

Falkirk Community Trust

Board Meeting Minute

Minute of a meeting of the Board of Directors of Falkirk Community Trust Limited (the "Company") held at Callendar House on **21st February 2013** at 9.30am. Ian Scott (IS) chaired the meeting throughout.

Present: Ian Scott (IS) Chair; Provost Pat Reid (PR) items 1-7; Bob Tait (BT); Ann Cowen (AC); Alex McQuade (AMcQ)); Cllr Linda Gow(LG) items 1-7; Cllr Joan Paterson (JP) items 1-7; Ruth Morrison (RM); Simon Rennie (SR); Maureen Campbell (MC); Neil Brown (NB); Paul Finnie (PF); Lesley O'Hare (LoH) items 1-3; Jane Clark (JC); Danny Cairney (DC) items 1-6.

Apologies: Cllr Dennis Goldie (DG) Vice-Chair; Cllr Malcolm Nicol (MN); Gayle Martin (GM)

No.	Agenda Item	Agreement / Action	Due Date	Who
1	Minute of meeting of 01.11.2012	The Board approved the minute of the 1 st November 2012.		
2	Matters Arising	<p><u>In relation to item 5 in the Minute</u></p> <p>The Board noted that a pre-application to the Heritage Lottery Fund (HLF) for development funding for Callendar House/Park is progressing; funding bid will be proportionate to the match of £15k; positive discussion with HLF had been held before Christmas.</p> <p>The Board discussed the longer term Funding Strategy for the project and noted that HLF would not be the sole funder, local matching is an issue and that positioning within Council available resources could be a key determiner of project pace. The Board discussed the Council priority for investing in the Municipal Buildings Complex and concluded that they are very different projects. The Board confirmed that investment at Callendar House remains their priority.</p>		
		<p><u>In relation to item 7 in the Minute</u></p> <p>MC advised that the Council has not yet considered a report on Falkirk Community Stadium Ltd therefore there is no further information to provide. The Board noted that no further action from the Trust is required at this time.</p>		
		<p><u>In relation to item 9 in the Minute</u></p> <p>The Board noted that further to a special meeting held on 23.11.12 it was agreed that the Strategy be redrafted by the Trust; that this work is nearing conclusion and that a further special meeting will be convened in March to consider approving the draft for consultation.</p>		JC
3	Budgetary Control Statement	<p>DC presented the financial status for the period April – December 2012. The Board noted:</p> <ul style="list-style-type: none"> • The balance sheets and financial statements provided; • An increase on the position reported in November with expected surpluses of £211k due to an improvement in income plus underspends of supplies and services which are offsetting an expected overspend in repairs and maintenance; • The debtors figure primarily represents income due from Falkirk Council and the creditors balance is the amount owed to Falkirk Council for the payment of salaries and expenses paid on behalf of the Trust; • The very positive Trading position with subsidy decreasing ahead of target; • The impact of seasonality on income with consequent higher returns indoors offsetting reduction in outdoor 		

		<p>amenities.</p> <p>MC advised of the objective to reach a year end position of close to zero. The Board discussed the reserves position and asked if further consideration could be given to phasing of payments.</p> <p>Action</p> <p>Consider how this might be best explored with particular reference to year end arrangements.</p> <p>Approval</p> <p>The Board approved the budgetary control statement.</p>		MC/DC
4	Budget 2013/14	<p>DC presented a report on the budget proposals for the coming year based on the Council's approved payment of £12.023m. The report highlighted the difficulties faced by the Council in managing a funding deficit and how this may impact on the Trust's budget over the next 3 years.</p> <p>MC advised that she feels the 2013/14 budget is realistic but that the future position will require a rigorous review of both income growth and service reduction.</p> <p>The Board discussed the report and the following key points were made:</p> <ul style="list-style-type: none"> • Credibility of closing gap through income • Impact of the condition of the asset base • Investment through spend to save is key to income strategy • Incentivising needs to be considered • Sponsorship unlikely given asset condition • How increased focus and scrutiny can turnaround poor performance. <p>Action</p> <p>Senior Management Team to review future income growth plans and capability in the development of the Business Plan for 2014-17.</p> <p>Decision</p> <p>The Board accepted the budget set out for 2013/14.</p>		MC/NB
5	Strategic Risk Management Policy and Risk Update	<p>JC outlined the draft Strategic Risk Policy and highlighted changes made to the Risk Register during the preparation of the Business Plan for 2013/14. The Board noted:</p> <ul style="list-style-type: none"> • The policy reflects how the Trust currently approaches risk management • The responsibilities for the Board and Management are clearly defined • Board responsibility includes determining risk appetite • Management will provide risk implication narrative in future decision making reports to help the Board take decisions affecting the Trust's risk exposure • Downwards revision to 3 risks • 3 new risks added around use of digital media, external funding and the recession. <p>The Board discussed the Risk Register and the following key points were made:</p> <ul style="list-style-type: none"> • Welcomed the increased use of digital media • Director terms of office coming up for review • Demographic make-up of the Board to be considered further in future director recruitment along with succession planning. 		JC

		<p>Action A further training session on digital media to be arranged.</p> <p>Decision The Board approved: a) The Strategic Risk Management Policy including the Board responsibilities set out in para 4.1 of the policy; and b) The changes made to the Risk Register.</p>		
6	Pensions Auto Enrolment	<p>The Board noted the report setting out changes required under The Pensions Act 2011. The Board noted that implementation of the provisions of the Act rests significantly with the Trusts HR advisors and payroll providers in the Council and that employees can opt out and in again at any point.</p> <p>Approval The Board noted the content of the report in particular the issues surrounding postponement and approved the recommendation to continue with the staging date of 1st November 2013.</p>		
7	Business Plan Update	<p>IS and MC updated the Board on recent engagement and dialogue with the Council and the decision making process in respect of finalising the Business Plan.</p> <p>The Board noted that:</p> <ul style="list-style-type: none"> The budget shortfall was reduced to allow the Trust to continue to provide services to Neighbourhood Sports Centres on Saturday evenings, and the kiosk at Zetland Park from October to April. An additional £135k for activities targeted at children and young people in 2012/13 had not been made available in 2013/14. Funding of £50k carried forward to match funding bid to EventScotland for Homecoming 2014. The Council's capital allocation was adjusted to take account of their intention to develop plans to replace FTH and the Municipal Buildings therefore FTH seats have been replaced with investment at Grangemouth Sports Complex and Stadium and that this proposal was approved by the Audit and Performance Sub Group on 7th February 2013. The Business Plan process will be reviewed for 2014/15 and the plan reformatted. Comments with regard to the level of financial information in the plan will be taken account of in the review. <p>BT expressed concern that the FTH seats had been removed from the capital programme and the Board considered it was reasonable to add them back in should the Council not make progress with their plans.</p> <p>Agreement The Board were unable to agree to the adjustments in the Business Plan owing to being in inquorate at this point in the meeting.</p>		
		The Chair directed that a decision on items 7 and 8 would be deferred until the 14 th March.		
8	Fees & Charges Approach 2013/14	<p>The meeting continued to discuss this item and considered written comment provided by PR.</p> <p>Board Directors noted:</p> <ul style="list-style-type: none"> Staff are working to 1st April deadline for implementation and will continue in the understanding that changes can be made post 14th March There is a need to better control Golf Course to ensure charges are applied 		

		<ul style="list-style-type: none"> • Consideration will be given to operating library hire charges • Consideration will be given to appropriateness and implementation timing of Hippodrome charges • Customer Survey findings were considered to test assumptions • Proposals are a first step in a strategic process and that work will continue on fees and charges • Communications are vital and frontline staff will be briefed to advise customers directly. <p>Board Directors discussed:</p> <ul style="list-style-type: none"> • Press and PR and factual inaccuracies reported in the press. <p>Action Discuss PR with Council press advisors.</p>			MC
	Information Items	<p>Board Directors welcomed the positive feedback in the Customer Survey report and asked that staff involved in the Health & Fitness initiative be congratulated on their success.</p> <p>IS agreed to write to staff.</p>			IS/NB
	AOCB	<p><u>Public Open Meeting</u></p> <p>MC reminded Directors that an open meeting is scheduled in April. A note will be circulated giving more detail.</p>			JC
		<p><u>Falkirk & District Arts and Civic Council</u></p> <p>BT advised that the Chair of the above had written at his behest to the Trust and the Council regarding the proposal to replace the Municipal Buildings Complex seeking a meeting to ensure that the voluntary performing groups can have an input. MC advised that she was liaising with the Council Chief Executive to set up a meeting and that IS and BT would be invited.</p>			MC

Meeting Chair

Date