

Falkirk Community Trust

Board Meeting Minute

Minute of a meeting of the Board of Directors of Falkirk Community Trust Limited (the "Company") held at Falkirk Stadium on 5th November 2015 at 9.30am. Ian Scott (IS) chaired the meeting throughout.

Present: Ian Scott (IS) Chairman; Cllr Dennis Goldie (DG) items 1-5&7; Cllr Linda Gow (LG) items 1-7; Steve Mackie (SM); Alex McQuade (AMcQ); Ruth Morrison (RMor) items 1-7; Cllr Pat Reid (PR) items 1-7; Simon Rennie (SR); Bob Tait (BT); David Whyte (DW).

Apologies: Cllr Billy Buchanan (BB); Cllr Robert Spears (RS).

In Attendance: Maureen Campbell (MC); Neil Brown (NB); Paul Finnie (PF); Lesley O'Hare (LoH); Jane Clark (JC); Danny Cairney (DC) items 1-3; Paul Eames (PE) item 6; Pauline Barnaby (PB) item 8.

No.	Agenda Item	Agreement / Action	Due Date	Who
	Welcome	The Chairman welcomed DW and SM to the meeting.		
1	Minute of Meeting	The Minute of the meeting on 27.08.15 was approved.		
2	Matters Arising	<p>The Board noted the following:</p> <p><u>FTH/ Council HQ project</u> – That MC will arrange a briefing session for the Board ahead of the Arts Centre Business Case being considered by the Council. (Post meeting note: briefing on 8th December).</p> <p><u>Outdoor Activity Facilities</u> – That the Trust is no longer considering the former nursery school property adjacent to Grangemouth Sports Complex due to excessive cost and that the Council now intend to demolish.</p>		MC
3	Budgetary Control Statement	<p>DC presented the 2nd report for 2015/16 covering the period April – September and the Board noted that to March 2016 the projected surplus on charitable activities is £71,000. The overall underspend remains due to lower employee costs offsetting lower than expected levels of income. Difficulties in achieving swimming income through the Direct Debit scheme were discussed. The Board noted that income is however up on actuals for same period last year due to good performance at the Mariner Centre, Grangemouth Stadium and the Helix. The Trading Company is projecting a surplus.</p> <p>The Board discussed the statement and noted the following points:</p> <ul style="list-style-type: none"> • The challenge in budget setting with realistic income targets; • The relationship between reduced staffing costs and reduced income and how vacancies can impact on a sales focus and income generation; • The difficulties in filling a key vacant post for swimming development; • Helpful to have a clear sight on the Helix Business Plan; • The positive projected position for Company unrestricted reserves and the flexibility required in use of reserves to support savings plan implementation. 		
4	Draft Business Plan 2016/17	IS reminded Directors of the work that had led up to developing the Plan for 2016/17 and complimented the efforts of the Management Team. He noted that a final decision is now required and that the Trust should be mindful of the expectations of and impacts on the Council.		

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		<p>MC advised that the context for the Trusts funding in 2016/17 remains with a £1.2m reduction in the service payment, the biggest saving asked for yet necessitating an increased focus on service reduction.</p> <p>The Board noted:</p> <ul style="list-style-type: none"> • The Plan includes for elements of income growth however uncertainties being experienced in achieving targets means that not all income growth has counted towards achieving the savings target; • There will be HR implications with voluntary severance payments being likely which the Trust will require to fund over and above the £1.2m. Costs for this are currently uncertain and the savings proposals have been scoped to generate additional budget that could contribute towards redundancy costs and discussion with the Council has begun to consider how such costs could be funded; • Some savings proposals may impact on the Council and discussion is planned to explore the implications in detail; • Adjustments to capital proposals have been made to bring in line with savings proposals and have been discussed with the Audit & Performance Sub Group; • Work will continue over the coming weeks to consider all of the above along with impact and potential mitigation for customers and communities; • Plans are being developed to communicate to staff, key customer groups and the public following submission of the Plan to the Council on 16th November. <p>The Board discussed:</p> <ul style="list-style-type: none"> • The difficult gap between submission to the Council on 16th November and the Council meeting in February during which time the Trust requires to communicate, gear up for implementation by end of March and deal with consequences of that whilst assuming that the Council will approve the content of the Plan; • The range of savings plan proposals that have been under consideration, what should be included in the Plan and the potential impacts for individual proposals and how the Trust approaches those proposals that may cause concern to the Council; • Adopting a rational approach based on the analysis to date and then being prepared to respond to Council feedback. <p>Decisions The Board</p> <ol style="list-style-type: none"> a) Approved the Draft Annual Action Plan 2016-17; b) Approved the proposals to tackle reduction in funding as listed in section 8 of the report; c) Confirmed that Grangemouth Town Hall and Woodlands Games Hall are to be included in the savings proposals; d) Asked the Management Team to continue dialogue with the Council on the impact of proposals; e) Endorsed the capital proposals for 2016/17 as recommended by the Audit & Performance Sub Group; f) Authorised the Chief Executive to submit the Draft Annual Action Plan 2016/17 accompanied by 		<p>NB/JC</p> <p>MC</p> <p>MC</p>

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		<p>background papers to the Council by 16th November;</p> <p>g) Agreed to receive a further report prior to the finalised Action Plan going live to show any further adjustments or changes.</p>		
5	Future Plans 2017-19	<p>The Board noted that the Trust anticipates a £0.7m reduction in service payment in 2017/18 and that if any further is sought it should be known in February. A substantial review of venues and services will be required during 2016 particularly to look at income streams from the Trusts core facilities and services.</p> <p>The Board discussed the following points:</p> <ul style="list-style-type: none"> • The need to make the case for investment in sports facilities as this is a main reason why we are behind other Trusts in income; • The NPDO schools retain a good level of geographic spread of the same facility in communities across the area; • Challenges for the Trading Company and the time it is taking to turn services around. 		
6	Arts Delivery Plan – Consultative Draft	<p>PE presented on the content of the consultative draft and the plans for consultation over the coming months. The Board welcomed the recognition that the area had secured through Creative Place and acknowledged that this was a good base to start from.</p> <p>The Board discussed the following points:</p> <ul style="list-style-type: none"> • A curatorial approach that ensures effective partnership across art forms and sectors and that could explore working with a producing company; • The scope for more festivals and optimising the use of venues; • Maintaining the identity of the Hippodrome as a Cinema whilst also optimising financial viability; • Challenges of attracting new audience from the Falkirk area and the fluidity of the areas boundary for the arts community and audiences; • The role for the arts in relation to people visiting and staying overnight in the area; • The importance of advocacy for the arts and the role for an Arts Network in supporting cultural development; • The potential of a replacement FTH offers an ideal opportunity for change; • Concern around the timescales to complete a thorough consultation with good communication across the sectors and report to the February Board meeting. <p>Decision The Board Approved the consultative draft Arts Plan and the consultative process; and asked the Management Team to review the deliverability of the consultation timescales.</p>		LoH
7	Draft Library Development Plan	<p>LoH presented on the findings of the Library Development Plan consultation. The Board noted that consultation had found a strong way forward for working with partners and high levels of support from community and partners for developing libraries as community hubs.</p> <p>The Board discussed the following points:</p>		

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		<ul style="list-style-type: none"> • Achieving a balance between supporting those most in need within society and promoting libraries as fun places for everyone; • More digital services and reducing cost of digital exclusion; • Opportunity to repackage what a library is and that Libraries offer a relaxed approach to helping people access information; • High potential for extending some services such as Homebound through volunteering. <p>Decision The Board Approved the Library Development Plan; and agreed that the Plan be remitted to Falkirk Council.</p>		LoH
8	Fundraising Strategy 2016 - 2019	<p>PB presented on the Fundraising Strategy. The Board welcomed the achievements to date and supported the vision, objectives and targets for the next 3 years.</p> <p>The Board discussed the following points:</p> <ul style="list-style-type: none"> • The relationship between fundraising and borrowing and the utilisation of capital to lever external funds; • The complexities of cultivation and securing donations from sponsors and matching our activity to potential sponsor company interests; • Success in funding targeted arts service delivery on a project basis following a plan delivers a lot of short life work that would not be possible without external funding; • Being open to branding opportunities and partnering on the right thing at the right time; • Importance of feeding back on output and outcomes to funders and enhancing their perception of us. <p>Decision The Board Noted the Fundraising Strategy 2016-2019.</p>		
	AOCB	<p><u>Visitor Centre</u> The Board noted the difficulties in securing a line from BT to enable card payment.</p> <p><u>Stenhousemuir Gym</u> The Board noted that the Gym had exceeded new membership targets.</p>		
	Next Meeting	The next Board meeting will take place on 18 th February at 9.30am.		