

## 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 **20<sup>th</sup> February 2014** at 9.30am. Ian Scott (IS) chaired the meeting throughout.

**Present:** Ian Scott (IS) Chairman; Bob Tait (BT); Ann Cowen (AC); Provost Pat Reid (PR); Cllr Malcolm Nicol (MN); Cllr Linda Gow (LG); Ruth Morrison (RM); Baillie Joan Paterson (JP); Simon Rennie (SR); Richard Murphy (RM).

**In Attendance:** Maureen Campbell (MC); Neil Brown (NB); Paul Finnie (PF); Lesley O'Hare (LoH); Jane Clark (JC); Danny Cairney (DC); Peter Stott (PS) item 5; Grant Mackenzie (GM) items 5- 6.

**Apologies:** Cllr Dennis Goldie (DG); Alex McQuade (AMcQ).

No.	Agenda Item	Agreement / Action	Due Date	Who
	Welcome	The Chairman welcomed Directors to the meeting and noted recent Trust success in achieving a 5 star award for Callendar House and the Creative Place award. The Chairman expressed his thanks to the Falkirk Council Board Directors for their excellent presentations on behalf of the Trust at the recent Falkirk Council meeting.		
1	Minute of Meeting of 7 <sup>th</sup> November 2013	The minute of the meeting on 07.11.13 was approved.		
2	Matters Arising	<p><u>In relation to matters arising in the minute</u> The Board noted financial constraints continue to limit ability to implement new building signage and that the management team are aware of the Board views on this matter and will endeavour to seek cost effective means of placing the Trust brand on assets.</p> <p>DC confirmed that a rebate on utilities charges remains unconfirmed and the matter is with the assessor.</p> <p><u>In relation to meetings governance</u> The Board noted that the Board meeting quorum requires 2 of the Falkirk Council Directors to be in attendance.</p>		<b>Management Team</b>
3	Budgetary Control Statement	<p>DC presented the statement for the 9 month period April – December 2013.</p> <p>The Board noted that there is no significant change since the last report and the year-end projection remains on budget. High expenditure in repairs and maintenance being offset by income remains the position and efforts continue to keep repairs and maintenance spend in check. The Board noted that there are no significant underspends and that income at main facilities continues to do well.</p> <p>The Trading Company has improved its position since the last report and is now £5,000 below budget.</p> <p>The Board discussed underlying budget pressures and key points raised included:</p> <ul style="list-style-type: none"> <li>• Sensitivity of repairs and maintenance position and the underlying issue of the condition of buildings with no planned investment</li> <li>• Meetings on the SLA are going on to consider improvement action that could be taken by both Trust and service provider</li> </ul>		

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		<ul style="list-style-type: none"> <li>• Condition surveys confirming a funding gap of several £m's to address the situation and the landlord / Trust split in obligations</li> <li>• Ability to generate a reserve when over performance in income is soaked up by high expenditure in repairs</li> <li>• Good time to be considering spend to save and need for Board to influence stakeholders on the reasons for this approach</li> <li>• Borrowing limit constraints and the linkage to ensuring confidence in both the Trust's business operations and governance is maintained</li> <li>• Building relationships with local businesses and cultivating sponsorship opportunities</li> <li>• Consideration of budget issues in the context of the 5 Year Strategy.</li> </ul> <p><b>Action</b> DC to incorporate detailed highlight of repairs and maintenance position in the Budgetary Control Statements.</p> <p>Chief Executive to bring forward a paper to a future meeting on options for creating budget headroom including growth of reserves and borrowing.</p> <p><b>Decision</b> The Board noted the financial statements to the end of December 2013.</p>		<p>DC</p> <p>MC/NB/DC</p>
4	Business Plan Update	<p>MC updated the Board on the Business Plan and noted that the Board pack included the final 5 Year Business Strategy and Action Plan for 14/15 along with copy of the Council report presented to the Falkirk Council meeting of 12<sup>th</sup> February 2014.</p> <p>MC reminded Directors that a process of consultation with the Council commences following submission of the Business Plan annually on 15<sup>th</sup> November. MC advised that there was a need to rethink the process of engagement during that period and consider a communication strategy that could present to all Falkirk Council members and stakeholders. The Board noted that this could be helpful.</p> <p>The Board noted the intention of the Council to review the Trust as intimated at the Falkirk Council meeting. The Board noted that this intention should have been communicated earlier to the Trust. The Board agreed to approach the review positively. However it was acknowledged that the nature and scope of the review should be agreed in advance.</p> <p><b>Action</b> Discuss the scope and format of the review with the Council's Chief Executive.</p> <p>Set up briefing meeting with the Editor of the Falkirk Herald.</p> <p><b>Decision</b> The Board noted:</p> <ul style="list-style-type: none"> <li>• The 2014-15 service payment from the Council is £13.161m.</li> <li>• An additional allocation of £20,000 has been made to support the Queens Baton Relay</li> <li>• The Council approved the Trust's capital proposals for 2014-15</li> </ul>		<p>MC</p> <p>MC &amp; IS</p>

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5	Heritage Delivery Plan	<p>The Board discussed the report presented by Peter Stott, Team Leader Heritage.</p> <p>The Board asked the Heritage Team to consider:</p> <ul style="list-style-type: none"> <li>• Focusing on new ways of displaying the collection including exploration of 'pop-up' museums, utilisation of vacant shop units and volunteers</li> <li>• Increasing pace, with greater focus on delivery and product</li> <li>• Making greater use of their leadership role to influence and reach out to others and grow new audiences.</li> </ul> <p>The Board noted the appointment of Jura consultants to undertake a feasibility study of Kinneil House in partnership with Historic Scotland, an information item report on the Kinneil Estate masterplan work and that Kinneil Museum would require closing to upgrade the exhibition during the autumn period.</p> <p><b>Action</b></p> <ul style="list-style-type: none"> <li>• Provide a briefing note on THI engagement officer work plan</li> <li>• Explore opportunities for pop up museum</li> <li>• Provide progress update report to the next Board meeting to take account of feedback outlined above</li> </ul> <p>PR left the meeting.</p>		<p>LOH</p> <p>LOH</p> <p>LOH</p>
6	Health & Safety: Role of Directors	<p>The Board noted the guidance that "all Board Members should take the lead in ensuring the communication of health and safety duties and benefits throughout the organisation".</p> <p>The Board noted that a nominated Director is sought to oversee implementation of Health &amp; Safety and that responsibility is collective and rests with the whole Board.</p> <p><b>Decision</b></p> <p>The Board agreed:</p> <ul style="list-style-type: none"> <li>• the nomination of Alex McQuade as Director to represent the Board in health and safety matters and agreed that the nominated Director be invited to attend appropriate meetings as may be proposed by the management team;</li> <li>• that Joan Paterson replace AMcQ on the Community Planning Partnership.</li> </ul>		
7	Automated Public Conveniences	<p><b>Decision</b></p> <p>The Board agreed to the proposal that the APC at Callendar Park be withdrawn from 2015, that the Kinneil Estate APC is retained and asked PF to explore opportunities for Falkirk Council to take on this APC along with opportunities to renegotiate costs.</p>		<p>PF</p>
8	Risk Update	<p>The Board noted the Trust's Strategic Risk Register review and that following this, the Register comprises 2 Red, 21 Amber and 25 Green risks. Red risks are in relation to the Councils funding position and the asset condition.</p> <p><b>Decision</b></p> <p>The Board approved the revisions to the Strategic Risk Register.</p>		

9	Helix	<p>Grant MacKenzie, Team Leader Helix provided an update on the Helix Operational Business Plan and the planned programme of activity. The Board noted that an exciting year lies ahead as components of the site fully open and that the Plan sets out the operation for 2014/15 and vision for going forward in years 2 and 3. The Plan has been based on robust benchmarking and research looking at competitors.</p> <p>The Board noted that no other comparable attractions have opened in Scotland recently and the Kelpie internal offers a unique experience. Financial analysis undertaken has been cast slightly conservatively as it is a new and untried area of business. The year ahead will be one of gaining experience and learning.</p> <p>The Board noted that Directors will be invited to the Home event on 17<sup>th</sup> April.</p> <p><b>Action</b> Work with the capital team to explore opportunities for appropriate PR activity for residents in Grangemouth Old Town who may have been inconvenienced by works.</p> <p><b>Decision</b> The Board welcomed the update from the Team Leader Helix and asked for regular information updates going forward.</p>		JC
	AOCB	<p>The Board asked that the Audit &amp; Performance Sub Group planned for 18<sup>th</sup> September 2014 is re-scheduled due to a clash with Referendum day and noted that the People Sub of 20<sup>th</sup> March will be re-scheduled.</p>		
	Information Items	<p>The Board welcomed the Information Item reports and in particular the news that the Health &amp; Fitness January campaign has exceeded target and a group of Young People have been invited to an event hosted by Artists Rooms in Downing Street, London.</p>		