>Report by Sport & Recreation Manager</i>	Information
7	Council Decision to Refurbish the FTH	Information
8*	Grangemouth Golf Course	Information
9*	Christmas Activities 2021	Information
10*	Draft Minute of Audit & Performance Sub-Group 18.11.21	Information
11*	Draft Minute of Trade Union Forum 29.11.21	Information
12	Date of Next Meeting: Thursday, 10 th March at 09:30 hrs	Information

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 November 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 Jim Blackwood (JB); Cllr Gary Bouse (GB); Cllr Jim Flynn (JF); Andrew Roberts (AR); Cllr Robert Spears (RS); Alan Stewart (AS).

In Attendance: Neil Brown (NB); Susie Crawford (SC); Lesley O'Hare (LOH); Paul Finnie (PF); Alistair Mitchell (AM); Danny Cairney (DC); Stephen Gibb (SG) items 1-4, Shepperd & Wedderburn.

Apologies: Derek Easton (DE).

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 26 th August was approved.		
2	Matters Arising	All matters arising were covered within the update provided to Board members.		
3	Projected Financial Outturn 2021/22	<p>DC presented the Board with the projected financial position of the Trust's activities for 2021/22 based on the actual performance for April – September 2021 and assumptions made for the remainder of the financial year.</p> <p>The Board noted the following:</p> <ul style="list-style-type: none"> • An encouraging 2nd quarter projection report. • For 2021/22 a balanced budget was set by allowing for a £0.600m contribution from reserves and an increased Service Payment from the Council. • There is a projected surplus of £0.726m which is a positive variance of £1.326m on budget and an improvement of £0.342m on the position previously reported to Board. • While operational income overall is lower than budgeted for, this anticipated surplus is as a result of significant savings on employee budgets from vacancies. • There have also been difficulties in the recruitment of staff at this time and these unplanned staff shortages have led to further employee savings. • The continuation of the Job Retention Scheme until the end of September resulted in additional income in the Charity which was not originally budgeted for. • There have also been various expenditure savings made in line with reduced activity. <p>The Board noted that figures reported in table 2.1 cover the 6-month period April-September (and not April-June typo in the table header).</p> <p>The Board discussed the following:</p> <ul style="list-style-type: none"> • AR queried if difficulties regarding the recruitment to vacancies is impacting on operations. NB confirmed this to have been the case in some of the Trust's catering outlets, as is apparent throughout the hospitality industry at this time and decisions had been taken to close such outlets when staff levels fell below reasonable levels. • AS asked that with savings arising from staffing/vacancies, had there been concerns or complaints from customers? NB advised that customers had been most understanding given 		

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		<p>the current circumstances and stated that there had been very few comments when such issues had arisen. Every attempt was being taken by the Trust to minimise the impact on the customers' experience and NB provided the example of the provision of an external caterer at Grangemouth Sports Complex recently to ensure a catering service was available to those who had travelled to the facility for a special event.</p> <ul style="list-style-type: none"> • AR asked for an indication of the Trust's percentage of recovery to date. DC noted this was approximately 70% for Period 5, and 90% in period 6. In general, due to variations per site, the rate is currently approximately 80% of 2019/20 levels. • LB queried where had the biggest improvements in trading occurred. PF noted the Helix has had a significant increase in it's café sales and even more so in retail with the introduction of online sales. PF referred to the recent extension to the licence at the Helix to accommodate the earlier arrival time of visitors. • DC noted that the additional £3m service payment for 2021/22 may not be fully necessary and would be reviewed by the Council to determine any revision as considered appropriate for subsequent discussion with the Trust. • RS enquired about the café re-opening at Zetland Park. PF advised that the Trust is consulting with Property Services colleagues in the Council to seek expressions of interest. • GB commented that congratulations is due to the Trust on income development opportunities and developing in specific areas of strength. 	Jan '22	DC
4	Transition Update	<p>NB updated the Board on the transition to the Council.</p> <p>The Board noted the following points:</p> <ul style="list-style-type: none"> • Project Management Board, chaired by the Council CEO and supported by senior Council staff and the relevant task group chairs, along with the Trust's CEO, continues to meet on a regular monthly basis. At these meetings, updates from each of the three Council Service Directors and Legal Services Manager are provided. • Regular meetings continue with senior Council Officers to consider the associated legal, asset and staff related matters. • Unions have been kept apprised with regular dialogue and representation on the People Group. • An additional group has been established for withdrawal of Trust branding due to charitable organisation issues. • Council audit process is unlikely to be finished until July/August 2022, with the Trust Board requiring at least one director to continue beyond June 2022 to sign off following Council audit. The Council has been asked to consider the appointment of a senior officer to the Board to assist with the winding up process, beyond the end of March 2022. • Following legal advice, it was proposed that the Board meeting scheduled for 31st March 2022 should be brought forward to the 10th March 2022 to allow time for the resolution of any last-minute issues before the transfer date. <p>SG commented that from his perspective the process was going well thus far. SG awaited the draft asset transfer agreement, expected from Brodies towards end of November, which should refer to the ring fencing of charitable assets and how this would be achieved. No issues required to be raised at this time.</p> <p>NB provided an update on staffing:</p> <ul style="list-style-type: none"> • Appointment of two team leaders – Team Leader (Libraries) starting in January 2022 and the secondment of Council 		

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		<p>officer Mandy Brown from Place Services to Team Leader (Parks) within the Trust.</p> <ul style="list-style-type: none"> A review is being undertaken of posts which operate on a corporate Trust basis, which is scheduled to be completed by the end of December to help inform future Council staffing proposals and associated items for consultation with those affected. <p>NB provided an overview of a review of Trust charges, which adhered to the previous proposals shared with the Audit & Performance sub-group:</p> <ul style="list-style-type: none"> Activity prices should again be frozen, as they were last year, in casual type activities, unless there is a clear need for an amendment. Price increases should though be considered within Health & Fitness activities and any instructor led activity programme such as swimming lessons, where there is a high demand Price increases should be considered for hall lets and associated group bookings to ensure we remain in step with other providers in the market-place A revised set of charges, for all activities, should be introduced on the 1st of January 2022. <p>NB gave an update on the Capital Programme for 2022/23:</p> <ul style="list-style-type: none"> the Trust's allocation of £508k for its annual 'rolling programme' of capital related items in 2022/23 has been confirmed; a list of the capital items for 2022/23 was detailed to the Board within the paper, as noted below: <ul style="list-style-type: none"> Callendar Park, £60k: Cycling project match funding to enable approximately £240k of total expenditure for the provision of a cycling development at this facility. Muiravonside CP, £60k: Complete resurface of access road. Grangemouth SC, £100k: Continuation of replacing areas of roof most in need. Grangemouth SC, £20k: Provision of portable hoist to meet needs of disabled customers. Grangemouth SC, £80k: Resurface and reline car park. Mariner, £30k: Additional disabled, parent & child parking bays. Mariner, £12k: Provision of perimeter lighting to aid egress from exits ICT development, £100k: New electronic point of sale system within Sport & Leisure services. Grangemouth Library, £20k: Installation of customer and disabled access toilet. Carron Gymnastics, £10k: Install low level heating system Health & Fitness, £16k: Provision of body composition analysers. <p>The Board discussed the following:</p> <ul style="list-style-type: none"> AR queried any issues surrounding change in value of assets since setting up of Trust. DC advised that VAT implications are manageable with a VAT transaction. NB provided some examples for the reason in the growth in assets such as the purchase of health & fitness equipment and taking on the Helix during the Trust's existence. 		

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		<ul style="list-style-type: none"> JB asked how the Trust is allaying staff fears around transition into the Council after being part of a successful Trust for the past 10 years. NB replied that he saw this as his biggest challenge as Chief Executive. NB described the staff engagement plan which involved regular communication with all staff through staff updates, roadshow visits to facilities and so on. Such communication was aimed at trying to remove any uncertainty as soon as possible to try to allay staff fears, however the coming months would be vitally important as formal consultation begins with the trade unions and staff themselves. AR noted his disappointment that decisions regarding staff have not yet been made to date. NB noted that the Council's decision to split the Trust into different parts of the Council had complicated matters for them, which had been further exacerbated by some areas of the Council undergoing their own organisational changes, e.g. Development Services. LB sympathised with staff regarding uncertainty and security, noting also that the Council itself is undergoing a transformation with many Council employees having changes to their roles and reporting structures. NB advised that the staff engagement plan would be circulated <p>DW thanked all for their contributions on this important matter.</p> <p>NB thanked SG for providing support to the Trust.</p> <p>Decision</p> <p>The Board:</p> <ul style="list-style-type: none"> Noted the work undertaken by Trust staff towards a smooth and effective transfer of services to the Council from 1st of April 2022. Agreed that DW will remain as a Board director beyond June 2022. Agreed to the introduction of a revised set of charges, as described in section 6 above, from the 1st of January 2022, as previously considered by the Audit & Performance Sub-Group Agreed to the allocation of £508k as part of the culture and sport capital programme allocation as described. Agreed to change the Board meeting date from 31st March 2022 to 10th March 2022, subject to confirmation of that a potential conflict with the Council's Licencing Committee could be avoided. 	<p>End Nov</p> <p>Jan '22</p> <p>Jan '22</p> <p>Jan '22</p>	<p>SC</p> <p>NB</p> <p>NB</p> <p>NB</p>
5	HQ, Arts Centre and Library Update	<p>LOH provided an update following decisions taken by Falkirk Council at its June and September meetings in relation to the proposed new Council HQ, Arts Centre and Library; and the implications of these decisions for the future operation of FTH and Falkirk Library.</p> <p>Key implications:</p> <ul style="list-style-type: none"> FTH building no longer meets the needs of the professional and voluntary arts sectors. Uncertainty for the operation of FTH with resulting financial and staffing implications. The ability to recover the business at FTH post-pandemic will be compromised, with constraints on creating a performing arts offer for existing and new customers. Potential loss of goodwill from lessees, promoters and audiences in using FTH amid a demolition site. Potential for lost income due to unexpected failure of the plant and/or access restrictions and any unanticipated 		

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		<p>consequences of the demolition of the neighbouring buildings.</p> <ul style="list-style-type: none"> • Complexities regarding disentangling the Municipal Buildings and FTH which are inextricably linked structurally. • Implications for Falkirk Library including a backlog of maintenance issues, and the Council's Central Hub within the former children's area of the Library which was intended as a temporary solution pending the new purpose-built town centre facility. • FTH will require an indetermined period of closure should a partial refurbishment option be agreed. having recovered the business (to a greater or lesser extent post-pandemic), a closure of around one year or more will be significant for the voluntary arts sector and for our customers. <p>AS noted disappointment in the decision following public consultation which indicated largely positive support for a new arts centre and library.</p> <p>LOH confirmed that the Trust is proceeding with programming for 2022 amid uncertainty surrounding a suitable venue for performances.</p> <p>LB thanked LOH for the practicalities outlined following the decision, and the importance of this information being reported to the Council.</p> <p>AR noted the contrast between neighbouring areas investing in cultural and arts facilities at a time when Falkirk is doing the opposite.</p> <p>RS commented that proposals are a backwards step for the town centre and the arts.</p> <p>The Board noted the content of this report and acknowledged the work of Trust staff to date on the development of a new cultural facility for Falkirk.</p>		
6	Covid Recovery Plan Update	<p>NB provided an update on the COVID pandemic related changes that have taken place since the update provided to the Board on the 26th of August.</p> <p>Key points:</p> <ul style="list-style-type: none"> • The introduction of the Coronavirus Vaccination certification process affecting the planned annual firework display in Callendar Park on 5th November, leading to the Trust's inability to deliver the event given the scale of the expected visitor numbers of around 30,000. • Updates on current operational positions of the Trust's business units, including all libraries returning to full opening hours from 20th September, and continuing restrictions on access to Community Use High School facilities. • Continuing supply chain issues affecting some sites, with specific reference to food supplies for catering outlets and swimming pool chemicals. • All staff returned to a place of work by the end of the furlough period at the end of September. • Ongoing difficulties in keeping all Trust venues open due to the significant number of vacancies across the Trust, specifically in front line catering outlets <p>Directors noted the update on effective management of operational changes following easing of COVID-19 restrictions, noting that continuous monitoring of the situation is being undertaken by Trust staff to ensure a safe environment for both customers and staff.</p>		
7	Health, Safety and Risk	<p>PF informed and updated Board members of the current status regarding our ongoing Health, Safety & Risk (HS&R) record and management process across all Trust locations. This is an update report following the report submitted to the Board in August 2021.</p>		

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		<p>Key points:</p> <ul style="list-style-type: none"> • A return to normal operations at almost all Trust venues since August. • The Trust's parks remain busy with positive comments from customers regarding improvements and changes. • The Trust's HS&R Group <p>PF advised that plans will be developed as necessary should there be further lockdowns or restrictions put in place due to COVID-19 case numbers rising.</p> <p>JF expressed gratitude to staff at Muiravonside Park following the manner in which Trust staff had dealt with the loss of Hamish the Clydesdale horse.</p> <p>JF commended the Trust for swimming experiences at GSC and Mariner Centre while noting the condition and general appearance of the Mariner Centre's wet changing area indicating that this area would benefit from improvement and investment. NB took the opportunity of describing the importance of the Council investing in such sites after the transfer, as the Trust had systematically invested in a number of key sites across the Falkirk area, over a period of some years that had had undoubtedly led to the improved customer experience and increased levels of income. The Mariner's wet side changing area was to have been the final phase of that facility's improvement</p> <p>GB thanked PF for the information regarding accident and incident numbers and commended the Trust for its low number of accidents and incidents among a staff complement of approx. 500 employees.</p> <p>Directors noted that the health and safety of Trust employees and customers will remain a key priority.</p>		
8	Grangemouth Golf Course transfer proposal update	<p>NB provided an update on Grangemouth Golf Club's (GGC) preparation and progress with their Business Plan as they continue to seek a full asset lease transfer of Grangemouth Golf Course.</p> <p>The following key points were highlighted:</p> <ul style="list-style-type: none"> • Focus of Trust is to ensure course continues to operate and staff are retained and protected beyond the point of transfer. • The Club remain committed to a full asset transfer of the facility from 1st April as confirmed by their full Committee at their meeting on 18th October. • The next scheduled Board meeting is on 20th January 2022, which would be the first and last opportunity for the Club's Business Plan to be presented and considered by the Board. • The transference of Trust Services to the Council from 1st April presents a further complication in that contingency plans need to be put in place. • The Trust is currently focusing its efforts on the opportunity to have the Council enter into a 'Licence to Operate' arrangement with the Club, beyond the end of March, to ensure the facility continues to operate and that the staff continue to be employed. • Directors noted the current position of the potential transfer of the Grangemouth Golf Course to the Grangemouth Golf Club and that a future report will be provided at the January meeting. 	Jan '22	NB
9	Summer Programme Update	<p>PF provided an overview of a report summarising the reach and scale of the Trust's 'Get into Summer – Summer Activities' programme, and the outcomes it helped to achieve for the children, young people and families of Falkirk.</p>		

No.	Agenda Item	Agreement / Action	Due Date	Who
		<p>Directors noted:</p> <ul style="list-style-type: none"> The excellent levels of participation in the Get into Summer Programme, and the importance of ongoing benefits and legacy of the programme. The work undertaken to develop and deliver the Get into Summer / Summer Activities program and the significant endeavours of the staff involved in the successful delivery of this programme in a relatively short timescale. <p>DW thanked all involved in the delivery of the summer programme.</p> <p>AS noted the positive publicity around the cycling event at Callendar House.</p> <p>SC advised that the summer programme success was communicated to the Trust's stakeholders and partners, conveying the importance and success of delivering this event.</p> <p>DW requested if this success can be reported more widely in the press.</p>	November	SC
10	Unapproved minute of Audit & Performance Sub-Group 19 th August 2021	The Board noted the minute of the Audit & Performance Sub-Group.		
11	Unapproved minute of Falkirk Community Trading Ltd 14 th August 2021	<p>The Board noted the minute of Falkirk Community Trading Ltd.</p> <p>AS queried the reference to EPOS system going live in October. PF advised this has been delayed until 8th November but may be further delayed pending further development on the reporting aspect to the Council's financial systems.</p> <p>NB noted that the trading company will be wound up in line with the winding up of the charity. Income and expenditure will become part of each site going forward. However NB noted the likely loss of the benefit of having all trading functions operating as one.</p>		
12	Unapproved minute of Trade Union Forum 22 nd September 2021	The Board noted the minute of Trade Union Forum.		
13	Date of Next Meeting	20 th January 2022 9.30am, location to be advised.	Jan '22	NB

Falkirk Community Trust
Matters Arising
Board Meeting: 20th January 202

Item	Action	By Whom	Update
3	<p><u>Finance</u></p> <p>Review of Service Payment to be considered by the Council for subsequent discussion with FCT</p> <p>Council progressing the necessary lease arrangements for Zetland Park with FCT and arranging for tender applications for the external catering/toilet operation of the kiosk</p> <p>Council considering their appointment of a senior Officer as a Director to support the FCT Chair beyond the end of March</p>	<p>DC</p> <p>PF</p> <p>NB</p>	<p>Reference made to this in the Projected Financial Outturn Report</p> <p>The Council's Legal Services staff are currently finalising the detail of the final tender documentation.</p> <p>Reference made to this in the Transition Report</p>
4	<p><u>Transition Report</u></p> <p>The Staff Engagement Plan is to be circulated to Directors</p> <p>The revised set of charges is to be introduced from January 2022</p> <p>The previously scheduled final Board meeting on the 31st of March is to be rescheduled to the 10th of March to accommodate any potential transfer related issue that may require Directors' consideration</p>	<p>SC</p> <p>NB</p> <p>NB</p>	<p>The Plan has been circulated to Directors</p> <p>The revised set of charges were introduced from January as intended</p> <p>The change of date has been confirmed with each Director</p>

FALKIRK COMMUNITY TRUST

Subject: Financial Projection 2021/22
Meeting: Falkirk Community Trust Board
Date: 20 January 2022
Author: Chief Finance Officer, Falkirk Council

1. Introduction

- 1.1 This report presents the projected financial position of the Trust's activities for 2021/22 based on the actual performance for April – November 2021 and assumptions made for the remainder of the financial year.
- 1.2 Comparison is made against planned budget, and prior year performance to determine the detrimental ongoing financial impact of the Covid19 restrictions and the potential future performance of each area.

2. 2021/22 Overall Financial Performance

- 2.1 The table below sets out the performance to date and projected outturn for the remainder of the financial year. For 2021/22 a balanced budget was set by allowing for a £0.600m contribution from reserves and an increased Service Payment from the Council. The position below highlights a projected surplus of **£0.722m** which is a positive variance of £1.322m on budget and largely in line with the previous position reported to Board with only a small negative movement of £0.004m. While operational income overall is lower than budgeted for there was an improvement to the projection by £0.073, however this was offset by increased costs being projected primarily within employee spend.

	Actuals Apr-Nov £'000	Forecast Dec-Mar £'000	Forecast 21/22 £'000	Budget 21/22 £'000	Variance 21/22 £'000
Business Administration	1,559	1,039	2,598	2,426	172
Parks and Recreation	800	518	1,318	1,417	-99
Libraries	1,475	946	2,421	2,509	-88
Arts	678	420	1,098	1,126	-28
Heritage	358	238	596	569	27
Sports and Fitness	2,531	1,885	4,416	5,324	-908
Helix	435	319	754	900	-146
Restricted Funds and Projects	320	-67	253	262	-9
Net Spend	8,156	5,298	13,454	14,533	-1,079
Trading Deficit	-	-74	-74	-178	104
Service Payment	-9,170	-4,585	-13,755	-13,755	-
Furlough Scheme / Grant	-343	-4	-347	-	-347
	-9,513	-4,663	-14,176	-13,933	-243
Projected Deficit/(Surplus)	-1,357	635	-722	600	-1,322

- 2.2 The most significant financial aspect for the Trust continues to be building the recovery from the loss of customer income experienced due to the closure of facilities in quarter 1 and subsequent reduced capacities. The reintroduction of some restrictions as we move into 2022 has had a negative impact on some of the projections however the overall income position is an improvement compared to previously reported to Board.
- 2.3 It should be noted that projections that have been made are subject to a significant degree of uncertainty and there is a particular risk with income projections that should be noted at this stage, especially with the reintroduction of restrictions at the start of 2022. This will continue to be reviewed and refined as further data is available and the position on restrictions develops.
- 2.4 Lower operational costs as a result of vacancies and reduced expenditure in line with activity have resulted in an anticipated overall surplus being projected at this stage. Employee costs are currently projected to be £1.179m below budget. The current climate has presenting challenges with recruiting staff across the whole of the Trust and has also caused ongoing operational difficulties at many locations.
- 2.5 The costs arising from the amendments to the pay structure to accommodate the Living Wage and the overall pay award, which have now been agreed for 2021-22. These payments are due to be paid in January and will be covered by the overall funding support from the Council.
- 2.6 Given the positive projected financial position in comparison to budget it is clear that a large proportion of the additional £3m Service Payment funding support given for 21/22 will not be required. With the intention to report a year end balanced position the Service Payment will be reviewed by the Council and discussed with the Trust in accordance with the Funding Agreement. This will take account of any additional cost pressures and also allow for any further potential enhancements to COVID-19 related restrictions in the coming months.
- 2.7 Appendices 1-2 provide a financial projection and income details for each business area. Commentary for each area is also detailed in Section 3 below with a focus given to the reasons for any movements from the previous Board projection.

3. Analysis of key variances and assumptions

Business Administration

- 3.1 Business Administration has a projected overspend on budget of £172,000. This has increased in comparison to the position previously reported to Board primarily as a result of reflecting additional severance costs combined with the effect of some budget realignments.

Parks and Recreation

- 3.2 Parks and Recreation is projecting an underspend of £99,000 which is an increased underspend in comparison to the previous projection. This is mainly as a result of reflecting employee savings from ongoing vacancies combined with additional income. There are also some movements as a result of budget realignments.

Libraries

- 3.3 Libraries has a projected underspend of £88,000. The underspend has reduced in comparison to the position previously reported to Board as a result of higher projected employee costs from vacancies being filled. In addition to this, there is a movement as a result of budget realignments.

Arts

- 3.4 Arts has a projected underspend of £28,000. This underspend is lower than the previous projection with reduced income anticipated as a result of the Covid restrictions on indoor events, and employee costs being higher. There is also additional spend reflected which is directly funded by grant income.

Heritage

- 3.5 Heritage has a projected overspend of £27,000 which is in line with the previous projection. Within this there is additional expenditure reflected that is funded by grant income.

Sports and Fitness

- 3.6 Sports and Fitness has a projected underspend of £908,000. This is a higher underspend than previously reported to Board as a result of lower employee costs and better than previously anticipated income results. There are also some movements as a result of budget realignments.

Helix

- 3.7 Helix has a projected underspend of £156,000. This is an increase to the underspend as a result of lower employee costs and increased income from grant funding.

Trading Company

- 3.8 As a result of the Covid restrictions and anticipated ongoing impact upon trade, the surplus on Trading is projected to be £74,000 which is a negative variance of £104,000 on the surplus budgeted. However, while this is a further improvement in comparison to the previous position the recent reintroductions of restrictions has resulted in the surplus being reduced in comparison to the position considered at the last Trading Board.
- 3.9 The projected position assumes a continued recovery in income levels and there is therefore still a significant degree of uncertainty at this stage as a result of Covid restrictions.
- 3.10 It should be noted that similar to the 2020/21 position reported for the purpose of the statutory annual accounts, an adjustment will be required to correctly account for Trading employee costs and associated furlough income during closure periods. This will result in an estimated £65,000 of employee costs and £41,000 of income being accounted for within the Charity instead of Trading. This will result in a net improvement of £24,000 to the Trading surplus reported within the statutory accounts for the Trading company and a direct increase to the costs reflected by the Charity.

4. Conclusions

- 4.1 The impact of COVID-19 on operational income continues to be a significant factor, despite a noted recovery underway. However, a combination of savings from vacancies, careful management of costs, and income from the Government Job Retention Scheme has resulted in a projected surplus of £0.722m being anticipated at this stage. This is an improvement of £1.322m on the original budget set for the Charity.
- 4.2 Given the positive projected financial position in comparison to budget and with consideration to the transfer of services to the Council from April 2022, as noted at 2.6, it is clear that a large proportion of the additional £3M funding support given for 21/22 by way of an increased Service Payment will not be required. The Council will review this and discuss any revision required with the Trust to ensure a year end position that is in line with budget.

5. Recommendations

- 5.1 **The Board is invited to note the analysis of the projected financial position for 2021/22**



Chief Finance Officer, Falkirk Council

Date: 13 January 2022

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

2021/22



<u>2020/2021</u> <u>Actual</u>		<u>Annual Budget</u>	<u>Actuals P8</u>	<u>Total Forecast</u>	<u>Variance</u>
<u>Business Administration</u>					
1,453,203	10 - Employee Expenses	1,492,460	1,123,795	1,613,070	120,610
53,446	20 - Property Expenses	94,930	57,380	138,330	43,400
-	30 - Transport Expenses	11,880	-	11,880	-
362,687	40 - Supplies & Services	566,200	269,180	566,200	-
-	50 - Third Party Payments	164,740	-	64,740	(100,000)
89,740	65 - Support Services	89,740	44,870	89,740	-
203,105	68 - Capital Costs	93,690	152,080	234,390	140,700
2,162,181	Gross Expenditure	2,513,640	1,647,305	2,718,350	204,710
(161,918)	70 - Income	(87,800)	(88,253)	(119,800)	(32,000)
2,000,263	Net Expenditure	2,425,840	1,559,052	2,598,550	172,710
<u>Parks & Recreation</u>					
916,062	10 - Employee Expenses	1,018,130	561,736	846,970	(171,160)
251,960	20 - Property Expenses	346,280	176,717	346,280	-
98,873	30 - Transport Expenses	129,830	83,066	129,830	-
210,252	40 - Supplies & Services	244,910	113,798	254,410	9,500
-	50 - Third Party Payments	-	-		-
114,320	65 - Support Services	114,320	57,160	114,320	-
1,591,467	Gross Expenditure	1,853,470	992,477	1,691,810	(161,660)
(212,926)	70 - Income	(436,320)	(192,498)	(374,020)	62,300
1,378,541	Net Expenditure	1,417,150	799,979	1,317,790	(99,360)
<u>Libraries</u>					
1,559,592	10 - Employee Expenses	1,728,820	1,044,537	1,640,720	(88,100)
239,391	20 - Property Expenses	295,010	192,588	295,010	-
5,302	30 - Transport Expenses	6,860	4,039	6,860	-
290,045	40 - Supplies & Services	380,450	172,138	380,450	-
152,420	65 - Support Services	152,420	76,210	152,420	-
2,246,749	Gross Expenditure	2,563,560	1,489,512	2,475,460	(88,100)
(3,182)	70 - Income	(53,670)	(13,869)	(53,670)	-
2,243,567	Net Expenditure	2,509,890	1,475,643	2,421,790	(88,100)
<u>Arts</u>					
788,136	10 - Employee Expenses	910,880	527,536	864,980	(45,900)
78,620	20 - Property Expenses	105,310	68,806	105,310	-
-	30 - Transport Expenses	230	-	230	-
69,151	40 - Supplies & Services	354,320	192,332	380,720	26,400
145,505	50 - Third Party Payments	5,830	-	5,830	-
53,350	65 - Support Services	53,350	26,675	53,350	-
1,134,761	Gross Expenditure	1,429,920	815,349	1,410,420	(19,500)
(153,454)	70 - Income	(303,890)	(137,374)	(312,440)	(8,550)
981,307	Net Expenditure	1,126,030	677,975	1,097,980	(28,050)

2021/22



<u>2020/2021</u>		<u>Annual Budget</u>	<u>Actuals P8</u>	<u>Total Forecast</u>	<u>Variance</u>
<u>Actual</u>					
	<u>Heritage</u>				
212,641	10 - Employee Expenses	221,370	146,540	220,570	(800)
181,616	20 - Property Expenses	231,310	131,070	231,310	-
-	30 - Transport Expenses	530	-	530	-
60,004	40 - Supplies & Services	95,290	58,109	110,590	15,300
5,101	50 - Third Party Payments	-	-	-	-
53,350	65 - Support Services	53,350	26,675	53,350	-
512,712	Gross Expenditure	601,850	362,395	616,350	14,500
(12,985)	70 - Income	(33,220)	(3,845)	(20,620)	12,600
499,727	Net Expenditure	568,630	358,549	595,730	27,100
	<u>Sports & Fitness</u>				
4,568,685	10 - Employee Expenses	5,674,960	3,022,986	4,717,160	(957,800)
690,250	20 - Property Expenses	1,095,360	619,701	1,095,360	-
18,109	30 - Transport Expenses	28,140	13,444	28,140	-
546,628	40 - Supplies & Services	1,080,870	539,378	1,045,370	(35,500)
10,900	50 - Third Party Payments	2,500	8,980	2,500	-
342,960	65 - Support Services	342,960	171,480	342,960	-
6,177,532	Gross Expenditure	8,224,790	4,375,968	7,231,490	(993,300)
(257,369)	70 - Income	(2,900,780)	(1,844,959)	(2,815,080)	85,700
5,920,163	Net Expenditure	5,324,010	2,531,009	4,416,410	(907,600)
	<u>Helix</u>				
648,312	10 - Employee Expenses	687,190	447,512	659,960	(27,230)
54,781	20 - Property Expenses	137,220	77,329	137,220	-
20,806	30 - Transport Expenses	18,070	15,293	18,070	-
39,583	40 - Supplies & Services	386,990	147,258	203,990	(183,000)
39,750	50 - Third Party Payments	-	-	-	-
803,233	Gross Expenditure	1,229,470	687,393	1,019,240	(210,230)
(119,076)	70 - Income	(329,500)	(252,328)	(265,200)	64,300
684,157	Net Expenditure	899,970	435,065	754,040	(145,930)
	<u>Restricted Funds</u>				
595,223	10 - Employee Expenses	624,780	404,720	615,780	(9,000)
(203)	30 - Transport Expenses	1,080	1,025	1,080	-
308,075	40 - Supplies & Services	46,090	361,891	270,750	224,660
56,029	50 - Third Party Payments	(17,300)	2,965	(17,300)	-
959,124	Gross Expenditure	654,650	770,601	870,310	215,660
(815,888)	70 - Income	(477,840)	(451,088)	(702,500)	(224,660)
143,236	Net Expenditure	176,810	319,513	167,810	(9,000)

2021/22



<u>2020/2021</u> <u>Actual</u>		<u>Annual Budget</u>	<u>Actuals P8</u>	<u>Total Forecast</u>	<u>Variance</u>
	<u>Projects & Reserve Funded Spend</u>				
(16,088)	40 - Supplies & Services	-	-	-	-
(16,088)	Gross Expenditure	-	-	-	-
89,502	70 - Income	85,080	-	85,080	-
73,414	Net Expenditure	85,080	-	85,080	-
	<u>Management Fee</u>				
(10,895,700)	70 - Income	(13,755,430)	(9,170,287)	(13,755,430)	-
(10,895,700)	Net Expenditure	(13,755,430)	(9,170,287)	(13,755,430)	-
	<u>Furlough and Business Grant Funding</u>				
(3,561,755)	70 - Income	-	(343,036)	(347,100)	(347,100)
(3,561,755)	Net Expenditure	-	(343,036)	(347,100)	(347,100)
	<u>Trading (Surplus)/Deficit</u>				
(293,069)	70 - Income	(177,980)	-	(74,400)	103,580
(293,069)	Net Expenditure	(177,980)	-	(74,400)	103,580
(826,149)	CHARITY TOTAL	600,000	(1,356,538)	(721,750)	(1,321,750)



	BUDGET £'000	2021/22			2020/21		
		Actual Apr-Nov £'000	Proj Dec-Mar £'000	Proj TOTAL £'000	Actual Apr-Nov £'000	Actual Dec-Mar £'000	Actual TOTAL £'000
Business Administration							
Other Income	88	88	32	120	33	129	162
Total : Business Administration	88	88	32	120	33	129	162
Parks & Recreation							
Grangemouth Golf Course	253	93	149	242	134	4	138
Parks	61	37	5	42	14	7	21
Outdoor Activities	82	40	11	51	15	13	28
Other Town Halls	40	11	17	28	11	16	27
Other		12	(0)	12	-	-	-
Total : Parks & Recreation	436	193	182	374	174	40	214
Libraries	54	14	40	54	2	1	3
Arts							
Falkirk Town Hall	184	19	129	148	48	14	62
Hippodrome	85	52	15	67	8	56	65
Other Arts Income	35	67	31	98	(1)	28	28
Total : Arts	304	137	175	312	56	98	154
Heritage	33	4	17	21	7	6	13
Sports & Fitness							
Grangemouth Complex	362	222	114	336	2	5	7
Mariner Centre	389	311	133	444	30	18	48
Bo'ness Recreation Centre	115	91	28	118	2	5	7
Grangemouth Health & Fitness	433	257	163	420	(1)	29	28
Mariner Health & Fitness	181	142	88	231	5	17	22
Bo'ness Health & Fitness	136	66	47	113	0	5	6
Stenhousemuir Health & Fitness	353	212	128	340	6	30	36
Grangemouth Stadium	96	68	28	96	10	10	20
Schools - Community Use	224	87	81	168	0	(0)	-
Neighbourhood Centres	141	157	46	203	35	6	42
Outdoor Amenities	16	-	-	-	-	-	-
Polmonthill Ski Slope	80	43	32	76	(1)	(0)	(1)
Sports Development	85	83	21	104	7	3	9
Active Forth	139	84	53	137	-	11	11
Other	150	22	8	30	3	19	22
Total : Sports & Fitness	2,900	1,845	970	2,815	99	156	256
Helix	330	252	13	265	73	46	119
Sub Total : Operational Income	4,145	2,533	1,428	3,961	444	476	920
Restricted Funds	478	451	251	703	280	536	816
Projects - Incl Reserve Transfers	(85)	-	(85)	(85)	-	(90)	(90)
Management Fee	13,755	9,170	4,585	13,755	7,264	3,632	10,896
Furlough Claims & Business Grant	-	343	4	347	2,532	1,030	3,562
Trading Surplus	178		74	74	-	293	293
TOTAL INCOME	18,471	12,498	6,258	18,755	10,519	5,879	16,398

Falkirk Community Trust

Subject: Transition Update
Meeting: Falkirk Community Trust Board
Date: 20th January 2022
Author: Chief Executive

1. Introduction

- 1.1 This report provides Directors with an update on progress being made on relevant transitional matters in preparation for Trust operated services being transferred to Falkirk Council on the 1st of April 2022.

2. Project Management Group and Project Planning

- 2.1 The Council's Project Management Group, led by their Chief Executive and involving each of the Council's Service Directors and relevant Heads of Service, along with other more specific support service type task group meetings, have all continued in recent months with Trust staff involved at each.
- 2.2 The workload emanating from the People group is significant, in the preparation of the appropriate documentation and of course in the staff/union consultation process.
- 2.3 The scheduled Project Management Group on the 14th of January is likely to conclude that at this point in time, there are no items that are of concern. However, all parties involved have previously acknowledged that much work requires to be undertaken in the next ten weeks.

3. Legal & Governance Matters

- 3.1 The previous report to the Board advised that the Chair was willing to remain in position until the conclusion of the necessary administrative duties that would be required after the transfer of services on the 1st of April. The auditing of the 2021/22 Trust accounts would be the main item that would require his consideration and approval. It is assumed at this time that the other Directors would essentially resign from their positions at the point of transfer, i.e. on the 31st of March 2022. However, the Council's Project Management Group has acknowledged that it would be helpful to appoint a senior Council officer as a Director of the Trust, to help manage this process beyond the point of transfer, alongside the Chair of the Company. Consideration is being given to this matter by the Council's Legal Services. Further consideration of the Company's articles of association will be likely, which can be accommodated at the Board's meeting in March.
- 3.2 Regular joint meetings have been established with senior Council staff and the Council's legal representatives, Brodies, along with the Trust's Chief Executive and the Trust's legal advisers Shepperd & Wedderburn. To help ensure appropriate professional advice is available to the Board, the Trust's legal adviser has again been

invited to attend this and future Board meetings to enable and support a full understanding of the process involved and to help satisfy any queries that Directors may have.

- 3.3 It is understood that the Council's Legal Manager and Chief Executive had a positive meeting with OSCR. At that meeting, OSCR intimated their main requirement as being that the Transfer Agreement, in relation to the current charitable assets of the Trust, were being treated appropriately. The OSCR representative did not anticipate this process as being particularly complex and the Council's legal representatives are currently preparing a draft Transfer Agreement for consideration by the Trust. OSCR has indicated that they consider it important to assess the valuation of the inventory that had been completed by the Trust as accurately as possible. The Trust's inventory has been completed with replacement valuations being referred to and this matter is currently under consideration by Council Finance and Legal Service colleagues.

4. Staffing Matters

- 4.1 As previously reported at the November Board meeting, an analysis is being undertaken on posts where it is not immediately apparent where they will sit within the Council; this is referred to as the Phase Two Analysis. The Trust has analysed those roles and passed the details to the Council for their consideration. Once completed, Council HR will share the information with the relevant Council Services receiving Trust services. The analysis will help inform the Council Services' work on determining any arrangements that may be needed to accommodate incoming employees. The assessment was due to be completed by the end of December with 1:1 consultation with those staff members affected taking place throughout January.
- 4.2 Under the TUPE regulations, FCT must provide the Council with Employee Liability Information (ELI), 28 days before the point of transfer. The first draft of the ELI is expected to be submitted to the Council by the 17th of January. The ELI will help inform the Council's transfer arrangements and to identify any specific measure that they may wish Trust employees to consider.
- 4.3 The Trust must also identify and provide information on atypical workers; this includes seconded posts, specifically funded positions, and temporary posts. No significant issues have been identified at this time and this work is expected to be concluded soon. Information derived from both the ELI and atypical workers will inform what the Council needs to consult on.
- 4.4 The Trust arranged for a meeting with relevant union representatives to consider matters of a health and safety related nature and to ensure that both Trust and Council colleagues were fully prepared for the transfer of services. The union representatives did not foresee any particular difficulties in this area and arrangements are to be put in place to ensure that Trust staff are made aware of the different procedures and recording processes that will become necessary from April 2022.
- 4.5 The first formal consultation meeting was held on the 16th of June with all three unions being in attendance, i.e. UNISON, Unite and the GMB. At this meeting consideration was given to the process to be followed, operational arrangements to be put in place

and to agree a schedule of meetings before the point of transfer. One particular matter that was able to be raised with the unions was the difference between the Trust and the Council's HR and H&S Policies. Council HR colleagues had provided the Trust with an analysis that compared both organisation's sets of Policies. The Trust and Council policies had been closely aligned and previously shared with the Trade Union Forum representatives, so although there are some differences between both sets of policies these are considered to be minor and mainly reflecting the differing organisational structures. Formal responses are awaited from union representatives. Union representatives did however acknowledge that they were being fully involved in this transfer process.

- 4.6 The Trust continues to place a high level of importance on employee engagement. Employee updates on the transition process have been provided to all employees transferring to the Council by various means, including postal correspondence, email communications, and 'Frequently Asked Questions'. In addition, ten dedicated staff engagement sessions, facilitated by the Chief Executive and supported by other senior Trust staff, both onsite and online, have been held. Such sessions have enabled staff to hear of the progress being made first-hand but more importantly for Trust staff to hear and respond to any concerns at an early stage of the process. These engagement sessions are not part of the formal consultation process but are believed to be important in the demonstration of this transfer being led by the senior management team during such a significant period of change.

5 Finance Matters

- 5.1 The Projected Financial Outturn 2021/22 report from the Chief Finance Officer, (item 4 of the agenda), refers to the need to consider the treatment of any end of year surpluses and of course the Council's intentions with their projected service payment. Advice on such matters is being sought from the Trust's external auditors and the Council and Trust's legal representatives. In accordance with the Funding Agreement, the Trust must be consulted on any proposed changes to its service payment.
- 5.2 Senior Trust management are being included in the Council's Service Planning discussions, as specific consideration is given to the Council's budgetary planning process for 2022/23. The Council's budget position is of significant concern and a number of options are currently being considered by Council Officers that would significantly impact on existing Trust services and its staff during 2022/23. Careful consideration of this process in relation to potential T.U.P.E. transfer implications, along with the communication of any potential decision that may be taken by the Council at their budget meeting in March will be required.

6. Conclusions

- 6.1 Much progress continues to be made in the preparation for the transfer of services from April 2022, with appropriate plans being in place, senior staff identified and being responsible for all relevant areas of the Project Plan, to the extent that at this time the project remains on schedule for the planned transfer on 1st of April 2022.

- 6.2 The appointment of a Council Officer as a Director of the Trust is awaited to ensure that appropriate professional advice and support is provided to the Chair of the Board to effectively complete the necessary and legislative administrative duties of the Trust until around August 2022.
- 6.3 Legal and financial matters continue to be considered with the necessary actions clearly set out with support from external professional advisers. The People Group has had a focus of attention on staff related matters to help support a motivated workforce in anticipation of their transfer to the Council.
- 6.4 Service Planning matters, specifically in relation to the Council's budget setting process are being considered in relation to the provision of Culture and Sport services beyond April 2022. The potential implications of service reductions in 2022/23 will simply add to the complexity of the transfer of services task and lead to increased levels of concern amongst staff.
- 6.5 The ever-changing COVID-19 environment continues to add further strain on limited managerial resources. Similarly, further strain on Council Officers is expected given their budget related priorities. With approximately 10 weeks remaining to the point of transfer, the pressure on senior Trust staff is expected to increase and cognisance must be taken of the impact that this may have on staff and levels of service, whilst a focus must continue to achieve as smooth and effective a transfer of staff as possible on the 1st of April 2022.

7. Recommendation

- 7.1 **Directors are asked to note the work undertaken by Trust staff to support the transfer of services to the Council from 1st of April 2022.**
- 7.2 **Directors are asked to note that there may be potential service implications, after the point of transfer, given the current financial position of the Council.**

A handwritten signature in black ink, appearing to be 'Neil Brown', with a stylized, flowing script.

Neil Brown
Chief Executive

Falkirk Community Trust

Subject: COVID Recovery Plan Update
Meeting: Falkirk Community Trust Board
Date: 20th January 2022
Author: Chief Executive

1. Introduction

- 1.1 The purpose of this report is to provide an update on the COVID pandemic related changes that have taken place, since the update provided to the Board on the 4th of November 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 some key amendments to COVID related guidance, since the previous Board meeting, which have resulted in operational decisions that have had an adverse impact on the Trust's ability to fully operate services.

3. Scotland - Updated guidance for safer businesses and workplaces

- 3.1 On Tuesday the 14th of December, the First Minister provided an update to the Scottish Parliament on COVID-19 and related restrictions. With effect from Friday 17th December legislation was introduced that would require businesses and service providers to take reasonable and practical measures to minimise the risk of transmission. Scottish Government issued [updated Guidance for safer businesses and workplaces](#), the key points of which were:

- Working from home: Staff who were working from home at the start of the pandemic must be enabled to do so again.
- Face coverings: The importance of wearing face coverings properly is to be reinforced.
- Reducing social contact: The public were asked to reduce contact with other households. Those who did socialise were asked to limit groups to 3 households. This was advice, but would not be put into law.
- Lateral flow testing: The public were advised to take a lateral flow test before mixing with other households. Those not working from home were asked to test regularly before work.
- Household contacts self-isolation: All household contacts of positive COVID-19 cases must self-isolate for 10 days. (Exemptions were available for essential workers.)

Specific guidance followed this general announcement for cultural performances and events and the return to sport and physical activity guidance.

4. Additional Targeted Measures

- 4.1 Due to the urgent threat posed by the Omicron variant's much higher transmissibility than other variants of the Coronavirus (COVID-19), additional targeted measures to minimise contacts were announced by the First Minister at her briefing session on the 21st of December.

4.2 The additional specific measures, which came into effect from 05:00 hrs on the 27th of December, involved the requirement for one metre physical distancing between adults in all indoor hospitality and leisure settings, including:

- pubs, bars, restaurants, cafes and other settings where food and drink is served for consumption on-site
- leisure settings including gyms, theatres, cinemas, bingo and snooker halls and bowling alleys
- museums, galleries and other visitor attractions

Table service was required in settings where alcohol is served for consumption on the premises.

Physical distancing was not be required in places of worship or on public transport, however existing mitigations for these settings would continue to apply.

4.3 In addition, from 05:00 hrs on the 26th of December, to help ease pressure on emergency services and reduce the risks of transmission in large crowds, attendance at large events was to be limited to 100 people for indoor standing events, 200 people for indoor seated events, and 500 people for all outdoor events seated or standing. Organisers of large professional sporting fixtures were to have discretion over whether to admit spectators up to these limits.

Guidance was updated which advised against indoor activities where physical distancing could not be maintained, including non-professional adult contact sports, from 26 December.

4.4 A package totalling £375 million, including £175 million of additional funding from the U.K. Treasury, was to be made available to support sectors affected by the latest protective measures to combat Omicron. An update was to be provided on the breakdown and allocation of funding as soon as possible.

4.5 Ministers added that consideration would be given as to how COVID certification could be expanded to cover a wider range of indoor settings to support them remaining open once the booster programme had been completed.

4.6 All measures were to be reviewed after three weeks, on Tuesday the 11th of January, at which point protection from booster vaccinations up to 31 December, (when the Scottish Government was aiming for 80% of over 18s to have received their booster), should have been maximised.

5 Current Operational Position

5.1 The aforementioned announcements significantly impacted on the Trust's ability to provide its services with quick decisions being required to be taken in the week before Christmas to put the necessary arrangements in place that fully complied with the appropriate guidance for the variety of services that the Trust provides. Further details of the impact are shown below:

- Social distance measures and one-way systems have been re-introduced where appropriate in indoor venues.
- Enhanced cleaning and hygiene measures remain in place
- Adherence to Test and Protect remain in place and re-emphasised with customers

- The mandatory wearing of face coverings indoors (unless exempt, eating, or drinking), is being reinforced with customers
- Multiple hand sanitising stations are available at all sites.
- Staff and customers are asked to take lateral flow tests before mixing outside of their households and employees are encouraged to ensure that they are double vaccinated by allowing adequate time off to arrange booster jags.
- Sports Centre facilities including soft play activity areas have remained open but with building capacities reduced to comply with social distancing guidance.
- No indoor adult contact sport has been permitted from Boxing Day onwards and saunas and steam rooms also closed from this date.
- Callendar House, Kinneil Museum and all eight Libraries, remain open and closed only on designated dates over the festive period as previously planned
- The FTH Theatre and the Hippodrome Cinema did not reopen after Christmas Eve. The Pantomime was cancelled with the last show being on Christmas Eve. All Pantomime and cinema tickets that had been booked from the 26th of December onwards have been refunded.
- Bo'ness and Grangemouth Town Halls closed as planned over designated dates throughout the festive period and re-opened for lets and activities that were permissible under the new guidance provided. Any cancelled or changed dates for hires outwith these guidelines have been discussed directly with the appropriate customers.
- The café facilities at The Helix Park and Callendar House have remained open and will follow the new guidance.
- Car parks and toilets in the parks also remain open (disabled toilet only in use at Callendar Park).
- The Council's Children's Services has advised that the Trust's community access programme will not be permitted to operate within the High Schools until after the 17th of January.

5.2 Trust Support for the NHS continues with ongoing regular use of the Bo'ness Recreation Centre's car park for the purposes of providing a COVID-19 mobile testing unit. After the Scottish Government's announcements, the Trust contacted the Forth Valley NHS to ascertain if any additional support for facilities or staff would be requested. They are currently planning to use the large Hall within Bo'ness Town Hall for additional vaccination purposes on the 17th of January.

5.3 The largest operational challenge however has been in remaining open to customers due to the existing number of vacancies across the Trust and the number of staff who reported ill due to COVID-19 or of their need to self-isolate, due to a family member testing positive for COVID-19. This has resulted in several short term, unplanned closures of some areas and of course in the resultant loss of income. However, at the First Minister's Parliamentary Briefing session on the 5th of January, significant changes were introduced from midnight that day that was aimed at reducing the impact of people who were self-isolating who perhaps had not needed to. This report does not describe the details behind the previous guidelines and the most recent guidelines as it is believed they are already well documented and published elsewhere and in the general media, but it is hoped that such a change may ease the pressure on facility staffing levels.

5.4 The First Minister's briefing on the 29th of December advised that no additional measures were to be introduced over the New Year holiday period but that the position would be reviewed on the 11th of January. At the subsequent Parliamentary briefing session on the 5th of January the

public were advised to not expect any significant change to those restrictions currently in place before the 17th of January.

- 5.5 The First Minister's announcement to Parliament on the 11th of January relaxed some of the current restrictions that were beneficial to large outdoor events, however this has no impact on current Trust operational activity. Further guidance is expected on the 24th of January.
- 5.6 The Trust is planning to re-open the Hippodrome on the 21st of January in accordance with the relevant Cinema Association guidelines and in accordance with the more general guidance.

6. Conclusions

- 6.1 The previous demand for Trust services, which showed much promise for the months ahead, have yet again taken another setback because of the new Omicron variant as it has become the dominant and highly infectious variant. Participation levels have been affected, as has the ability to generate income and this position has been reflected in the earlier Finance Update report. The end of year position remains highly unpredictable as does the ability of services to recover.

7 Recommendation

- 7.1 **That Directors note the continued effective management of the significant operational changes required to be put in place by the Trust, before and throughout the recent festive period, to ensure compliance with the Scottish Government's guidance and legislation.**
- 7.2 **That close monitoring of any future COVID-19 guidance and regulations will continue as it is expected that further service changes will need to be introduced quickly and effectively whilst ensuring a safe environment for both customers and staff alike in the weeks and months ahead.**



Neil Brown
Chief Executive

Falkirk Community Trust

Subject: Health, Safety & Risk Update
Meeting: Falkirk Community Trust Board
Date: 20th January 2022
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. This is an update following the report submitted to the Board in November 2021.

2. Operational Issues and Developments

2.1 *General Update*

- 2.1.1 Unfortunately, with the upsurge in the new Omicron variant of covid 19 in recent weeks, we have returned to some of the previous restrictions being applied in many of our venues. At the time of writing, we are managing to open all venues and services, however the major challenge we face is the number of staff who have either contracted the virus or are designated as close contacts of those infected. This entails an almost daily assessment of our ability to continue with the delivery of some services within venues, or indeed whole venues being available for customer access. We also continue to encourage and allow staff time off to receive booster vaccinations to ensure they are as safe as possible when attending work and delivering on the front line.

- 2.1.2 We will adhere to the guidelines provided by the Scottish Government and maintain a level of vigilance with our approach to service provision and ensure our customer facing operations are conducted in as safe and secure a manner as possible. We will also continue to work with our hirers, groups and clubs to ensure they adhere to the guidelines in place when utilising our venues. All relevant Risk Assessments have been reviewed once again and any changes required will be implemented.

2.2 *Parks Update: Helix, Callendar Muiravonside and Kinneil:*

- 2.2.1 Our outdoor spaces and Parks remain popular and continue to be well frequented. Essential winter maintenance and health and safety related works are well underway, including a refreshment of the tree survey in Callendar Park completed 2 years ago being re-visited, and the health and safety checks on our playparks being completed in conjunction with the Council.

- 2.2.2 We have recently appointed Mandy Brown to the Team Leader (Parks and Sustainability) post on a temporary basis, having been seconded from the Council's Place Services team. We also have recruitment processes underway for the Parks Supervisor and the Countryside Ranger posts and hopefully we will be in a position to recruit to these in the new year

- 2.2.3 **Helix Park:** The site remains busy, and this brings a challenge for our staff in making sure all safety guidelines regarding covid precautions are adhered to both in the Park surroundings and the Visitor Centre. A number of new hospitality staff have been appointed and their training and education for the associated posts has been implemented with our existing experienced staff playing a large part in this process.

- 2.2.4 Unfortunately, due to the ongoing U.K. wide outbreak of Avian Flu, we have encountered some dead swans on the lagoon and in surrounding areas. These have been disposed of

with support from DEFRA (Department for Environment, Food and Rural Affairs) and all staff have been issued with additional appropriate P.P.E. (personal protective equipment) to ensure staff safety is maintained while dealing with these unpleasant incidents. Appropriate measures have also continued at Muiravonside Country Park Farm, again in accordance with DEFRA advice, where all of our 'resident' birds and fowl have now been taken indoors until we receive the all clear from the relevant agency that they can be taken back outside to their pens. Thankfully the strain of avian flu being experienced is very rarely passed on to humans, although all safety and health precautions are in place to prevent this.

2.2.5 We have had no serious incidents around our open water courses and all appropriate warning and advisory signage has been put in place to highlight the dangers of frozen water. We will continue to maintain extra vigilance around these water courses as the winter months progress. This also applies to **Kinneil Estate** where we have no members of staff on duty on a daily basis, so regular visits to the site will take place by our Team Leader to monitor any further vandalism. The previously destroyed bridge, by vandals, at the Estate has now been fully repaired and brought back into use.

2.2.6 **Muiravonside CP** visitor numbers have remained steady in comparison with previous years. Unfortunately, as a result of the Countryside Ranger post remaining unfilled, we have had to make some adjustments to the service on offer. Our core team of staff at the park have continued to support our volunteers, ensuring all animal husbandry and safety precautions around our farm animals and visitors are covered by our approach to reducing or eradicating any risk around these animals. To this end, all Licences and Risk Assessments associated with the Farm have been reviewed and are fully up to date. As reported above, we have needed to introduce more stringent precautions around our bird population, and while these are purely precautionary measures, we do not anticipate any additional issues with this.

2.2.7 There have been no health, safety or risk issues associated with our amenities within **Zetland Park** over the winter period. However, our planned essential maintenance and health & safety measures around the tennis courts has been delayed due to the unavailability of external contractors to assist us in this work. Regular inspections of the courts and surrounding areas will continue to ensure we avoid any accidents or incidents while these amenities remain unmanned.

2.3 Staffing Considerations at Parks

2.3.1 As previously mentioned, we have some critical vacancies within the Parks section and to ensure our staff have the proper support and guidance, the recent appointment of a new temporary Team Leader (Parks) is a welcomed addition. This is a secondment via Falkirk Council and will give us some added stability going forward into 2022. This will provide a focal point and direction during this unsettling time as we transfer our services to the Council.

2.4 Health, Safety and Risk at Indoor Venues

2.4.1 As we have returned to more stringent restrictions lately within our indoor venues it has been essential to ensure we consider a re-refresh to all staff on what these measures mean for themselves and our customers. Our designated training and education Duty Officer will engage with staff and Team Leaders to emphasise the importance of maintaining our high standards of vigilance around face masks, social distancing, and crowd control. Recruitment and training of new staff has also been challenging lately and we will need to ensure we continue to provide the correct checks and risk management principles to our employment of new staff going forward.

2.4.2 Our enhanced cleaning and hygiene procedures have also stood us in good stead and many customers have commented on how this gives them added confidence in our service delivery. We will review these procedures regularly to ensure they remain fit for purpose and are deliverable as our venues become busier and staff workload becomes heavier.

2.4.3 Emergency Action Plans, (EAP's) and Normal Operating Procedures, (NOP's) at our indoor venues are also reviewed regularly and any changes made are recorded as part of our internal quality assurance system. The Fire & Rescue Service have also stated their intention

to re-start visits to our venues with a view to providing advice and guidance on Fire Evacuation Procedures and housekeeping measures and precautions where needed.

We have recently encountered a fire-raising incident at Grangemouth Sports Complex, where a deliberate fire was started in the gent's dry side toilet area by local youths. Thankfully all staff on duty enacted the designated Emergency Action Plan for fire, and all customers and staff were evacuated from the building in a safe and timely manner. The Fire Service attended the emergency call within minutes and were successful in extinguishing the fire which had already taken hold and was giving serious concerns to all at the time.

The Police have identified the youths involved from our CCTV footage and staff statements and will fully investigate the incident. The Fire Service have since inspected the fire damaged areas and commented that our staffs' prompt and efficient actions on the night were to be commended and were instrumental in ensuring the fire was quickly identified, and all within the building at the time were evacuated to safety.

2.4.4 We continue to struggle to recruit enough staff to keep all of our cafés and trading outlets operational, and unfortunately, we have had to close some venues to keep others operational. We have agreed a method of assessing the most vital venues to retain to keep staff movements to a minimum, but still may require asking staff to work at other venues from time to time. This involves ensuring they have the necessary health & safety information available to them and that they are fully aware of the EAP's and NOP's at the venues they are required to work at.

2.4.5 As previously reported, we have maintained good relations with the Council's Environmental Services section who continue to provide us with guidance and assistance at our food preparation and service areas, ensuring all regulations are met and customer hygiene and food safety measures achieved. There will be no compromise to our standards because of this shortage of staff, and no venues will be allowed to operate if they cannot meet the high standards set for safe operation.

3. Communication

3.1 We continue to communicate all health, safety and risk related issues with our staff and this remains a standing agenda item on our Team Leader meeting each fortnight. Via our marketing team we regularly provide updates on covid related issues affecting staff and strive to ensure they have the relevant information to make them feel confident about attending their workplace and providing services to our customers. We also keep them fully abreast on where we have reached in the discussions we have with the Council, and what it means for them on an operational and personal basis. We will continue this process into the new year and during this period of significant change.

4. FCT HS&R Group

4.1 We have re-convened our internal Health, Safety and Risk Group meetings with the first one taking place on 9th November 2021. The meeting went well with a healthy attendance (online). The main item on the agenda was our recovery process and all the actions required to ensure our venues open safely for staff and customers alike. Good discussion was held on partnership working between FCT and the Council to ensure consistency of approach to items such as Risk Assessments, safe working practices and training and education for staff. A further two meetings have been arranged between now and March 2022 and this has been communicated to all involved. This will allow us to try and get back to as normal a process as possible for health, safety, and risk, and to cover the many operational issues and items that require attention over and above covid considerations. Our Health & Safety colleagues in the Council will continue to be part of this process. We also convened a meeting with the Trade Unions to involve them in the HS&R process going forward, where we gave an overview of all that has been done in the last two years and what we intend to put in place as we transition back into the Council.

5. Performance

5.1 Accident Performance Management

There have been 121 reported customer accidents since the last Board Report with 5 reported accidents for staff in the same period. The increase in public reported accidents reflects the increase in customer footfall at our venues and is not unexpected. Thankfully these have all been minor accidents with no serious repercussions.

Staff days lost due to health & safety related issues	Nil
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Near Misses to staff reported	Nil
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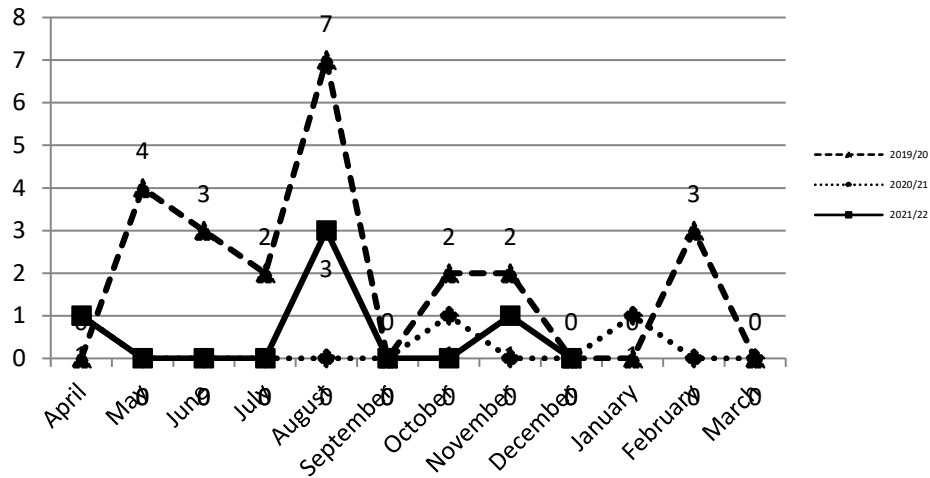
6. Conclusion

- 6.1 The health and safety of our employees and customers will remain our first priority going forward. We continue to have an excellent safety record with risk being carefully managed. This approach will be maintained during the next few months and until the Trust is wound up, and we will continue to liaise closely with our colleagues in the Council's Health & Safety section to ensure compatibility of our working practices, and to keep our policies and procedures aligned as closely as possible.

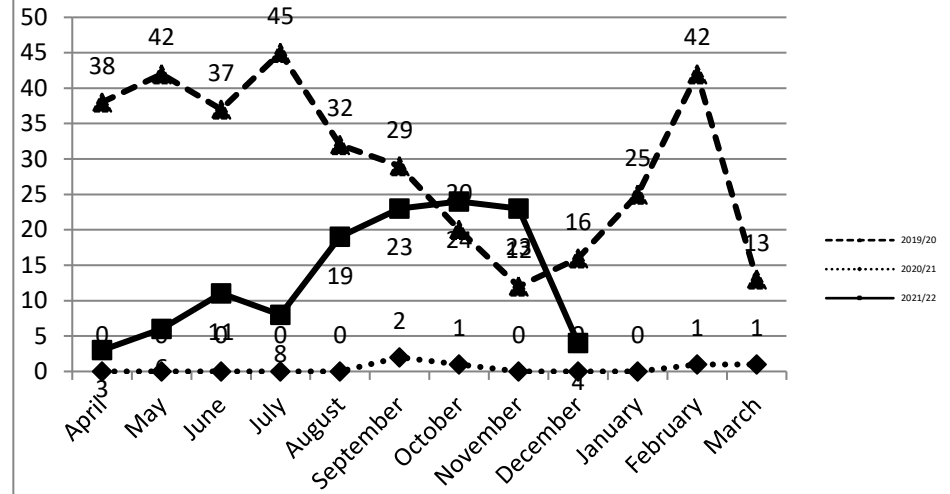


Paul Finnie
Sport & Recreation Manager

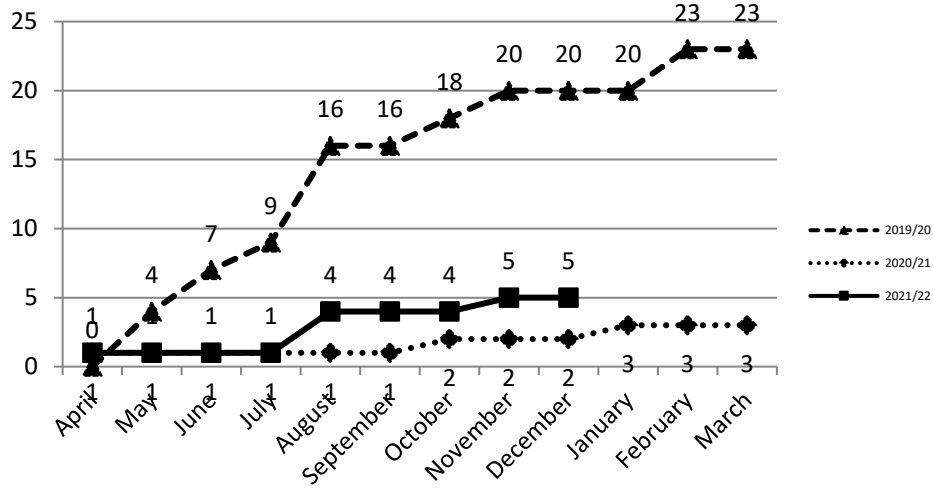
Accidents involving members of Staff



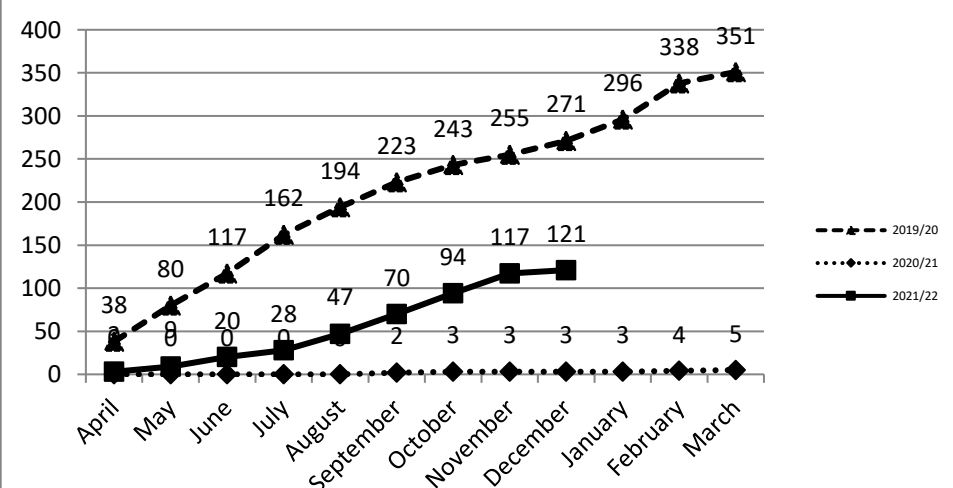
Accidents involving Customers



Cumulative Accidents involving members of Staff



Cumulative Accidents involving Customers



Falkirk Community Trust

Subject: Council Decision to Refurbish FTH
Meeting: Falkirk Community Trust Board
Date: 20th January 2022
Author: Culture and Libraries Manager

1. Introduction

- 1.1 Further to the report presented to the Board at its November meeting, the purpose of this paper is to provide detail on the workstreams required to support Council officers' preparation of the next Council report on how a 'partial upgrade' of FTH might be achieved, given previous reports on the condition of the building and whether its structural integrity will be severely undermined by the future demolition of the main office block on the Municipal Buildings site.

2. Work Programme

- 2.1 Directors may be aware that the decision of the Council at its December meeting was to retain FTH in its current form and look at a partial upgrade, particularly around improving energy efficiency, in light of the need to tackle climate change.
- 2.2 This decision will require a further reassessment of the approach to the demolition of the Municipal Buildings complex. It was previously envisaged that the main office block and FTH, which are structurally interlinked and share a common plant area/substation, would be demolished together on completion of the new, combined facility in the town centre.
- 2.3 However, further work will be required to assess both how the two buildings can be separated and the scope of the proposed refurbishment.
- 2.4 As such, Trust officers will continue to work closely with Council colleagues as this work is progressed.

3. Demolition Programme

- 3.1 A demolition warrant is being submitted but it is only for the Westbank Hospital, District Court and Committee Suite together with the asbestos removal of the main office block. The demolition of the main office block will be part of a future warrant.
- 3.2 The tender for demolition was scheduled for issue before Christmas and for return in mid-February.
- 3.3 The likely commencement date (and phasing) will be for the contractor to propose and Council officers will discuss arrangements with the Trust before any tenders are accepted. A demolition working group has been established and includes representation from the Trust.

4. Conclusion

- 4.1 There is no timetable at this time regarding the work to separate the main office block from FTH; however, it is anticipated that the demolition of all the other buildings is likely to commence in late spring/early summer.

5. Recommendation

- 5.1 **The Board is asked to note the content of this report and to acknowledge the work of Trust staff to date on the development of a new cultural facility for Falkirk.**

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