

The background of the slide features the Falkirk Council Coat of Arms. It is a shield divided into four quarters. The top-left quarter shows a castle tower. The top-right quarter shows a stag's head with antlers. The bottom-left quarter shows a sailing ship on water. The bottom-right quarter shows a bird with spread wings. Above the shield is a crown with four fleurs-de-lis. Below the shield is a ribbon with the motto 'A'NE FOR A'.

Agenda Item 8

**Falkirk Council and Falkirk Community
Trust – Joint Vision Document**

Falkirk Council

Title: Falkirk Council and Falkirk Community Trust – Joint Vision Document

Meeting: Falkirk Council

Date: 5 December 2018

Submitted By: Chief Executive

1. Purpose of Report

- 1.1 This report presents a joint vision document between Falkirk Council and Falkirk Community Trust for approval.

2. Recommendations

- 2.1 It is recommended that Council:

- i. **notes the work which has been progressed to develop the joint vision document;**
- ii. **agrees the joint vision document as appended to the report; and**
- iii. **agrees the interim workplan as set out at 4.2.**

3. Background

- 3.1 At its meeting of 19 September, Council agreed:

- i. the current arrangements with the Trust be maintained at the present time;
- ii. the Policy Development Panel recommendations be used as a basis for developing a stronger and more effective partnership with the Trust;
- iii. the Chief Executive write to the Chief Executive of the Trust requesting that the Trust work jointly with the Council to take this work forward;
- iv. the Chief Executive or his nominee, in consultation with group leaders and the Portfolio Holder for Culture, Leisure and Tourism, establish the Council's representatives (both members and officers) to work jointly with the Trust on these issues;
- v. that the first priority in the joint work should be to establish a shared vision and high level outcomes between the Council and the Trust (informed by the Corporate Plan) and that the outcome of that work should be reported to Council at its December meeting; and
- vi. that Council is updated on progress on the remaining work at its meeting in June 2019.

- 3.2 Since the Council meeting, a joint working group involving the chief officers of both organisations, as well as Trust Board Members and Elected Members has been established. Councillors Meiklejohn, Munro, Reid and Spears have represented the Council.
- 3.3 The report approved by Council envisaged the development of a shared vision between the Council and the Trust. In progressing this the joint working group took the view that a joint vision for the area already exists within the Community Planning Partnership's Strategic Outcomes and Local Delivery plan, which both organisations have signed up to. Visions for the area also exist within both organisations' strategic documents. Work on developing the vision document has therefore focused on developing shared strategic objectives and principles to underpin effective shared and collaborative working.

4. Draft Vision Document

- 4.1 A copy of the draft vision document is attached at Appendix 1. This outlines ten high level strategic objectives which the joint working group has endorsed. These objectives express the common aspirations and ambitions which both organisations share, and will provide the foundations for deepening collaboration and shared effort moving forward. The document also re-inforces this through a set of agreed principles which will underpin a close, effective and mutually beneficial working relationship. These are built on the principles of trust, mutual respect and valuing the contribution which each organisation brings to the relationship.
- 4.2 In developing the vision document the joint working group identified and developed 5 core tasks to be delivered by June 2019. The joint working group feel that these are important tasks which will help to develop and further strengthen the working relationship. These will also allow both organisations to plan together and progress areas of work of mutual interest, which will help to deliver the modern and progressive services needed in the years ahead. The 5 core tasks identified by the joint working group include:
- i. Organising a joint workshop involving the joint working group, plus any necessary additional officers as required. The workshop will review mutual strengths, weaknesses, opportunities and threats to further develop shared priorities and a wider programme of joint working;
 - ii. Joint medium term business planning to help identify a savings and investment plan for the next 5 years, linking with the Strategic Property Review. This will be developed by officers and brought back to the joint working group, for their consideration. (The Trust's Business Plan for 2019/20 is a separate item on this Council agenda considered under MTFP);

- iii. Conducting a joint review of NPDO / PFI schools' leisure facilities to resolve how these can be better utilised for wider community use;
- iv. Exploring how we can further improve joint working arrangements to develop tourism locally, including being clear on respective roles; and
- v. Using the Policy Development Panel recommendations as the basis for the next stages of joint working.

5. Consultation

- 5.1 The draft plan has been reviewed and endorsed by the joint working group.

6. Implications

Financial

- 6.1 Nil.

Resources

- 6.2 Nil.

Legal

- 6.3 This report underpins the commitment made by Council under existing legislation to continue the arrangement with the Trust, as is currently in place.

Risk

- 6.4 This report is in adherence with a Council decision to progress work to develop a stronger and more effective partnership between the Council and the Trust.

Equalities

- 6.5 Nil.

Sustainability/Environmental Impact

- 6.6 Nil.

7. Conclusions

- 7.1 This report including the draft vision document provides a starting point for progressing a mutually effective and beneficial partnership between the Council and the Trust, built on the core principles of valuing and respecting the contribution of each organisation. This, however, will need to be further developed and deepened to ensure that the relationship prospers to secure

the benefits each organisation aspires to, as well as improving the lives of people and neighbourhoods across the Council area.

Chief Executive

Author: Andrew Wilson, andrew.wilson@falkirk.gov.uk
Date: 19 November 2018

Appendices

- Appendix 1 – Joint Vision Document

List of Background Papers: None

Joint Vision Document for Falkirk Council and Falkirk Community Trust

The following sets out the elements of a fruitful future working relationship between Falkirk Community Trust and Falkirk Council. Both organisations already operate within the vision for our area as ‘the place to be’ as expressed within the Strategic Outcome and Local Delivery (SOLD) plan.

In order to secure a fruitful working relationship the following are set out as joint objectives to achieve this:

Our Area and Our People

1. To jointly promote and inspire local people to lead more healthy and active lives throughout each stage of their life;
2. To ensure that the Falkirk Council area remains a vibrant place to live and visit founded on its deep sense of culture and heritage and is supported by its attractions to develop and deepen its tourist offer;
3. To ensure that our town centres are attractive and accessible places to visit, shop and do business;
4. To ensure that barriers to accessing services are removed where possible, for the benefit of all;

Working Together

5. To understand, respect and trust the values of each organisation;
6. To assist each other in securing their business objectives and key outcomes taking opportunities to jointly collaborate where mutual benefit exists for each organisation;
7. To jointly meet the challenges presented by continuing financial austerity through pursuing a balanced approach of high performing services and assets supported by securing additional income where possible;

Working in Partnership With Others

8. To develop and deliver services in partnership with local people which meet the needs and aspirations of local communities;
9. To deepen our collaboration with a broader range of partners; and
10. To expand our community external leadership roles and jointly develop the capacity of local communities to have a more direct role in improving the areas in which they live.

Principles of Working Effectively Together

In setting out a small set of principles which will underpin an effective and close working relationship it is important that these are established to help achieve mutual benefit for both organisations, as well as for local communities. The following are proposed as principles for further discussion and development by both organisations as well as on a joint basis:

1. A relationship built on trust and mutual respect, underpinned by both organisations dealing with each other in an open and accountable manner. This can be monitored through officer feedback.
2. Understanding that, with the Trust being a charity and an ALEO, the Council does not have control over all of the Trust's activities. The Trust will look to generate income to further its ambitions and the attainment of its key objectives. The Council is an essential funder and stakeholder and, as such, the Trust acts on the Council's behalf as a strategic advisor on culture and leisure matters as well as delivering an agreed range of services. This can be monitored as part of the Council's scrutiny process;
3. Recognition by both organisations that their relationship is a shared endeavour. This means that each organisation should collaborate effectively, sharing efforts and resources where it is pragmatic to do so. Each organisation needs to support the other in achieving its objectives. This can be monitored through the establishment of collaborative work programmes.
4. Improved and effective communication between both organisations, supported by clarity of message and constructive dialogue. This could be monitored through the development and implementation of a shared protocol.
5. The pursuit of mutual improvement, benefit and added value. This can be aided by more closely aligning the development of vision and key policies and strategies. This can be monitored by ensuring the earliest possible engagement at Member and senior officer level when the development of these is envisaged.