

**Falkirk Community Trust Ltd**

**Board Meeting  
31<sup>st</sup> August 2017 11.00am  
Green Room, Callendar House**

<b>AGENDA Part 1 - Business Items</b>		
<b>Agenda Item</b>	<b>Report Title</b>	<b>Purpose</b>
<b>1.</b>	<b>Minute of Meeting held on 15<sup>th</sup> June 2017</b>	<b>Approval</b>
<b>2.</b>	<b>Matters Arising</b>	<b>Information</b>
<b>3.</b>	<b>2017/18 Budget Control Statement</b> <i>Report by Financial Adviser (Chief Finance Officer, Falkirk Council)</i>	<b>Approval</b>
<b>4.</b>	<b>2016/17 Annual Accounts</b> <i>Report by Financial Adviser (Chief Finance Officer, Falkirk Council / Drummond Laurie)</i>	<b>Approval</b>
<b>5.</b>	<b>2016/17 Annual Report Publication</b> <i>Report by Chief Executive</i>	<b>Approval</b>
<b>6.</b>	<b>Collections Policy</b> <i>Report by Culture &amp; Libraries Manager</i>	<b>Approval</b>
<b>7.</b>	<b>Sub Group Membership</b> <i>Report by Chief Executive</i>	<b>Approval</b>
<b>8.</b>	<b>Heritage Delivery Plan</b> <i>Report by Culture &amp; Libraries Manager</i>	<b>Approval</b>

<b>Information Items</b>
<b>Trading Board Minute 01.08.17 (unapproved)</b>
<b>Audit &amp; Performance Sub Group Minute 17.08.17 (unapproved)</b>
<b>Falkirk Community Trading Ltd Annual Accounts 2016/17 : Report by Chief Executive</b>
<b>Community Sports Hub Update : Report by Active Schools Manager</b>
<b>Mariner Leisure Centre Opening Hours : Report by Team Leader Sport &amp; Leisure</b>
<b>Event Strategy : Operational Delivery Plan : Report by Culture &amp; Libraries Manager</b>
<b>Summer Holiday Programme : Report by Team Leader Marketing &amp; Active Schools Manager</b>
<b>Helix Update : Report by Team Leader Helix</b>
<b>Arts Delivery Plan Update : Report by Team Leader Arts</b>
<b>Museum Accreditation Award : Report by Team Leader Heritage</b>
<b>Health &amp; Safety Update : Report by Sport &amp; Recreation Manager</b>
<b>Soft Play Update : Report by Business Development Manager</b>
<b>Fundraising Update : Report by Business Development Manager</b>
<b>Procurement Update : Report by Business Development Manager</b>

***The following part of the meeting will be held in Private in accordance with the Trust's Protocol for Public Meetings and members of the public will be excluded.***

<b>AGENDA Part 2 : Private &amp; Confidential Items</b>		
<b>Agenda Item</b>	<b>Report Title</b>	<b>Purpose</b>
<b>9.</b>	<b>Business Plan 2018/19</b> <i>Report by Chief Executive</i>	<b>Approval</b>



## 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 **15<sup>th</sup> June 2017** at 9.30am. Ian Scott (IS) chaired the meeting throughout.

**Present:** Ian Scott (IS) Chairman; Cllr Lorna Binnie (LB); Cllr Jim Flynn (JF); Alex McQuade (AMcQ); Steve Mackie (SM); Cllr Cecil Meiklejohn (CM)); Bob Tait (BT); David White (DW).

**Apologies:** Ruth Morrison (RMor); Simon Rennie (SR).

**In Attendance:** Maureen Campbell (MC); Neil Brown (NB); Paul Finnie (PF); Lesley O'Hare (LoH); Jane Clark (JC); Bryan Smail (BS) and Danny Cairney (DC) (items 1- 6); Suzanne Arkinson (SA), Derek Easton (DE) and Colette Filippi (CF) (items 4-11).

No.	Agenda Item	Agreement / Action	Due Date	Who
	Welcome	The Chairman warmly welcomed the three new Council nominated Directors to the meeting.		
1	Minute of Meeting	The minute of the meeting held on 2 <sup>nd</sup> March 2017 was approved.		
2	Matters Arising	<p><u>PDP</u></p> <p>The Board noted that a draft protocol for meetings to be held in public is on the agenda.</p> <p><u>Public Art Plan update</u></p> <p>The Board noted the information item on the five public art installations planned for Denny.</p>		
3	Appointment of Directors	<p>The Board noted the recruitment campaign for independent directors and the recommendation from the nominations committee to make the following new appointments effective from 1<sup>st</sup> July 2017:</p> <p>Suzanne Arkinson – independent director (Article 19.2(ii))</p> <p>Colette Filippi – independent director (Article 19.2(ii))</p> <p>Derek Easton – co-opted director (Article 19.3)</p> <p>The nominations committee recommended that the current co-opted director David White becomes an independent director under Article 19.2(ii) and that Simon Rennie continue as a co-opted director under Article 19.3.</p> <p><b>Decision</b></p> <p>The Board approved the recommendations of the nominations committee.</p> <p><u>Appointment of Chair and Vice Chair</u></p> <p>IS advised that 2 further Council Director positions should be known shortly. It was noted that as the vice chair is appointed from the Council Directors the Board would defer making this appointment to the August Board meeting. The chair is appointed from the Independent Directors and IS proposed Ruth Morrison for this position. No other nominations were received.</p> <p><b>Decision</b></p> <p>The Board agreed to appoint Ruth Morrison as Chair with effect from 1<sup>st</sup> July 2017.</p>	Aug 2017	<b>MC</b>

4	Budgetary Control Statement	<p>DC presented the provisional outturn on the financial status of the Trusts activities for the 12 months to March 2017 and noted the audit of the final accounts is underway. The Trusts projected surplus on charitable activities of £726,000 was discussed and the Board noted the impact of a positive year for the Trading Company, the level of Team Leader and other vacancies being held, the prudent approach to essential expenditure and the desire to generate an investment fund to support the Business Approach.</p> <p>The Board noted the availability of funds within the Trusts reserves for investment in income generating projects and agreed to consider investment proposals at the August meeting.</p>	Aug 2017	MC
5	Financial Outlook	<p>Bryan Smail provided a verbal update on the financial position faced by Falkirk Council and highlighted the budget gaps and projected deficits over the next five years. The Board noted that factors are driving up spend in adult social care and education which combined with overall declining resources places the “squeeze” on other areas. The Board noted that income growth has supported the Trust to close its gap; that the Trust is an integral part of the Council's Strategic Property Review; and that positives can be generated through collaborative approaches. The Board welcomed the strategic financial support outlined to help the Trust develop financial accountability and support good decision making in challenging circumstances.</p>		
6	Draft Protocol for Public Meetings	<p>JC presented a draft Protocol for holding the quarterly board meetings in public. The Board noted that the Protocol gives practical guidance and will be published on the Trusts website; that the business items considered by the Board will not be altered and that adjustments have been made to the structure of the meeting to accommodate private &amp; confidential items. The Board noted that there is presently no established practice of Trusts holding Board meetings in public.</p> <p><b>Decision</b></p> <p>The Board approved the Protocol for Public Meetings subject to amended drafting to allow for the consideration of urgent items that may not be on the published agenda. The Board agreed to receive an update on the Protocol in 12 months or earlier if appropriate.</p>	June 2018	JC
7	Inspiring Active Lives: Delivery Plans Update	<p>The Board noted the achievements to date in supporting the themes within Inspiring Active Lives and 17/18 activity for the following plans:</p> <ul style="list-style-type: none"> <li>• Heritage Plan</li> <li>• Library Development Plan</li> <li>• Arts Plan</li> <li>• Physical Activity Plan.</li> </ul> <p>Significant achievements in each theme have included:</p> <ul style="list-style-type: none"> <li>• Partnership - working to deliver Falkirk THI</li> <li>• Venues – opening a new library in Denny</li> <li>• Participation – expanding the programme offer at FTH</li> <li>• Motivation – introducing a mental health referral programme.</li> </ul> <p>17/18 activity includes:</p> <ul style="list-style-type: none"> <li>• Celebrating the Year of History Heritage and Archaeology including Horsepower</li> </ul>		

		<ul style="list-style-type: none"> <li>Rediscovering the Wall, a partnership project engaging communities along the Antonine Wall</li> <li>Another year of the HMYOI Polmont partnership including film as part of a national programme</li> <li>Engaging people with dementia in libraries</li> <li>Establishing a local arts network across a diverse sector</li> <li>Increasing access to facilities for adult social care service users</li> <li>Mental health training to help staff sign post people to services</li> <li>Reviewing eligibility of the Go Card to respond to Universal Credit.</li> </ul>		
8	Draft Event Strategy	<p>LoH presented the draft strategy which although Helix focussed considers other outdoor sites and is guided by Inspiring Active Lives and the national events strategy. Key aims at the heart of the strategy are framed around experience, location, balance, partnership, sustainable growth. The Board discussed the financial context; that events are expensive to run; how best to capitalise on investment; challenges to fund from donations; establishing a balance between commercial and community; creating intimate spaces in public venues; trends for challenging outdoor sports events.</p> <p><b>Decision</b></p> <p>The Board approved the draft Event Strategy for Falkirk 2017-2024; agreed to receive a 3 year Operational Delivery Plan at its August meeting; and to receive a progress report in August 2018.</p>	Aug 2017	LoH
10	Audit & Performance Sub Group minute 11.05.17	The Board noted that DW and RM were the Directors present at this meeting and they had considered the Statement of Assurance and the Year End Performance Report. DW confirmed that these had been well scrutinised and the Board endorsed both items for sharing with Falkirk Council in due course.	July 2017	MC / JC
11	Trading Board Minute 16.05.17	The Board appreciated the continued turnaround of the Trading Company and congratulated the trading team on their achievements.		
12	Information Items	<p>The Board welcomed all the information items.</p> <p><u>Contest Strategy</u></p> <p>The Board noted that the Trust is in regular dialogue with Counter Terrorism services.</p> <p><u>Helix</u></p> <p>The Board noted that CM has been discussing traffic management with the local police superintendent.</p>		
	Meeting Close	IS expressed his thanks to all who have served on the Trust Board and stated that it had been a pleasure to work with the Board and management team. AM and BT said it had been a positive learning experience and passed on their best wishes to the new Directors. MC thanked the retiring Directors for their generous comments and their sterling commitment, encouragement and support for everything that the Trust has done.		

**Agenda Item 2****Falkirk Community Trust****Matters Arising  
(Meeting 15<sup>th</sup> June 2017)****Board Meeting: 31<sup>st</sup> August 2017**

<b>Item</b>	<b>Action</b>	<b>By Whom</b>	<b>Update</b>
3	<u>Appointment of Directors</u> 2 Council Director positions should be known shortly.	MC	Councillor William Buchanan and Councillor Joan Coombes appointed. The Board is asked to nominate and agree a Vice Chair for the Board from the Council Appointed Directors.
4	<u>Budgetary Control Statement</u> The Board noted the availability of funds within the Trusts reserves for investment in income generating projects and agreed to consider investment proposals at the August meeting.	MC	Agenda Item 9 - Business Plan 2018/19
8	<u>Draft Event Strategy</u> The Board approved the draft Event Strategy for Falkirk 2017-2024; agreed to receive a 3 year Operational Delivery Plan at its August meeting; and to receive a progress report in August 2018.	LoH	Information Item in Board Pack

**Falkirk Community Trust**

**Subject:** Budgetary Control Statement 2017/18  
**Meeting:** Falkirk Community Trust Board  
**Date:** 31 August 2017  
**Author:** Chief Finance Officer, Falkirk Council

**1. Introduction**

- 1.1 This report presents an initial update on the projected financial position of the Trust's activities for 2017/18.
- 1.2 Budget monitoring reports are an essential element of sound financial management, with the reports to the Board underpinned by monthly reports to managers. The main purpose is to ensure that income and expenditure continues to be managed effectively and consistent with budget.

**2. Overall Financial Projection**

- 2.1 The attached statement (Appendix 1) sets out the projected outturn to March 2018. At this early stage in the financial year there is a projected deficit on charitable activities of £172,000, which is £72,000 (0.4%) above the budgeted resources available.
- 2.2 Significant variations in expenditure and income are detailed below.

**3. Expenditure**

- 3.1 Employee costs account for £11.2m (c64%) of the Trust's budget. The overall costs are £367,000 (3.3%) below budget. This favourable movement is consistent with the underspend reported for the last financial year. Sports activities accounted for £221,000 and Helix £110,000 of this underspend.
- 3.2 A major factor in the Trust's financial outturn for 2016/17 was the lower than anticipated underspend expenditure on repairs, energy, transport and supplies and services. This can be partly explained due to the volatility of some costs such as energy and incurring only essential expenditure on repairs and supplies and services within an environment of financial constraint. However, at this point in the financial year, it is anticipated that all these areas of expenditure will be in line with budget. This will be monitored during the course of the year.

**4. Income**

- 4.1 The Service Payment from the Council accounts for £11.4m (c66%) of the Trusts resources. Of the remaining balance, customer fees and charges account for £5.4m (c31%).
- 4.2 Historically income has generally increased in comparison with the previous year but remained below budget. The position for 2017/18 remains the same with income £130,000 (8%) higher at the same point in the year, but income is still projecting £465,000 below budget. As previously noted it would therefore be preferable if the income budgets were aligned more closely with actual activity.

4.3 A summary of projected variances and actual income to July is detailed at Appendix 2.

## **5. Trading Company**

5.1 After taking account of planned investments, the Trading Company's projected surplus is £239,000 for the financial year (2016/17 surplus - £269,000). This is reflected in the Trust's accounts as a charitable donation of £239,000.

## **6. Reserves**

6.1 The Board agreed that it would maintain an unrestricted reserve of 2% calculated on the basis of the Service Payment received from Falkirk Council and the total budgeted expenditure. This gives a range of between £229,000 and £385,000. After taking into account the planned application of £100,000 in 2017/18 and the projected variance of £72,000, the anticipated balance at the financial year is £1,381,000.

6.2 Taking the Board's agreement to create a specific reserve of £270,000 for future severance costs and the reserve thresholds, the Board has an opportunity to fund investment of between £726,000 and £882,000. The Board will be aware a number of project groups are working on areas for business growth, the majority of which will require initial investment. Specific proposals are outlined in Item 9 on the Agenda.

## **7. Balance Sheet**

7.1 Appendix 3 details the Trust Balance Sheet as at July 2017. This shows a bank balance of £4m and net assets of £3.3m. The debtors figure of £0.3m primarily represents income due from Falkirk Council to the Trust. The creditors balance of £1.2m is the amount owed to Falkirk Council for the payment of salaries and expenses paid on behalf of the Trust.

## **8. Recommendation**

8.1 **The Board is invited to note the projected year-end financial position for 2017/18.**

A handwritten signature in dark ink, reading 'Bryan Smail', is written over a thin horizontal line.

**Bryan Smail**  
**Chief Finance Officer**



**FALKIRK COMMUNITY TRUST - 2017/18  
BUDGETARY CONTROL STATEMENT**

**Falkirk Community Trust - Balance Sheet**

**4 Months Ended 31 July 2017**

**Chief Executive : Maureen Campbell**

	<b>Mar 2017 £'000</b>	<b>Jun 2017 £'000</b>
<b>Fixed Assets</b>		
Tangible Assets	214	214
<b>Current Assets</b>		
Stocks	73	73
Debtors	298	344
Bank	3,598	4,032
	<u>3,969</u>	<u>4,449</u>
<b>Current Liabilities</b>		
Creditors	<u>2,042</u>	<u>1,205</u>
<b>Net Current Liabilities</b>	1,927	3,244
<b>Net Assets</b>	<u><u>2,141</u></u>	<u><u>3,458</u></u>
<b>Unrestricted Funds</b>		
Unrestricted Income Funds	<u>1,553</u>	<u>3,091</u>
	<b>1,553</b>	<b>3,091</b>
<b>Restricted Funds</b>		
Grant Funding	221	-
Helix Funding	<u>367</u>	<u>367</u>
	<b>588</b>	<b>367</b>
<b>Total Funds</b>	<u><u>2,141</u></u>	<u><u>3,458</u></u>

**Falkirk Community Trust**

**Subject: Annual Accounts 2016/17**  
**Meeting: Falkirk Community Trust Board**  
**Date: 31 August 2017**  
**Author: Chief Executive and Accountancy Services Manager**

**1. Introduction**

- 1.1 Company and Charity law requires the Directors to prepare financial statements for each financial year and to make arrangements for the accounts to be independently audited. This report provides an update on the audit for the period to 31 March 2017.

**2. Audited Accounts 2016/17**

- 2.1 The consolidated financial statements for the Trust, including its subsidiary undertaking Falkirk Community Trading Limited, for the period to March 2017 have been presented for audit. The Board will be pleased to note that in the Auditor's opinion these statements give a true and fair view of the Trust's affairs. There are no significant matters arising in the audit report. The Accounts were also recently reviewed by the Audit and Performance Sub-Group.
- 2.2 The financial results for the year 1 April 2016 to 31 March 2017 are shown on page 12. This shows a surplus on unrestricted funds of £817,000. The unrestricted fund has increased to £1,553,000 (£736,000 at 31 March 2016), with £270,000 earmarked for offsetting future potential severance costs.
- 2.3 The Trust's subsidiary achieved a breakeven position for the period to 31 March 2017 after accounting for a charitable payment of £269,240. The Board should also note that separate audited accounts have been prepared and approved by the Trading Company.

**3. Recommendation**

**3.1 The Board is asked to:**

- a) Approve the Trust's Financial Statements for the period to March 2017.**

*Maureen Campbell*

Maureen Campbell  
Chief Executive



Danny Cairney  
Accountancy Services Manager

## CONTENTS

	<b>Page No.</b>
Reference and Administrative Information	2
Group Strategic Report	3-6
Group Directors' Report	7-8
Statement of Directors' Responsibilities	9
Independent Auditors' Report	10-11
Consolidated Statement of Comprehensive Income	12
Charity Statement of Comprehensive Income	13
Consolidated Statement of Financial Position	14
Consolidated Cash Flow Statement	15
Notes	16-27

**REFERENCE AND ADMINISTRATIVE INFORMATION****YEAR END 31 MARCH 2017**Falkirk Community Trust Limited

<b>Directors</b>	Ruth Morrison (Chair)	
	Suzanne Arkinson	(Appointed 1 <sup>st</sup> July 2017)
	Councillor William Buchanan	
	Councillor Lorna Binnie	(Appointed 7 <sup>th</sup> June 2017)
	Councillor Joan Coombes	(Appointed 28 <sup>th</sup> June 2017)
	Derek Easton	(Appointed 1 <sup>st</sup> July 2017)
	Colette Filippi	(Appointed 1 <sup>st</sup> July 2017)
	Councillor Dennis Goldie	(Term of Office ended 7 <sup>th</sup> June 2017)
	Councillor Linda Gow	(Resigned 5 <sup>th</sup> May 2017)
	Councillor Jim Flynn	(Appointed 7 <sup>th</sup> June 2017)
	Alex McQuade	(Term of Office ended 30 <sup>th</sup> June 2017)
	Councillor Cecil Meiklejohn	(Appointed 7 <sup>th</sup> June 2017)
	Steve Mackie	
	Councillor Pat Reid	(Term of Office ended 7 <sup>th</sup> June 2017)
	Simon Rennie	
<b>Senior Management Team</b>	Ian Scott	(Term of Office ended 30 <sup>th</sup> June 2017)
	Councillor Robert Spears	(Term of Office ended 7 <sup>th</sup> June 2017)
	Robert Tait	(Term of Office ended 30 <sup>th</sup> June 2017)
	David White	
<b>Registered Office Auditors</b>	Maureen Campbell	Chief Executive
	Neil Brown	General Manager
	Jane Clark	Business Development Manager
	Paul Finnie	Sports & Recreation Manager
	Lesley O'Hare	Culture & Libraries Manager
<b>Registered Office Auditors</b>	Drummond Laurie Limited	
	Unit 5	
	Gateway Business Park	
	Beancross Road	
	Grangemouth	
<b>Solicitors</b>	FK3 8WX	
	Shepherd & Wedderburn	
	191 West George Street	
	Glasgow	
<b>Bankers</b>	G2 2LB	
	Clydesdale Bank	
	1 Bank Street	
	Falkirk	
<b>Charity number</b>	FK1 1NB	
	SC042403	
	SC400657	
<b>Company number</b>		

## GROUP STRATEGIC REPORT

YEAR ENDED 31 MARCH 2017

### ***Main activity***

The purpose of the group is to deliver, on behalf of Falkirk Council, inspiring culture and recreation services and experiences that support the Falkirk area's communities' aspirations and meet visitor expectations by:

- Encouraging the population of the Falkirk area to be more active and promoting health and fitness opportunities that are accessible to everyone;
- Supporting people to be more creative and nurturing potential for personal success and wellbeing through provision of cultural and sporting facilities and resources;
- Helping individuals and community groups to benefit from lifelong learning opportunities and make a social and economic contribution; and
- Involving local people in caring for the area's environment and heritage and encouraging others to visit the area.

### ***Public Benefit***

The directors have referred to OSCR's general guidance on public benefit when reviewing the aims and objectives of the charity and in planning its future activities. The charity's activities and objectives are entirely for the benefit of the public of the Falkirk area and any visitors to the area, with the benefit being access to culture and recreation services. Monitoring the success of this provision is carried out by the Directors by regularly analysing KPIs for each culture and recreation site managed by the charity, particularly in relation to attendance figures and how the charity can increase participation.

### ***Going Concern***

Funding for 2017-18 has been agreed for the period to 31<sup>st</sup> March 2018. The level of funding from Falkirk Council for 2018-19 is yet to be agreed. Funding reduction in 2017-18 was mitigated by a savings plan which utilised some reserves. The Board will respond to an anticipated further reduction in funding from the Council with a savings plan bolstered by a healthy balance of reserves which may be required to meet the cost of implementing savings. Directors have reviewed the business strategy and are satisfied that they are able to continue to prepare accounts on a going concern basis. A letter of comfort has been received from the Council confirming that the service in general will be funded in future years.

### ***Business objectives***

For the period 2014 – 2019 the objectives of the group are:

- Meeting customer needs
- Organisational development
- Financial sustainability

These objectives are being met through a range of activity within the Trust's Business Plan and during 2016-17 this included:

- Conducting a 2<sup>nd</sup> Customer Survey which shows that 86% of our customers are satisfied or highly satisfied and 99% would recommend us to others;
- Producing a comprehensive brief and documentation to enable tendering for the development of a new website;
- Increasing opportunities for volunteering within the Trust and introducing a volunteer of the month initiative in Active Schools;
- Developing dialogue with our customers online through social media where we increased engagement by around 43%;
- Encouraging people to be more active through accessible programmes such as walking groups which achieved a 19% increase in participation;

## GROUP STRATEGIC REPORT

YEAR ENDED 31 MARCH 2017

- Visiting the Kelpies continues to be ranked as the top thing to do in Falkirk on Tripadvisor, and both the Helix and Callendar House continued to receive 5 star reviews;
- Winning the best visitor attraction in the Pride of Forth Valley Awards for the Helix;
- Being named as the most physically active area in Scotland in a national survey by the Scottish Government;
- Supporting staff to review service standards at the Helix Visitor Centre, Grangemouth Sports Complex, the Mariner Centre and Callendar House;
- Reducing our sickness absence levels which were down from 4.20% in 15/16 to 3.42% in 16/17;
- Continuing to progress systems development with database consolidation work across our till system;
- Continuing to maintain a corporate focus on Health & Safety and supporting partners in the Counter-Terrorism Strategy;
- Improving the swimming lesson programme performance secured a 17% increase in income;
- Increasing income in Health & Fitness by 24% following an expansion in the gym offer;
- Increasing uptake particularly in tennis and gymnastics programmes contributed to a 27% increase in income for the sports development programme;
- Securing a loan of £1m from the Council to enable the conversion of the Mariner Centre Sports Hall to a soft play venue;
- Securing income of £782,000 from competitive grant making bodies.

### ***Risk Management***

The major strategic, business and operational risks associated with the group are identified. A Strategic Risk Management Policy is in place along with risk register, review and mitigation systems which are reviewed regularly by the management team. The strategic risk register was presented to the Board for scrutiny during the year to ensure that risk is drawn to the attention of Directors. The top three risks are:-

1. Financial Risk: National influences could lead to Council priorities for finance being focused away from the Trust leading to a reduction in funding for Culture and Sport. This could lead to the closure of facilities, reduction in service, loss of income and planned deterioration. Mitigation action is in place through: *"Inspiring Active Lives – A Strategy for Culture and Sport in the Falkirk area"* with a suite of delivery plans; delivering a new soft play centre business initiative; developing new opportunities for business growth; maintaining improvement in Trading Company performance; generating increased community involvement in service delivery; achieving Fundraising strategy targets.
2. Information Risk: Lack of investment by the Council and the Trust causes IT systems failure to meet both customer and business management needs and restricts customer transactions and customer data capture. Mitigation action in place through: Commissioning a new website; improving our digital capacity and online facilities; creating a brief and specification for an improved box office ticketing system; piloting mobile and flexible working.
3. Assets & Property Risk: Plant and machinery failure within ageing physical assets requiring redirection of capital and /or which could lead to facility closure with service reduction and loss of income. Mitigation action in place through; monitoring and reviewing performance of short and longer term Service Level Agreements; Asset Management Development Plan; implementing Council capital funded projects and forward planning investment proposals

### ***Achievements and Performance***

Good progress has been made towards delivery of the Business Strategy and positive results achieved against an ever challenging financial backdrop. Customer income increased and reliance on income from Council funding reduced from 66% last year to 61%, significantly down from 72% in the Trust's first year of operation. Trading performance continued to improve as well and an overall surplus was passed to the parent company as a charitable payment.

Given the economic climate and its significant impact on the Council, the Trust's main funder, Directors developed a Business Plan Approach as a 3 year strategy to review opportunities for income generation, community engagement and asset transfer, efficiency savings and service reductions. The approach proposes a high level transformational shift in the way that culture and sport is developed, managed and delivered in the Falkirk area. It will be a key driver for the development of future plans.

## GROUP STRATEGIC REPORT

YEAR ENDED 31 MARCH 2017

During 2016-17 we continued to focus on managing our assets to best meet customer expectation. With Falkirk Council we opened a new library for Denny, providing a modern and very appealing venue in the heart of the town. The library has been very well received by the Denny community. Visits to libraries generally saw the first increase in numbers for several years, up by 6,647 on last year. Improvement can be attributed to the introduction of bus pass applications, as well as to the new library.

Utilising Trading Company funds and with external funding support we refurbished the tea room at Callendar House to both modernise and enhance its attractive historic setting. Now providing a much improved customer experience, there has been a noticeable increase in footfall within the House and uplift in tearoom income. With a small investment in decorations we introduced a new Christmas experience at Callendar House which encouraged visitors to explore the House and take part in traditional festive activities and we hope to build on this in future years.

Improving customer experience was the key driver for a number of initiatives in sports facilities. This included a new spinning studio converted from a former squash court, upgrade to the flumes and improved ladies dry-side changing rooms all at Grangemouth Sports Complex. Continued investment aimed at the family audience at the Mariner Centre included new creative play features in the pool. During the year the first phase of improvements at Grangemouth Stadium, in the reception and welcome area, were completed and work has commenced on the indoor track and athletes changing areas.

Participatory programmes performed well and the new swimming programme was a big factor in increased use of the Community High Schools. Upwards trends also continued in Helix events including the new festive Fire & Light event on New Year's Day, Step Forth and Active Forth programmes. A significant new initiative with funding from the Integrated Care Fund was the introduction of a mental health programme within Active Forth which we plan to continue. Upwards trends also continued in Active Schools performance, both for distinct participants engaged and for the number of sessions provided.

### ***Financial Review***

The Groups financial results for the year 1<sup>st</sup> April 2016 to 31<sup>st</sup> March 2017 are shown on pages 12 to 25. This shows a surplus on unrestricted funds of £817,000. The unrestricted fund has increased to £1,553,000 (£736,000 as at 31<sup>st</sup> March 2016).

Income totalled £19.5m (2015/16 - £19.3m) with an increase customer income of £0.970m offsetting a reduction in income received from Falkirk Council of £0.726m. Costs incurred of £18.9m are £0.2m less than the previous year (2015/16 - £19.2m).

The Trust's wholly owned subsidiary, Falkirk Community Trading Limited, achieved a breakeven position for the period to 31<sup>st</sup> March 2017 after accounting for a charitable payment of £269,000. The principal activity of the trading company is the provision of catering and retail services. Trading income and costs increased by £0.4m, largely as result of trading activities within the Helix Park.

The balance sheet shows a bank balance of £3.6m (£0.7m as at 31 March 2016) and net assets of £2.1m (£1.5m as at 31 March 2016). The movement in cash reflects timing differences between payments made by Falkirk Council on behalf of the Trust and subsequent reimbursement back to Falkirk Council.

### ***Plans for the Future***

Recent investment in facilities has enabled us to improve services and offer better opportunities for people to achieve fulfilled and active lifestyles. However asset management and development continues to be a challenge. It is agreed that the area needs an Arts Centre and we will work with the Council and others to consider how best to deliver one to replace Falkirk Town Hall. Meantime a shift in focus to re-energise and re-invigorate the programme will become more evident at FTH and we plan to invest in front of house and on stage to improve the experience for audiences and performers and enable the venue to meet modern touring expectations. Future development opportunities in Grangemouth Sports Complex and Bo'ness Recreation Centre are also major strategic challenges

## **GROUP STRATEGIC REPORT**

**YEAR ENDED 31 MARCH 2017**

Our Business Plan Approach is to drive forward a shift in how culture and sport is developed and delivered through focussing on facilities within three core groupings:

- Community engagement/ involvement: facilities that could be managed in partnership with community groups with a view to transferring them in part or whole over time.
- Community infrastructure/need: facilities that are a core part of the community infrastructure and don't yet have an identifiable community support mechanism but make significant contribution to meeting need.
- Income generation: facilities that have the potential to grow income to reduce subsidy while contributing to "Inspiring Active Lives" and the area's strategic objectives.

This approach requires full support and buy-in from stakeholders, supporters, groups and clubs. We acknowledge that implementation will take time and effort from all involved and we are pleased that the Council has endorsed our approach. Our focus in 2017-18 will be to develop a range of opportunities for consideration in our 2018-19 business planning process.

A business growth initiative that we identified in 2016-17 will be implemented at Mariner Centre with the opening of a new soft play development in the games hall, along with significant access improvements and new café space.

We will be operating with a significant reduction to our core budget in 17/18 and have identified £0.92m of savings with limited impact on services or facilities. However this utilises £100,000 from reserves and is short of the level requested of us by the Council, so a greater level of savings must be achieved in the next 2 years.

Ruth Morrison  
Chair of the Board  
Falkirk Community Trust Limited

Date: 31 August 2017



## GROUP DIRECTORS' REPORT

YEAR ENDED 31 MARCH 2017

### Structure, Governance and Management

#### *Charitable status*

Falkirk Community Trust is a company limited by guarantee, governed by its memorandum and articles of association dated 31st May 2011. The company has charitable status and the Scottish Charity Number is SC 042403. The charitable company was incorporated on 31<sup>st</sup> May 2011 and began to trade on 1<sup>st</sup> July 2011 to take responsibility for the management and operation of a range of community facing sport, recreation, arts, heritage and library services provided by Falkirk Council.

#### *Board of Directors*

Five independent directors are drawn from local business, sport, culture, environmental and learning sectors. Five directors are nominated elected members of Falkirk Council. There is also one Employee Director nominated by Trust staff, which is currently vacant.

The Board has the ability to appoint two additional co-opted Directors to allow the Trust to benefit from relevant skill sets and expertise as required. Two co-opted Directors are appointed to the Board. The Chair of the Board is elected from the Independent Directors. The Directors are trustees for the purposes of charity law. A list of the current Directors including those who served during the accounting period can be found on Page 2. The term of office of a number of founding Directors came to an end and a recruitment process for three new independent Directors was completed. Following the local government elections in May 2017 the Council nominated four new Directors.

Responsibility for the day to day operations of the Trust has been delegated to Maureen Campbell, the Trust Chief Executive.

#### *Trading Subsidiary*

A wholly owned trading subsidiary, Falkirk Community Trading Limited, was established to govern those activities which are not recognised as charitable. It has a board of 5 directors drawn from the Trust's board and executive management and independent experts.

The Director details are as follows:

Suzanne Arkinson	(Appointed 27 <sup>th</sup> September 2016)
Maureen Campbell	
Ased Iqbal	(Appointed 26 <sup>th</sup> September 2016)
Steve Mackie	
Chris Morris	
Ian Scott	(Term of Office ended 30 <sup>th</sup> June 2017)

#### *Induction and training of directors*

An induction process is in place for new directors. This covers strategic and operational issues affecting the group. The ongoing training and development needs of directors are considered regularly by the board.

#### *Governance structure*

The Board of Directors meets quarterly with executive officers and senior managers present. Decisions are taken to set the overall strategy for the business as well as to monitor its activities. The executive and senior managers are charged with the task of implementing these decisions. Agendas and minutes of Falkirk Community Trust board meetings are published on the Trust's website ([www.falkirkcommunitytrust.org](http://www.falkirkcommunitytrust.org)).

Two sub groups are established each comprising five directors drawn from the Trust's board. The Audit and Performance sub group focuses on company performance specifically in relation to the business plan and audit arrangements. The People sub group is charged with recruitment of all senior managers and strategic liaison with trade union representatives.

## GROUP DIRECTORS' REPORT

YEAR ENDED 31 MARCH 2017

### ***Reserves Policy***

The Trust has the following three reserves:-

#### **Unrestricted Income Fund**

Maintaining a level of reserves helps to meet unexpected events. The Board agreed that it would maintain an unrestricted reserve of 2% calculated on the basis of the Service Payment received from Falkirk Council and the total budgeted expenditure. This gives a range of between £238,000 and £396,000. The unrestricted reserve at 31 March 2017 was £1,553,000, with £270,000 earmarked for offsetting future severance costs. Although the reserve is well above the recommended limit, the Trust's reserve policy notes that maintaining the reserve at the threshold limits should not be taken as given and situations may arise where the Trust operates outwith the framework. The current level of reserves will help the Trust to manage in the current difficult financial climate, in particular providing an opportunity to deploy funds on activities aimed at generating additional income.

#### **Restricted Funds – Grants and Other Funding**

This fund represents grants received for specific purposes, with the balances held to be applied in accordance with the funders' requirements. The balances held are detailed at Note 17 and shows an overall balance of £220,547 as at 31 March 2017.

#### **Restricted Funds – Helix**

The Helix Fund represents funding given for the formation and setup of operations at the Helix site. The balance on the fund at 31 March 2017 was £367,360.

### ***Financial Risk Management – Objectives and Policies***

The Trust has a Risk Management Plan, supported by subsidiary risk management plans. In addition there are Business Continuity arrangements covering all operational activities and locations. These arrangements incorporate regular reporting to the Management Team and the Directors.

Robust financial management is critical to the Trust's success and integral to its forward planning, particularly given that Falkirk Council, the Trust's main funder, is under significant financial pressure due to the current economic climate. In 2016/17 the funding from Falkirk Council reduced by £726,000 with further reduction of £501,000 confirmed for 2017/18. Going forward it is anticipated that Falkirk Council will still need to make significant financial savings and the Trust's Business Plan for 2017-20 gives consideration to a potential reduction in the service payment by as much as 50% by 2020. The Plan acknowledges that this will require a significant transformational shift in the way culture and sport is developed, managed and delivered in the Falkirk area with a strong emphasis on community engagement and increased income generation.

### ***Employees***

The group maintains a policy of regularly providing all employees and, where represented, trade unions with information on the group's performance. It is the group's policy to give full consideration to employment from persons with protected characteristics including disabled persons, bearing in mind their particular aptitudes and abilities.

### ***Auditors***

Drummond Laurie Limited were appointed for 3 years covering the financial statements up to the year ended 31 March 2017. Auditors for 2017/18 have still to be appointed, subject to tender.

### ***Information for Auditors***

In so far as the directors are aware there is no relevant audit information of which the charitable group's auditor is unaware and the directors have taken all steps to make themselves aware of any relevant audit information and to establish that the charitable group's auditor is aware of that information.

Ruth Morrison  
Chair of the Board  
Falkirk Community Trust Limited

Date: 31 August 2017

## **STATEMENT OF DIRECTORS' RESPONSIBILITIES**

**YEAR ENDED 31 MARCH 2017**

The trustees (who are also directors of Falkirk Community Trust Limited for the purposes of company law) are responsible for preparing the Group Strategic Report and the Group Directors' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group, and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charity Accounts (Scotland) Regulations 2006. They are also responsible for safeguarding the assets of the charitable company and the charitable group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**INDEPENDENT AUDITORS' REPORT TO THE DIRECTORS AND MEMBERS OF FALKIRK  
COMMUNITY TRUST LIMITED**

**YEAR ENDED 31 MARCH 2017**

We have audited the group and parent company financial statements of Falkirk Community Trust Limited for the year ended 31 March 2017 which comprises the Consolidated Statement of Comprehensive Income, the Consolidated Statement of Financial Position, the Consolidated Cash Flow Statement and the related notes.

This report is made solely to the company's members, as a body, in accordance with chapter 3 of section 16 of the Companies Act 2006, and to the charity's directors, as a body, in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Respective responsibilities of directors and auditors**

The responsibilities of the directors (who are also trustees of the charitable company for the purposes of company law) for preparing the Directors Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and for being satisfied that the financial statements give a true and fair view are set out in the Statement of Directors Responsibilities on page 7.

We have been appointed auditors under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report to you in accordance with those Acts.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

**Scope of audit of the financial statements**

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at <http://www.frc.org.uk/auditscopeukprivate>.

**Opinion**

In our opinion:

- the financial statements give a true and fair view of the state of the group's and parent company's affairs as at 31 March 2017 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- the financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- the financial statements have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended); and
- the information given in the Group Strategic Report and the Group Directors Report is consistent with the financial statements.

**INDEPENDENT AUDITORS' REPORT TO THE DIRECTORS AND MEMBERS OF FALKIRK  
COMMUNITY TRUST LIMITED**

**YEAR ENDED 31 MARCH 2017**

**Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- the charitable parent company has not kept adequate accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

David Wheeler  
Senior Statutory Auditor

For and on behalf of

Drummond Laurie Limited  
Statutory Auditor  
Unit 5  
Gateway Business Park  
Beancross Road  
Grangemouth  
FK3 8WX

Date:.....

**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME**  
**(INCORPORATING A GROUP INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 MARCH 2017**

	Notes	Unrestricted Fund £'000	Restricted Fund £'000	Total 2017 £'000	Total 2016 £'000
<b>Income and Endowments from:</b>					
Donations and Legacies	3	14	8	22	13
Charitable Activities					
-Provision of Leisure and Cultural Activities	4	4,441	1,353	5,794	5,224
-Contract with Falkirk Council		11,055	879	11,934	12,660
Other Trading Activities	5	1,771	-	1,771	1,364
Investments	6	6	-	6	24
<b>Total Income</b>		<b>17,287</b>	<b>2,240</b>	<b>19,527</b>	<b>19,285</b>
<b>Expenditure on:</b>					
Raising Funds		1,502	-	1,502	1,205
Charitable Activities	7	15,026	2,398	17,424	17,959
<b>Total Expenditure</b>		<b>16,528</b>	<b>2,398</b>	<b>18,926</b>	<b>19,164</b>
<b>Net Income/(Expenditure)</b>		<b>759</b>	<b>(158)</b>	<b>601</b>	<b>121</b>
Transfers between funds	17	58	(58)	-	-
<b>Net Movement in Funds</b>		<b>817</b>	<b>(216)</b>	<b>601</b>	<b>121</b>
<b>Fund Balances brought forward at 1 April 2016</b>		<b>736</b>	<b>804</b>	<b>1,540</b>	<b>1,419</b>
<b>Fund Balances carried forward to 31 March 2017</b>	15-18	<b>1,553</b>	<b>588</b>	<b>2,141</b>	<b>1,540</b>

All of the above results are derived from continuing activities. All gains and losses recognised in the year ended are included above.

**CHARITY STATEMENT OF COMPREHENSIVE INCOME**  
**(INCORPORATING THE CHARITY INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 MARCH 2017**

	Notes	Unrestricted Fund £'000	Restricted Fund £'000	Total 2017 £'000	Total 2016 £'000
<b>Income and Endowments from:</b>					
Donations and Legacies	3	14	8	22	13
Charitable Activities					
- Provision of Leisure and Cultural Activities	4	4,441	1,353	5,794	5,224
- Contract with Falkirk Council		11,055	879	11,934	12,660
Investments		275	-	275	183
<b>Total Income</b>		<b>15,785</b>	<b>2,240</b>	<b>18,025</b>	<b>18,080</b>
<b>Expenditure On:</b>					
Charitable activities	7	15,026	2,398	17,424	17,959
<b>Total Expenditure</b>		<b>15,026</b>	<b>2,398</b>	<b>17,424</b>	<b>17,959</b>
<b>Net Income/(Expenditure)</b>		<b>759</b>	<b>(158)</b>	<b>601</b>	<b>121</b>
Transfers between Funds	17	58	(58)	-	-
<b>Net Movement in Funds</b>		<b>817</b>	<b>(216)</b>	<b>601</b>	<b>121</b>
<b>Fund Balances brought forward at 1 April 2016</b>		<b>736</b>	<b>804</b>	<b>1,540</b>	<b>1,419</b>
<b>Fund Balances carried forward to 31 March 2017</b>	15-18	<b>1,553</b>	<b>588</b>	<b>2,141</b>	<b>1,540</b>

All of the above results are derived from continuing activities. All gains and losses recognised in the year ended are included above.

**CONSOLIDATED STATEMENT OF FINANCIAL POSITION  
AT 31 MARCH 2017**

**Company No.: SC400657**

	<b>Note</b>	<b>Group 2017 £'000</b>	<b>Charity 2017 £'000</b>	<b>Group 2016 £'000</b>	<b>Charity 2016 £'000</b>
<b>Fixed Assets</b>					
Tangible assets	10-11	214	214	310	310
<b>Current Assets</b>					
Stocks	12	73	-	65	-
Debtors	13	298	281	2,067	2,064
Cash in Hand		3,598	3,586	674	650
		<u>3,969</u>	<u>3,867</u>	<u>2,806</u>	<u>2,714</u>
<b>Current Liabilities</b>					
Creditors : amounts falling due in one year	14	2,042	1,940	1,576	1,484
<b>Net current assets</b>		<u>1,927</u>	<u>1,927</u>	<u>1,230</u>	<u>1,230</u>
<b>Net assets</b>		<u><b>2,141</b></u>	<u><b>2,141</b></u>	<u><b>1,540</b></u>	<u><b>1,540</b></u>
<b>Unrestricted Funds</b>					
Unrestricted Income Funds		1,553	1,553	736	736
		<u>1,553</u>	<u>1,553</u>	<u>736</u>	<u>736</u>
<b>Restricted Funds</b>					
Grant and Other Funding	18	221	221	345	345
Helix Funding	17	367	367	459	459
		<u>588</u>	<u>588</u>	<u>804</u>	<u>804</u>
<b>TOTAL FUNDS</b>		<u><b>2,141</b></u>	<u><b>2,141</b></u>	<u><b>1,540</b></u>	<u><b>1,540</b></u>

The financial statements were approved and authorised for issue by the Board on 31 August 2017 and signed on its behalf by:

Ruth Morrison  
Chair of the Board  
Falkirk Community Trust



<p style="text-align: center;"><b>CONSOLIDATED CASH FLOW STATEMENT</b>  <b>FOR THE YEAR ENDED 31 MARCH 2017</b></p>
---

	Notes	Total 2017 £'000	Total 2016 £'000
<b>Operating Activities</b>			
Net Income/(Expenditure)		601	121
Adjustments	19a	95	71
Working Capital Movements	19b	2,227	(2,771)
<b>Cashflow from Operating Activities</b>		<b>2,923</b>	<b>(2,579)</b>
<b>Investing Activities</b>			
Purchases of property, plant and equipment		(23)	(48)
Proceeds from sale of property, plant and equipment		18	-
Interest Received		6	24
<b>Cashflow from Investing Activities</b>		<b>1</b>	<b>(24)</b>
<b>Net Change in Cash and Cash Equivalents</b>		<b>2,924</b>	<b>(2,603)</b>
<b>Cash and Cash Equivalents at 1 April</b>	19c	<b>674</b>	<b>3,277</b>
<b>Cash and Cash Equivalents at 31 March</b>	19c	<b>3,598</b>	<b>674</b>

**NOTES TO THE ACCOUNTS  
YEAR ENDED 31 MARCH 2017**

**1. Statutory Information**

Falkirk Community Trust Limited is a charitable company limited by guarantee and incorporated in Scotland with registration number SC400657. The registered office is Suite 1A, The Falkirk Stadium, 4 Stadium Way, Falkirk, FK2 9EE.

**2. Accounting policies**

**Basis of accounting**

The financial statements have been prepared under the historical cost basis of accounting, modified for revaluation of fixed assets, and in accordance with applicable accounting standards. The financial statements are set out so as to comply with FRS 102, the Charities SORP (FRS 102) and the Companies Act 2006.

**Basis of Preparation – Going Concern**

The trustees have a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. Thus, they continue to adopt the going concern basis of accounting in preparing the financial statements.

**Basis of consolidation**

The consolidated financial statements include the financial statements of the Company and its subsidiary undertaking Falkirk Community Trading Limited made up to 31 March 2017.

**Funds**

Funds are classified as either restricted funds or unrestricted funds, defined as follows:

*Restricted funds* are funds subject to specific trusts, which may be declared by the donor or with their authority. Some are restricted income funds expendable at the discretion of the Board in furtherance of a particular activity, such as government grants for a specific centre, and funds raised for particular client groups or activities. Others are capital funds where the assets are required to be invested for long term use.

*Unrestricted funds* are expendable at the discretion of the Board in furtherance of the objectives of Falkirk Community Trust. If part of the unrestricted funds is earmarked at the discretion of the Board for a particular project, it is designated as a separate fund. This designation has an administrative purpose only, and does not legally restrict the Board's discretion to apply the fund.

**Incoming resources**

*Activities for generating income* are accounted for when there is entitlement to the income, it is virtually certain that the income will be received and the income can be reliably measured.

*Income from Falkirk Council* is accounted for on an accruals basis and is agreed in advance based on the level of service provided.

*Investment Income* is accounted for on an accruals basis.

*Capital Grants received* are accounted for on an accruals basis.

**Resources Expended**

All expenditure is accounted for on an accruals basis. Where costs cannot be directly attributed to a cost heading, they have been allocated on a basis consistent with use of the resources.

Creditors are recognised where the group has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts.

Charitable expenditure comprises those costs incurred by the group in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. These costs are allocated based on an estimate of the proportion of time that personnel spend on charitable activities.

**NOTES TO THE ACCOUNTS (contd.)**  
**YEAR ENDED 31 MARCH 2017**

**2. Accounting policies (continued)**

Costs of generating funds represents the costs which are associated with generating incoming resources from all sources other than from undertaking charitable activities. The main components of costs within this category are costs of fundraising trading, including cost of goods sold and other associated costs.

**Stocks**

Stocks of materials and consumables are stated at the lower of cost and net realisable value in the ordinary course of operating.

**Fixed Assets**

Assets are capitalised only if they have an individual value of £1,000 or above. Assets are initially capitalised at purchase price plus any costs to bring to its current state.

Depreciation is provided on vehicles, plant and equipment at rates calculated to write off the cost less estimated residual value of each asset evenly over their expected life of between 5-8 years. The assets are reviewed annually for impairment.

On incorporation, vehicles, plant and equipment were transferred from the Council at the cost of £1. These assets were revalued to their fair value after transfer.

**Fixed Asset Investments**

Investments are recognised at cost less any deemed impairment of value.

**Taxation**

The Charity is exempt from income tax by virtue of Section 505(1) Income and Corporation Taxes Act 1988 and from capital gains tax by virtue of Section 145 Capital Gains Tax Act 1979.

**Pensions**

Falkirk Community Trust is a member of the Falkirk Pension Fund, a Local Government Pension Scheme, which is a defined benefit scheme and provides benefits based on final pensionable pay. As part of the Admission Agreement to the Scheme both Falkirk Community Trust and Falkirk Council agreed that assets of the Pension Fund in respect of Trust employees and former employees shall, at all times, be notionally allocated to Falkirk Council and the liabilities of the Pension Fund shall, at all times, be the responsibility of Falkirk Council and not Falkirk Community Trust. As a consequence of this agreement there is no requirement to disclose pension assets and liabilities in the accounts of Falkirk Community Trust.

**Provisions**

Provisions are recognised when the company has a legal or constructive obligation as a result of a past event, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated. Provisions are not recognised for future operating losses. Provisions are discounted where the time value of money is material. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

**Cash and Cash Equivalents**

Cash and cash equivalents include cash at bank and in hand and highly liquid interest-bearing securities with maturities of three months or less. In the cash-flow statement, cash and cash equivalents are shown net of bank overdrafts, which are included as current borrowings in liabilities on the statement of financial position.

**3. Donations and Legacies**

	<b>2017</b>	<b>2016</b>
	<b>£'000</b>	<b>£'000</b>
Other Donations	22	13
	<b>22</b>	<b>13</b>

**NOTES TO THE ACCOUNTS (contd.)**  
**YEAR ENDED 31 MARCH 2017**

**4. Income from provision of Leisure and Cultural Activities**

	<b>Unrestricted Fund £'000</b>	<b>Restricted Fund £'000</b>	<b>Total 2017 £'000</b>	<b>Total 2016 £'000</b>
Fees, Charges & Admissions	4,057	239	4,298	4,108
Sales	51	2	53	79
Grant Income	-	1,030	1,030	749
Rental Income	80	-	80	54
Miscellaneous Income	253	82	333	234
	<b>4,441</b>	<b>1,353</b>	<b>5,794</b>	<b>5,224</b>

**5. Income from Other Trading Activities**

The wholly owned trading subsidiary Falkirk Community Trading Limited, which is registered in Scotland – Company Number SC400658 - pays any profits to the charity by gift aid. The Trading Company operates all the catering and retail operations carried out at the premises managed by the Charity. The Registered Office is located at Suite 1A, The Falkirk Stadium, 4 Stadium Way, Falkirk, FK2 9EE. A summary of the trading results is shown below.

	<b>Total 2017 £'000</b>	<b>Total 2016 £'000</b>
Turnover	1,771	1,364
Cost of sales and administration costs	(1,771)	(1,364)
<b>Net profit/(loss) on ordinary activities before taxation</b>	<b>-</b>	<b>-</b>
Taxation on profit/(loss) on ordinary activities	-	-
<b>Profit/(loss) for the period</b>	<b>-</b>	<b>-</b>
<b>The assets and liabilities of the Trading Company are:</b>		
Current Assets	112	117
Current Liabilities	(112)	(117)
<b>Net Current Assets</b>	<b>-</b>	<b>-</b>
<b>Net Assets</b>	<b>-</b>	<b>-</b>

**6. Investment Income**

	<b>2017 £'000</b>	<b>2016 £'000</b>
Charitable Donation from Subsidiary	269	159
Bank and other interest	6	24
	<b>275</b>	<b>183</b>

**7. Costs of providing Leisure and Cultural Activities**

	<b>Unrestricted Fund £'000</b>	<b>Restricted Fund £'000</b>	<b>Total 2017 £'000</b>	<b>Total 2016 £'000</b>
Wages and salaries	7,416	917	8,333	8,614
Social security costs	562	66	628	486
Employer pension costs	1,377	140	1,517	1,681
Voluntary Severance	25	-	25	83
Other Staff costs	156	23	179	158
Property Expenses	1,904	73	1,977	2,216
Transport Expenses	160	15	175	185
Supplies and Services	3,426	1,164	4,590	4,536
	<b>15,026</b>	<b>2,398</b>	<b>17,424</b>	<b>17,959</b>

**NOTES TO THE ACCOUNTS (contd.)**  
**YEAR ENDED 31 MARCH 2017**

**8. Auditor Remuneration**

	<b>2017</b>	<b>2016</b>
	<b>£'000</b>	<b>£'000</b>
Audit Fees - Charity	9	8
- Trading Company	2	2
	<b>11</b>	<b>10</b>

**9. Staff numbers and costs**

The remuneration and associated costs of the company were:-

	<b>Group</b>	<b>Charity</b>	<b>Group</b>	<b>Charity</b>
	<b>2017</b>	<b>2017</b>	<b>2016</b>	<b>2016</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Wages and salaries	8,889	8,333	9,111	8,614
Social security costs	652	628	499	486
Pension costs	1,607	1,517	1,766	1,681
Severance Costs	25	25	83	83
Other Staff Costs	200	179	172	158
	<b>11,373</b>	<b>10,682</b>	<b>11,631</b>	<b>11,022</b>

Employees receiving salaries, plus benefits in kind, of more than £60,000 were in the following bands:-

	<b>Group</b>	<b>Charity</b>	<b>Group</b>	<b>Charity</b>
	<b>2017</b>	<b>2017</b>	<b>2016</b>	<b>2016</b>
	<b>Number</b>	<b>Number</b>	<b>Number</b>	<b>Number</b>
£60,000 - £70,000	-	-	-	-
£70,000 - £80,000	1	1	1	1
£80,000 - £90,000	-	-	-	-
£90,000 - £100,000	1	1	1	1

Pension costs in relation to those employees earning over £60,000 totalled £34k (2016: £34k).

No member of the Board received remuneration from Falkirk Community Trust, Directors indemnity insurance or travel expenses.

**Management Team Remuneration**

	<b>Group</b>	<b>Charity</b>	<b>Group</b>	<b>Charity</b>
	<b>2017</b>	<b>2017</b>	<b>2016</b>	<b>2016</b>
	<b>Number</b>	<b>Number</b>	<b>Number</b>	<b>Number</b>
£50,000 - £60,000	3	3	3	3
£60,000 - £70,000	-	-	-	-
£70,000 - £80,000	1	1	1	1
£80,000 - £90,000	-	-	-	-
£90,000- £100,000	1	1	1	1
	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

**NOTES TO THE ACCOUNTS (contd.)**  
**YEAR ENDED 31 MARCH 2017**

The average monthly full-time equivalent number of permanent/temporary employees of the company during the year was:

	<b>Group 2017 Number</b>	<b>Charity 2017 Number</b>	<b>Group 2016 Number</b>	<b>Charity 2016 Number</b>
Business Development	19	19	21	21
Parks & Recreation	28	28	40	40
Libraries	52	52	62	62
Arts	28	28	25	25
Heritage	8	8	17	17
Sport & Fitness	151	151	138	138
Helix	20	20	20	20
Trading Subsidiary	25	-	21	-
	<b>331</b>	<b>306</b>	<b>344</b>	<b>323</b>

\* The figures above do not include Casual Seasonal staff

		<b>2017</b>	<b>2016</b>
Average Employee Numbers	- Full Time	209	223
	- Part Time	271	271
	Total	<u>480</u>	<u>494</u>

**10. Tangible fixed assets**

	<b>Vehicles, Plant &amp; Equipment £'000</b>
<i>Cost or Valuation</i>	
At 1 April 2016	649
Additions	23
Disposals	(126)
At end of year	<u><b>546</b></u>
<i>Depreciation</i>	
At 1 April 2016	339
Charge for the year	92
Disposals	(99)
At end of year	<u><b>332</b></u>
<i>Net Book Value</i>	
<b>At 31 March 2017</b>	<u><b>214</b></u>
At 31 March 2016	<u>310</u>

**NOTES TO THE ACCOUNTS (contd.)**  
**YEAR ENDED 31 MARCH 2017**

**11. Fixed asset investments**

The company owns 100% of the ordinary share capital of Falkirk Community Trading Limited, a company registered in the United Kingdom. The value of the investment is £1 (2016 - £1).

**12. Stock**

	<b>Group 2017 £'000</b>	<b>Charity 2017 £'000</b>	<b>Group 2016 £'000</b>	<b>Charity 2016 £'000</b>
Stock	73	-	65	-

**13. Debtors**

	<b>Group 2017 £'000</b>	<b>Charity 2017 £'000</b>	<b>Group 2016 £'000</b>	<b>Charity 2016 £'000</b>
Trade debtors	166	149	190	162
Due from Subsidiary Undertaking	-	-	-	17
Amount due from related parties	-	-	1,873	1,881
VAT	90	90	-	-
Prepayments and accrued income	42	42	4	4
	<b>298</b>	<b>281</b>	<b>2,067</b>	<b>2,064</b>

**14. Creditors : amounts falling due within one year**

	<b>Group 2017 £'000</b>	<b>Charity 2017 £'000</b>	<b>Group 2016 £'000</b>	<b>Charity 2016 £'000</b>
Trade creditors	440	346	517	434
Amounts due to related parties	985	989	-	-
Social security costs and other taxes	151	142	428	421
Annual Leave accrual	184	184	164	164
Other creditors and accruals	282	279	467	465
	<b>2,042</b>	<b>1,940</b>	<b>1,576</b>	<b>1,484</b>

Included in other creditors and accruals is £73k (2016 - £201k) of deferred income. This relates to payments in advance for events occurring post year end.

**NOTES TO THE ACCOUNTS (contd.)**  
**YEAR ENDED 31 MARCH 2017**

**15. Reconciliation of Movements in Funds**

	<b>Group 2017 £'000</b>	<b>Charity 2017 £'000</b>	<b>Group 2016 £'000</b>	<b>Charity 2016 £'000</b>
Surplus for the Period	601	601	121	121
Revaluation carried out in the period	-	-	-	-
Net addition to funds	601	601	121	121
Opening Funds	1,540	1,540	1,419	1,419
Closing Funds	2,141	2,141	1,540	1,540

**16. Analysis of net assets between funds**

	<b>Unrestricted Funds £'000</b>	<b>Restricted Funds £'000</b>	<b>Total £'000</b>
<b>Fund balances at 31 March 2017 are represented by:</b>			
Tangible Fixed Assets	214	-	214
Current Assets	3,160	809	3,969
Current Liabilities	(1,821)	(221)	(2,042)
	<b>1,553</b>	<b>588</b>	<b>2,141</b>

**17. Summary of Movement in Funds**

	<b>Fund Balance Brought Forward £'000</b>	<b>Incoming Resources £'000</b>	<b>Resources Expended £'000</b>	<b>Transfers £'000</b>	<b>Fund Balances Carried Forward £'000</b>
Unrestricted Funds	736	17,287	(16,528)	58	1,553
Restricted Funds	345	1,081	(1,205)	-	221
Helix Funds	459	1,159	(1,193)	(58)	367
	<b>1,540</b>	<b>19,527</b>	<b>(18,926)</b>	<b>-</b>	<b>2,141</b>

Unrestricted Funds

Unrestricted Funds can be used at the discretion of the Board of Trustees in furtherance of the objects of the Trust.

Restricted Fund

The Restricted Fund represents funds received from external organisations for specific purposes. Further detail is given in Note 17.

Helix Fund

The Helix Fund represents funding given for the formation and setup of operations of the Helix site. Any money unspent is to be carried forward and ring-fenced as outlined by the funder. A transfer of the net book value of vehicles has been done to the unrestricted reserve to bring in line with the policy of the Group.



**NOTES TO THE ACCOUNTS (contd.)**  
**YEAR ENDED 31 MARCH 2017**

**18. Restricted Grant Funds**

Analysis by fund of amounts received during the year and where the fund balance at 31 March 2017 is greater than £20,000.

Sufficient resources are held to enable each fund to be applied in accordance with any restrictions. Transfers between funds are not performed.

	<b>Fund Balance Brought Forward £'000</b>	<b>Incoming Resources £'000</b>	<b>Resources Expended £'000</b>	<b>Fund Balances Carried Forward £'000</b>
Hippodrome Festival	15	60	(75)	-
Youth Music Initiative	90	143	(190)	43
Active Schools	39	267	(283)	23
Cashback for Communities	26		(26)	-
Fairer Scotland Fund	3		(1)	2
Muiravonside Nature Reserve	56		(56)	-
Swimming Programme	43		(8)	35
Acts of Discovery	13		(3)	10
Peoples Millions – Dance Project	2		(2)	-
Young Start – Arts Champions	3		(3)	-
Kinneil Bike Project		59	(54)	5
Dollar Park		237	(237)	-
Callendar Park Projects		48	(19)	29
Helix Events	-	73	(30)	43
Others	55	142	(166)	31
	345	1,029	(1,153)	221

**Hippodrome Festival**

Creative Scotland Grant given for the Silent Film Festival programme held at the Hippodrome Cinema.

**Youth Music Initiative**

Creative Scotland Grant for the development of music within schools.

**Active Schools**

Falkirk Council funding to provide the delivery of the Active Schools Programme.

**Swimming Programme**

Scottish Swimming funding to enable children to obtain the lifeskill of being able to swim.

**Acts of Discovery**

Creative Scotland Grant given to fund three new commissions and projects based on the concept of people, routes and pathways, which will celebrate Falkirk's cultural renaissance over the past 10 years, aimed at engaging a wide range of audiences.

**Kinneil Bike Project**

EB Scotland (£22k), Sport Scotland (£28k) & Groundwork UK (£9k) have all given funds to create a pump track & skills loop for mountain bike enthusiasts at Kinneil Estate.

**NOTES TO THE ACCOUNTS (contd.)**  
**YEAR ENDED 31 MARCH 2017**

**Callendar Park Projects**

Robert Barr Charitable Trust (£30k), Tesco (£12k) and some smaller funding was given for a number of projects within Callendar park. They include installation of a new natural play trail, upgrade to the existing play area and path improvements. Funding was also given for the walled garden and community growing along with wild flower seeds, turf & bulbs.

**Helix Event**

Events Scotland/Visit Scotland provided £30k to host the Fire & Light Event on New Years Day at the Helix. They have given further grant of £43k to host an event in September – Horsepower.

**19. Notes to the cashflow statement**

	<b>Total 2017 £'000</b>	<b>Total 2016 £'000</b>
(a) Adjustments		
Depreciation	92	95
Loss of Disposal of Assets	9	-
Interest Received	(6)	(24)
	<u>95</u>	<u>71</u>

	<b>Total 2017 £'000</b>	<b>Total 2016 £'000</b>
(b) Working Capital Movements		
(Increase)/Decrease in Stocks	(8)	1
(Increase)/Decrease in Debtors	1,769	(1,797)
Increase/(Decrease) in Creditors	466	(975)
	<u>2,227</u>	<u>(2,771)</u>

	<b>Total 2017 £'000</b>	<b>Total 2016 £'000</b>
(c) Cash Balances		
Cash at bank and in hand	3,598	674
Bank Overdraft	-	-
Total Cash and Cash Equivalents	<u>3,598</u>	<u>674</u>

**20. Pension Scheme**

Employees of the company are members of Falkirk Council Pension Fund. Contributions in the period relating to those employees amounted to £1.607m and the amount of outstanding contributions at the 31 March 2017 amounted to £0.169m.

The fund is valued every three years by a professionally qualified independent actuary using the projected unit method to determine the rates of contribution payable. Unless the actuary directs otherwise, the contribution rate set for Falkirk Community Trust will be the same rate as payable by Falkirk Council. In the period to 31 March 2017 the employer contribution rate was 21%.

**NOTES TO THE ACCOUNTS (contd.)**  
**YEAR ENDED 31 MARCH 2017**

**21. Related Party Transactions**

The group is related to Falkirk Council by virtue of Falkirk Councillors being Directors of the company. The group is contracted to provide recreation and leisure services by Falkirk Council. In the year to 31 March 2017, Falkirk Council made a payment of £11m to the group and leased the facilities occupied by the company for a peppercorn rent.

At 31 March 2017, Falkirk Council owed the group £0.081m and the group owed Falkirk Council £1.066m (including amounts due to Falkirk Council Pension Fund) in relation to normal trading activities. This has been set-off and the creditor in the accounts totals £0.985m. As part of the Funding Agreement with Falkirk Council, the Trust agreed to enter into service level agreements for a period of three years for services provided by the Council to the Trust. The cost of these services, such as finance services, human resources, and facilities management was £1.044m.

The Trust is related to Falkirk Community Trading Limited by virtue of the Trust being the parent company. The Trust has taken advantage of the exemption under Financial Reporting Standard No 8 "Related Party Transactions" from disclosing transactions with Falkirk Community Trading Limited on the grounds that it is a wholly owned subsidiary consolidated within the Trust's group accounts. At 31 March 2017, Falkirk Community Trading was owed £0.010m (2016: £0.017m was due to) from Falkirk Community Trust Limited representing amounts due in respect of the trading activities of the subsidiary undertaking.

During the period the following five elected members from Falkirk Council served on the Board: Councillors Dennis Goldie, Linda Gow, Pat Reid, Robert Spears and William Buchanan. No Director received any remuneration in their roles as Directors.

**22. Contingent Liability**

In consideration of Falkirk Council transferring consumable assets and equipment such as library books, sports equipment and office furniture to Falkirk Community Trust, the Company agreed to assume a debt to the value of £5m indexed annually. This debt would only be payable on the expiry or termination of the Funding Agreement with Falkirk Council and would be adjusted by any consumable assets and equipment transferring back to Falkirk Council.

**23. Ultimate Controlling Party**

Falkirk Community Trust Limited and its trading subsidiary, Falkirk Community Trading Limited are controlled by the Board of Directors of Falkirk Community Trust Limited.

**NOTES TO THE ACCOUNTS (contd.)**  
**YEAR ENDED 31 MARCH 2017**

**24. Comparatives for the Consolidated Statement of Comprehensive Income**

	<b>Unrestricted Fund £'000</b>	<b>Restricted Fund £'000</b>	<b>Total 2016 £'000</b>
<b>Income and Endowments from:</b>			
Donations and Legacies	12	1	13
Charitable Activities			
-Provision of Leisure and Cultural Activities	4,110	1,114	5,224
-Contract with Falkirk Council	11,822	838	12,660
Other Trading Activities	1,364	-	1,364
Investments	24	-	24
<b>Total Income</b>	<b>17,332</b>	<b>1,953</b>	<b>19,285</b>
<b>Expenditure on:</b>			
Raising Funds	1,205		1,205
Charitable Activities	15,571	2,388	17,959
<b>Total Expenditure</b>	<b>16,776</b>	<b>2,388</b>	<b>19,164</b>
<b>Net Income/(Expenditure)</b>	<b>556</b>	<b>(435)</b>	<b>121</b>
Transfers between funds	(175)	175	-
<b>Net Movement in Funds</b>	<b>381</b>	<b>(260)</b>	<b>121</b>
<b>Fund Balances brought forward at 1 April 2015</b>	<b>537</b>	<b>1,064</b>	<b>1,601</b>
<b>Prior Year Adjustment</b>	<b>(182)</b>	<b>-</b>	<b>(182)</b>
<b>Fund Balances brought forward at 1 April 2015 – Restated</b>	<b>355</b>	<b>1,064</b>	<b>1,419</b>
<b>Fund Balances carried forward to 31 March 2016</b>	<b>736</b>	<b>804</b>	<b>1,540</b>

**NOTES TO THE ACCOUNTS (contd.)**  
**YEAR ENDED 31 MARCH 2017**

**25. Comparatives for the Charity Statement of Comprehensive Income**

	<b>Unrestricted Fund £'000</b>	<b>Restricted Fund £'000</b>	<b>Total 2016 £'000</b>
<b>Income and Endowments from:</b>			
Donations and Legacies	12	1	13
Charitable Activities			
- Provision of Leisure and Cultural Activities	4,110	1,114	5,224
- Contract with Falkirk Council	11,822	838	12,660
Investments	183	-	183
<b>Total Income</b>	<b>16,127</b>	<b>1,953</b>	<b>18,080</b>
<b>Expenditure On:</b>			
Charitable activities	15,571	2,388	17,959
<b>Total Expenditure</b>	<b>15,571</b>	<b>2,388</b>	<b>17,959</b>
<b>Net Income/(Expenditure)</b>	<b>556</b>	<b>(435)</b>	<b>121</b>
Transfers between Funds	(175)	175	-
<b>Net Movement in Funds</b>	<b>381</b>	<b>(260)</b>	<b>121</b>
<b>Fund Balances brought forward at 1 April 2015</b>	<b>537</b>	<b>1,064</b>	<b>1,601</b>
<b>Prior Year Adjustment</b>	<b>(182)</b>	<b>-</b>	<b>(182)</b>
<b>Fund Balances brought forward at 1 April 2015 – Restated</b>	<b>355</b>	<b>1,064</b>	<b>1,419</b>
<b>Fund Balances carried forward to 31 March 2016</b>	<b>736</b>	<b>804</b>	<b>1,540</b>



Falkirk  
**Community  
Trust**

Falkirk Community Trust Limited  
and  
Falkirk Community Trading Limited

Report of Audit Results

Year ended 31 March 2017



**DRUMMOND  
LAURIE**  
CHARTERED ACCOUNTANTS

## **Table of Contents**

<b>Title</b>	<b>Page</b>
Introduction	1
Substantive Audit Testing - Results	2-3
Key Risks Review	4
Systems and Controls	5
Financial Reporting Considerations	6
Independence	6
Appendix 1: Audit Objectives	7

## **Introduction**

### **Purpose of document**

This document has been prepared to provide the Audit Committee and Board of Falkirk Community Trust Limited an overview of our audit results in relation to the accounts of both the charity and its trading subsidiary for the year ended 31 March 2017.

Our audit objectives and procedures are detailed in Appendix 1.

This report will detail the results of our substantive audit work including an assessment of the key risks to the audit opinion, any issues we have identified with systems and controls, and details of our compliance review of the accounts with accounting standards and accounting policies.

We can confirm that there will be no modifications to the auditor's report within the accounts.

### **Restriction on circulation**

This report of the audit results is provided on the basis that it is for your information only, and that it will not be quoted or referred to in whole or in part, without our prior written consent. Accordingly, we accept no responsibility to any third party in relation to it.



## **Substantive Audit Testing - Results**

### **Assets**

Our audit work on the assets of the group is focussed on gaining assurance that the assets are not materially overstated, that they are included at the correct valuation and that they are disclosed accurately in the accounts.

This can be broken down as follows:

- Confirmation of the continued ownership of a sample of motor vehicles held by the group at the year end.
- Confirmation that the value of the motor vehicles held by the group is appropriate and that the depreciation policies are being applied correctly.
- Verification of the stock value in the accounts to the year-end stock count reports for each location.
- Verification of a sample of stock items for correct pricing.
- Verification of the post year-end recovery of a sample of trade debt.
- Confirmation of year-end VAT debtor and post year-end recovery
- Verification of the accuracy of a sample of prepayments and accrued income.
- Reconciliation of the bank/cash balance per the accounts to bank statements, reconciling items and cash counts.
- Confirmation of inclusion of all bank accounts to bank audit letter.
- Agreement of the inter-company balance between the charitable parent and the trading subsidiary, confirming recoverability.

Assurance was gained that assets were not materially overstated in the accounts, are included at the correct valuation, and are disclosed correctly in the accounts.

### **Liabilities**

Our audit work on the liabilities of the group is focussed on gaining assurance that the liabilities are not materially understated, are accurate and that they are disclosed correctly in the accounts.

This can be broken down as follows:

- Confirmation of the balances due to/from Falkirk Council at the year-end.
- Verification that the balances due to suppliers at the year-end are accurate within trade creditors, and that all uninvoiced balances at the year-end which relate to the financial year are accrued within other creditors and accruals.
- Confirmation of the accuracy of the employment tax creditor to the March 2017 payroll, and verification of post year-end payment.
- Verification of the accuracy of a sample of other creditors and accruals.

Assurance was gained that liabilities were not materially understated in the accounts, are accurate and are disclosed correctly in the accounts.

## **Income and Expenditure**

Our audit work on the income of the group is focussed on gaining assurance that income is not materially understated, it is allocated to the correct fund and that it is correctly disclosed under the correct heading within the SOFA.

Our audit work on the expenditure of the group is focussed on gaining assurance that expenditure is not materially overstated, it is allocated to the correct fund and that it is correctly disclosed under the correct heading within the SOFA.

This can be broken down as follows:

- Proof in total of income received from the contract with Falkirk Council.
- Testing a sample of cash income from the various sites managed by the Trust to ensure that this has been included in the accounts. This also verifies the accuracy of the bankings made in the year, while cash income cut-off was also confirmed.
- Obtaining a sample of grant award letters in the year and confirming that the income has been recognised correctly in the appropriate period. Additionally, it was verified that the income and costs relating to the grants were correctly allocated to restricted or unrestricted funds.
- Confirming that all income and costs in relation to the Helix have been separately identified and included within a restricted fund.
- Testing a sample of expenditure included in the accounts to supporting documentation to ensure they are valid costs and allocated appropriately.
- Expenditure cut-off was verified by selecting transactions around the year-end and verifying that these were included in the correct period.
- Performing a full wages reconciliation from payroll reports to accounts balances, and ensuring all wages disclosures are accurate.

Assurance was gained that income was not materially understated and expenditure was not materially overstated in the accounts, while there was no evidence of misallocation of income and expenditure within the SOFA or separate funds.

## Key risk areas

From our initial planning procedures and discussions, we identified areas where we consider the risk of misstatement in the accounts to be greater than normal. These were reviewed and detailed below together with our conclusions:

Key risk	Approach	Conclusion
<b>Funding</b>  With continuing austerity and a limited ability to raise Council Tax, Councils have had to reduce costs and the funding of the Trust will be no exception. Therefore, the going concern status of the Trust and ability to provide all services without running to financial deficit is considered a key risk.	Budgets and cash flow forecasts will be reviewed for the 12 months from the balance sheet date. Confirmation of funding for the year ended 31 March 2019 will not be received before audit sign-off, and therefore a confirmation of support from Falkirk Council will be required to ensure reliance can be placed for the full 12 months.	A letter of support has been obtained from Falkirk Council supporting the Trust for 12 months from the balance sheet date.  There is no evidence that the Trust will not be able to meet its obligations across that period.
<b>Income recognition</b>  Due to the nature of the Trust's activities, classification of income between activities and funds, and the timing of recognition of certain income are considered to be an area of key risk.	Grant income will be reviewed to ensure that this is recognised in accordance with accounting standards and that is allocated to the correct activity and fund.	There is no evidence from our testing to suggest that income is not classified correctly or allocated to incorrect funds.

## Systems and Controls

As part of our audit work, the systems and controls implemented by the group were reviewed to identify any deficiencies and potential recommendations. This does not include all deficiencies and only represents matters which have come to our attention during the audit process:

Matters for Attention	Recommendation	Response from Management

Based on our audit work carried out for the year ending 31 March 2017, we did not identify any significant deficiencies from our review of systems and controls.

## **Financial reporting considerations**

We have carried out full detailed disclosure reviews of the consolidated charity accounts of Falkirk Community Trust Limited and the small company accounts of Falkirk Community Trading Limited.

Prior to the preparation of the accounts, a meeting was held with Jennifer Lister and Lesleyanne Wray to update the accounts to ensure that any required disclosure changes are identified at an early stage. This was the first year where FRS 102 Section 1A had to be applied for Falkirk Community Trading Limited rather than the Financial Reporting Standard for Smaller Entities. All of the amendments were presentational.

There were no audit adjustments or unadjusted errors to be brought to the attention of the Board.

Once again, we commend the accounts team responsible for the preparation of the accounts at the year-end.

## **Independence**

There are no changes to the relationships between Drummond Laurie Limited and the Falkirk Community Trust Group since the commencement of the audit engagement.

## **Appendix 1**

### **Audit Objectives**

Our principal audit objective is to obtain sufficient, relevant and reliable audit evidence to enable us to express opinions on the accounts of Falkirk Community Trust Limited and its trading subsidiary, Falkirk Community Trading Limited, for the accounting period under review, in accordance with the relevant standards and guidance issued under the Auditing Practices Board.

Substantive testing will be performed in order to obtain evidence to achieve our audit objectives:

- Completeness – there are no material transactions or liabilities excluded from the accounts;
- Valuation – assets and liabilities are held at the correct value and all transactions are correctly recorded;
- Existence – all transactions reflected in the accounts represent bona fide transactions and all assets disclosed actually exist in working condition;
- Ownership – all assets are owned, all liabilities are due, and all transactions are relevant and authorised for the business;
- Disclosure – amounts are properly classified and disclosed in the accounts; and
- Presentation – to ensure the accounts show a true and fair view.

Our audit will be performed so as to provide reasonable assurance that the accounts are free of material misstatement, give a true and fair view, and have been properly prepared in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Materiality is an expression of the relative significance or importance of a particular matter in the context of the accounts as a whole. A matter is material if its omission would reasonably influence the decisions of an addressee of the auditor's report. Likewise, a misstatement is material if it would have a similar influence. Materiality may also be considered in the context of any individual primary statement within the accounts or of individual items included in them. The assessment of what is material is a matter of professional judgement and includes consideration of both the amount (quantity) and the nature (quality) of misstatements.

## Falkirk Community Trust

**Subject:** Annual Report 2016-17  
**Meeting:** Falkirk Community Trust Board  
**Date:** 31 August 2017  
**Author:** Chief Executive

### 1. Introduction

- 1.1 The Funding Agreement with the Council requires the Trust to provide an annual report of its operations and performance. This report seeks approval to publish the Annual Report and an early draft is attached.

### 2. Annual Report 2016-17

- 2.1 The Annual Report has been drafted to give a balanced view of the Trust's performance. This sixth report follows the same format as the previous two years, being structured under the themes of *Inspiring Active Lives*. Reflecting the transition between Board Chairs the welcome comprises 'Looking Back' from Ian Scott and 'Looking Forward' from Ruth Morrison. A number of customer features have been included this year to give the reader a greater depth of understanding of the work that we do and its impact on people's lives. The report includes high level performance results, a summary of trading performance and a summary of the accounts. The reader is directed to the Annual Accounts and to full performance reports, both on the website.
- 2.2 As with the previous Annual Reports the design brief was to use lively and attractive images to keep the document upbeat and as illustrative as possible. The draft attached is still in the design stages, and further adjustments will be made as required. It will be published both as an easy to read format on the website and as printed documents. To keep costs to a minimum a short run will be printed and business communications will mainly be direct access via the website. The published document will be provided to OSCR and Companies House. In line with the Funding Agreement it will be reported to Falkirk Council and copies will be distributed to all Elected Members.
- 2.3 The Annual Report is a very useful tool to explain what the Trust does for a wide range of audiences such as funders, national bodies and local organisations. A shorter and snappier version will be created for a customer and community audience and to enable the Trust to more effectively report performance publicly in the local area. Leaflets will be available in all Trust venues. Annual performance will also be communicated via digital channels.

### 3. Recommendation

#### 3.1 The Board is asked to:

**Approve the publication of the Annual report 2016-17 and a condensed version and note that it will be reported to Falkirk Council.**

*Maureen Campbell.*

Maureen Campbell  
 Chief Executive

**Falkirk Community Trust**

**Subject: Collections Development Policy 2017-2022**  
**Meeting: Falkirk Community Trust Board**  
**Date: 31 August 2017**  
**Author: Culture and Libraries Manager**

**1. Introduction**

- 1.1 This paper seeks the Board's agreement to the Trust's Museums and Archives Collections Development Policy being forwarded to the Council for formal approval. A formally approved Collections Development Policy is a requirement of the Accreditation Scheme for Museums in the United Kingdom. Our Policy is reviewed every five years and is now due for renewal in 2017. Such renewal is necessary to ensure on-going commitment to best practice and the highest professional standards.
- 1.2 Behind this policy are three further policy statements relevant to our collections management which deal with more specific areas of collections management practice. These are the Care and Conservation Policy Statement, the Documentation Policy Statement and the Environmental Policy Statement. These do not require approval but are presented to the Board for information on working practice.

**2. Background**

- 2.1 The Collections Development Policy outlines the purpose of the collections, and provides a base from which to develop these collections and thereby remain relevant to our communities, now and in the future.
- 2.2 The Policy is revised every five years to ensure that the collections are adapting to changing circumstances, external and internal, and that the service is evolving to reflect current best practice.
- 2.3 The adoption of such a Policy is a requirement of the Accreditation Scheme for Museums in the United Kingdom.
- 2.4 Under the terms of the Collections Agreement with Falkirk Council, Falkirk Community Trust must seek approval for collections development policies from Falkirk Council, the owner of the collections covered by the Policy.
- 2.5 Similarly, the Care and Conservation Policy Statement, the Environmental Policy Statement and the Documentation Policy Statement also require to be reviewed and renewed every five years under the terms of the Accreditation Scheme and to ensure that they remain up to date and fit for purpose.

**3. Collections Development Policy**

- 3.1 The Policy regulates the acquisition and disposal of items by Falkirk Community Trust Museum and Archive services in respect of the collections managed by the Trust on behalf of Falkirk Council.



- 3.2 The Policy provides a statement of purpose for the Museums and Archives and sets the current collections in context, outlining their composition and strengths. It sets out future collecting and rationalisation priorities within a national and international framework of sector standards and guidance.
- 3.3 The Policy outlines procedures required to ensure that our service is functioning within this framework of standards.
- 3.4 The 2017-22 Policy contains minor changes to its predecessor, reflecting staffing changes within the Trust. Otherwise it remains substantially the same as its predecessor, which was singled out by Museums Galleries Scotland as an example of best practice.

#### **4. Features of the Collections' Policy Statements**

- 4.1 The Care and Conservation Policy Statement outlines how the Trust cares for the collections on a day to day basis through preventative conservation, building management, disaster planning and ensuring staff are adequately trained in object handling and packing. It also sets out when staff will seek to initiate conservation work and how that will take place. The latter is vital to ensure that work is done by appropriate specialists. The existence of this policy and its focus on using appropriately qualified specialists supports fundraising for such work. This was evidenced by the recent successful application for a conservation grant to undertake work on the Baird television, one of the most important items in the collection.
- 4.2 The Documentation Policy Statement outlines how the Trust handles information about our collections, how they are documented and how uses of the collection are recorded. This allows great access to the collections, their histories, stories, uses and ensures the highest professional standards are achieved. Good documentation is as important as the objects themselves and is a crucial source of information for public engagement and exhibitions.
- 4.3 The Environmental Policy statement is the statement adopted by the wider Trust and shows our commitment to the highest environmental standards.

#### **5. Conclusion**

- 5.1 The Collections Development Policy is a key and compulsory document in the running and future vision of the museum and archive collections. It outlines the future shape of the collections and how they fit into the wider role of heritage in the community, taking into account legal, ethical and practical factors which impact the collections. This document brings purpose to our collecting and disposal activity, and enables our service to enjoy positive recognition within the museums and archives sectors, as well as being a fundamental requirement for Accreditation and for access to grant-funding. As such, this Policy protects the Trust from potential reputational harm, examples of which, often concerning the sale of collections, appear in the national media from time to time.
- 5.2 The Policy Statements are included alongside the Collections Development Policy to enable the Board to understand more about working practice in the Trust's museum service.

**6. Recommendations**

- 6.1 It is recommended that the Board approve the update and forward the Collections Development Policy to the Council for formal approval.**
- 6.2 The Board is also asked to view the three additional policy statements provided for information.**

A handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke extending to the left.

Lesley O'Hare  
Culture and Libraries Manager

---

# Falkirk Museums and Archives: Collections Development Policy

---

September 2017

**Name of Museum:** Falkirk Community Trust Museums & Archives

**Name of Governing Body:** Falkirk Community Trust

**Name of Collections Governing Body:** Falkirk Council

**Date on which this policy was approved by Falkirk Council:** XXXX

**Date at which this policy is due for review:** September 2022

## **Introduction**

A formally approved Collections Development Policy is a requirement of the Accreditation Scheme for Museums in the United Kingdom. It is a statement of intent, reflects the purpose of the service and provides the basis for the development of the collections. Its revision over time is a reflection that the service is evolving and adapting to changing circumstances.

This policy regulates the acquisition and disposal of items by Falkirk Community Trust Museums and Archives services (hereafter referred to as the Museums & Archives) in respect of those collections Falkirk Community Trust manages on behalf of Falkirk Council. It supersedes Falkirk Museums and Archives Collections Development Policy 2012-2017. Falkirk Community Trust was established on 1<sup>st</sup> July 2011 and a Collections Agreement defining the ownership and management of the Council's collections was reached as part of the Transfer Agreement. Under this Agreement, Falkirk Community Trust seeks approval for collections development policies from Falkirk Council, the owner of the collections covered by the present policy.

This policy is subject to review and renewal 5 years after receiving formal approval. Any changes of substance in the interim will be subject to the approval of Falkirk Council, and will be notified to the Scottish administrator of the Accreditation Scheme (presently Museums Galleries Scotland) and the Keeper of the Records of Scotland.

## 1. Statement of Purpose

The purpose of Falkirk Community Trust Museums & Archives (hereinafter referred to as Museums & Archives) is to engage the public with heritage, by encouraging and enabling learning and by collecting, recording, preserving, interpreting and making accessible the material culture and archival record of the Falkirk Council area.

## 2. An Overview of Current Collections

### Context

At the core of a previous Acquisition and Disposal Policy which was approved in 2006 was the need to ensure that collecting practice recognised limitations on the growth of collections. It was accepted that existing collections (the result of rapid acquisition in the 1970s and 1980s) need to be managed more effectively and that there are practical and financial implications in acquiring new items. Since 2006, the requirement has been that new object acquisitions should shed new light on local cultural identity and this has resulted in a significant reduction in new acquisitions. It has been recognised that curatorially-motivated disposal is a positive and active process of managing collections sustainably and increasing the benefit to the public. This approach to collecting has taken into account the physical and resource limitations and challenges which face the Museums & Archives.

Since 2006 there have been two significant developments which have impacted on the archives collections. First, the development of Falkirk Council's Records Management service has made significant improvements to the quality and flow of Council records to the archives and has assisted with improvements in preservation. Second, the Museums & Archives has begun to accept digital records for long-term preservation which presents challenges in digital storage and access without significantly reducing the storage requirements for paper records.

There are currently over 35,800 museum items in the Museums & Archives collections management database. Due to the way the collection was catalogued in the past many entries contain a number of objects under one cataloguing entry. This is especially true of archaeological items where large number of items come under one number.

The collection can be broadly broken down into:

Subject	Entries	Notes
Archaeology	<135,000	Roman archaeology the largest section at 10,433 entries. Our Roman collection is considered the third best in the country.
Industrial related objects	<6,300	Iron founding being the largest sub section with 3,453 entries which contain over 5,010 items. One of the main parts of this collection is the items from the Carron Company which are complimented by an extensive collection of archives and images.
Trades	<4,300	
Natural history	<3,700	
Costume	<1,300	
Religion	Approx 1,300	This includes a large and significant collection of Communion Tokens
Art	235	
Ceramics	<370	A strong collection of local ceramics.
Others	<4,100	These include social history, recreation, domestic items, transport and law enforcement related items

As can be seen by the analysis of the ironfounding items the number of actual objects has the potential to be nearly 150% greater than the number of entries putting the number of objects in the region of 53,250 individual objects.

As at April 2017, the Museums & Archives held 1,593 linear metres of archival records and a growing digital archival repository which encompasses records of local authorities, local businesses and industries, local organisations, private individuals and families and also records which accompany accessioned objects. There is an extensive photographic archive of over 60,000 items, relating to most aspects of life within the area since the mid-19<sup>th</sup> century.

### **3. Themes and Priorities for Future Collecting**

The collecting area for the Museums & Archives will be the area administered by Falkirk Council at 1st April 1996, hereafter referred to as the Falkirk area.

Museums & Archives will collect material which reflects life and culture in the Falkirk area, as defined above. The services will acquire items that are significant for the following purposes:

- To document the Falkirk area
- To enable local people to understand issues of identity
- To provide inspiration for learning and creativity
- To provide information about local life and culture
- To encourage debate about the past, understanding of the present and recognise the needs of the future
- To develop a global perspective using the Falkirk area's collections and culture

Museums & Archives will continue to collect items which strengthen the main themes in the collections, which are the Carron Company and the local Ironfounding industry, Roman archaeology, Ceramics, Art and Social History; and the Archives. Future priorities will include collecting contemporary items. The Museums & Archives will seek to re-dress the identified weaknesses of the social history collection and photography from the 1930s onwards; and to continue to collect objects relating to the industrial past and its present, targeting modern industries in the area to enable the development of a holistic picture of the areas industries through its material culture. There will also be a greater emphasis on collecting "born-digital" records alongside paper records, following the best practice principle of acquiring original records in their original media and context.

The following standard criteria will inform decisions on whether to add material to the collections:

- Relevance, importance and long-term value of the item in the context of existing collections
- Potential use
- Condition, including hazards in the items
- The cost of acquisition, including purchase price, VAT, transport costs, immediate conservation costs, documentation and research costs
- The ability to provide long-term care and access and the cost of providing such care and access
- Existing resources and its long term sustainability
- The options for preservation in situ
- The interests of other accredited museums, archives and public institutions

- The quality of supporting documentation particularly contextual information
- The object's provenance, especially confirmation of legal title of the present holder and the right of the holder to transfer title to Falkirk Council.
- Archival appraisal processes in accordance with the Archives Selection and Appraisal Statement

#### **4. Themes and Priorities for Rationalisation and Disposal**

Museums meet their responsibility to future generations by ensuring that collections are well-managed and sustainable. There is a strong presumption in favour of retention of items within the public domain. Sometimes disposal can improve access to, or the use, care or context of items or collections. Responsible, curatorially-motivated disposal takes place as part of the museum's long-term collections policy, in order to increase public benefit derived from the collection.

Acceptable Reasons for Disposal

- Removal from the collections of any item which is too badly damaged or deteriorated to be of any further use for the purposes of the Museums & Archives
- Removal of duplicate or unprovenanced material of low intrinsic relevance to the collecting policy
- Transferral to a body better able to provide access to, use and care of an item
- Removal of any item which, on the basis of professional advice, is an immediate and substantial health and safety risk to staff and/or public
- Re-assessment of archives collections in the light of best practice or changes in legislation or policy

#### **5. Limitations on Collecting**

Museums & Archives recognises its responsibility, in acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Accreditation Standard. Accordingly, it will abide by the ICOM Code of Ethics and the UK Museum's Association's Code of Ethics, which has been formally ratified by Falkirk Council. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.

Material from outwith the Museums & Archives' collecting area will not be collected on behalf of other museums or individuals.

#### **6. Collecting Policies of Other Museums**

Museums & Archives will take account of the collecting policies of other museums, archives and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialism, in order to avoid unnecessary duplication and waste of resources.

Specific reference is made to the following museums and archives:

Clackmannanshire Archives  
 Clackmannanshire Museums  
 National Mining Museum of Scotland  
 National Museums of Scotland  
 National Records of Scotland  
 North Lanarkshire Council Archives

Scottish Railway Preservation Society  
Stirling Council Archives  
Stirling Smith Museum & Art Gallery  
The Hunterian Museum & Art Gallery, Glasgow  
The Museum of Scottish Industrial Life  
University of Stirling  
West Lothian Council Archives  
West Lothian Museums

## **7. Policy Review Procedure**

The Collections Development Policy will be published and reviewed from time to time, at least once every five years. The date when the policy is next due for review is September 2022.

Museums Galleries Scotland and the Keeper of the Records of Scotland will be notified of any changes to the acquisition and disposal policy, and the implications of any such changes for the future of existing collections.

## **8. Acquisitions not Covered by the Policy**

Acquisitions outside the current stated policy will only be made in very exceptional circumstances, and then only after proper consideration by Falkirk Council, having regard to the interests of other museums.

## **9. Acquisition Procedures**

Under the Collections Agreement Falkirk Community Trust has delegated authority to acquire items for the collections of Falkirk Council. The Curator, as Falkirk Community Trust's senior museum professional, will normally have delegated authority and responsibility for the acceptance or rejection, in accordance with this Policy, of potential gifts or bequests to the Museums, and the Archivist will have similar authority for the Archives. They will also have authority in accordance with this Policy for soliciting gifts of material for the collections within the terms of this policy, and for making recommendations and taking action on the purchase of material in accordance with this Policy. Decisions on collecting will be referred to the Culture and Libraries Manager when compliance with the Policy is unclear, or when there are factors to be considered which outweigh the conditions within this policy. Further qualifications on delegated authority are included below.

Items offered to the Museums & Archives as gifts or bequests will not normally be accepted if they are subject to any restrictive covenant or special conditions, such as that they be displayed in a particular way. In exceptional circumstances, if the Curator or Archivist considers that the item(s) in question are of over-riding importance, the acquisition of a specific item to which conditions are attached may be approved with reference to the Culture and Libraries Manager. In respect of restrictive covenants or conditions intended only to assure the permanent protection of the item concerned in the Museums & Archives' collections, the Curator or Archivist may reasonably recommend the acceptance of the gift or bequest in question. For example, archival deposits may be closed, or access may be restricted, for up to 100 years to protect individuals in accordance with accepted archival practices and the requirements of the Data Protection Act (1998).



Under the terms of the Collections Agreement, where the acquisition of any item has significant financial implications, implications over and above existing storage or display conditions, or additional reputational implications for Falkirk Council, the matter will be referred via the Board of Falkirk Community Trust to the appropriate Falkirk Council committee for decision.

Under the terms of the Collections Agreement, elected members, Council officers, and FCT trustees will not put pressure on qualified staff to acquire items for the collections.

- a. The Museums & Archives will exercise due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the Curator or Archivist is satisfied that the museum can acquire a valid title to the item in question, and can so recommend to the Culture and Libraries Manager. In the case of archives where title cannot be acquired for legal or other reasons, every effort will be made to establish who holds title to the archives and that the depositor is authorised to make such deposits.

No item will be received on “permanent loan”, a term which has no legal status (although defined long-term loans are acceptable). Archives may be accepted on ‘deposit’ when they are permanently lodged with the Archives but remain the property of the owners for legal reasons and in accordance with standard archival practice.

- b. In particular, the Museums & Archives will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country’s laws. (For the purposes of this paragraph ‘country of origin’ includes the United Kingdom).
- c. In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, the Museums & Archives will reject any items that have been illicitly traded. Falkirk Council will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Culture, Media and Sport (CMS) in 2005.
- d. So far as biological and geological material is concerned, the Museums & Archives will not acquire by any direct or indirect means any specimen that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country, except with the express consent of an appropriate outside authority.
- e. In Scotland, under the laws of *bona vacantia* including Treasure Trove, the Crown has title to all ownerless objects including antiquities. Scottish archaeological material cannot therefore be legally acquired by means other than by allocation to the Museums & Archives by the Crown. Where the Crown chooses to forego its title to a portable antiquity, the Curator can establish that valid title to the item in question has been acquired by ensuring that a certificate of ‘No Claim’ has been issued on behalf of the Crown.

No excavated or archaeological material will be purchased unless the Curator can be reasonably certain that the circumstances of excavation or recovery did not involve recent unauthorised destruction of, or damage to, ancient monuments, known archaeological sites or places of special scientific or historic interest, or failure to disclose finds to the owner or occupier of the land where found, or to any proper authority.

f. Any exceptions to the above clauses 9a, 9b, 9c, or 9e will only be because the Museums & Archives is:

- acting as an externally approved repository of last resort for material of local (UK) origin
- acquiring an item of minor importance that lacks secure ownership history but in the best judgement of experts in the field concerned has not been illicitly traded
- acting with the permission of authorities with the requisite jurisdiction in the country of origin
- in possession of reliable documentary evidence that the item was exported from its country of origin before 1970

In these cases the Museums & Archives will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority.

g. The Museums & Archives does not intend to acquire any human remains.

## **10. Spoliation**

Museums & Archives will use the statement of principles 'Spoliation of Works of Art during the Nazi, Holocaust and World War II period', issued for non-national museums in 1999 by the Museums and Galleries Commission. Accordingly, where the provenance of items in the collection is in doubt, or the Museums & Archives receives claims to title, the matter will be considered seriously and dealt with expeditiously.

## **11. The Repatriation and Restitution of Objects and Human Remains**

Falkirk Council, acting on the advice of the museum's professional staff, may take a decision to return human remains (unless covered by the 'Guidance for the care of human remains in museums' issued by DCMS in 2005), objects or specimens to a country or people of origin. The Museums & Archives will take such decisions on a case by case basis; within its legal position and taking into account all ethical implications and available guidance. This will mean that the procedures described in 13a-13d, 13g and 13o below will be followed but the remaining procedures are not appropriate.

## **12. Management of Archives**

As the Museums & Archives hold archives, including photographs and printed ephemera, Falkirk Community Trust will be guided by the Code of Practice on Archives for Museums and Galleries in the United Kingdom (third edition, 2002). Additional standards and guidelines are listed in Appendix 1: Archives.

### 13. Disposal Procedures

#### ***Disposal preliminaries***

- a. Falkirk Community Trust will ensure that the disposal process is carried out openly and with transparency.
- b. By definition, the Museums & Archives has a long-term purpose and holds collections in trust for society in relation to its stated objectives. Falkirk Council as the owner of the collections therefore accepts the principle that sound curatorial reasons for disposal must be established before consideration is given to the disposal of any items in the museum's collection.
- c. The Museums & Archives will confirm that it is legally free to dispose of an item and agreements on disposal made with donors will be taken into account. Items given or bequeathed will not normally be disposed of without prior consultation with the original donors or their families within the first generation, and wherever possible their approval should be obtained to the course of action proposed. This is, however, a matter of courtesy rather than a legal requirement. The Curator or Archivist, with reference to the Culture and Libraries Manager, shall be entitled to waive this requirement where all reasonable efforts to trace a donor have failed, and additionally where no details of the donor exist.

Disposal of archives including photographs and printed ephemera will be guided by the standards outlined in The National Archives Standard for Record Repositories (1st edition, 2004). The Archivist shall have delegated authority to weed records during processing and to return or destroy items identified as not appropriate for permanent preservation.

The Museums & Archives will return deposited archival collections to the owner or their legal representative on request, subject to a minimum notice of three months and, where appropriate, the re-imburement of any expenditure on the collections by the Museums & Archives. Falkirk Council will be notified of this through the Falkirk Community Trust Board prior to any return of deposited collections.

- d. When disposal of a museum object is being considered, the Museums & Archives will establish if it was acquired with the aid of an external funding organisation. In such cases, the body concerned or its successors will be notified of the Museums & Archives' intentions and any relevant conditions attached to the original grant will be followed. This may include repayment of the original grant and a proportion of the proceeds if the item is disposed of by sale.

#### ***Motivation for disposal and method of disposal***

- e. When disposal is motivated by curatorial reasons the procedures outlined in paragraphs 13g-13o will be followed and the method of disposal may be by gift, sale or exchange.
- f. The Museums & Archives will not undertake disposal motivated principally by financial reasons

### ***The disposal decision-making process***

- g. The decision to dispose of material from the collections will be taken by Falkirk Council only after full consideration of the reasons for disposal. Other factors including the public benefit, the implications for the Museums & Archives' collections and collections held by museums and other organisations collecting the same material or in related fields will be considered. External expert advice will be obtained and the views of stakeholders such as donors, researchers, local and source communities and others served by the museum will also be sought. With the agreement of the owner, the Museums & Archives may transfer to the custody of another archival repository any archival records which for reasons of archival integrity would be more appropriately placed elsewhere. Falkirk Council will be notified of this through Falkirk Community Trust Board prior to any transfer.

### ***Responsibility for disposal decision-making***

- h. A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of Falkirk Council, acting through the appropriate committee or process, and on the advice of the Curator, and not of any member of Falkirk Community Trust or Falkirk Council staff, Falkirk Community Trust Board or elected member acting alone.

The Curator has the authority under the Collections Agreement to dispose of an item without recourse to the above process if, on the basis of professional advice, the item is an immediate and substantial health and safety risk to staff and/or public. Any such decision will be reported to the Culture and Libraries Manager.

### ***Use of proceeds of sale***

- i. Any monies received by Falkirk Council from the disposal of items will be applied for the benefit of the collections. This normally means the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be used for the care of collections will be sought from Museums Galleries Scotland
- j. The proceeds of a sale will be ring-fenced so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation standard.

### ***Disposal by gift or sale***

- k. Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain, unless it is to be destroyed. It will therefore be offered in the first instance, by gift or sale, directly to other Accredited Museums likely to be interested in its acquisition.
- l. If the material is not acquired by any Accredited Museums to which it was offered directly as a gift or for sale, then the museum community at large will be advised of the intention to dispose of the material, normally through an announcement in the Museums Association's Museums Journal, and in other specialist journals where appropriate.

- m. The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, the museum may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.

***Disposal by exchange***

- n. The Museums & Archives will not dispose of items by exchange.

***Documenting disposal***

- o. Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable in accordance with Spectrum Procedure on deaccession and disposal.

## **Appendix One**

### **ARCHIVES**

#### **Introduction**

Falkirk Community Trust Museums & Archives provides the archival service for Falkirk Council and for the area served by Falkirk Council, as Falkirk Archives.

Falkirk Archives is responsible for identifying information of long term value that people need; looking after this information in optimum conditions and maintaining its integrity, reliability and authenticity; and endeavours to make it as easy as possible for people to find this information and use it when they need to.

Falkirk Council's Records Management Policy, approved by the Keeper of the Records of Scotland under the Local Government (Scotland) etc. Act 1994 recognises that the Archivist provides professional advice to Falkirk Council on archives and records management.

#### **Definitions**

Archival records are records of any age and any format including electronic records, manuscripts sound recordings, maps, plans, photographs, moving images and printed records which are identified by the archivist, acting reasonably, as having long-term historical, evidential or legal significance.

Deposit is the long-term loan of archival items where for legal or other reasons the items cannot be gifted outright to the archives.

#### **Standards**

Falkirk Archives bases its standards on:

The National Archives Standard for Record Repositories. First edition, 2004

The Standing Conference on Archives and Museums: The Code of Practice on archives for Museums and Galleries in the United Kingdom

British Standards Institute: PD5454:2012 Guide for the storage and exhibition of archival materials

The Society of Archivists: Best Practice Guidelines Series

#### **Methods of Collecting**

Falkirk Archives will acquire archival records by deposit, donation, or purchase.

#### **Principles of Collecting**

Archival records are acquired and selected for their evidential and historical value, to document the lives and activities of the people of the area and the changing face of the area. Respect for archival integrity, context and provenance are the guiding principles of collecting. Geographical relevance and subject relevance are subordinate factors to these guiding principles.

Falkirk Archives co-operates with the National Records of Scotland and with other local authority Archives in determining the most appropriate repository for any items or collections which may be offered to Falkirk Archives.

Falkirk Archives works with Falkirk Council's Records Management team to identify the archival records of Falkirk Council and its predecessors under the Council's Records Management Policy and in accordance with the Council's Retention Schedules.

### **Agreements with Other Archives and Related Institutions**

As the boundaries of former local authorities are different from current local authorities, it has been agreed with Stirling Council Archives that the archival records of Stirling County Council and Central Regional Council are to be deposited with Stirling Council Archives except where agreements have been made with Stirling Council Archives for particular series of records. Similarly it has been agreed with West Lothian Council Archives that the records of Bo'ness Burgh will be held by Falkirk Archives and the records of West Lothian County will be held by West Lothian Council.

Records of Church of Scotland congregations within the bounds of the Presbytery of Falkirk are held under a tripartite charge and superintendence agreement with the Church of Scotland, the National Archives of Scotland and Falkirk Council. Other public records, such as records of nationalised industries and central government departments, may be held by Falkirk Archives under Charge and Superintendence Agreements with the National Archives of Scotland.

By agreement with Falkirk Community Trust Libraries, Falkirk Archives acquires published works which support the collections and in particular local history books and relevant ordnance survey maps. Falkirk Archives does not collect the published works of local authors.

### **Main Collecting Areas**

Archival and printed records of Falkirk Council, Falkirk District Council, Bo'ness Burgh, Falkirk Burgh, Grangemouth Burgh, Denny & Dunipace Burgh, Central No 2 and Eastern No's 1,2 & 3 districts of Stirling County, schools in the Falkirk district, local parish councils and parochial boards and other relevant local authorities in agreement with Stirling Council Archives.

Archival and printed records and ephemera of local organisations, including trade unions, friendly societies, professional organisations, clubs and societies

Archival and printed records of local businesses and industries, including samples of products of local printers

Archival records and memorabilia of private individuals and families which illustrate life, work and leisure in the local area and which can be used for exhibitions or research purposes

Archival records which accompany objects accessioned into the collections and which document or explain the use, ownership or history of those objects

Maps of the local area; in particular maps which have been annotated for use in planning, estate management, legal cases or other activities

Printed ephemera relating to local events and activities

Oral history relating to exhibitions or local history or contemporary collecting projects

Photographs relevant to the local area including

- buildings, street, site or places within the Falkirk district
- activities and their results within the Falkirk district, such as examples of forms of transport, industrial processes, craft work

- events, including gala days, charity events, openings of buildings, disasters and newsworthy events
- people at work or participating in leisure activities
- individuals who have made a significant contribution to the history of the Falkirk district
- the work of local photographers
- objects held in the collections
- objects held by others which are relevant to the Falkirk district (i.e.: were made in the area or have some significant local connection).

### **Disposal of Archives**

There is a strong presumption against the disposal, by any means, of records accepted into the record repository unless it is found that they belong more properly with records in another repository, in which case they may be transferred there with the consent of the owner and the knowledge of both governing bodies, subject to any relevant statutory provisions being observed

Falkirk Archives may therefore transfer to the custody of another archival repository any archival records which for reasons of archival integrity would be more appropriately placed elsewhere. Falkirk Council will be notified of this through Falkirk Community Trust Board prior to any transfer.

Falkirk Archives will return deposited collections to the owner or their legal representative on request, subject to a minimum notice of three months and the reimbursement of any expenditure on the collections by Falkirk Archives, as per the standard conditions of deposit and relevant additional specific deposit agreements. Falkirk Council will be notified of this through Falkirk Community Trust Board prior to any return of deposited collections.

The Archivist shall have delegated authority to weed records during processing and to return or destroy items identified as not appropriate for permanent preservation. This will be made clear to the owner at the time of deposit or donation and Falkirk Archives will make arrangements with the owner for the return or disposal of weeded material.

Falkirk Archives may identify accessioned records which by reasons of changes in legislation, policy or other curatorially-motivated reasons, are deemed to be no longer worthy of permanent preservation. In such cases the standard procedures in the Collections Development Policy will be followed.





**Falkirk Community Trust**  
**Museum Collections Practice Policy Statements**

**Care and Conservation Policy Statement**  
**Documentation Policy Statement**  
**Environmental Policy Statement**

**August 2017**

## **Conservation and Collections Care Policy Statement**

### **1. MISSION AND COMMITMENT**

- 1.1 Collections are the core of our service and we strive towards the best practical standards of collections care through a combination of preventative and remedial conservation to ensure the long term preservation of our area's material culture.

### **2. COLLECTIONS CONDITIONS OVERVIEW**

- 2.1 Currently the collections are undergoing a full inventory and conditions are being checked as part of this. Earlier inventory work requires repacking, which will take place following the inventory's completion and a conservation priority list will be developed from this. Concurrently we randomly sample collections items to ensure appropriate care and intervention is sought where collections are in danger of rapid deterioration.
- 2.2 A British Library Preservation Assessment Survey of the Archives collections was undertaken in October 2010. A Museums Libraries Association (MLA) "Benchmarks for Collection Care" self-assessment survey of the archives is undertaken every three years. These surveys inform the archives conservation and preservation priorities and the action plan.

### **3. PREVENTATIVE CONSERVATION**

Preventative conservation "describes research and interventions aimed at reducing deterioration rates and minimizing risks to collections" International Council of Museums (ICOM). The following measures have been implemented to achieve this:

#### **3.1 Provision of Suitable Building Conditions**

Venues staff, supported by Museum staff, are tasked with ensuring appropriate building conditions for the long term storage of the collections. Buildings are regularly checked internally and externally for signs of problems such as water ingress, pest damage, vandalism or structural problems. Building issues are reported and dealt with in a timely manner. Fire detection and prevention systems are kept up to date with current standards and as with the security systems, they are tested and serviced regularly. When capital projects are planned the care of the collections is taken into account and collections staff are involved in the planning process.

#### **3.2 Environmental Monitoring**

Falkirk Community Trust monitors the environment of storage and display areas, to measure and record relative humidity (RH) and temperature. Spot and wider room readings of LUX levels are taken and UV filters are used to reduce and remove UV light where possible. This information is collected, recorded and used to analyse the collections environments to allow future planning for control upgrades and the better matching of objects to their preferred environment, thereby helping us to use less energy.

### **3.3 Environmental Control**

**3.3.1 RH, Light and Temperature Controls:** Falkirk Community Trust aims to pursue 'best practice' in our preservation and conservation procedures as established in such documentation as BSI PD5454: 2012 'Guide for the storage and exhibition of archival materials', and the MLA Benchmarks in Collection Care.

**3.3.2 Display Case Construction:** where appropriate, objects on display will be in secure cases which are been positioned to avoid vibrations, strong light sources and near sources of heat or cold.

**3.3.3 Storage:** where practicable, stored collections will be housed in acid free boxes, in covered racking or covered pallets to protect against dust. Where this is not possible due to the size of the item, tyvek sheets will be used to protect the items. Items will be labelled and packed in ways that reduce handling and the potential for damage. Photographs are stored in polyester or silversafe enclosures, rolled items are protected with acid-free tissue or unbleached cotton bags and unboxed vulnerable archives are wrapped and stored appropriately.

### **3.4 Housekeeping**

#### **3.4.1 Cleaning**

Staff and volunteers are trained to clean storage and display areas in a way that is not detrimental to the collections. Chemical-based commercial cleaning products are avoided and only curatorial staff clean objects.

#### **3.4.2 Quarantine Procedures**

New acquisitions and incoming materials are inspected before being allowed into the main storage areas to ensure that the accidental introduction of pests is prevented. If pests are discovered in the collection these items are quarantined until they are treated and all risk of contagion has passed. If this is not possible they are removed from the collection and, under the terms of the Collections Agreement and Collections Development Policy, may be disposed of.

#### **3.4.3 Pest Monitoring**

All areas containing collections are monitored using insect traps, with more traps in areas of vulnerable collections. These are regularly checked and the pests identified to assess if there is a potential problem. If a problem is discovered the trap contents are recorded and the area monitored so that the source of the problem can be located and eradicated.

### **3.5 Handling, Moving and Transport**

**3.5.1** Due to the variety of the types of objects potentially being handled the number of staff authorised to move objects is relatively low and all staff are trained in basic handling methods.

**3.5.2** When large items are to be moved, it is done by a team of staff under advice from the curator and/or external experts where necessary. Full risk assessment will be done and a full planning exercise will be undertaken to ensure object and staff safety. Archives are handled by members of the public and staff for research and access purposes. The search room is supervised by

staff who have been trained in document handling, users are given appropriate guidance, surrogates are used where appropriate and fragile items are identified and withheld from public access.

3.5.3 Objects for transport are packed and wrapped in the most suitable way for the object bearing in mind the unpacking process and avoiding over-packing which can lead to damage when items are unpacked.

3.5.4 Only recognised and trusted handlers will be used when items are sent by courier and where possible a member of staff will accompany the courier.

### **3.6 Disaster Planning**

Disaster plans for all venues housing museum collections will be regularly reviewed and updated where necessary.

## **4. CONSERVATION**

4.1 Conservation of objects and archives will be undertaken when and where necessary to ensure the long term safety of the object. The decision to allow conservation work to take place will only be authorised by the Curator or Archivist. Falkirk Community Trust does not currently have trained specialist conservation staff and therefore all interventionist conservation is undertaken by contractors. To ensure that we are doing the best for the collections only appropriately qualified, accredited and experienced conservators will be employed to carry out conservation work. Before any work takes place a mutual agreement will be reached about the approach and treatment of the items. All conservation work will be documented and added to the object's permanent record.

## **5. ACCREDITATION COMPLIANCE AND REVIEW**

5.1 This policy meets the requirements of Museums Accreditation.

5.2 This policy will be reviewed every five years.

## **Collections Documentation Policy Statement**

### **1. INTRODUCTION**

- 1.1 Recording collection information is central to being accountable for the collections, their accessibility, management, research, study and use. Museums and Archives must know what is in the collections, where they are located, who owns them, who owns the intellectual property rights and what use may be made of them.
- 1.2 Our intention is to ensure that the information we hold relating to the collections is accurate, secure, reliable and accessible.

### **2. AIMS AND OBJECTIVES**

- 2.1 The aim of this Policy is to ensure that we meet our stewardship and access responsibilities. Through implementation of this policy our objective is to:
  - improve accountability for the collections;
  - maintain minimum professional standards in documentation procedures and collection information and attain the highest standards wherever possible;
  - extend access to collection information;
  - strengthen the security of the collections;
  - ensure that all items are uniquely labelled, their location noted and that the condition of the item is logged where possible.

### **3. DOCUMENTATION PROCEDURES**

- 3.1 Information from all new documentation is entered into a database (currently Vernon Collections; Management System - CMS). The data on legacy MDA cards and paper based documentation has being entered into the database for the museum collection. Object information is also held in Accession Registers.
- 3.2 Documentation processes cover all of the Primary SPECTRUM procedures:
  - Object entry
  - Acquisition
  - Location and movement control
  - Cataloguing
  - Object Exit
  - Retrospective documentation
  - Loans in
  - Loans out
- 3.3 Documentation processes also cover Intellectual property rights, data protection, condition, conservation treatments and archival appraisal.
- 3.4 Detailed operational guidelines concerning the procedures to be followed for documentation, in order to meet the SPECTRUM Standard, are found in the Documentation Manual.

#### **4. INFORMATION SECURITY**

##### **4.1 Controlled access to sensitive information**

All requests for information will be considered in terms of compliance with the Freedom of Information (Scotland) Act 2005, the Data Protection Act (1998), the Public Records (Scotland) Act 2011 and the Environmental Information Regulations (2004). We will review requests for confidential data such as donor information, environmental information, valuations or site details on a case by case basis, and in accordance with the applicable legislation and any legal agreements or conditions of gift.

##### **4.2 Security against loss of irreplaceable collection information**

We maintain measures to ensure the physical security and long-term preservation of all documentation records. We update all manual and computerised records as appropriate. Nightly and weekly backups of computerised records are made to secure digital data and stored offsite by Falkirk Council ICT processes. Additional backups are made of digital images and vital records to an external hard drive. Copies are maintained of the accession registers and stored off-site.

#### **5. ACCREDITATION COMPLIANCE AND REVIEW**

5.1 This policy meets the requirements of Museums Accreditation.

5.2 This policy will be reviewed every five years.

## **Environmental Policy Statement**

A guide for Falkirk Community Trust employees and Board Directors.

Falkirk Community Trust will conduct its business responsibly, in a way that protects the environment, actively prevents pollution and protects the health and safety of employees, visitors and local residents. Wherever it operates, it will conduct business with respect and care for both the local and global environment. It will aim to lead by example, promote the values endorsed in this statement and encourage action in the wider community.

To meet its commitment, Falkirk Community Trust will seek to achieve the highest environmental standards and will:

- Measure energy consumption, set targets to encourage responsible usage, wherever possible, purchase energy from renewable sources and support the use of energy from sustainable resources;
- Manage waste more sustainably, reducing consumption, reusing, recycling and recovering waste wherever possible;
- Encourage the use of more sustainable and public transport options by employees and visitors wherever possible, measuring and setting targets to reduce the impacts of travel;
- Use natural resources in a more sustainable way and aim to protect and enhance Falkirk's wildlife and biodiversity on land managed by the Trust;
- Make responsible, ethical purchasing choices, specifying wherever practicable, the purchase of locally sourced, recycled and recyclable, least environmentally damaging goods and materials;
- Support the principle of sustainable construction and design, and seek to incorporate them into developments wherever possible;
- Communicate openly with the public, employees, neighbours, local businesses, public interest groups and other interested parties;
- Regularly review and openly report on our environmental performance in order to achieve continual improvement;
- Comply with all relevant environmental legislation and regulations and codes of best working practice and other recognised requirements;
- Inform employees and other stakeholders about the Trusts environmental activity and the relevant impacts of Trust activities on the environment;
- Protect and enhance the natural and built environment;
- Ensure that the policies and strategies it develops and implements are consistent with the principles set out in this Environmental Policy Statement.

This policy will be reviewed every five years.

Niamh Conlon, Museum Curator  
August 2017

**Falkirk Community Trust**

**Subject: Board and Sub Group Membership**  
**Meeting: Falkirk Community Trust Board**  
**Date: 31<sup>st</sup> August 2017**  
**From: Chief Executive**

**1. Introduction**

- 1.1 The Board has two Sub Groups, Audit & Performance and People. This paper offers the opportunity to review and refresh the Groups.

**2. Board Membership**

- 2.1 Steve Mackie has tendered his resignation from 18<sup>th</sup> August 2017. This creates a vacancy for an Independent Director. It is proposed to review the skills mix on the Board to ascertain how best to address the vacancy.
- 2.2 We are to identify a Vice Chair. This role is assigned to one of the Elected Members. The Board is asked to determine who should take on this role.

**3. Sub Group Membership : Proposed Membership**

- 3.1 At Trust set up it was agreed that two groups be established. The Audit & Performance Group is to review the performance results and to ensure effective audit arrangements are maintained and monitored. The People Group deals with the appointment of the Senior Management Team and is a key link to the Trade Unions. It also ensures that the Trust has an Employee Development Plan and acts as a final point of appeal for employee claims against dismissal. Trust Directors are also appointed to Falkirk Community Trading Company to assist in the continuity and awareness between both Boards.
- 3.2 The remit of the Sub Groups is attached at Appendix 1.
- 3.3 The Board are asked to consider if the proposed membership split works effectively.

**Proposed Membership**

Audit & Performance

David White (Chair)  
Jim Flynn  
Lorna Binnie  
Colette Filippi  
Billy Buchanan

People Sub Group

Ruth Morrison (Chair)  
Colette Filippi  
Derek Easton  
Cecil Meiklejohn  
Joan Coombes

Trading

Suzanne Arkinson (Chair)  
Plus Chris Morris, Ased Iqbal, Maureen Campbell

Health and Safety link

David White



#### 4. Diary Dates for 2017/2018

##### **Full Board Meeting** (Quorum 5 comprising 2 Council Appointed Directors and 3 Independent Directors)

Directors: All Board Directors  
Attendees: FCT Senior Management Team, Danny Cairney Accountancy Services Manager

Dates: 9<sup>th</sup> November 2017 - 9.30am  
8<sup>th</sup> March 2018 - 9.30am  
31<sup>st</sup> May 2018 - 9.30am  
30<sup>th</sup> August 2018 - 9.30am  
8<sup>th</sup> November 2018 - 9.30am

Venue: Green Room, Callendar House

##### **Pre Board Meeting**

Attendees: Ruth Morrison, Vice Chair, Maureen Campbell, Jane Clark

Dates: 30<sup>th</sup> October 2017 - 9.30am  
26<sup>th</sup> February 2018 - 9.30am  
21<sup>st</sup> May 2018 - 9.30am  
20<sup>th</sup> August 2018 - 9.30am  
29<sup>th</sup> October 2018 - 9.30am

Venue: Falkirk Stadium

##### **Audit & Performance Sub Group** (Quorum 3)

Directors: Councillor Jim Flynn, Councillor Lorna Binnie, Councillor Billy Buchanan David White, Colette Filippi

Attendees: Lesley O'Hare, Paul Finnie, Danny Cairney, Gordon O'Connor, Alistair Mitchell

Dates: 23<sup>rd</sup> November 2017 9.30am  
15<sup>th</sup> February 2018 - 9.30am  
17<sup>th</sup> May 2018 - 9.30am  
16<sup>th</sup> August 2018 - 9.30am  
22<sup>nd</sup> November 2018 - 9.30am

Venue: Falkirk Stadium

##### **People Sub Group** (Quorum 3)

Directors: Ruth Morrison, Suzanne Arkinson, Derek Easton, Councillor Cecil Meiklejohn, Councillor Joan Coombes

Attendees: Maureen Campbell, Jenny Simpson (HR)

Dates: 7<sup>th</sup> December 2017 - 9.30am  
14<sup>th</sup> June 2018 - 9.30am  
6<sup>th</sup> December 2018 - 9.30am

Venue: Falkirk Stadium

### **Trading Company (Quorum 2)**

Directors: Suzanne Arkinson, Chris Morris, Maureen Campbell, Ased Iqbal

Attendees: Paul Finnie, Carol Whyte, Stephen Fulton, Danny Cairney

Dates: 31<sup>st</sup> October 2017 2.00pm  
13<sup>th</sup> February 2018 - 9.30am  
15<sup>th</sup> May 2018 - 9.30am  
7<sup>th</sup> August 2018 - 9.30am  
16<sup>th</sup> October 2018 - 9.30am

Venue: Falkirk Stadium, Room 1

### **Business Planning Board Meeting (Quorum 5)**

Directors: All Board Directors

Attendees: Senior Management Team

Dates: 28<sup>th</sup> September 2017 - 9.30am – 12.390pm  
27<sup>th</sup> September 2018 - 9.30am – 12.30pm

Venue: Falkirk Stadium, Board Room, 3<sup>rd</sup> Floor

## **5. Recommendation**

- 5.1 **Board is asked to review the programme and operation of Sub Groups and approve the calendar of meetings for 2018.**

*Maureen Campbell.*

Maureen Campbell  
Chief Executive

**Remit**  
**People Sub Group**

**1. Membership**

- 1.1 The group consists of:
- 5 Directors. Quorum: 3 Directors.
  - Core staff support: Chief Executive, HR Advisors

**2. Remit**

- 2.1 The group should focus on the 'people' agenda. It is specifically charged with the recruitment of all senior managers and strategic liaison with Trade Union representatives.
- 2.2 The group reviews and approves all of the HR policies and procedures.
- 2.3 The group acts as the final appeal panel for employee related appeals following dismissal.
- 2.4 It reviews progress in the following areas:
- Review Development of Employee Development Strategy
  - Review Vacancy Management including Turnover
  - Monitor Absence Management
  - Review Employee Satisfaction Survey
  - Monitor Health & Safety as it concerns employees

**3. Frequency of Meetings**

- 3.1 The group meet twice per year to review general progress. It meets with Trade Unions annually.
- 3.2 Whenever there is recruitment to be taken forward a specific timetable will be developed. The Chief Executive and HR Advisors will support the Board in this process.

**4. Minutes**

- 4.1 Reports and agenda will be issued 1 week before the meeting takes place. Minutes of the meeting will be presented to the Board for information.

## **Remit**

### **Audit & Performance Sub Group**

#### **1. Membership**

1.1 The group consists of:

- 5 Directors. Quorum : 3 Directors
- Core staff support: Sport & Recreation Manager, Culture & Libraries Manager, Finance Advisers, External Auditors,

#### **2. Remit**

2.1 The group should focus on the “performance” agenda.

2.2 It is specifically responsible for:

- to consider the adequacy of the Trust’s overall control environment;
- to consider and agree Internal Audit plans, ensuring that work is planned with due regard to risk, materiality and coverage;
- to review summary Internal Audit reports and seek assurances that action has been taken to address issues identified;
- to consider the reports of External Audit and other inspection agencies and seek assurance that recommendations made are addressed; and

2.3 It will also review progress in the following areas:

- Drill into the unit operating plans and quarterly performance data to better understand underlying performance issues.
- Monitor the Business Plan and contribute to its future development.

#### **3. Frequency of Meetings**

3.1 It is proposed that the group meet four times per year to review general progress.

#### **4. Minutes**

4.1 Reports for the meeting and minutes and actions arising from the meeting will be presented to the Board for information.

**Falkirk Community Trust**

**Subject:** Heritage Delivery Plan 2018-2023  
**Meeting:** Falkirk Community Trust Board  
**Date:** 31 August 2017  
**Author:** Culture & Libraries Manager

**1. Introduction**

- 1.1 This paper seeks the Board's approval to progress the Trust's Heritage Delivery Plan 2018-2023 to the formal consultation stage, followed by submission to the Council for their approval.

**2. Background**

- 2.1 The Heritage Delivery Plan is one of the Trust's suite of plans, each covering specific areas of service, contributing to *Inspiring Active Lives*, the Trust's Culture and Sport Strategy for Falkirk 2014-2024.
- 2.2 This is the second Heritage Delivery Plan produced by the Trust, and includes an update in Section 3 of the achievements of the first Trust Heritage Delivery Plan 2013-2018, in terms of broadening participation in the local heritage offer, developing recognition of the Falkirk area as a vibrant place, and developing the resilience of organisations and groups whose business it is to use and promote the area's heritage. Also included is an overview of the changing local heritage offer over a longer period.

**3. Approach**

- 3.1. In setting the agenda of strategic priorities for 2018-2023, two approaches have been followed:
- 3.1.1. A review of the strategic documents of a variety of organisations which set the direction for heritage work at a local level. These strategies include perspectives at national, regional and local levels and are outlined in Section 4.
- 3.1.2. An informal consultation has been carried out with organisations and bodies which are considered to be the main stakeholders and partners in delivering the Plan. The list of those consulted is at Appendix 1 and a copy of the consultation paper is included in the Board papers. Those consulted include Falkirk Council, professional heritage organisations and local community heritage groups.
- 3.2. Following the Board's decision, the Plan will be amended where necessary and circulated for formal consultation before being presented to Falkirk Council.

**4. Strategic Priorities**

- 4.1. The primary aims of the Plan remain the same as those of *Inspiring Active Lives*. In helping to move the Falkirk area towards being 'A place with vibrant culture and sporting opportunities where people can achieve fulfilled and active lifestyles', heritage activity will further help to:

- 'increase and broaden participation in culture and sport'
  - 'secure recognition for the Falkirk area as a vibrant place'
- 4.2. For 2018-2023, the Plan responds to the strategic context set by the research undertaken and described in 3 above, it takes stock of the progress made in the Falkirk area and the role heritage has taken in this progress, and anticipates the opportunities and challenges which lie ahead. In summary, there has been positive change in the economy and character of the Falkirk area, and ways need to be found through the financial challenges of the next few years to continue this transformative process.
- 4.3. The Plan sets out four strategic priorities for 2018-2023:
- To continue the work of transformation, building on the area's heritage as a means of enabling this place, by the 2020s, to look and feel different, and for its inhabitants, visitors and commentators to think differently about it. The success of local heritage attractions needs to be translated into improvements in town economies and renewal in communities.
  - To strengthen the role of heritage as a local strategic asset by bringing the network of heritage practitioners into a tighter strategic partnership to deliver a common vision for the Falkirk area.
  - To respond to aspirations from within localities in the area by placing greater emphasis on facilitating community activity, rather than public bodies providing the development and service.
  - For all those working with the area's heritage to respond and adapt resiliently to the financial challenges during the period of the Plan.

## 5. Layout of the Plan

5.1. The document is set out as follows:

- Introduction
- Heritage in the Falkirk Area – overview
- The Falkirk Area's Heritage Assets and Strategic Partners
- Achievements in Developing Falkirk's Heritage Offer
- The Strategic Context 2018-2023
- The Strategic Priorities for Heritage in the Falkirk Area 2018-2023
- The Plan

## 6. Recommendation

6.1. **The Trust's Heritage Delivery Plan 2018-2023 continues to respond to the lead provided by *Inspiring Active Lives*, but moreover sets out an ambitious and positive approach to furthering the mission of transforming the Falkirk area, in spite of the financial challenges which lie ahead during this period for the public sector.**

**6.2. The Board is asked to approve this Plan for progression, subject to any amendments, to the formal stage of consultation and presentation for approval by Falkirk Council.**

A handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke extending to the left.

Lesley O'Hare  
Culture & Libraries Manager

## Draft Heritage Delivery Plan for Falkirk 2018-2023

*'We don't inherit the Earth from our ancestors, we borrow it from our children.'*

(David Brower, founder, John Muir Institute for Environmental Studies)

### 1. Introduction

This Heritage Delivery Plan, contributes to *Inspiring Active Lives*: a Culture and Sport Strategy for Falkirk 2014-2024. It is not a detailed year-on-year work plan for the Trust's heritage team, but a strategy for the direction of heritage activity across the Falkirk area in 2018-2023 and has been produced by Falkirk Community Trust (the Trust) in its role as heritage advisor to Falkirk Council.

Since 2006, the definition adopted by and for the previous and present Heritage Strategies and Delivery Plans has been:

***'the total of inherited ideas, beliefs, values and knowledge which constitute the shared basis of social action.'***

This definition takes the view that heritage is a catalyst for action; it is an active ingredient at work in any community and which influences decisions intended for the benefit of that community. It is a strategic asset for place-making at the disposal of professional bodies and communities alike, and has been used to advantage in the transformation which has been the strategic priority for this area in recent years. This definition recognises that citizens themselves are agents of change, an understanding which is developing throughout the provision of public services and is central to the Trust's approach to developing of provision in the forthcoming years (Falkirk Community Trust, Business Plan Approach 2017-2020). There is increasing emphasis in the role of public sector bodies on facilitation, as opposed to provision. This has been a characteristic in the development of our local heritage sector, and is now due to be given new impetus.

The area's transformation over recent years has been built on its heritage. Realising the potential of heritage as a strategic asset can and should be developed further and will require new organisational structures, roles and functions, or an increased level of partnership among existing institutions and communities to develop and act upon a shared vision for the Falkirk area. The very challenging public financial climate provides a sharp incentive for this. Pooling resources is crucial if the achievements so far in transforming the area are to be sustained.

### 2. Heritage in the Falkirk Area – overview.

The Falkirk area's history and location have helped to define its communities and its landscape, and it is a landscape whose heritage assets tell a story of intense human activity from Roman frontier to industrial heartland. The Grangemouth petro-chemical complex is an active reminder of the area's association with industry, but new economies are creating a different society, new landscapes, new assets (for example



the Falkirk Wheel and the Kelpies) new associations with the area in the public mind, and a new heritage for the future.

### 3. The Falkirk Area's Heritage Assets and Strategic Partners

This section provides an overview of those heritage assets that give the area its character and provide attractions for people to visit, together with reference, where relevant, to those organisations responsible for them.

**3.1 Falkirk Community Trust** is a company limited by guarantee with charitable status established by Falkirk Council. On 1 July 2011 the company assumed responsibility for the management and operation on behalf of the Council for a range of community-facing sport, recreation, arts, heritage and library services. The Trust takes the strategic lead for developing heritage engagement by the public in the Falkirk Council area, and is the advisor to the Council on heritage engagement and museum, archive and archaeological provision. The Heritage Unit consists of three areas of professional heritage delivery – museums, archives and archaeology. The Trust manages Falkirk Council's two accredited museums – Callendar House and Kinneil Museum, the museum collection and archives as well as providing an archaeology service and, within the libraries, the local history collection. The two museums are both situated in designed landscapes of significant heritage interest including being on the route of the Antonine Wall.

The Trust plays a significant role in the work of place-making, generating well-being and contributing to the economic development of the area through its management of heritage assets and delivery of heritage engagement activity.

The Trust is responsible for the care and management of some of the area's key historic sites in public use:

- **Callendar House** – an A-listed building and the Falkirk area's main heritage facility. The House functions as the main local museum and archive, offering programmes of activity through permanent displays, temporary exhibitions, events and activities. Callendar House is the only all-weather on-site interpretation facility for the Antonine Wall World Heritage Site with the monument clearly visible from a display on the Roman frontier. It has a destination tearoom housed in one of its authentic historic rooms and offers spaces for hire for conferences, weddings, workshops and seminars. Callendar House is a 4-star tourist attraction as well as providing heritage engagement for local people.
- **Callendar Park** – the setting for Callendar House, the Park is Falkirk's premier historic landscape and is used for events, play and walks. The Park's high artistic and historical value is reflected in its listing in Historic Environment Scotland's Inventory of Gardens and Designed Landscapes in Scotland. As well as including part of the Antonine Wall World Heritage Site and the John Muir Way, the parkland is a good example of late 18<sup>th</sup> century landscape design.

- **Hippodrome** – Scotland's oldest surviving custom-built cinema (1912), masterpiece of the architect Matthew Steele and an A-listed historic building. It shows a mix of mainstream and specialist cinema and is now well-known for its annual Silent Film Festival in spring. It has a 4-star Arts Venue listing with VisitScotland.
- **Kinneil Estate** – The former grounds of Kinneil House, the estate is now the main public park for Bo'ness. Although not listed in the Historic Environment Scotland Inventory of Designed Landscapes, the parkland is shaped by its earlier history, including a length of the Antonine Wall, the site of a mile fort on the Wall, the remains of the deserted medieval village of Kinneil with the ruined 12<sup>th</sup> century church and graveyard the most visible features, and industrial era tree-planting which supplied pit props to the mining industry. The John Muir Way and Sustrans Cycle Route 76 run through the Estate.
- **Kinneil Museum** – Situated in the B-listed carriage building for Kinneil House, the museum has displays of Bo'ness town history, which were upgraded in 2015, and is the interpretation centre for the estate. The museum is a 4-star visitor attraction.
- **Muiravonside Country Park.** The park consists of woodland trails, a demonstration farm and visitor centre, and is on the site of a 17<sup>th</sup> century estate. The John Muir Way runs close to the Park.
- **Helix and Kelpies.** The Helix is a modern regenerated greenspace, while the internationally-famous Kelpies, although named after mythical Celtic beasts, were inspired by the heavy working horses of Falkirk's industrial era.

In addition to the built assets for which it is responsible, the Trust manages the Council's archive and museum collections, carries out the statutory function of managing the Historic Environment Record (previously the Sites and Monuments Record) and provides archaeological advice to the Council's planning application process. The Trust's libraries also provide a resource for heritage information and a focus of activity.

**3.2 Falkirk Council Development Services** plays a key role in protecting and promoting understanding of built and natural heritage, initiating conservation-led regeneration initiatives and marketing the area as a visitor destination. It is the planning authority for the Falkirk Council area, is responsible for the area's Historic Environment Strategy, and takes the lead role in the Falkirk area for the delivery of the Antonine Wall Management Plan.

The local land and townscapes contain many historically-significant buildings, monuments, archaeology and greenspaces, ranging from the Pineapple at Dunmore walled garden, the Kincardine Bridge, and public spaces, to buildings of less exalted status which are nevertheless protected because of their contribution to the quality of the built environment and of life in it. Access to greenspaces is made through local parks and a network of paths, including the John Muir Way.

- 3.3 Falkirk Council Children's Services** is the main provider of formal and informal learning in the area through its primary and secondary schools, and community learning and development service. Understanding and participating in heritage activity plays an important role in delivering the wider aims of the Curriculum for Excellence.
- 3.4 Historic Environment Scotland** is the Scottish Government's executive agency charged with safeguarding the historic environment on behalf of Scottish Ministers. It has responsibility for maintaining statutory schedules of monuments and lists of historic buildings, advising on policies for the historic environment, the Antonine Wall World Heritage Site management plan, and for the management of several sites in the area:
- **Blackness Castle** - 15<sup>th</sup> century, open to the public.
  - **Kinneil House** – The House is an A-listed building owned by Falkirk Council and managed by Historic Environment Scotland. Although partly ruined, a wing of the building contains some of the most significant wall paintings in Scotland. The building is closed to the public, but opens on special days through the year managed by Friends of Kinneil. As part of its Kinneil Masterplan, Falkirk Community Trust has generated feasibility research into the potential of developing the House as a visitor attraction.
  - Maintenance of sites along the Antonine Wall – **Rough Castle, Seabegs Wood and Watling Lodge.**
- 3.5 The Antonine Wall** is inscribed as a World Heritage Site in 2008 and is part of the larger international Frontiers of the Roman Empire World Heritage Site, which also comprises Hadrian's Wall and the German *Limes*, and is now one of six World Heritage Sites in Scotland. The monument is managed by a partnership consisting principally of the five relevant local authorities headed by Historic Environment Scotland. The Falkirk section, and activity associated with it, is managed by Falkirk Council Development Services with the Trust responsible for developing interpretation and improving understanding of the monument.
- 3.6 Scottish Canals:** with parts of the Forth and Clyde and Union Canals in the area, and focus on the Falkirk Wheel, Kelpies and Helix, Scottish Canals is an important player in the local heritage landscape and its Heritage Strategy 2013-38 sets out its purpose in conserving its tangible and intangible heritage assets, using them to enable public participation, learning and access, and to provide the basis for economic and social benefits and environmental sustainability. In addition to ensuring that the canals are cared for according to their heritage scheduling, Scottish Canals supports local wellbeing through community-based activity, and contributes to the area's economy through business generation based on its assets. In addition to the Kelpies and the Wheel, the focus of Scottish Canals' activity is on the canal 'corridor' between the two sites.

**3.7 Scottish Railway Preservation Society** runs the Bo'ness and Kinneil Railway and the Museum of Scottish Railways. The museum was awarded full Accreditation status in 2009 and its collection has been recognised as being of national significance. SRPS is an important example of a volunteer-run heritage offer, with a professional curator and marketing officer. It is a key player in the tourism economy of the area attracting over 60,000 visitors per year with volunteers drawn from in and beyond the Falkirk area. SRPS's offer attracts the highest visitor figures of the area's heritage attractions.

**3.8 The local community:** in addition to the 'fixed assets' of local heritage, the community itself, with its memories, ideas, desire to share its knowledge, desire to learn, and preparedness to care for and use its heritage for the common weal, is crucial to the success of any local strategy for heritage. This willingness to exploit heritage exists in all communities across the area, including those localities which may not be considered as tourist destinations.

The voluntary sector is rich with organisations and societies involved in research and promotion of local heritage. They vary in scale and ambition from those which are in a position to have a role in developing and delivering heritage provision locally, to those whose situation is more in the nature of local clubs with activities carried out for the benefit of its own members:

- **Falkirk Local History Society** is involved in a wide range of activities including regular meetings, guided walks in the Falkirk area, field trips, research and publication, talks to interested groups, heritage-related campaigns, and has been a key player in the Falkirk Townscape Heritage Initiative 2013-18.
- **The Friends of Kinneil** help to promote and develop all aspects of Kinneil Estate and Foreshore in Bo'ness with a particular interest in built and natural heritage. The group co-ordinates Big Roman Week, is a generous supporter of Kinneil Museum as well as undertaking consultation and project development.
- **Grangemouth Heritage Trust** is based in La Porte Precinct in a building which houses a comprehensive range of photographs and artefacts from Grangemouth's past; the Trust also has a lively Facebook presence.

Further activity is provided in localities by the Greenhill Historical Society, Denny and Dunipace Heritage Society, Maddiston History Group, Friends of Charlotte Dundas, Friends of Zetland Park and Falkirk Archaeological and Natural History Society.

## **4. Achievements in Developing Falkirk's Heritage Offer**

### **4.1 Falkirk's Heritage Offer – overview of developments.**

Heritage exists irrespective of how people deal with it, but a heritage 'offer' exists when that heritage is used as an asset to be managed, developed, presented and used for public benefit.

In 1979, the Scottish Railway Preservation Society moved to Bo'ness and began to develop its site and railway there. In Falkirk, following its refurbishment and public opening during the 1990s, Callendar House was attracting approximately 30,000 visitors a year by the end of that decade, 50% of whom were tourists from outside the Falkirk area. From these beginnings, the Falkirk area developed its tourist economy.

In 2001, 'My Future's in Falkirk' strengthened the sense of purpose in changing the local economy and driving community renewal. Since then, major projects which have begun to change the image of Falkirk have been the Antonine Wall World Heritage Site, the Falkirk Wheel and regeneration of the canal system, the creation of the Helix and the Kelpies, inspired by the local industrial heritage of the working horse and introducing a new symbol for the area, and the Townscape Heritage Initiatives in Falkirk and Bo'ness which have drawn out the quality of the built heritage from behind the townscape facades.

These developments have not only been delivered with a view to changing how the Falkirk area presents itself to the outside world, they are also intended to inspire local people's sense of place and identity, to provide them with new opportunities for encountering and understanding their heritage, and to facilitate their wish to take direct action in response to this inspiration. By 2017, the attractions have been successful in drawing tourists to the area and demonstrating the potential of this new economy, but there is now a need for this to be reflected in new business developments which draw visitors into the towns themselves, and in community developments aimed at renewal.

### **3.2 Falkirk Heritage Delivery Plan 2013-2018**

The Plan has contributed to the two aims of *Inspiring Active Lives*:

- To increase and broaden participation in culture and sport
- To help secure recognition for the Falkirk area as a vibrant place.

In addition, the Plan had four guiding principles:

- '*To develop the well-being of the local community. In this we will adopt the New Economics Foundation's and the Happy Museum Project's five ways to well-being: encouraging people to be active, to learn, to see the world differently, to connect with other people, their place and the environment, and to give.*' This principle expanded on the kind of outcome we saw as resulting from broadening participation.
- '*To raise the outward profile of the Falkirk area through the richness of its heritage, encouraging visitors to the area and aiding the area's economy.*' This gave a more specific perspective on the role of heritage in securing recognition for the area.
- '*To encourage people to see local heritage in a larger framework – from a global perspective and as a preparation for the future – what we do now is the heritage of the future.*' Maximising heritage shared with other communities, whether in Scotland, the UK and beyond, supports the area's increasingly outward-looking profile, while discovering more about the area's past and how it reflects larger historic developments informs the community on its own choices for the future.
- '*To ensure that our aspirations, plans and delivery models are resilient, adaptable and sustainable.*' In 2013, we fully recognised that the Plan was to be delivered in the post-2008 financial climate, that this would entail significant constraints on resources and that the Trust's and its partners' ambitions and expectations for developing local heritage potential would need to explore new models for delivery.

The following review of the 2013-2018 Plan presents its achievements under the two aims of *Inspiring Active Lives*, and reference is made to its guiding principles where they have been most relevant.

### 3.2.1 Participation

#### (a) Audience development

Local heritage attractions have experienced increases in visitor figures. In 15/16 and 16/17 Callendar House annual visitor figures rose to over 45,000 for the first time, while the Scottish Railway Preservation Society has seen year-on-year increases and at the present time (2017) stands at c.70,000 a year. These reflect a national trend in Scotland for museum visiting as well as efforts by these organisations to improve the visitor experience. They constitute an indicator of success towards the aim of increasing participation and towards connecting people with their place through the stories they encounter and the activities in which they take part.

(b) **Community development and facilitation programmes.** Developments at Kinneil, including the Trust's refurbishment of Kinneil Museum display in 2014/15 and Kinneil House open days, have been based on increased community input through Friends of Kinneil, the latter also in partnership with Historic Environment Scotland. The Big Romans annual event is led by Bo'net, and the Falkirk Townscape Heritage Initiative public engagement programmes have seen close community input by Falkirk Local History Society, working with Falkirk Council Development Services and Falkirk Community Trust. The annual 'Doors Open Days' depend on the contributions and good will of property owners in the area. Such activities not only encourage people to connect with their fellow citizens and to realise their pride of place, its voluntary nature also stresses the importance of giving to the well-being of the local community.

(c) **Development strands and projects.** The Heritage Plan committed partners to undertaking projects and activity programmes under several long-term themes. These have been:

- **Antonine Wall World Heritage Site:** world heritage is a global concept and the Antonine Wall is unique in being part of a larger World Heritage Site. The production of the Antonine Wall Management Plan 2014-19, led by Historic Environment Scotland, draws all partners together in co-ordinated activity and developments. Sitting behind the work of providing opportunities for participation lies the potential for people to grasp the idea that their locality is part of a larger global framework, giving people the opportunity to see their place differently. The work has included education programmes at Callendar House; outreach activity, for example at Barnardo's and Easter Carmuir's Primary School; exhibitions; library programmes and, presently, a major plan to seek Heritage Lottery funding for 'Rediscovering the Wall' - a co-ordinated public engagement project along the whole of the Wall.
- **Falkirk Townscape Heritage Initiative (THI)** has been very much about connecting people with place, and perhaps even changing their normal view of the town centre through understanding the significance of buildings they may take for granted, and seeing physical improvements being made to them. The voluntary work by local people, for example by being tour guides or being guides in

exhibitions, has been another outlet for giving, and for connecting people with each other as well as place. This has been taken further because, as part of the project legacy, the role of the local community in directly managing the Steeple is under consideration. Work has included tours, education programmes, tour APP development, exhibitions, artist-in-residence project, and opportunities for displaying museum collections in non-museum locations.

- **World War One Centenary** in Falkirk was branded Memorial, Reflection and Restoration. Although the focus of learning has been on the impacts of the conflict on local people, the connections with world events and with experiences shared with communities elsewhere in the UK, Europe and beyond have been inescapable. Work has included a touring exhibition co-created by Laurieston Primary School (which attracted the attention of the Earl of Wessex in 2015), exhibition at Callendar House, web presence, archive provision, activities by libraries, and showing of the film 'Battle of the Somme' with live orchestra (the Tryst Orchestra) at Falkirk Town Hall in October 2016.
- **Event Scotland themed years.** Events and programmes of activity have taken advantage of 2016 Year of Innovation, Architecture and Design, and 2017 Year of History, Heritage and Archaeology. The 'HorsePower' event in the latter secured one of the few grants available from Event Scotland. As with all the foregoing, these themed approaches enable different perspectives to be brought to people's view of their local heritage. For 2017, alongside the attention paid to the main features of local heritage – Romans and industry – we chose the horse as the principle theme, as the horse is now indelibly linked to Falkirk through the dominant presence of the Kelpies.
- **Scottish Canals.** A partner with the Trust on the Antonine Wall public access group, and with the Trust and Creative Scotland on the production of the Gongoozler artist's residency and exhibition at Callendar House. Scottish Canal's focus in Falkirk is on the Falkirk Wheel/Kelpies 'corridor' and includes consideration of a new future for the former Rosebank Distillery building. A plan to create a heritage trail with the Friends of Charlotte Dundas has been produced. As with the Antonine Wall, this work not only encourages people to understand how the canals shaped the local community, it connects the local community to other communities through a shared heritage.
- **Callendar House walled garden.** Until March 2016, FCT worked in partnership with mental health charity Caledonia Clubhouse to provide gardening work for CC's members and learning activity in the garden. 2016/17, the Trust's Heritage and Parks units successfully created a new life for the garden working with Falkirk Allotments Society. Through the connection with Caledonia Clubhouse, this project focused very much on the health aspect of our well-being agenda. The replacement solution stays very much in that agenda – enabling people to be active, to connect with each other and to the environment. As with the Allotments Society's existing site at South Bantaskine walled garden, this development also enables the beneficial and productive 'recycling' of a heritage asset.

### 3.2.2 Recognition

(a) **Tourism.** During the plan period, Falkirk's tourism profile has continued to strengthen, based on assets which are either historic in themselves or have their origins in the area's heritage – Callendar House (offer development includes revitalised teashop and higher profile Christmas event), Helix, Falkirk Wheel, Hippodrome (achieving national recognition, among other things, through the annual Silent Film Festival), Callendar Park, Kinneil Estate and Antonine Wall.

(b) **Investment in Assets.** Heritage partners have undertaken work to improve planning for assets, to improve the offer and to ensure their ongoing physical integrity and have provided not only quality destinations but also recognition for Falkirk's developing profile. We believe that caring for our assets is crucial to encouraging people to use or visit them and therefore to enhancing the reputation of the area. Such investment has included:

- **Falkirk Community Trust:**

- Continuous work on Callendar House fabric (including capital funding) and refurbishment of Teashop;
- HLF-funded refurbishment of Kinneil Museum display during 2014/15;
- Management and development of the area's parks improved through the creation of Callendar Park Management Plan, Kinneil Masterplan, which includes Kinneil House Feasibility Study;
- Work with and funding from Inner Forth Landscape Initiative for Kinneil Church and Churchyard, and community archaeology at Zetland Park;
- Improving environmental conditions at the Trust's Museum Store to improve protection of the museum collections (16/17 capital project);
- Improvements in FCT's collections data and making this available on-line, facilitating improved work with partners (e.g. NHS Forth Valley, Howgate Centre, BBC Your Paintings, Machine Tools Master Catalogue) and improving the variety and quality of exhibition content.

- **Falkirk Council:**

- Improvements in the management of the area's built heritage through the Conservation Areas Appraisal and Management Plan, produced in 2013, and the publication in 2015/16 of a suite of 17 Supplementary Planning Guidance booklets to ensure developments are sensitive to the built and natural heritage. A further guidance booklet is presently in production for the Antonine Wall World Heritage Site;
- Plans for Zetland Park, part of which is the achievement of Listed Building status for the Park's fountain, war memorial and gates.

- **Scottish Railway Preservation Society:**

- Site improvements and ongoing collections restoration.



- (c) **Awards** not only provide an assurance to us that we are managing our responsibilities effectively, they are also a public recognition for our work, a promotional tool, and an indication that stakeholders and partners can place trust in us:

- **Falkirk Community Trust:**

- Callendar House, Kinneil Museum, the Hippodrome and Helix all secured 4 stars in the VisitScotland Quality Assurance Scheme. Callendar House achieved 5 stars (the top level) for two years from 14/15 and through a plan of improvements is aiming to regain this level in 2017.
- Falkirk Archives awarded Archive Accreditation in 2014, the first archive in Scotland to achieve this newly-created award.
- Falkirk Museums retained its fully accredited status with the UK Museums Accreditation Scheme.
- James Watt's Cottage in Kinneil Estate voted one of Scotland's six Hidden Gems in the Dig It! 2017 competition.

- **Community Heritage Groups:**

- The Friends of Kinneil won a Scottish Heritage Angels Award in 2016.

- **Scottish Railway Preservation Society:**

- SRPS maintains its status as a Nationally Recognised Collection.

- (d) **Resilience:** the last of the Plan's four guiding principles - 'to ensure that our aspirations, plans and delivery models are resilient, adaptable and sustainable' – sits outside of achievements in participation and recognition because it addresses issues of resources for delivery rather than outcomes. As such, it is of crucial strategic importance and fundamental to a strategic statement such as this Plan.

The common theme shared amongst the documents included in our overview of the strategic context below is that of reduced financial resource. By way of example, in late 2016, the Trust took a lead and produced its Business Plan Approach 2017-2020 which, as far as heritage developments are concerned, identifies resilience factors for its publicly-accessible built heritage assets: for Callendar House and the Hippodrome, this factor is income-generating potential: for Kinneil Museum, the factor is community engagement, aiming to build on the levels of community input that have supported it since 2006.

Although the results of this approach are to be realised in the future, we include it under 2013-18 achievements to mark the fact that, within the outgoing Plan period, the Trust has begun to progress through the crucial stages of release from previous delivery structures and renewal before progressing to a new phase of growth in different circumstances. This approach will undoubtedly impact on the connected network of heritage partners in the Falkirk area, and publicly-funded bodies in this network are facing similar levels of challenge.

#### 4. **The Strategic Context 2018-2023**

The strategic partners' common purpose for the Falkirk area's heritage is described by a framework of national, regional and local strategies.

#### **4.1 National Strategies**

- *Our Place in Time*, The Historic Environment Strategy for Scotland 2014
- *People Make Heritage*, Heritage Tourism 2020
- *Networked Heritage*, Royal Society of Arts, Commerce and Manufacture.
- *A Lasting Difference for Heritage and People*, Heritage Lottery Fund Strategic Framework 2013-2018.

These four publications recognise heritage as significant to the improvement of wellbeing and quality of life. Heritage provides the unique characteristics of a place and offers potential as a strategic asset and catalyst for action on local improvement if delivered by partnerships of organisations and local community groups. In celebrating their unique characteristics however, communities need to take inclusive approaches. Looking after the heritage of the built and natural environments is an economic necessity, not only in terms of attracting tourists, but also in encouraging the businesses and people who will drive the local economy.

Such benefits need to be achieved in a very challenging financial climate, and Heritage Lottery Fund's Strategic Framework anticipates increasing reliance on, and competition for, its funds.

#### **4.2 Regional Strategies**

- Antonine Wall Management Plan 2014-19
- Scottish Canals Heritage Strategy 2013-38
- Central Scotland Green Network, *Vision*

The outcomes expected at a national level are augmented by these regional strategies, which cover the region in which the Falkirk area is located. That the area needs to undergo a process of transformation, not just improvement, and this is most clearly expressed in Central Scotland Green Network's *Vision*. Care of natural and man-made heritage assets in Scotland's former industrial belt is crucial to generating a new economy and way of life in the area. The canals and the Antonine Wall are two assets which Falkirk shares with much of the rest of the region, with the Antonine Wall bringing an international dimension as part of the Frontiers of the Roman Empire World Heritage Site, particularly appropriate to UNESCO's vision of World Heritage as a common responsibility for all humanity (a further three of the Scotland's six World Heritage Sites sit within this transformation zone: New Lanark, the Forth Bridge, and Edinburgh Old and New Towns). For both Scottish Canals and the Antonine Wall, the emphasis on their work in Falkirk lies in commercial and tourism developments, reflecting an emphasis in local strategic priorities.

#### **4.3 Local Strategies**

##### **(a) Falkirk Council**

- The Strategic Outcomes and Local Delivery Plan 2016-2020
- Economic Strategy for Falkirk 2015-2025
- *Tourism Falkirk 2020*, Falkirk Area Tourism Strategy 2015-2020
- *Our Future in the Past*, Historic Environment Strategy for Falkirk 2017-2022

- *Falkirk Greenspace*, a Strategy for our Green Network

**(b) Falkirk Community Trust**

- *Inspiring Active Lives*, a Culture and Sport Strategy for Falkirk 2014-2024.
- Business Plan Approach 2017-2020

The local mission is to continue the process of change in Falkirk area from one of decline and its associated problems to the 'place to be'. By the early 2020s the place should look different, feel different, and citizens, visitors and those contemplating moving into the area will think differently about it and about themselves. That we can now seriously consider an ambition to be a tourist destination of first choice is a measure of the success of this mission to date, and the area's heritage has made a significant contribution to this success. The establishment of tourist attractions - Callendar House, Falkirk Wheel, the Kelpies, Bo'ness and Kinneil Railway, Hippodrome and the improvements of the Townscape Heritage Initiatives – have done much to change the look of the place. There is work to be done in developing the feel of the place by building on the success of these visitor attractions to encourage stays in their surrounding towns. Anecdotally, developments in the Falkirk area are encouraging those from outside the area to think differently about the place and this, together with new people coming to live in the area, encourages us all to think differently about what it means to be 'of Falkirk'. In conjunction with the development of the area's tourism, there is a need to develop the capacity of, potential of, and alleviate hardship in, local communities.

The Trust's vision for Falkirk is to be:

**'A place with vibrant culture and sporting opportunities where people can achieve fulfilled and active lifestyles'.**

To achieve this, it aims to:

- **'increase and broaden participation in culture and sport'**
- **'help secure recognition for the Falkirk area as a vibrant place'**

These aims set the framework of expectation for developing the area's heritage offer.

In its role as advisor to the Council on heritage matters, particularly in relation to its work of caring for the Council's archive and museum collections, and in providing archaeological advice to the planning process, the Trust is guided by sector-specific national strategies:

- *Going Further*, A National Strategy for Scotland's Museums and Galleries 2012
- National Records of Scotland Strategy 2012-2022
- Historic Environment Scotland Policy Statement, June 2016.

These documents identify that heritage assets are at the root of place-making and that how a place is recognised is linked to how well it ensures it acts as an exemplar in caring for its heritage assets.

The final part of the strategic framework for this Plan is represented by Falkirk Community Trust's Business Plan Approach 2017-2020. The threats posed by an exceptionally challenging financial climate into the early 2020s run through the whole of this strategic framework, and are all partners delivering this Heritage Plan will be affected. Over the lifetime of the plan, and if the achievements to date in transforming the area are not to be imperilled, new ways to meet the anticipated impact of substantially reduced financial resources have to be found. This involves maximising income and the proceeds of trading activity. Major funding opportunities, like those through lottery funding schemes, need to be grasped, but this requires co-ordination between partners to avoid opportunism, duplication and waste. The financial climate demands that money is spent on clear strategic priorities and agreement on what these are is dependent on the work of a strong strategic partnership. Pooling resources is a necessary response to financial challenge, because the supply of people to deliver will be diminished. This partnership also needs community representation, because the capacity of professional bodies to deliver and provide in the same ways will be reduced, and their relationship with communities will increasingly be as facilitators for the latter to take direct action on their aspirations.

## 5. The Strategic Priorities for Heritage in the Falkirk Area 2018-2023

More specifically for 2018-2023, and distilling the strategic context above, four key strategic priorities are anticipated for heritage development and management in the Falkirk area:

- To continue the work of transformation, building on the area's heritage as a means of enabling this place, by the 2020s, to look and feel different, and for its inhabitants, visitors and commentators to think differently about it. The success of local heritage attractions needs to be translated into improvements in town economies and renewal of local communities.
- To strengthen the role of heritage as a local strategic asset by bringing the network of heritage practitioners into a tighter strategic partnership to deliver a common vision for the Falkirk area.
- To respond to aspirations from within localities in the area by placing greater emphasis on facilitating community activity, rather than public bodies providing the development and service.
- For all those working with the area's heritage to respond and adapt resiliently to the financial challenges during the period of the plan.

These drivers form the principal outcomes in the plan below, which indicates the actions required to achieve them. We have framed this plan against the 4 themes of *Inspiring Active Lives*, with the objectives being:

- **Participation** – increasing visits and community participation, and broadening audience diversity.
- **Motivation** – motivating visitors, the community, non-participants, practitioners and stakeholders.

- **Venues** – investing in our venues and other assets – the local heritage environment and collections - and in people (the professionals and the community).
- **Partnership** – developing the local heritage network into a stronger strategic planning partnership.

## 6. The Plan

### 6.1 Participation

Objective	Actions	Responsibility	Outcomes
Increase participation	<p>Increase visits to Trust venues, the Falkirk Wheel, SRPS and other sites across the Falkirk area:</p> <ul style="list-style-type: none"> <li>• Market effectively to the leisure market in and outside the area, including developing knowledge of audiences</li> <li>• Develop venues which are of national and international standard</li> <li>• Improve sites – quality, interpretation and facilities. Plans for site improvements at SRPS and Callendar House are in progress.</li> <li>• Increase opportunities to develop income – trading and external development funding.</li> </ul>	<p>FCT Scottish Canals SRPS FC Development Services – Tourism.</p>	<p>The transformation of the local area is furthered through increased recognition as a tourist destination, based on increases in visitors to the area and on positive media coverage.</p> <p>Business resilience and asset investment is supported through increased income generation.</p> <ul style="list-style-type: none"> <li>• Success of venues in offering programmes of activity which attract local and visiting audiences, evidenced by: <ul style="list-style-type: none"> <li>○ Year on year increases in visitor numbers</li> <li>○ Increased income generation</li> <li>○ Positive press comment and visitor feedback</li> </ul> </li> </ul> <p>The value of local heritage attractions in contributing to local economic improvement is recognised through continued investment in them.</p>
	<p>Build on success of attractions in attracting visitors by improving the potential of towns as</p>	<p>FC Development Services – Economic Development (lead)</p>	<p>Progress towards area transformation is evidenced.</p>

	<p>attractions. Ensure that attractions operators are integrated into developments to improve the potential of towns as attractions</p>	<p>FCT Scottish Canals SRPS Town centre management</p>	<p>By 2023, progress towards this change will be evidenced by:</p> <ul style="list-style-type: none"> <li>• The increases in visitor numbers to attractions translated into improved periods of stay in towns.</li> <li>• Physical improvements in town centres which are sensitive to/build on towns' heritage assets.</li> <li>• Development of new businesses in town centres and improvements in night-time economy.</li> </ul>
	<p>Increase community participation:</p> <ul style="list-style-type: none"> <li>• Facilitate community participation on heritage developments</li> <li>• Recruit and develop volunteers</li> <li>• Develop the relationship with those groups that have already played an important role in community-based heritage – Falkirk Local History Society, Friends of Kinneil, CATCA.</li> <li>• Develop the strategic input of key community-based heritage players.</li> <li>• Ensure mechanisms to record and monitor direct community action (FCT to revise its main PIs).</li> </ul>	<p>FCT FC – SOLD Partnership Voluntary groups SRPS</p>	<p>Wellbeing is enhanced through increased connections, activity and giving by the community. The local community takes increased ownership of the area's transformation.</p> <p>Business resilience is supported by spreading the load of commitments and delivery into the community and third sector.</p> <ul style="list-style-type: none"> <li>• Increased direct participation by the community is evidenced through numbers of participants.</li> <li>• Scottish Railway Preservation Society to demonstrate successful recruitment of new and younger volunteers through its 'Steaming Ahead' project.</li> <li>• Success in 'exemplar' projects: FLHS/Steeple and FoK/Kinneil Estate and House.</li> </ul>

Broaden participation	Engage with new audiences, visitors and participants: <ul style="list-style-type: none"> <li>Identify new groups with which to engage</li> <li>Tell new stories and give new interpretations of local heritage to meet cultural and educational perspectives of different social groups (e.g. local involvement with slavery and the impact of war on the local economy).</li> <li>Adopt new media with which to engage with groups not tied to existing modes of engagement</li> <li>Create mechanisms to record new participants or changed perceptions by participants.</li> </ul>	FCT Local voluntary groups.	Further the transformation of the area, addressing directly the vision of looking, feeling and thinking differently, by connecting new people with local heritage and bringing different outlooks to the understanding of it. <ul style="list-style-type: none"> <li>By 2023, activities will include new perspectives and narratives on the local story.</li> <li>Evidence of new participants and new perceptions by participants.</li> </ul>
-----------------------	---	--------------------------------	---

## 6.2 Motivation

Objective	Action	Responsibility	Outcome
Motivate non-visitors and return visitors	<ul style="list-style-type: none"> <li>Provide venues, sites, activities and events of high quality to attract visitors from within and outwith the area</li> <li>Develop audience knowledge to enable improved targeting of programmes and ensuring the affordability of the paid-for offer</li> <li>Develop promotional activity to achieve effective audience</li> </ul>	FCT Scottish Canals SRPS FC Development Services – Tourism.	Increased recognition of Falkirk as a tourist destination.  Furthering the transformation of the area and people's perceptions of it.  Increased business resilience through income-generating offers and activity. <ul style="list-style-type: none"> <li>Evidence of new audiences drawn from the local population and from</li> </ul>



	<ul style="list-style-type: none"> <li>targeting</li> <li>Develop media coverage (content, methods of communication) to keep the offer in the public eye.</li> <li>Create programmes of activity which link to national events, schemes and programmes – e.g. Year of Young People 2018 and future Themed Years.</li> </ul>		<p>outside the area.</p> <ul style="list-style-type: none"> <li>Year-on-year improvements in visitor figures.</li> <li>A record of media promotion in local and national outlets, including maintenance and improvements in quality standards and awards.</li> <li>Success in gaining external funds.</li> </ul>
Motivate the community to take direct action on heritage aspirations.	<ul style="list-style-type: none"> <li>Strengthen the network of community-based heritage players (see also under Partnership below)</li> <li>Facilitate community action inspired by local aspirations</li> <li>Support existing community events which reflect and celebrate local cultural identity</li> <li>Investigate and implement mechanisms to measure wellbeing – e.g. work by New Economics Foundation.</li> </ul>	<p>FCT Scottish Canals SRPS FC - SOLD Partnership Voluntary groups</p>	<p>Local wellbeing is evidenced, measured and demonstrates improvement.</p> <p>Increased business resilience and sustainability through shared delivery of local heritage provision</p> <p>Increased role of heritage as strategic asset with diverse groups and organisations sharing a common vision for the area:</p> <ul style="list-style-type: none"> <li>Increases in the numbers of volunteers, and in projects involving direct community action.</li> <li>Local community effort recognised by awards – e.g. Heritage Angels.</li> </ul>
Motivate those not engaged with heritage	<ul style="list-style-type: none"> <li>Adopt a 'stealth' approach (cf. the Trust's Physical Activity and Wellbeing Strategy) to blend heritage engagement</li> </ul>	<p>FCT Scottish Canals SRPS FC - SOLD Partnership</p>	<p>Continue the transformation of the area – feeling and thinking differently - through new, diverse and inclusive perceptions of local heritage.</p>

	<p>with other kinds of activity (e.g. walking). Develop programme planning and leadership approaches to facilitate this.</p> <ul style="list-style-type: none"> <li>Identify areas of disengagement through audience research and test new stories and new communications media on new potential users – e.g. the impact of slavery and war on local prosperity.</li> </ul>	FC – Children’s Services Voluntary groups	<ul style="list-style-type: none"> <li>New audiences identified at venues and in community-based projects.</li> <li>Involvement in community projects by groups other than existing local voluntary heritage groups.</li> </ul>
--	---	--	---

### Venues (and Assets)

Objective	Action	Responsibility	Outcome
Invest in venues	Focus FCT resources and direct provision of programmes and services on those heritage venues with greatest income generation potential and highest profile outside the area: <ul style="list-style-type: none"> <li>Callendar House and Park</li> <li>Hippodrome</li> </ul>	FCT	Supporting Falkirk’s transformation and recognition as a no.1 tourist destination through provision of high quality heritage venues. <ul style="list-style-type: none"> <li>Improvements in visitor figures</li> <li>Maintenance and improvement of quality standards, e.g. VisitScotland quality assurance scheme</li> </ul>
	SRPS to undertake site improvements to enhance visitor experience	SRPS	Developing quality of life through a high quality and cared-for built and natural environment, and promoting well-being through the potential of local people to be directly involved and to give.
	Develop venues with local significance through facilitating	FCT FLHS	

	community involvement: <ul style="list-style-type: none"> <li>• Kinneil Museum</li> <li>• Falkirk Steeple</li> </ul>	FoK	Increases in venues' visitor figures and in participation in direct community involvement.
Invest in built and landscape assets.	Ensure the maintenance of a valued and well-used built and natural environment: <ul style="list-style-type: none"> <li>• Kelpies</li> <li>• THIs</li> <li>• Antonine Wall World Heritage Site (from 2018 a major HLF-funded project – Rediscovering the Wall – aims to increase public engagement with the monument).</li> <li>• Canals</li> <li>• Parks, including Callendar, Kinneil and Zetland</li> <li>• Greenspaces</li> <li>• Historic buildings</li> </ul>	FCT Scottish Canals HES FC Planning and Environment	Supporting Falkirk's transformation and recognition as a no.1 tourist destination through provision of high quality heritage venues. <ul style="list-style-type: none"> <li>• Improvements in visitor figures</li> <li>• Maintenance and improvement of quality standards, e.g. VisitScotland quality assurance scheme</li> </ul> <p>Developing quality of life through a high quality and cared-for built and natural environment, and promoting well-being through the potential of local people to be directly involved and to give.</p> <p>Reduction in vandalism.</p>
Invest in collections and collections spaces	The Trust and SRPS maintain and develop their duty of care towards the collections which forms the basis of public museums' public engagement.	FCT SRPS	Recognition by public and sector stakeholders of Falkirk heritage providers as well-equipped to look after public collections.
	Invest in collections-housing facilities to ensure they are fit for the purpose of collections care.		Maintenance of heritage sector quality standards – e.g. accreditation.
Invest in people	Ensure staff in the local heritage sector have high	FCT SRPS	Recognition of the Falkirk area as an attractive place to be, live and work, and

	<p>levels of competence in terms of:</p> <ul style="list-style-type: none"> <li>• Knowledge</li> <li>• Skills</li> <li>• Contextual awareness</li> <li>• Values</li> <li>• Adaptability</li> <li>• Vision</li> <li>• Leadership</li> </ul> <p>Encourage local people as volunteers – either working for public bodies, or as volunteers in community-based work – to gain competence in these same aptitudes.</p> <p>FCT to focus on three key development needs:</p> <ul style="list-style-type: none"> <li>• commercial, business development</li> <li>• community development work</li> <li>• museums and archives collections management.</li> </ul>	<p>FC Planning and Environment</p> <p>Voluntary groups</p>	<p>of local providers as employers of choice.</p> <ul style="list-style-type: none"> <li>• Recruitment of staff with, and retention of staff acquiring, relevant qualifications.</li> <li>• Record of good customer feedback</li> </ul> <p>Demonstrable success in volunteer recruitment and involvement with activities in the community and with delivery of organisational programmes.</p>
--	--	--	---

## 6.4 Partnership

Objective	Action	Responsibility	Outcome
Strengthen the network of partners contributing to local heritage development into a strategic planning partnership.	<p><u>Proposal for formal consultation stage: establishment of a strategic partnership network.</u></p> <p>Identify a core strategic development group and strengthen partnership working arrangements, to include improved and appropriate means of liaison between professional bodies and community groups.</p> <p>Agree strategic priorities, priority actions and projects – the driver will be to translate the success of tourist attractions to local towns and communities. The two key themes will be:</p> <ul style="list-style-type: none"> <li>• economic development (including tourism)</li> <li>• community engagement and action</li> </ul> <p>Ensure a balance between these two areas and in allocation of resources to areas of maximum activity (Falkirk and Bo'ness) and other localities.</p>	<p>FCT to lead with suggested partners to include:</p> <ul style="list-style-type: none"> <li>• FC Development Services</li> <li>• Scottish Canals</li> <li>• HES – Antonine Wall</li> <li>• SRPS</li> <li>• SOLD Partnership</li> <li>• Community leaders</li> </ul>	<p>Strengthen the role of heritage as a strategic asset for local development</p> <p>Achieve resilience through pooling resources and sharing common goals and plans.</p> <ul style="list-style-type: none"> <li>• Effective use of limited human and financial resources.</li> <li>• Effective and resource-efficient engagement between professional bodies and community groups.</li> <li>• Evidence of links between the aspirations of localities and the area-wide strategic priorities.</li> </ul> <p>Maximise investment opportunities and minimise duplication, internal competition and waste.</p> <ul style="list-style-type: none"> <li>• A record of success in securing project funding, particularly in joint bids between partners.</li> <li>• Success in securing external funds demonstrates strategic relevance and sustainable legacies.</li> <li>• Success in gaining HLF funding for 'Falkirk: Landscape, Industry and Work', and a successful programme of development by a strong network of players.</li> </ul>

	<p>Regularly scrutinise activity and projects against strategic plans, and establish a Heritage Plan monitoring framework.</p> <p>Adopt an adaptive resilience approach - conservation, release, renewal, growth – to business development in response to financial challenges.</p> <p>Develop connections, support networks and funding sources with bodies outside the area.</p> <p>‘Falkirk: Landscape, Industry and Work’ is a project presently bidding for HLF’s Great Place funding programme. It aims to build on the legacy of Lottery investment in the area to connect up our heritage assets, development community stewardship of these assets and use the narrative of industrial innovation to inspire the next generation workforce.</p>		
--	--	--	--

## **Appendix 1: Groups and Organisations Consulted.**

Drafting this Plan has involved informal discussion with those organisations considered to be its principal stakeholders. Further, formal, consultation on the Plan will take place as part of the approval process following its consideration by Falkirk Community Trust's Board.

- Communities Along the Carron
- Denny and Dunipace Heritage Society
- Falkirk Community Trust:
  - Heritage Team
  - Library Services
  - Parks and Sustainability
- Falkirk Council:
  - Policy and Community Planning
  - Growth and Investment
  - Planning and Environment
  - Portfolio Holder
  - Children's' Services
- Falkirk Local History Society
- Friends of Kinneil
- Greenhill Historical Society
- Historic Environment Scotland – specifically with reference to links with Antonine Wall Management Plan
- Scottish Canals
- Scottish Railway Preservation Society