

## 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 7<sup>th</sup> November 2013 at 9.30am. Ian Scott (IS) chaired the meeting throughout.

**Present:** Ian Scott (IS) Chairman; Bob Tait (BT); Ann Cowen (AC); Alex McQuade (AMcQ); Cllr Linda Gow (LG) Item 1 – mid Item 7; Ruth Morrison (RM); Cllr Joan Paterson (JP); Simon Rennie (SR); Richard Murphy (RM); Cllr Dennis Goldie (DG) items 5 – mid item 7.

**In Attendance:** Maureen Campbell (MC); Neil Brown (NB); Paul Finnie (PF); Lesley O'Hare (LoH); Jane Clark (JC); Danny Cairney (DC); Pauline Barnaby (PB) item 7.

**Apologies:** Cllr Malcolm Nicol (MN); Provost Pat Reid (PR)

No.	Agenda Item	Agreement / Action	Due Date	Who
	Meeting Governance	<p>The Chairman welcomed Directors to the meeting. Directors noted that Councillor Goldie would be late and that the meeting was inquorate. Directors agreed to progress with discussion of the agenda items and to consider decisions once Cllr Goldie was in attendance and the meeting was quorate.</p> <p>Directors discussed the balance of attendance at Board meetings and proposed that a meeting quorum comprising a minimum of 2 out of 5 Council Directors would be in alignment with Independent Directors and could be explored. LG agreed to consider this within the Council.</p>		LG
1	Co-opted Director	<p>The meeting considered the re-appointment of Simon Rennie as a Co-opted Director for a further year to November 2014 as provided for in the Company articles. It was noted that further phases of Helix are due for handover next year.</p> <p><b>Decision taken under Article 13.4.1</b> The Board resolved unanimously to appoint under Article 19.3 of the Articles of Association, Simon Rennie, for a second period of 12 months.</p>		
2	Minute of Meeting of 29 <sup>th</sup> August 2013	The minute of the meeting on 29.08.13 was discussed.		
3	Matters Arising	<p><u>In relation to Item 5 in the minute</u> The Board noted that a presentation to the Council Administration on proposed Business Plan 14/15 is still to take place.</p> <p><u>In relation to Item 6 in the minute</u> The Board noted that a protocol for building signage is being developed and agreed with Falkirk Council and that financial constraints mean renewal or replacement on an as required basis.</p> <p><u>In relation to Item 7 in the minute</u> The Board noted that a rebate on utilities charges is unconfirmed.</p>		

		<p><u>In relation to Item 9 in the minute</u></p> <p>The Board noted that a visit has been arranged for the Council Leader to Muiravonside Country Park later this month to raise his awareness of the work that the Trust is progressing. The Board noted that a future discussion on the role, purpose and opportunities for the Park would be worthwhile.</p> <p>The Board noted that Helix Day had been very successful with very positive feedback from visitors and expressed their thanks to all involved in organising the event.</p>		
4	Business Plan	<p>MC presented the Draft Business Plan report comprising a 5 year Business Strategy and Action Plan for 2014/15 and the Trusts proposed response to the anticipated reduction in funding from Falkirk Council of £1.9m over the next 3 years.</p> <p>The Board noted:</p> <ul style="list-style-type: none"> <li>• The 5 year Strategy gives clarity and focus for staff and sets high level objectives and priorities.</li> <li>• 14/15 Action Plan will be demanding with many significant events planned over next year.</li> <li>• Planning will be higher on our agenda to build a firm foundation for the future, be more efficient and to improve overall performance.</li> <li>• A budget reduction of £630,000 in 14/15 through income generation, efficiency savings and service reductions.</li> <li>• Consultation with employees, customers and stakeholders will be important in due course.</li> <li>• Cumulative effect of savings achieved through income has been factored into forward financial savings targets for 15/16 and 16/17.</li> <li>• Indicative plans for forward closure of savings gap over next two years.</li> <li>• Capital plans for £550,000 of work in 14/15.</li> <li>• Further savings may be required if the Council alters its expectation on savings from the Trust.</li> <li>• A further report outlining any adjustments or changes will be presented prior to the Action Plan going live.</li> </ul> <p>The Board discussed the Business Plan and the savings proposals for 14/15 and noted that these are derived from:</p> <ul style="list-style-type: none"> <li>• Income generation and growth plans £318,000</li> <li>• Efficiency savings £226,000</li> <li>• Service reductions £86,000</li> </ul> <p>Items discussed included:</p> <ul style="list-style-type: none"> <li>• The need for investment to enable improvement.</li> <li>• Potential for future rationalisation of facilities to be seen as an opportunity aligned to opportunities for borrowing.</li> <li>• Ensuring clarity of the Trusts principles informs decision making processes.</li> <li>• The need to discuss consultation process with Falkirk Council.</li> <li>• Personnel implications arising from proposals.</li> <li>• Capacity to deliver the Action Plan 14/15.</li> </ul>		

	Decisions	<p>DG joined the meeting.</p> <p><b>Decisions</b> The Board:</p> <ul style="list-style-type: none"> <li>a) Approved the minute of the meeting of 29<sup>th</sup> August 2013</li> <li>b) Approved the Business Strategy 2014-2019</li> <li>c) Approved the Annual Action Plan 2014-2015</li> <li>d) Approved the various initiatives outlined in section 5 of the report to tackle the reduction in funding in 2014/15</li> <li>e) Endorsed the capital investment proposals for 2014/15 as recommended by the Audit &amp; Performance Sub Group</li> <li>f) Agreed to submit to the Council the Annual Action Plan 2014/15 accompanied by the Business Strategy and background papers by 15<sup>th</sup> November 2013</li> </ul>		
5	Budgetary Control Statement	<p>DC presented the statement for the period April – September 2013 which illustrates the mid-year position.</p> <p>The Board noted that the overall position has not changed since the August report and expenditure is expected to be within budget with higher operational costs, particularly repairs and maintenance, offset by increased income. Improved monitoring is in place to track the budget more effectively particularly facilities costs. NB confirmed that detailed discussion and monitoring meetings were in place with the facilities team which is also supporting the improved monitoring of charges. MC confirmed that Team Leaders are aware of the need to take account of financial implications when decisions are taken regarding repairs.</p> <p>In line with the 6 month performance report presented to the October Audit &amp; Performance Sub Group meeting, income is reflective of good summer weather and demonstrates a welcome increase across outdoor amenities and golf with a consequential decrease in indoor facilities. Overall income continues to exceed both budget and previous year's actuals to date.</p> <p>The Board asked for an amendment to be made in para 2.8 to clarify that Falkirk Council budget provides a subsidy to the Trading Company and that this does not have an impact on the Trusts budget performance. MC confirmed that an aim of the Action Plan 14/15 is to take the subsidy out of the Trading Company and that the Trading Company Board would be meeting shortly to discuss this in more detail.</p> <p>LoH provided an overview of Hippodrome income; highlighted the impacts of the programme; and confirmed that programming was being reviewed. The Board noted that current focus for new development was on the wedding market at Callendar House and that conference development at venues would follow.</p> <p>In response to a query from AMcQ, DC explained that the Debtors position on the Control Statement is with regard to sums due from the Council.</p> <p><b>Decision</b> The Board noted the financial statements to the end of September 2013.</p>		DC

6	Service Level Agreement Review	<p>NB outlined the process that has been ongoing to review the Service Level Agreements (SLA) with the Council. The Board noted that an improvement plan is being developed and consulted on with Council Directors and will seek improvement both from service providers and from the Trust. Updates on the Improvement Plan progress will be provided to the Audit and Performance Sub Group.</p> <p><b>Decision</b> The Board agreed the proposal to extend all the Service Level Agreements for an additional one year period from the 1<sup>st</sup> July 2014 to 30<sup>th</sup> June 2015 to enable improvements to be implemented and actual costs clarified.</p>		
7	Fundraising Strategy Update	<p>PB presented a report on the progress of the Fundraising Strategy. The Board noted:</p> <ul style="list-style-type: none"> <li>• The level of fundraising activity is good and increasing with more staff involvement and ideas coming forward.</li> <li>• A significant level of funding has been awarded to date in 13/14 which has considerably exceeded targets through notable one off project contributions.</li> <li>• Two main learning points from the first full year of fundraising around the need for investing in preparation and master planning when competing for major funds and community engagement.</li> <li>• Positive start in engaging potential Business sponsors which although time intensive to build relationships will hopefully bring benefits.</li> <li>• Donation boxes are being taken forward and plans to explore legacy funding as part of diversifying the mix of fundraising.</li> <li>• Targets set as a guide for 14/15.</li> <li>• The activity review outlined in the appendix to the report.</li> </ul> <p>LG and DG advised that they approved the recommendations in the report and gave their apologies at this point.</p> <p>The Board thanked PB for her report and the success to date and discussion points raised included:</p> <ul style="list-style-type: none"> <li>• Potential for sponsorship banners and for events.</li> <li>• Pending applications include with new funders which provides for a level of uncertainty around whether funds will be secured.</li> <li>• The need to match projects to funders expectations.</li> <li>• Great progress has been made but PB requires good product from other Team Leaders.</li> <li>• Monthly Portfolio Holder and Board updates now include information on funding activity.</li> <li>• Role for the Board in opportunities over the coming year to cultivate funders would be useful.</li> </ul> <p>LoH advised of the recently announced shortlisting for the Falkirk bid to Creative Scotland for a Creative Place award of £150,000 which the Trust had submitted with the agreement of Falkirk Council.</p> <p><b>Decision</b> The Board: Approved the fundraising targets for 2014/15 set out in para 6.2 of the report.</p>		

8	AOCB	Nil		
9	Information Items	The Board welcomed the Information Item reports.		