

Falkirk Community Trust

2nd Board Meeting

Minute

25th August 2011 at 9.30am

Minute of a meeting of the Board of Directors of Falkirk Community Trust Limited (the "Company") held at Callendar House on Thursday 25th August 2011 at 9.30am. Ian Scott (IS) chaired the meeting throughout.

Present: Ian Scott (IS) Chair; Cllr Adrian Mahoney (AM) Vice-Chair; Provost Pat Reid (PR); Cllr Malcolm Nicol (MN); Bob Tait (BT); Ann Cowen (AC); Alex McQuade (AMcQ); George Craig (GC); Maureen Campbell (MC); Paul Finnie (PF); Lesley O'Hare (LoH); Alistair Mitchell (AGM); Jenny Simpson (JS) attended for Items 1-6. Dougie McGregor (DM) attended for Items 7-16. George Craig withdrew for item 4.

Apologies: Jane Clark (JC);

No.	Agenda Item	Agreement / Action	Due Date	Who
	Introductions	MC introduced Jenny Simpson (Falkirk Council Human Resources) who will continue to be the HR Advisor for the Trust, and Alistair Mitchell (Falkirk Community Trust) who is taking minutes.		
1	Minute of meeting of 23 rd June 2011	The Board approved the minute of 23 rd June with the following clarification: <u>In relation to item 9 in the minute</u> To be amended to reflect that the Board had concerns regarding the current Trust identity and noted that it will not be retained indefinitely. The Trust identity will be developed further by Marketing staff upon appointment.		
2	Matters Arising	<u>In relation to Item 3 in the minute</u> The Board Chair advised he had had a brief exchange with the Leader of the Opposition and had readily agreed to meet for further discussion on the current situation.		
3	Sub Groups	The Board agreed on the proposal to form sub groups for key areas as follows: a) People Sub Group <ul style="list-style-type: none"> ▪ Ian Scott, Bob Tait, Alex McQuade, Cllr Malcolm Nicol and Provost Pat Reid b) Audit and Performance Sub Group <ul style="list-style-type: none"> ▪ Cllr Adrian Mahoney, Provost Pat Reid, Ann Cowen, George Craig and Ian Scott The Board discussed a proposal by MC to form additional sub groups where Board Members could share their expertise by taking a greater interest in one aspect of the Trust's work. Decision The Board agreed to review Team Leader reports and identify key areas for further investigation, and to revisit this proposal at a future Board meeting.		

4	Senior Management Recruitment	<p>GC withdrew for this item.</p> <p>The Board discussed the appointment of the senior managers (General Manager and Business Development Manager) and the recruitment process for these posts.</p> <p>The Board noted the following:</p> <ul style="list-style-type: none"> ▪ Concerns were voiced regarding the appointment of new staff while cuts in Council funding are looming. ▪ The level of management in Falkirk has traditionally been light compared with other local authority areas. ▪ The positions were not appointed prior to the formation of the Trust to allow the Board to shape the Trust's management structure. ▪ MC provided the Board with further background to the requirement for the posts and advised the remit of the posts. <p>JS provided the Board with an outline of the employment process and advised on the number of applications received:</p> <ul style="list-style-type: none"> ▪ General Manager: 60 applications ▪ Business Development Manager: 59 applications <p>JS clarified that all Board Members who are involved in leeting also form the interview panel.</p> <p>Decision The Board agreed to continue the appointment of the General Manager and Business Development Manager appointments. The People subgroup will take this forward</p>		MC/KA
5	Team Leader Recruitment	<p>As agreed at the previous Board meeting, individual representatives of the Board were identified who would be involved in the recruitment of each Team Leader:</p> <ul style="list-style-type: none"> ▪ Team Leader Visitor Services – BT ▪ Team Leader Library Support – IS ▪ Team Leader Parks & Sustainability – AMcQ ▪ Team Leader Marketing – AM ▪ Team Leader Fundraising – GC ▪ Team Leader Sport & Leisure – AC <p>Details of the arrangements for leeting and interviews would be provided.</p>		Mgrs
6	Board and Senior Management Development	<p>MC provided more information on a proposed programme of Board Development initiative.</p> <p>The Board noted the following:</p> <ul style="list-style-type: none"> ▪ A potential coach was identified by the Trust's HR advisors: Peter Hill, Managing Director of CFM Consulting Ltd. ▪ Concern was raised over this being another time commitment being asked of volunteer Board Members, but the consensus was this will be time well spent. ▪ Board Members expressed some reservations about the effectiveness of facilitator led development programmes, but agreed to go ahead with an introductory session to assess the value to the Board Members. <p>Decision An initial half-day session is to be scheduled with Peter Hill, and the success of this will be used to gauge for future bookings.</p> <p>Action Half-day session to be scheduled for November</p>		MC

7	Birkhill Clay Mine	<p>LoH provided an update on issues facing Birkhill Clay Mine including progress made in respect of the demolition of the processing plant and costing of additional works required in respect of access and underground safety for authorised visitors and staff.</p> <p>The Board was asked to reach an agreed position on the future of the Mine to make a recommendation to Falkirk Council.</p> <p>IS highlighted the importance of the recent site visit by the Board in providing an insight into Birkhill Clay Mine.</p> <p>The following was noted:</p> <ul style="list-style-type: none"> ▪ LoH advised the immediate decision for the Trust concerns the opening of Birkhill Clay Mine next spring. ▪ The Board discussed ideas for expanding the tourist potential of the site. ▪ The costs for maintaining the site integrity for future if the decision was taken to mothball the Mine for the time being are not significant. ▪ Birkhill Clay Mine is a unique museum experience – it is the only underground mine experience in Scotland. ▪ The Mine is not seen as a viable business case but instead as an asset and an experience not to be lost. ▪ The accessibility of the site is a concern. ▪ The decision to demolish the surface buildings has already been taken by Falkirk Council. ▪ There was little interest expressed locally in Bo’ness when the decision not to open Birkhill was taken for the 2011 season. <p>Conclusions</p> <ol style="list-style-type: none"> a) The integrity of Birkhill Clay Mine will be maintained for future redevelopment. b) Plans for the future redevelopment of the site will be included within the Business Plan proposal for 2012-13. c) The Mine Manager position will be retained for purposes of maintaining health and safety standards at the site. d) A meeting with other bodies and interested parties to discuss future options is to be set up. <p>Decision</p> <p>To take no further action on the Mine, i.e. mothball for the 2012 season, pending the appointment of the Fundraising Team Leader when external funding can be fully reviewed.</p> <p>Action</p> <p>A meeting to discuss future options for Birkhill Clay Mine to be set up with SRPS and National Mining Museum.</p>		LoH
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8	Action Outdoors into Trust	<p>PF provided an overview and background of Action Outdoors, and of the proposal to transfer ownership to the Trust.</p> <p>MC added the good opportunity this presents in using existing links to access funding from The Robertson Trust and develop links to The Rank Foundation.</p> <p>The Board noted that plans are ongoing to integrate Outdoor Activities, Outdoor Education and Action Outdoors into one programme.</p> <p>The Board also noted that a future report will be prepared on the wider outdoor programme and the associated integration implementation plan.</p> <p>Decision The Board agreed to approve the transfer of the ground lease, the buildings, the grant conditions and associated funding to the Trust from the Waterways Trust for the Action Outdoors project.</p> <p>Action PF and MC to work with The Waterways Trust on the transfer.</p>		MC/PF
9	Hippodrome Centenary – Representative	<p>LoH provided a report on the Hippodrome and of its centenary occurring in 2012, and the proposal for a Board member to sit on the Centenary Steering Group.</p> <p>It was noted that the following Board Members already sit on the Steering Group:</p> <ul style="list-style-type: none"> ▪ AM – local councillor ▪ RT – representing Falkirk and District Arts and Civic Council (FDACC) <p>AC expressed a desire to be part of the Steering Group.</p> <p>Decision AC will represent the Trust on the Hippodrome Centenary Steering Group.</p>		
10	Code of Conduct	<p>MC provided the Board with a verbal update on work developing the Code of Conduct.</p> <p>MC suggested:</p> <ul style="list-style-type: none"> ▪ Collecting ideas from other areas. ▪ The requirement for the Board to collectively discuss this task and the associated implications and practicalities at a future Board meeting. <p>Decision Will be carried over to the next Board meeting.</p>		
11	Helix Trust	<p>MC gave the Board an update on developments occurring within the Helix Trust.</p> <p>It was noted that the developments within the Helix Trust are scheduled to be reported on at a future Board meeting.</p> <p>AM suggested that Board Members are involved in a site visit to the Helix to gain an insight.</p> <p>Action A Helix Trust visit to be arranged for Board Members.</p>		MC

12	Business Plan Process	<p>MC provided a verbal update of the process surrounding the writing of the Business Plan.</p> <p>The Board noted:</p> <ul style="list-style-type: none"> ▪ There is an indicative saving target of 3% of budget for 2012-13 and that the Trust requires a robust plan for accommodating this. ▪ A radical rewrite of the current Business Plan is not intended due to timescale of current plan in relation to the introduction date of the Trust. ▪ The Performance sub group formed in item 3b will be involved in the process. ▪ No direction has been given by Council over how savings are to be made – the Trust is free to accommodate savings as best it sees. ▪ The Trust can accept donations as legacies for the area – this will form one aspect of the Fundraising role. 		
13	Operational Performance Reports	<p><u>a) Performance Statement April-June 2011</u></p> <p>LoH and PF provided an overview of the key aspects of the Performance Reports and highlighted the importance for understanding trends and customer research.</p> <p>The Board noted the following:</p> <ul style="list-style-type: none"> ▪ The provision of film screenings by Falkirk Town Hall (FTH) ▪ The opening hours of FTH. ▪ The emerging importance of electronic books in the provision of a library service. ▪ There were specific questions raised regarding the film programme at FTH and regarding the participation numbers in the midnight leagues (sport). <p>Decisions</p> <p>a) The Board agreed to consider a paper at the next Board meeting regarding the programming and animation of FTH including the film programme, opening hours and balance between hires and Trust-programmed content.</p> <p>Actions</p> <ul style="list-style-type: none"> ▪ LoH to prepare a paper on FTH as outlined above. ▪ PF to provide further detail on the figures relating to the midnight league reported figures. <p><u>b) Budget Update April-June 2011</u></p> <p>Dougie McGregor provided a report on the financial figures for this period, and highlighted the following headline figures:</p> <ul style="list-style-type: none"> ▪ A reduction in staffing costs caused by unfilled vacancies. ▪ A reduction in income caused by a reduction in attendance figures – current financial climate. <p>It was noted that next report for the July-September quarter will be more indicative as this covers the Trust's "first" quarter.</p>		<p>LoH</p> <p>PF</p>

14	Library Opening Hours	<p>LoH reported to the Board on progress to date in reducing library opening hours following Falkirk Council's decision to seek savings by reducing opening hours.</p> <p>AM highlighted that verbal feedback from his community regarding the reduced opening hours has been preferable to closing any facilities.</p> <p>The Board noted that the planned press release be made public w/c 28th August, i.e. the same week when the changes will take effect.</p>		
15	Communication	<p>LoH updated the Board on developments in Trust Identity and website.</p> <p>The Board queried if the current process of updating website content as part of the website populating task could be achieved more quickly by instead transferring over existing content in its current shape.</p> <ul style="list-style-type: none"> ▪ LoH noted the importance of first impressions of the Trust: this content must be updated and accurate first. <p>The Board noted that the charity registration number is to be used on all public information.</p> <ul style="list-style-type: none"> ▪ LoH to advise Communications accordingly 		LoH
16	Team Leader Perspectives	<p>The Board Chair introduced the Team Leader reports as an important insight in allowing Board Members to better understand the intricacies of the Trust.</p> <p>Due to time factors and the importance of these reports, the perspectives were not discussed.</p> <p>Action The Board Chair and AM to discuss the proposal for the Board meet Team Leaders before the next Board meeting.</p>		IS / AM
17	Date of Next Meeting	<p>Date of next meeting Thursday 27th October 9.30am – 1pm. The Green Room, Callendar House</p>		

Meeting Chair

Date