

Falkirk Community Trust

Board Meeting 29th August 2019 9.30am Queen's Room, Callendar House

AGENDA

	AGENDA Part 1: Items	Purpose
1	Minute of Meetings held on 30 th May 2019	Approval
2	Matters Arising	Information
3	2018/19 Audited Annual Accounts <i>Report by Financial Adviser (Chief Finance Officer, Falkirk Council / Drummond Laurie)</i>	Approval
4	2018/19 Annual Report Publication <i>Report by Chief Executive</i>	Approval
5	Projected Financial Outturn 2019/20 <i>Report by Chief Finance Officer, Falkirk Council</i>	Information
6	Board Administration <i>Report by Chief Executive</i>	Approval
7	Risk Update <i>Report by Policy Development Manager</i>	Information
8	Health & Safety Update <i>Report by Sport & Recreation Manager</i>	Information
9	Verbal Reports from Sub Groups	Information
10	Any Other Business	
	Date of Next Meeting : 7 th November 2019	

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.

	AGENDA Part 2: Private & Confidential Items	Purpose
11	Mariner Leisure Centre and Stenhousemuir Gym Equipment Purchase <i>Report by General Manager</i>	Approval
12	Golf Course Update <i>Report by General Manager</i>	Information
13	5 year Business Plan Update <i>Presentation by Chief Executive</i>	Discussion
14	Unapproved Minute of Falkirk Community Trading Ltd 3 rd June 2019	Information
15	Unapproved Minute of People Sub Group 20 th June 2019	Information
16	Unapproved Minute of Audit & Performance Sub Group 15 th August 2019	Information

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 **30th May 2019** at 09.30am. David White (DW) chaired the meeting throughout.

No members of the public attended.

Present: David White (DW) Chair; Suzanne Arkinson (SA); Cllr Lorna Binnie (LB); Derek Easton (DE); Cllr Jim Flynn (JF); Simon Rennie (SR); Andrew Roberts (AR) Alan Stewart (AS).

Apologies: Cllr Joan Coombes (JoC); Cllr Cecil Meiklejohn (CM).

In Attendance: Maureen Campbell (MC); Neil Brown (NB); Paul Finnie (PF); Lesley O'Hare (LoH); Susie Crawford (SC); Jane Clark (JaC); Margaret Smith (MS); Kenneth Lawrie (KL Item 10).

No.	Agenda Item	Agreement / Action	Due Date	Who
		Agenda Part 1: Business Items		
	Welcome	DW welcomed all to the meeting and intimated that Kenneth Lawrie Chief Executive of Falkirk Council would attend for item 10.		
1	Minute of Meeting	The minute of the meeting held on 21 st March 2019 was approved.		
2	Matters Arising	<u>Mini Business Strategy Publication</u> The Board noted that following amendments, the publication has been circulated to staff and distributed round venues. <u>Finance reports</u> The Board noted that MS has ensured consistency of terminology across the report to aid clarity.		
3	Notification of nominated Council Directors	The Board noted that in line with article 19.2(ii) Falkirk Council have advised that Councillors Binnie, Coleman, Coombes, Flynn and McLuckie be appointed as their nominated Directors for the upcoming two year term. DW expressed appreciation on behalf of the Board to Cllr Meiklejohn for her contribution to and impact on the work of the Board, and thanked Cllr Buchanan for his term as a Director.		
4	Provisional Financial Outturn 2018/19	MS presented the provisional outturn on the financial status of the Trusts activities for the 12 months to March 2019 and noted that the figures reported are subject to final audit review. The Board noted there was a deficit of £114k on charitable activities which was less than budgeted and noted the projected net deficit after factoring planned expenditure from reserves is £471k. The Board noted the positive movement from the last reported position and the overall increase in income. A provisional charitable donation of £350,000 from the Trading Company was welcomed. An overspend on irrecoverable VAT forecast was due to a timing difference and will be reversed in the current financial year. The Board welcomed the full summary of income that was provided and noted that work is progressing on budget balancing to realign income targets. The Board requested that the next financial report include the budget for 2019/20 shown	29.08.19	MS

No.	Agenda Item	Agreement / Action	Due Date	Who
		against the year end outturn for 2018/19.		
5	Council Request for Statement of Assurance for year to March 2019	<p>The Board noted the Council's annual request for a Statement of Assurance from the Trust to feed into the Council's Annual Governance Statement. The response summarises how we are managing the following:</p> <ul style="list-style-type: none"> • achievement of objectives and compliance with legislation, strategies, policies, and procedures; • robust and evidenced management of risk; • economic, efficient, effective, and safe use of resources and assets; and • proper financial stewardship, management and control; • the relevance, reliability, and integrity of financial and other management information; • staff training and awareness raising. <p>The Board noted that in addition to external audit the Trust derives substantial assurance through a robust programme of internal audits. The Board noted that the management team look at risk points regularly and are comfortable with the checks and balances that are in place. The Board noted the reliance on Falkirk Council for provision of services.</p> <p>Decision</p> <p>The Board approved the Statement of Assurance.</p>		
6	Risk Update	The Board noted 2 risks and mitigation action affecting the Trust at this time. These are associated with Health & Safety over the summer holiday period and the work that is ongoing with the Council to identify options for service reductions.		
7	Health & Safety Update	<p>The Board noted the update on Health & Safety and that performance results for incidents and accidents at 0.013% is very small in comparison to the volume of admissions across our venues. The Board discussed recent issues at the Plaza Café, the Trust's support for the recent Vibration Festival, asbestos management arrangements, employee training, and swimming pool water management.</p> <p>The Board requested an update on safeguarding arrangements at the next meeting.</p>	29.08.19	PF
8	Verbal reports from Sub Groups	<p><u>Audit and Performance Group</u></p> <p>DE and LoH advised that the Group have reviewed the Group's remit and that this is intended to better secure a strategic focus and will be reported to the Board in August.</p> <p>The Board agreed to amend the definition of targets to ensure achievement of 'Green' status applies to meeting 100% of target.</p>		
9	Any Other Business	<p>The Board Directors commended the management team and staff on the excellent standard of recent events and flagged in particular the following:</p> <ul style="list-style-type: none"> • Active Schools awards ceremony • HippFest • Carron Gymnastics Centre opening • Gladiators Exhibition. 		

Agenda Item 2**Falkirk Community Trust****Matters Arising
(Meeting 30 May 2019)****Board Meeting: 29 August 2019**

Item	Action	By Whom	Update
4	<u>Provisional Financial Outturn 2018/19</u> The Board requested that the next financial report include the budget for 2019/20 shown against the year end outturn for 2018/19.	MS	Appendix 2 of the Provisional Financial Outturn Report provides the 2018/19 outturn and 2019/20 budget for each division
7	<u>Health & Safety Update</u> The Board requested an update on safeguarding arrangements at the next meeting.	PF	Included in Health Safety & Risk report.

Falkirk Community Trust

Subject: Audited Annual Accounts 2018/19
Meeting: Falkirk Community Trust Board
Date: 29 August 2019
Author: Chief Finance Officer, Falkirk Council

1. Introduction

- 1.1 Company 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 asks Directors to approve the audited accounts for 2018/19.

2. Audited Accounts

- 2.1 The consolidated financial statements for the Trust, including its subsidiary undertaking Falkirk Community Trading Limited for the period to March 2019 have been presented for audit. The report from the Independent Auditor confirms that, in their opinion, the financial statements give a true and fair view of the company's affairs. There are no significant matters arising in the audit report. A full management report from the auditor is attached in appendix 1.
- 2.2 The financial results for the year 1 April 2018 to 31 March 2019 are attached in appendix 2. The Consolidated Statement of Comprehensive Income on page 13 shows a deficit on unrestricted funds of £471,000. The unrestricted fund has decreased to £1,544,000 (£2,015,000 at 31 March 2018). From this £206,000 has been earmarked for offsetting future severance costs, £386,000 earmarked to fund investment growth projects, and £177,000 earmarked for the Helix Asset Management Plan.
- 2.3 The Trust's subsidiary achieved a breakeven position for the period to 31 March 2019 after accounting for a charitable payment of £349,000 (2017/18 £361,000). The Board should also note that separate audited accounts have been prepared and will be presented for approval by the Trading Company.

3. Recommendation

- 3.1 **The Board is asked to approve the Trust's Financial Statements for the period to March 2019.**



Chief Finance Officer

Contact Officer: Margaret Smith, Accountancy Services Manager, Falkirk Council

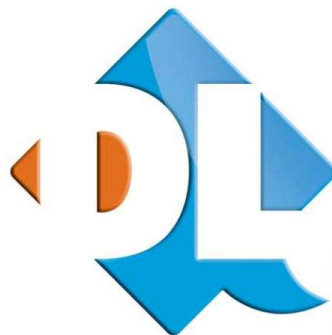


Falkirk
**Community
Trust**

Falkirk Community Trust Limited
and
Falkirk Community Trading Limited

Report of Audit Results

Year ended 31 March 2019



**DRUMMOND
LAURIE**

CHARTERED ACCOUNTANTS

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Introduction

Purpose of document

This document has been prepared to provide the 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 2019.

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 2019 payroll, and verification of post year-end payment.
- Verification of the accuracy of a sample of other creditors and accruals.
- Verification of a sample of holiday pay accruals to gain assurance over the total balance.

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.
- 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
Funding With continuing austerity, 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 2021 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.
Income recognition 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 2019, 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. All of the amendments were presentational.

There were no audit adjustments 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.

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REFERENCE AND ADMINISTRATIVE INFORMATION**YEAR END 31 MARCH 2019**Falkirk Community Trust Limited

Directors	David White (Chair)	
	Ruth Morrison (Chair)	(Resigned 31 st August 2018)
	Councillor William Buchanan	(Resigned 22 nd March 2019)
	Councillor Lorna Binnie	
	Councillor Joan Coombes	
	Derek Easton	
	Colette Filippi	(Resigned 15 th March 2019)
	Councillor Jim Flynn	
	Councillor Cecil Meiklejohn	(Resigned 1 st June 2019)
	Simon Rennie	
	Andrew Roberts	(Appointed 1 st June 2018)
	Suzanne Arkinson	
	Alan Stewart	(Appointed 1 st March 2019)
Senior Management Team	Councillor Niall Coleman	(Appointed 10 th July 2019)
	Councillor John McLuckie	(Appointed 10 th July 2019)
	Maureen Campbell, OBE	Chief Executive
	Neil Brown	General Manager
	Jane Clark	Policy Development Manager
Registered Office Auditors	Paul Finnie	Sports & Recreation Manager
	Lesley O'Hare	Culture & Libraries Manager
	Susie Crawford	Business Development Manager
	Drummond Laurie CA	
	Unit 5	
Solicitors	Gateway Business Park	
	Beancross Road	
	Grangemouth	
	FK3 8WX	
Bankers	Shepherd & Wedderburn	
	191 West George Street	
	Glasgow	
	G2 2LB	
Charity number	Royal Bank of Scotland	
	2 Newmarket Centre	
	Falkirk	
	FK1 1JX	
Company number	SC042403	
	SC400657	

GROUP STRATEGIC REPORT

YEAR ENDED 31 MARCH 2019

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 2019-20 has been agreed for the period to 31st March 2020. The level of funding from Falkirk Council for 2020-21 is yet to be agreed. 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 2019 – 2024 the objectives of the group are:

- Meeting customer needs
- Ensuring our financial sustainability
- Growing our leadership and community development capacity

These objectives are being met through a range of activity within the Trust's Business Plan and delivered through annual action plans which focus on 5 strategic priorities:

- Marketing
- Information & Communications Technology
- Venue and Programmes
- People and the Organisation
- Planning together

GROUP STRATEGIC REPORT

YEAR ENDED 31 MARCH 2019

Risk Management

The major strategic, business and operational risks associated with the company 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. Regular risk update reports were provided for the Board. The top 3 risks are:

1. Financial Risk: National influences lead to Council priorities for finance being focused away from the Trust leading to a reduction in funding for Culture and Sport which could lead to closure of facilities, reduction in service, loss of income and planned deterioration. Mitigation action in place through: A new 5 year Business Strategy; a range of business growth initiatives in development; a new soft play business initiative implemented; maintaining improvement in Trading Company performance; generating increased community involvement in service delivery and joint work with the Council to develop savings options.
2. 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; Trust participation in Strategic Property review and locality planning.
3. 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 new websites across the business; improving our digital capacity and online facilities; introducing an improved box office ticketing system; mobile and flexible working.

Achievements and Performance

Positive results were achieved against an ever challenging financial backdrop and customer income increased by 2% on the previous year. Trading performance continued to improve, up by 14%, and continues to provide a good level of income to the charity. Income of £917,000 was secured from grants and fundraising.

A main focus for the Trust Board in 2018 was the development of a new five year Business Strategy 2019-2024 to set a strategic direction for forward business planning which was approved in November 2018. The Strategy accepts that we are transitioning towards playing a more facilitating role in the community, expecting that we will soon be operating with much less funding and from fewer venues.

As outlined in our earlier Business Approach the Strategy seeks investment in core facilities set alongside new ways of service delivery in communities. Business growth to generate new income streams is fundamental to the approach and we began this through the opening in September 2018 of a new soft play facility at the Mariner Centre. A new way of service delivery in communities was created with a number of local clubs to transform a local sports venue into a vibrant specialist facility for gymnastics catering for all levels of ability.

Performance highlights in admissions, participants and usage over the year included:

- A mid-year opening of the Great Mariner Reef soft play generated an increase of 22,114 admissions to the Centre, focused efforts on marketing and trading improvements will support a projected further uplift in 2019/20;
- An increase of 17,264 admissions across the gyms that included over 20% uplift at both Bo'ness and Stenhousemuir, a dip in performance at the Mariner Centre Gym is being addressed through a new business growth initiative;
- Reflecting our increasing focus on health & wellbeing, participation in Health & Fitness programmes increased by 10%;

GROUP STRATEGIC REPORT

YEAR ENDED 31 MARCH 2019

- Efforts to bring the Golf Course onto a more sustainable model, potentially for the community to run, generated nearly 15 % more rounds played and a focus on reducing costs and increasing usage will continue to March 2020;
- The number of Active Schools participant sessions we provided increased by 34,695 and benefited from volunteer development as well as more focussed targeting of disengaged and non-participants;
- New programming at FTH including the introduction of professional pantomime generated over 8% more admissions, learning from this first new venture is being applied to marketing and trading plans for pantomime in 2019/20;
- The introduction of an additional two screenings per week at the Hippodrome provided more opportunities to visit and along with some major releases in the final quarter led to 9% increase in admissions, a new dedicated website and online booking is expected to generate increased sales in 19/20;
- Visits to Callendar House increased significantly, up by 20%, largely attributable to increased usage of the tea room, the introduction of a new afternoon tea offer in the refurbished drawing room in late 2018 is intended to continue growth ;
- The number of Kelpie Tour tickets increased in part due to offering free admissions in January to drive positive trade through the Visitor Centre at an otherwise quiet time of year and trading income was positive over the year; disappointingly overall visitor number to the Helix were down although this may have been affected by ongoing issues with footfall counters.

Our customer satisfaction levels continued to be high as demonstrated through Tripadvisor certificates of excellence as well as securing VisitScotland 5 star rating at Callendar House and maintaining 5 stars at the Helix.

Events in parks, libraries, sports centres continue to be the Trust's lifeblood for engaging people with the services we offer. Just some examples were; a live music event in a library; expansion of the STEM event at the Helix; and delivery of more coaching and development days at Grangemouth Stadium.

Financial Review

The Groups financial results for the year 1st April 2018 to 31st March 2019 are shown on pages 13 to 26. This shows a loss on unrestricted funds of £0.471m. The unrestricted fund has decreased to £1.544m (£2.015m as at 31st March 2018). £0.443m was used to fund project spend, fireworks and voluntary severance.

Income totalled £19.440m (2017/18 - £19.011m). The year on year increase is mainly due to the increase in income from customers. Costs incurred of £19.830m have increased from the previous year (2017/18 - £18.926m). This is partly due to investment spend of £0.394m.

The Trust's wholly owned subsidiary, Falkirk Community Trading Limited, achieved a breakeven position for the period to 31st March 2019 after accounting for a charitable payment of £0.349m. The principal activity of the trading company is the provision of catering and retail services.

The balance sheet shows a bank balance of £2.171m (£3.664m as at 31 March 2018) and net assets of £1.786m (£2.176m as at 31 March 2018).

Plans for the Future

We very much welcome the commitment from the Council to support the planned next phase of business growth at the Mariner Centre and at Stenhousemuir Gym. We are also developing plans for new growth at Grangemouth Sports Centre. Collaboration to plan for a new Arts Centre will be a significant area of work in order to retain and strengthen the area's cultural offer.

The Business Strategy has been influenced by the Council's Medium Term Financial Plan which requires us to plan for a reduction of £5.5m over 5 years. This is a considerable challenge needing effective collaboration and work with the Council during 2018 on a shared vision and principles for working will underpin joint identification of savings over the course of 19/20.

GROUP STRATEGIC REPORT

YEAR ENDED 31 MARCH 2019

The Trust welcomes the Council's 5 Year Business Plan, which recognises the dual role that culture and sport play in improving health and wellbeing and in raising the image and profile of the area. This along with our Business Strategy will inform a Trust Business Plan and 5 Year Asset Plan which we will include in our funding submission to the Council in November 2019. Crucially these documents will include making the case for investing in core assets and take account of the desire from the Council's strategic property review to reduce the number of venues within its portfolio. To balance this we welcome that the Council is committed to improving the condition, quality and suitability of the venues it retains.

Our focus will be on growth and securing investment coupled with community engagement and capacity building to encourage and enable groups to do more for themselves. This is a big commitment for any volunteer and building capacity and confidence can take considerable time to secure results.

As a local charity we are committed to delivering high quality services to local communities and every pound spent in Trust venues is reinvested for the benefit of healthy and active communities in the Falkirk area – a message that we will reinforce in our communications.

David White
Chair of the Board
Falkirk Community Trust Limited
Date: 29 August 2019

GROUP DIRECTORS' REPORT

YEAR ENDED 31 MARCH 2019

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 SC042403. The charitable company was incorporated on 31st May 2011 and began to trade on 1st 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.

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 6 directors drawn from the Trust's board and executive management and independent experts.

The Director details are as follows:

Suzanne Arkinson (Chair)
Maureen Campbell
Shona Dunsmore
Ased Iqbal
Chris Morris
Andrew Roberts (Appointed 13th November 2018)

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).

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 2019

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 £221,730 and £420,300. The unrestricted reserve at 31 March 2019 was £1.544m with £0.206m earmarked for offsetting future severance costs, £0.386m earmarked to fund investment growth projects and £0.177m earmarked for Helix Asset Management Plan. 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 18 and shows an overall balance of £0.242m as at 31 March 2019.

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 2018/19 the funding from Falkirk Council reduced by £0.346m. Going forward it is anticipated that Falkirk Council will still need to make significant financial savings and the Trust's Business Strategy for 2019-24 gives consideration to a potential reduction in the service payment by as much as 50% by 2024. The Plan acknowledges that this will require a significant review 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 CA were appointed as auditors for 2 years covering the financial statements up to the year ended 31 March 2019. Auditors for ensuing years will be appointed subject to a tender process.

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.

David White
Chair of the Board
Falkirk Community Trust Limited

Date: 29th August 2019

STATEMENT OF DIRECTORS' RESPONSIBILITIES

YEAR ENDED 31 MARCH 2019

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 2019

Opinion

We have audited the group and parent company financial statements of Falkirk Community Trust Limited (the 'charitable company') for the year ended 31 March 2019 which comprise the Consolidated Statement of Comprehensive Income, the Consolidated Statement of Financial Position, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2019 and of its incoming resources and application of resources, including its result, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group or charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our Independent Auditors' Report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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

YEAR ENDED 31 MARCH 2019

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Group Strategic Report and Group Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Group Strategic Report and Group Directors' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Group Strategic Report and Group Directors' Report.

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 group and parent charitable company has not kept proper and adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- the 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.

Responsibilities of directors

As explained more fully in the Statement of Directors' Responsibilities, the directors (who are also the trustees of the charitable company for the purposes of charity regulations) are responsible for the preparation of the group and parent charitable company financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the group and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Independent Auditors' Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Independent Auditors' Report.

Use of our report

This report is made solely to the group and parent charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company'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 charitable company's members and directors those

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

YEAR ENDED 31 MARCH 2019

matters we are required to state to them in an auditors' 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 group and parent charitable company and the charitable company's members and directors as a body, for our audit work, for this report, or for the opinions we have formed.

David Wheeler (Senior Statutory Auditor)
for and on behalf of Drummond Laurie CA
Statutory Auditor
Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006
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 2019

	Notes	Unrestricted Fund £'000	Restricted Fund £'000	Total 2019 £'000	Total 2018 £'000
Income and Endowments from:					
Donations and Legacies	3	24	4	28	23
Charitable Activities					
-Provision of Leisure and Cultural Activities	4	5,277	969	6,246	5,739
-Contract with Falkirk Council		10,945	141	11,086	11,433
Other Trading Activities	5	2,054	-	2,054	1,803
Investments	6	26	-	26	13
Total Income		18,326	1,114	19,440	19,011
Expenditure on:					
Raising Funds		1,705	-	1,705	1,442
Charitable Activities	7	17,092	1,033	18,125	17,534
Total Expenditure		18,797	1,033	19,830	18,926
Net Income/(Expenditure)		(471)	81	(390)	35
Transfers between funds	17	-	-	-	-
Net Movement in Funds		(471)	81	(390)	35
Fund Balances brought forward at 1 April 2018		2,015	161	2,176	2,141
Fund Balances carried forward to 31 March 2019	15-18	1,544	242	1,786	2,176

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 2019

	Notes	Unrestricted Fund £'000	Restricted Fund £'000	Total 2019 £'000	Total 2018 £'000
Income and Endowments from:					
Donations and Legacies	3	24	4	28	23
Charitable Activities					
- Provision of Leisure and Cultural Activities	4	5,277	969	6,246	5,739
- Contract with Falkirk Council		10,945	141	11,086	11,433
Investments	6	375	-	375	374
Total Income		16,621	1,114	17,735	17,569
Expenditure On:					
Charitable activities	7	17,092	1,033	18,125	17,534
Total Expenditure		17,092	1,033	18,125	17,534
Net Income/(Expenditure)		(471)	81	(390)	35
Transfers between Funds	17	-	-	-	-
Net Movement in Funds		(471)	81	(390)	35
Fund Balances brought forward at 1 April 2018		2,015	161	2,176	2,141
Fund Balances carried forward to 31 March 2019	15-18	1,544	242	1,786	2,176

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 2019**

Company No.: SC400657

	Note	Group 2019 £'000	Charity 2019 £'000	Group 2018 £'000	Charity 2018 £'000
Fixed Assets					
Tangible assets	10-11	262	262	216	216
Current Assets					
Stocks	12	108	-	90	-
Debtors	13	732	817	345	369
Cash in Hand		2,171	2,143	3,664	3,649
		3,011	2,960	4,099	4,018
Current Liabilities					
Creditors : amounts falling due in one year	14	1,487	1,436	2,139	2,058
Net current Assets		1,524	1,524	1,960	1,960
Net Assets		1,786	1,786	2,176	2,176
Unrestricted Funds					
Unrestricted Income Funds		1,544	1,544	2,015	2,015
				2,015	2,015
Restricted Funds					
Grant and Other Funding	18	242	242	161	161
		242	242	161	161
TOTAL FUNDS		1,786	1,786	2,176	2,176

The financial statements were approved and authorised for issue by the Board on 29th August 2019 and signed on its behalf by:

David White
Chair of the Board
Falkirk Community Trust

**CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2019**

	Notes	Total 2019 £'000	Total 2018 £'000
Operating Activities			
Net Income/(Expenditure)		(390)	35
Adjustments	19a	10	38
Working Capital Movements	19b	(1,057)	33
Cashflow from Operating Activities		(1,437)	106
Investing Activities			
Purchases of property, plant and equipment		(100)	(61)
Proceeds from sale of property, plant and equipment		18	8
Interest Received		26	13
Cashflow from Investing Activities		(56)	(40)
Net Change in Cash and Cash Equivalents		(1,493)	66
Cash and Cash Equivalents at 1 April	19c	3,664	3,598
Cash and Cash Equivalents at 31 March	19c	2,171	3,664

NOTES TO THE ACCOUNTS
YEAR ENDED 31 MARCH 2019

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, 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 2019.

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 2019

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

	Unrestricted Fund £'000	Restricted Fund £'000	2019 £'000	2018 £'000
Other Donations	24	4	28	23
	24	4	28	23

NOTES TO THE ACCOUNTS (contd.)
YEAR ENDED 31 MARCH 2019

4. Income from provision of Leisure and Cultural Activities

	Unrestricted Fund £'000	Restricted Fund £'000	Total 2019 £'000	Total 2018 £'000
Fees, Charges & Admissions	4,880	24	4,904	4,479
Sales	46	12	58	55
Grant Income	-	917	917	843
Rental Income	87	-	87	73
Miscellaneous Income	264	16	280	289
	5,277	969	6,246	5,739

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. 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.

	Total 2019 £'000	Total 2018 £'000
Turnover	2,054	1,803
Cost of sales and administration costs	(2,054)	(1,803)
Net profit/(loss) on ordinary activities before taxation	-	-
Taxation on profit/(loss) on ordinary activities	-	-
Profit/(loss) for the period	-	-
The assets and liabilities of the Trading Company are:		
Current Assets	151	114
Current Liabilities	(151)	(114)
Net Current Assets	-	-
Net Assets	-	-

6. Investment Income

	2019 £'000	2018 £'000
Charitable Donation from Subsidiary	349	361
Bank and other interest	26	13
	375	374

7. Costs of providing Leisure and Cultural Activities

	Unrestricted Fund £'000	Restricted Fund £'000	Total 2019 £'000	Total 2018 £'000
Wages and salaries	8,154	411	8,565	8,302
Social security costs	583	36	619	611
Employer pension costs	1,538	61	1,599	1,525
Voluntary Severance	22	-	22	43
Apprenticeship Levy	42	2	44	42
Other Staff costs	158	10	168	195
Property Expenses	1,938	-	1,938	2,105
Transport Expenses	177	-	177	190
Supplies and Services	4,480	513	4,993	4,521
	17,092	1,033	18,125	17,534

NOTES TO THE ACCOUNTS (contd.)
YEAR ENDED 31 MARCH 2019

8. Auditor Remuneration

	2019	2018
	£'000	£'000
Audit Fees - Charity	9	8
- Trading Company	2	2
	11	10

9. Staff numbers and costs

The remuneration and associated costs of the company were:-

	Group	Charity	Group	Charity
	2019	2019	2018	2018
	£'000	£'000	£'000	£'000
Wages and salaries	9,246	8,565	8,899	8,302
Social security costs	647	619	637	611
Pension costs	1,708	1,599	1,621	1,525
Severance Costs	22	22	43	43
Apprenticeship Levy	47	44	45	42
Other Staff Costs	172	168	197	195
	11,842	11,017	11,442	10,718

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

	Group	Charity	Group	Charity
	2019	2019	2018	2018
	Number	Number	Number	Number
£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 £37,000 (2018: £35,000).

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

Management Team Remuneration

	Group	Charity	Group	Charity
	2019	2019	2018	2018
	Number	Number	Number	Number
£0 - £10,000	1	1	-	-
£40,000 - £50,000	1	1	-	-
£50,000 - £60,000	2	2	3	3
£70,000 - £80,000	1	1	1	1
£90,000- £100,000	1	1	1	1
	6	6	5	5

NOTES TO THE ACCOUNTS (contd.)
YEAR ENDED 31 MARCH 2019

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

	Group 2019 Number	Charity 2019 Number	Group 2018 Number	Charity 2018 Number
Business Development	19	19	18	18
Parks & Recreation	29	29	28	28
Libraries	52	52	54	54
Arts	31	31	30	30
Heritage	6	6	6	6
Sport & Fitness	148	148	149	149
Helix	21	21	19	19
Trading Subsidiary	26	-	26	0
	332	306	330	304

* The figures above do not include Casual Seasonal staff

		2019	2018
Average Employee Numbers	- Full Time	188	188
	- Part Time	313	305
	Total	501	493

10. Tangible fixed assets

	Vehicles, Plant & Equipment £'000
<i>Cost or Valuation</i>	
At 1 April 2018	583
Additions	100
Disposals	(71)
At end of year	612
<i>Depreciation</i>	
At 1 April 2018	367
Charge for the year	54
Disposals	(71)
At end of year	350
<i>Net Book Value</i>	
At 31 March 2019	262
At 31 March 2018	216

NOTES TO THE ACCOUNTS (contd.)
YEAR ENDED 31 MARCH 2019

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 (2018 - £1).

12. Stock

	Group 2019 £'000	Charity 2019 £'000	Group 2018 £'000	Charity 2018 £'000
Stock	108	-	90	-

13. Debtors

	Group 2019 £'000	Charity 2019 £'000	Group 2018 £'000	Charity 2018 £'000
Trade debtors	176	164	147	139
Amounts due from related parties	298	314	-	-
Due from Subsidiary Undertaking	-	85	-	32
VAT	154	154	107	107
Corporation Tax	10	10	-	-
Prepayments and accrued income	94	90	91	91
	732	817	345	369

14. Creditors: amounts falling due within one year

	Group 2019 £'000	Charity 2019 £'000	Group 2018 £'000	Charity 2018 £'000
Trade creditors	693	662	411	351
Amounts due to related parties	-	-	1,010	1,001
Social security costs and other taxes	247	229	142	132
Annual Leave accrual	204	204	222	222
Other creditors and accruals	343	341	354	352
	1,487	1,436	2,139	2,058

Included in other creditors and accruals is £119,308 (2018 - £112,000) of deferred income. This relates to payments in advance for events occurring post year end.

NOTES TO THE ACCOUNTS (contd.)
YEAR ENDED 31 MARCH 2019

15. Reconciliation of Movements in Funds

	Group 2019 £'000	Charity 2019 £'000	Group 2018 £'000	Charity 2018 £'000
Surplus for the Period	(390)	(390)	35	35
Revaluation carried out in the period	-	-	-	-
Net (subtraction from)/addition to funds	(390)	(390)	35	35
Opening Funds	2,176	2,176	2,141	2,141
Closing Funds	1,786	1,786	2,176	2,176

16. Analysis of net assets between funds

	Unrestricted Funds £'000	Restricted Funds £'000	Total £'000
Fund balances at 31 March 2019 are represented by:			
Tangible Fixed Assets	262	-	262
Current Assets	2,528	484	3,012
Current Liabilities	(1,246)	(242)	(1,488)
	1,544	242	1,786

17. Summary of Movement in Funds

	Fund Balances Brought Forward £'000	Incoming Resources £'000	Resources Expended £'000	Surplus/ (Deficit) £'000	Transfers In £'000	Transfers Out £'000	Fund Balances Carried Forward £'000
Unrestricted Funds	2,015	18,326	(18,797)	(471)	-	-	1,544
Restricted Funds	161	1,114	(1,033)	81	-	-	242
	2,176	19,440	(19,830)	(390)	-	-	1,786

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 18.

NOTES TO THE ACCOUNTS (contd.)
YEAR ENDED 31 MARCH 2019

18. Restricted Grant Funds

Analysis by fund of amounts received during the year and where the fund balance at 31 March 2019 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.

	Fund Balance Brought Forward £'000	Incoming Resources £'000	Resources Expended £'000	Fund Balances Carried Forward £'000
Hippodrome Festival	12	70	(55)	27
Youth Music Initiative	18	178	(178)	18
Active Schools	24	350	(344)	30
Muiravonside Park Projects	11	50	(56)	5
Callendar Park Projects	20	35	(50)	5
Helix Events	8	31	(34)	5
Libraries – Carewords Project	31	29	(21)	39
Libraries Projects	7	44	(12)	39
Greater Places	-	33	(8)	25
Others	30	97	(78)	49
	161	917	(836)	242

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.

Muiravonside Park Projects

Final tranche of the Heritage Lottery Funded grant for developing Muiravonside Country Park was received during the year, along with EB Scotland (£38,000) for Reed Beds project and grants from Groundworks for the Wild about Wildlife project.

Callendar Park Projects

Leader (£19,000) 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.

Helix Events

Events Scotland/Visit Scotland provided £25,000 to host the Fire & Light Event on New Years Day at the Helix. They have given further grant of £5,000 to host a STEM event in May.

Libraries – Carewords Project

Lottery Funding of £91,500 (the second tranche of which was received in March 2019) was secured for the Care Words project which will, through a volunteer led support model, help reduce the isolation and loneliness experiences by older people in day and residential care settings. The project covers a three-year period and commenced in April 2018.

Libraries – Projects

£36,000 given for Library Live Phase 2 project and £8,000 given from Scottish Book Trust for Scottish Book Week and Digital Storytellers in Residence.

NOTES TO THE ACCOUNTS (contd.)
YEAR ENDED 31 MARCH 2019

Greater Places

Year 1 contribution from both Falkirk Council and Scottish Canals towards Falkirk – landscape, industry and work, linking heritage routes and industrial transformation. There was also the first drawdown of funds from HLF.

19. Notes to the cashflow statement

	Total 2019 £'000	Total 2018 £'000
(a) Adjustments		
Depreciation	54	56
(Gain)/Loss on Disposal of Assets	(18)	(5)
Interest Received	(26)	(13)
	10	38

	Total 2019 £'000	Total 2018 £'000
(b) Working Capital Movements		
(Increase)/Decrease in Stocks	(18)	(17)
(Increase)/Decrease in Debtors	(387)	(47)
Increase/(Decrease) in Creditors	(652)	97
	(1,057)	33

	Total 2019 £'000	Total 2018 £'000
(c) Cash Balances		
Cash at bank and in hand	2,171	3,664
Bank Overdraft	-	-
Total Cash and Cash Equivalents	2,171	3,664

20. Pension Scheme

Employees of the company are members of Falkirk Council Pension Fund. Contributions in the period relating to those employees amounted to £1.708m and the amount of outstanding contributions at the 31 March 2019 amounted to £0.235m.

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 2019 the employer contribution rate was 22.0%.

NOTES TO THE ACCOUNTS (contd.)
YEAR ENDED 31 MARCH 2019

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 culture and sport services by Falkirk Council. In the year to 31 March 2019, Falkirk Council made a payment of £11.086m to the group and leased the facilities occupied by the company for a peppercorn rent.

At 31 March 2019, Falkirk Council owed the group £0.768m and the group owed Falkirk Council £0.469m (including amounts due to Falkirk Council Pension Fund) in relation to normal trading activities. This has been set-off and the debtor in the accounts totals £0.299m. 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 £1.054m.

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 2019, Falkirk Community Trading to owed £85,404 (2018 - £31,716) to 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 William Buchanan, Lorna Binnie, Joan Coombes, Jim Flynn and Cecil Meiklejohn. 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.

Falkirk Community Trust

Subject: Annual Report 2018-19
Meeting: Falkirk Community Trust Board
Date: 29 August 2019
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 2018-19

- 2.1 The Annual Report has been drafted to give a balanced view of the Trust's performance. This seventh report follows the same format as the previous three years, being structured under the themes of *Inspiring Active Lives*. A number of customer focussed features have been included to give the reader a good depth of understanding of the work that we do and its positive impact on people's lives. Again this year, profiles of two staff members have been included this time highlighting their roles in engaging people with heritage. The report also 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 to 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 2018-19 and a condensed version and note that it will be reported to Falkirk Council.

Maureen Campbell.

Maureen Campbell
 Chief Executive

Falkirk Community Trust

Subject: Projected Financial Outturn 2019/20
Meeting: Falkirk Community Trust Board
Date: 29 August 2019
Author: Chief Finance Officer, Falkirk Council

1. Introduction

- 1.1 This report presents an update on the projected financial position of the Trust's activities for 2019/20.
- 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 is consistent with budget.

2. Overall Financial Projection

- 2.1 The attached statement (Appendix 1) sets out the projected outturn for 2019/20 based on actual performance to the end of June 2019. The projected position is a deficit of £398,000 against a budgeted balanced position. This is mainly as a result of projected income being lower than budget by £516,000, supplies and services being higher than budget by £211,000, partly offset by employee underspends of £244,000, and property costs being lower than budget by £85,000.
- 2.2 For the purposes of the Annual Accounts, the provisional deficit of £398,000 combined with the use of reserves for income investment projects of £238,000 would give a reported position of £636,000 deficit.

3. Analysis of Significant Variations

- 3.1 A detailed summary of income and expenditure for each service area is provided at Appendix 2, with the most significant variations within the projected position detailed below.
- 3.2 Business Administration is projected to be £142,000 over budget. This is primarily due to this area holding a budgeted target for the whole of the Trust for vacancy management savings that are being worked towards across other Divisions. It is anticipated that this target will be reallocated out to individual Divisions in due course. Supplies and services are higher than budget by £24,000 due to marketing consultancy costs, however this is directly linked to savings within the employee budget for marketing.
- 3.3 Parks & Recreation is anticipated to be £35,000 over budget. This is as a result of income being projected lower than the budgeted target by £35,000 due to a £70,000 shortfall on income at Grangemouth Golf Club anticipated, partly offset by Outdoor Activities income being £35,000 higher than budget. Supplies and services expenditure is projected £15,000 higher than budget but this is related to tutor fees directly connected to the increase in Outdoor Activities income. This is offset by employee costs across the Division projected to be lower than budget by £15,000 mainly due to vacancies.

- 3.4 Libraries is projected to be £51,000 under budget. This is mainly as a result of lower employee expenditure of £58,000 anticipated due to vacancies, partly offset by library fine income projected to be lower than budget by £7,000.
- 3.5 Arts is anticipated to be £94,000 over budget. Despite the current FTH programme achieving an £11,000 improved net profit for the year to date in comparison to the same period in 2018/19, income continues to fall short of the budgeted targets that have been set. Income is projected lower than budget by £69,000 and this is primarily due to a shortfall at FTH. In addition to this, employee costs are anticipated to be higher than budget by £18,000. Supplies and services are projected to be higher than budget by £7,000 as a result of performance guarantee payments.
- 3.6 Heritage is projected to be £12,000 under budget. This is mainly as a result of employee spend being lower than budget due to vacancies combined with income being slightly higher than budget.
- 3.7 Sports and Fitness is anticipated to be £255,000 over budget. This is primarily as a result of income being significantly below the budgeted target with a projected shortfall of £476,000 currently anticipated. This projection allows for the impact of planned periods of closure. The main projected income shortfall variances to note include £225,000 at Mariner Centre, £170,000 at Grangemouth Complex, £60,000 at Bo'ness Recreation Centre, £90,000 at Mariner Health and Fitness, and £52,000 on swimming lesson income. These anticipated shortfalls are partly offset by increased income of £100,000 through Active Forth. Supplies and services are also projected higher than budget by £85,000 as a result of increased equipment rental costs of £22,000, and Health and Fitness tutor fees of £63,000 anticipated. This is partly offset by employee expenditure projected lower than budget by £306,000 as a result of vacancies across the Division.
- 3.8 Helix is projecting a variance of £66,000 relating to the sum that will be transferred to the Helix Asset Management Plan at the year-end.
- 3.9 A summary of 2019/20 income is detailed at Appendix 3. Income achieved for the period to June 2019 is 2% higher than the same period in 2018/19. However in comparison to the target set, income is projected to be 3% lower than budget.

4. Trading Company

- 4.1 The Trading Company's budgeted surplus is £623,000 for 2019/20 and this is projected to be fully received as a charitable donation in the Trust accounts. However, the current Trading performance indicates that this surplus may not be achieved and a shortfall of £134,000 is currently being reflected. This is mainly as a result of not yet achieving the increased income targets set for Mariner Centre. If Trading is unable to rectify this position then this will have a further negative impact on the Trust. The projection will be considered at the next Trading Board meeting on 2 September 2019 and the outcome of this will determine whether any shortfall is reflected in future Charity projections.

5. Balance Sheet

- 5.1 Appendix 4 details the provisional Trust Balance Sheet. As at 30 June 2019 the bank balance was £3.4m and the net assets were £2.1m. The creditors balance of £2.0m is mainly the amount owed to Falkirk Council for the payment of salaries and expenses paid on behalf of the Trust.

5.2 The provisional position at 31 March 2020 shows net assets of £1.1m, representing £0.2m of restricted funds and £0.9m of unrestricted funds.

6. Reserves

6.1 Taking into account the provisional financial outturn for 2019/20, the reserves position is shown in Appendix 5. The budgeted use of reserves for 2019/20 is £238,000 which relates to income investment projects. 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 £221,000 and £347,000. The provisional balance for unrestricted funds is £303,000. It should be noted that the potential for a lower charitable donation from the Trading Company outlined in section 4 would risk the reserves position falling below the agreed minimum.

7. Recommendations

7.1 **The Board is invited to note the projected year-end financial position for 2019/20.**



Chief Finance Officer

Contact Officer: Margaret Smith, Accountancy Services Manager, Falkirk Council

Budgetary Control Statement

2019/2020



Appendix 1

Falkirk
Community
Trust

Chief Executive : Maureen Campbell

Period Ended : 30th June 2019

	Annual Budget £'000	Actual to Date £'000	Projected Outturn £'000	Variance (Fav)/Unfav £'000	Previous Variance £'000
Business Administration	1,866	236	2,009	142	-
Parks & Recreation	1,489	151	1,524	35	-
Libraries	2,529	533	2,479	(51)	-
Arts	1,029	177	1,124	94	-
Heritage	573	97	562	(12)	-
Sports & Fitness	3,262	714	3,518	255	-
Helix	781	151	715	(66)	-
Restricted Funds	156	57	156	-	-
Projects	238	40	238	-	-
Net Expenditure	11,925	2,156	12,324	398	0
Financed By :-					
Management Fee	(11,064)	(2,578)	(11,064)	-	-
Other Council Income	-	-	-	-	-
Charitable Donation	(623)	-	(623)	-	-
Earmarked Reserves	(238)	-	(238)	-	-
Net Income	(11,925)	(2,578)	(11,925)	-	0
(Surplus) / Deficit	-	(423)	398	398	0
Add: (Surplus) as at 1 April 2019			(1,544)		
Transfer (to) / from Reserves			238		
(Surplus) as at 30th June 2019			(908)		

Divisional Forecast Report

2019/2020

Appendix 2



Falkirk
Community
Trust

<----- From Period 1 to 3 ----->

2018/2019 Actual		Annual Budget	Actuals for Period	Forecast	Variance
Business Administration					
946,179	10 - Employee Expenses	997,500	70,177	1,115,800	118,300
2,437	20 - Property Expenses	152,410	6,291	152,410	0
1,470	30 - Transport Expenses	11,310	0	11,310	0
500,406	40 - Supplies & Services	557,750	152,401	581,650	23,900
41	50 - Third Party Payments	35,700	13	35,700	0
89,740	65 - Support Services	89,740	22,435	89,740	0
35,481	68 - Capital Costs	93,690	0	93,690	0
1,575,754	Gross Expenditure	1,938,100	251,316	2,080,300	142,200
(79,717)	70 - Income	(71,800)	(15,711)	(71,800)	0
1,496,037	Net Expenditure	1,866,300	235,605	2,008,500	142,200
Parks & Recreation					
935,311	10 - Employee Expenses	1,019,350	231,229	1,004,450	(14,900)
247,151	20 - Property Expenses	331,020	24,837	331,020	0
133,206	30 - Transport Expenses	127,730	7,907	127,730	0
211,199	40 - Supplies & Services	315,110	44,338	330,110	15,000
(1,931)	50 - Third Party Payments	0	815	0	0
114,320	65 - Support Services	114,320	28,580	114,320	0
1,639,254	Gross Expenditure	1,907,530	337,707	1,907,630	100
(341,833)	70 - Income	(418,220)	(186,425)	(383,220)	35,000
1,297,421	Net Expenditure	1,489,310	151,282	1,524,410	35,100
Libraries					
1,553,580	10 - Employee Expenses	1,686,280	402,990	1,628,680	(57,600)
270,181	20 - Property Expenses	263,180	45,726	263,180	0
8,741	30 - Transport Expenses	7,310	718	7,310	0
479,410	40 - Supplies & Services	515,740	62,737	515,740	0
152,420	65 - Support Services	152,420	38,105	152,420	0
2,464,332	Gross Expenditure	2,624,930	550,275	2,567,330	(57,600)
(88,916)	70 - Income	(95,670)	(17,116)	(88,670)	7,000
2,375,416	Net Expenditure	2,529,260	533,159	2,478,660	(50,600)
Arts					
1,040,867	10 - Employee Expenses	1,057,470	261,110	1,075,770	18,300
101,451	20 - Property Expenses	114,800	9,064	114,800	0
0	30 - Transport Expenses	230	0	230	0
479,541	40 - Supplies & Services	381,320	36,984	388,620	7,300
0	50 - Third Party Payments	5,830	0	5,830	0
53,350	65 - Support Services	53,350	13,338	53,350	0
1,675,209	Gross Expenditure	1,613,000	320,495	1,638,600	25,600
(501,400)	70 - Income	(583,890)	(143,787)	(515,090)	68,800
1,173,808	Net Expenditure	1,029,110	176,708	1,123,510	94,400
Heritage					
230,479	10 - Employee Expenses	211,600	45,887	201,100	(10,500)
186,601	20 - Property Expenses	236,710	10,908	236,710	0
0	30 - Transport Expenses	530	0	530	0
141,935	40 - Supplies & Services	104,130	19,431	104,130	0
53,350	65 - Support Services	53,350	13,338	53,350	0
612,366	Gross Expenditure	606,320	89,563	595,820	(10,500)
(59,706)	70 - Income	(33,220)	7,285	(34,220)	(1,000)
552,660	Net Expenditure	573,100	96,848	561,600	(11,500)

Divisional Forecast Report

2019/2020

Appendix 2



<----- From Period 1 to 3 ----->

<u>2018/2019</u> <u>Actual</u>		<u>Annual Budget</u>	<u>Actuals for</u> <u>Period</u>	<u>Forecast</u>	<u>Variance</u>
Sports & Fitness					
5,140,262	10 - Employee Expenses	5,585,250	1,309,029	5,279,310	(305,940)
1,007,060	20 - Property Expenses	1,058,710	124,433	1,058,710	0
17,976	30 - Transport Expenses	22,430	762	22,430	0
1,049,247	40 - Supplies & Services	928,900	269,333	1,013,900	85,000
15,000	50 - Third Party Payments	2,500	3,400	2,500	0
342,960	65 - Support Services	342,960	85,740	342,960	0
7,572,505	Gross Expenditure	7,940,750	1,792,697	7,719,810	(220,940)
(3,921,035)	70 - Income	(4,678,270)	(1,079,142)	(4,201,970)	476,300
3,651,470	Net Expenditure	3,262,480	713,555	3,517,840	255,360
Helix					
682,801	10 - Employee Expenses	710,710	189,357	718,810	8,100
123,191	20 - Property Expenses	224,390	13,128	139,310	(85,080)
15,660	30 - Transport Expenses	16,120	3,036	16,120	0
321,100	40 - Supplies & Services	146,700	63,720	227,200	80,500
(3,500)	50 - Third Party Payments	0	(5,000)	0	0
1,139,252	Gross Expenditure	1,097,920	264,241	1,101,440	3,520
(418,266)	70 - Income	(316,500)	(113,317)	(386,500)	(70,000)
720,986	Net Expenditure	781,420	150,924	714,940	(66,480)
Restricted Funds					
487,764	10 - Employee Expenses	577,400	140,505	577,400	0
451	30 - Transport Expenses	1,060	0	1,060	0
469,382	40 - Supplies & Services	42,270	130,512	42,270	0
86,789	50 - Third Party Payments	(31,270)	(237,282)	(31,270)	0
1,044,386	Gross Expenditure	589,460	33,734	589,460	0
(903,113)	70 - Income	(433,010)	23,639	(433,010)	0
141,274	Net Expenditure	156,450	57,374	156,450	0
Projects					
483,171	40 - Supplies & Services	237,600	40,090	237,600	0
483,171	Gross Expenditure	237,600	40,090	237,600	0
(477,706)	70 - Income	(237,600)	0	(237,600)	0
5,465	Net Expenditure	0	40,090	0	0
Management Fee					
(10,951,480)	70 - Income	(11,064,450)	(2,578,125)	(11,064,450)	0
(10,951,480)	Net Expenditure	(11,064,450)	(2,578,125)	(11,064,450)	0
Charitable Donations					
(349,521)	70 - Income	(622,980)	0	(622,980)	0
(349,521)	Net Expenditure	(622,980)	0	(622,980)	0
113,536	CHARITY TOTAL	0	(422,580)	398,480	398,480



Facility	Current Year Income v Previous Year Income				Budget v Actual			
	Apr 18 to Jun 18 £'000	Apr 19 to Jun 19 £'000	Increase/ (Decrease) £'000	Increase/ (Decrease) %	Annual Budget £'000	Projected Actual £'000	Increase/ (Decrease) £'000	Increase/ (Decrease) %
Business Administration								
Other Income	23	16	(7)	(31)%	72	72	0	0 %
Total : Business Administration	23	16	(7)	(31)%	72	72	0	0 %
Parks & Recreation								
Grangemouth Golf Course	95	102	7	8 %	238	168	(70)	(29)%
Parks	7	23	15	207 %	78	78	0	0 %
Outdoor Activities	31	46	16	51 %	51	86	35	68 %
Other Town Halls	4	15	11	239 %	51	51	0	0 %
Total : Parks & Recreation	137	186	49	36 %	418	383	(35)	(8)%
Libraries	19	17	(2)	(11)%	96	89	(7)	(7)%
Arts								
Falkirk Town Hall	42	35	(7)	(17)%	363	295	(69)	(19)%
Falkirk Town Hall - Advance Shows	45	66	21	46 %	0	0	0	0 %
Hippodrome	19	29	10	51 %	163	163	0	0 %
Other Arts Income	18	14	(4)	(24)%	58	58	0	0 %
Total : Arts	125	144	19	15 %	584	515	(69)	(12)%
Heritage	12	(7)	(19)	(160)%	33	34	1	3 %
Sports & Fitness								
Grangemouth Complex	150	133	(17)	(11)%	726	582	(144)	(20)%
Mariner Centre	52	170	118	226 %	782	559	(223)	(29)%
Bo'ness Recreation Centre	45	46	1	2 %	255	185	(70)	(27)%
Grangemouth Health & Fitness	145	152	7	5 %	595	600	5	1 %
Mariner Health & Fitness	48	70	23	47 %	354	264	(90)	(25)%
Bo'ness Health & Fitness	45	52	7	16 %	192	209	17	9 %
Stenhousemuir Health & Fitness	109	126	17	15 %	471	503	32	7 %
Grangemouth Stadium	52	54	2	4 %	168	168	0	0 %
Schools - Community Use	97	94	(3)	(3)%	484	386	(98)	(20)%
Neighbourhood Centres	50	52	2	4 %	271	256	(16)	(6)%
Outdoor Amenities	13	12	(1)	(7)%	70	56	(15)	(21)%
Polmonthill Ski Slope	24	20	(4)	(15)%	112	112	0	0 %
Sports Development	27	48	21	77 %	120	145	25	21 %
Active Forth	32	44	12	39 %	78	178	100	128 %
Total : Sports & Fitness	888	1,079	191	21 %	4,678	4,202	(476)	(10)%
Helix	107	113	7	6 %	317	387	70	22 %
Restricted Funds	25	(24)	(48)	(196)%	433	433	0	0 %
Projects - Incl Reserve Transfers	0	0	0	0 %	238	238	0	0 %
Management Fee	2,698	2,578	(120)	(4)%	11,064	11,064	0	0 %
Charitable Donation	0	0	0	0 %	623	623	0	0 %
TOTAL	4,034	4,103	69	2 %	18,556	18,040	(516)	(3)%

Appendix 4

FALKIRK COMMUNITY TRUST - 2019/20
BUDGETARY CONTROL STATEMENT

Falkirk Community Trust - Balance Sheet
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Period ended 30th June 2019

	Mar 2019 £'000	June 2019 £'000	Projected Mar 2020 £'000
Fixed Assets			
Tangible Assets	263	263	280
Current Assets			
Stocks	108	108	100
Debtors	732	387	400
Bank	2,171	3,386	1,770
	<u>3,011</u>	<u>3,881</u>	<u>2,270</u>
Current Liabilities			
Creditors	<u>1,488</u>	<u>2,037</u>	<u>1,400</u>
Net Current Liabilities	1,523	1,843	870
Net Assets	<u><u>1,786</u></u>	<u><u>2,106</u></u>	<u><u>1,150</u></u>
Unrestricted Funds			
Unrestricted Fund	775	1,095	303
Voluntary Severance	206	206	206
Helix AMP	177	177	251
Approved Projects	386	386	149
	<u>1,544</u>	<u>1,863</u>	<u>908</u>
Restricted Funds			
Grant Funding	242	242	242
Helix Funding	-	-	-
	<u>242</u>	<u>242</u>	<u>242</u>
Total Funds	<u><u>1,786</u></u>	<u><u>2,106</u></u>	<u><u>1,150</u></u>

Appendix 5

FALKIRK COMMUNITY TRUST 2019/20 MOVEMENT IN FUNDS

Reserves	April 2019	Surplus / (Deficit)	Transfers In	Transfers Out	Projected March 2020
	£'000	£'000	£'000	£'000	£'000
Unrestricted Funds					
Unrestricted Reserve	775	(636)	238	(74)	303
Voluntary Severance	206				206
Helix - AMP	177		74		251
Income Growth Projects	386			(238)	149
Total Unrestricted Funds	1,544	(636)	312	(312)	908
Restricted Funds					
Grant Reserve	242				242
Helix	-		-	-	-
Total Restricted Funds	242	-	-	-	242
Total Funds	1,786	(636)	312	(312)	1,150

See Note

Note

Surplus / (Deficit) calculation:

Per Report at Appendix 1 (398)

Remove: Transfer to Grant Reserve

Remove: Reserves Funding (238)

Projected Surplus / (Deficit) for the year (636)

Falkirk Community Trust

Subject: Board Administration
Meeting: Falkirk Community Trust Board
Date: 29 August 2019
From: Chief Executive

1. Introduction

- 1.1 This paper reviews the make up of the Sub Groups and proposes a meetings schedule for 2019. It also sets out revised remits for the Audit & Performance and People Sub Groups. The Board is asked to consider the proposals and approve the revised Group membership along with the dates and times of meetings for 2020.

2. Sub Group Membership : Proposed Membership

- 2.1 The Board manages some of its remit through two sub groups. The Audit & Performance Group review performance results and ensure effective audit arrangements are maintained and monitored. The People Group deals with employee matters, the appointment of executive managers 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.
- 2.2 The remits of the Sub Groups have recently been reviewed by the groups as outlined further in this report and are attached at Appendix 1.
- 2.3 The Board are asked to consider if the proposed membership split works effectively. The membership reflects the current membership for the purposes of continuity and proposes newly appointed directors are assigned to a sub group.

Proposed Membership

Audit & Performance

Derek Easton (Chair)

Jim Flynn

Lorna Binnie

Andrew Roberts

Alan Stewart

Niall Coleman

People Sub Group

David White (Chair)

Suzanne Arkinson

Derek Easton

Joan Coombes

John McLuckie

Trading

Suzanne Arkinson (Chair)

Andrew Roberts

Plus Chris Morris, Ased Iqbal, Shona Dunsmore, Maureen Campbell

Health and Safety link

David White

2. Sub Group Remits

- 2.1 The scope and remit of the Sub Groups has not been thoroughly reviewed and revised since the inception of the Trust. However the Board periodically accept minor amendments and as such the remits were last updated in 2017.
- 2.2 It was considered good practice to review the remits more fundamentally. The changes provide greater clarity of the aim for each group, more specific responsibilities and give guidance to group members on their role.
- 2.3 The revised remits were considered and agreed by each sub group at their respective meetings as outlined below;
- Audit & Performance – 16th May 2019
 - People Sub – 20th June 2019

3. Diary Dates for 2019/20

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

Directors: All Board Directors

Attendees: FCT Senior Management Team, Margaret Smith (FC Finance).

Dates:

7 th November 2019 -	9.15am – 1.00pm
5 th March 2020 -	9.15am – 1.00pm
28 th May 2020 -	9.15am – 1.00pm
27 th August 2020 -	9.15am – 1.00pm
5 th November 2020 -	9.15am – 1.00pm

Venue: Queens Room, Callendar House

Pre Board Meeting

Attendees: David White, Joan Coombes, Maureen Campbell, Jane Clark

Dates:

25 th October 2019 -	9.30am – 11.00am
21 st February 2020 -	9.30am – 11.00am
15 th May 2020 -	9.30am – 11.00am
14 th August 2020 -	9.30am – 11.00am
23 rd October 2020 -	9.30am – 11.00am

Venue: Falkirk Stadium

Audit & Performance Sub Group (Quorum 3)

Directors: Councillor Lorna Binnie, Councillor Niall Coleman, Derek Easton, Councillor Jim Flynn, Alan Stewart, Andrew Roberts

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

Dates:

21 st November 2019 -	3.00pm – 5.00pm
13 th February 2020 -	3.00pm – 5.00pm
14 th May 2020 -	3.00pm – 5.00pm
20 th August 2020 -	3.00pm – 5.00pm
19 th November 2020 -	3.00pm – 5.00pm

Venue: Falkirk Stadium

People Sub Group (Quorum 3)

Directors: David White, Suzanne Arkinson, Derek Easton, Councillor Joan Coombes, Councillor John McLuckie

Attendees: Maureen Campbell, Jenny Simpson (HR)

Dates: 12th December 2019 - 3.00pm – 5.00pm
18th June 2020 - 3.00pm – 5.00pm
10th December 2020 - 3.00pm – 5.00pm

Venue: Falkirk Stadium

Trading Company (Quorum 2)

Directors: Suzanne Arkinson, Andrew Roberts, Chris Morris, Maureen Campbell, Ased Iqbal, Shona Dunsmore

Attendees: Paul Finnie, Carol Whyte, Stephen Fulton, David Wilkinson (FC Finance)

Dates: 22nd October 2019 - 9.30am – 12 noon
3rd March 2020 - 10.00am – 12 noon
2nd June 2020 - 10.00am – 12 noon
1st September 2020 - 10.00am – 12 noon
1st December 2020 - 10.00am – 12 noon

Venue: Various

Business Planning Board Meeting (Quorum 5)

Directors: All Board Directors

Attendees: Senior Management Team

Dates: 26th September 2019 - 4.00pm – 7.00pm
17th October 2019 - 4.00pm – 7.00pm
16th January 2020 - 4.00pm – 7.00pm
24th September 2020 - 4.00pm – 7.00pm
15th October 2020 - 4.00pm – 7.00pm

Venue: Falkirk Stadium, Board Room, 3rd Floor

4. Recommendation

- 3.1 Board is asked to review the programme and membership of Sub Groups, approve the calendar of meetings for 2020 and ratify the revised Sub Group remits.**

Maureen Campbell.

Maureen Campbell
Chief Executive

Remit

People Sub Group

1. Membership

The Group consist of:

- 5 Directors. Quorum: 3 Directors.
- Core staff support: Chief Executive, HR Advisors

2. Aim

To provide the Trust Board with a structure to ensure that the Trust fully meets its obligations under employment legislation and is a good employer that proactively promotes the values of the organisation to its employees.

3. Remit

The Group is specifically responsible for:

- Recruitment of all executive managers;
- Strategic liaison with trade union representatives;
- Reviewing and approval of all of the HR policies and procedures;
- Acting as the final appeal panel for employee related appeals following dismissal;
- Reviewing and monitoring progress in the following areas:
 - Employee Development Strategy
 - Vacancy Management including Turnover
 - Absence Management
 - Employee Satisfaction
 - Health & Safety as it concerns employees.

4. Role

- To ensure key messages and feedback from meetings is communicated at Board meetings;
- To enable group members to bring a people and employment related perspective to all Board business planning discussions.

5. Guidance

- Individual members should ensure their focus is on strategic employment related matters for the Trust;
- It is open to individual members to seek specific agenda items consistent with the aim and remit of the group and subject to agreement of the Group Chair;
- It is the responsibility of individual members to ensure any operational matters they wish raised are brought to the attention of the relevant senior member of staff outwith the meeting.

6. Frequency of Meetings

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

7. Minutes

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

Remit

Audit & Performance Sub Group

1. Membership

The Group consists of:

- 6 Directors; Quorum: 3 Directors
- Core staff support: Sport & Recreation Manager, Culture & Libraries Manager, Team Leader Performance Review, Finance Advisers, External Auditors

2. Aim

To provide the Trust Board with assurance that governance and management arrangements are in place that deliver culture and sport services in line with the Trust Business Strategy and plans.

3. Remit

The Group is specifically responsible for:

- considering the adequacy of the Trust's overall control environment;
- considering and agreeing Internal Audit plans, ensuring that work is planned with due regard to risk, materiality and coverage;
- reviewing summary Internal Audit reports and seek assurances that action has been taken to address issues identified;
- considering the reports of External Audit and other inspection agencies and seek assurance that recommendations made are addressed;
- monitoring quarterly performance data and assess the performance of the Business Plan;
- reviewing the strategic annual trends to inform future development of the Business Plan;
- discussing customer and service impacts and consider contribution to the Trust's strategic objectives outlined in Inspiring Active Lives;
- discussing the economic and social contribution made by the Trust and consider the value of this to area wide objectives;
- financial review (*for discussion*)

4. Role of the Group

- To ensure reports and minutes and actions arising from meetings are communicated to the Board;
- To enable group members to bring a strategic performance perspective to all Board business planning discussions.

5. Guidance

- Individual members should ensure their focus is on high level results across the Trust
- It is open to individual members to seek specific agenda items consistent with the aim and remit of the group and subject to agreement of the group Chair
- It is the responsibility of individual members to ensure that any operational matters they wish raised are brought to the attention of the relevant senior member of staff outwith the meeting

6. Frequency of Meetings

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

Falkirk Community Trust

Subject: Risk Update
Meeting: Falkirk Community Trust Board
Date: 29 August 2019
Author: Policy Development Manager

1. Introduction

- 1.1 This report provides a summary statement on strategic risks affecting the Trust. Strategic risks typically affect the whole organisation and can potentially pose significant hazards and the Board are asked to consider the current position.

2. Risk Position

- 2.1 The Senior Management Team regularly review the risks facing the Trust and have identified the following risk areas as being particularly pertinent at this time.

Risk	Risk Level	Mitigation
Finance There are delays in securing Council agreement to the Trust's investment proposals following the Council's amendment to the report it considered on 26.06.19. This may impact on production of the Business Plan.	High	Work is ongoing with the Council to take forward a community and stakeholder consultation exercise to gauge public opinion on service improvement and (re)design for access to services including culture, sport, community and leisure which will identify implications for Council and FCT operated buildings.
Finance Income performance in Q1 is lower than expected and there is a risk that it will not catch up over the next 3 Q's.	Medium	Maintaining focus on proactive marketing supported by recently introduced expansion of online sales, controlling expenditure, and generating trading income.
Customers/People/Reputation A facility failure leads to the Trust withdrawing services from a building with adverse impact on customers and staff and negative PR.	Medium	Clear messaging and communications to all affected parties and support wherever possible to relocate customers and staff.

3. Recommendation

- 3.1 The Board is asked to note the risks outlined in this report.

Jane Clark

Jane Clark
 Policy Development Manager

Falkirk Community Trust

Subject: Health, Safety & Risk Update
Meeting: Falkirk Community Trust Board
Date: 29 August 2019
Author: Sport & Recreation Manager

1. Introduction

- 1.1 The purpose of this report is to inform and update Board Members of the current status regarding our ongoing Health, Safety & Risk (HS&R) record, and management process across all Trust locations and staff. This is an update report following the report submitted to the Board in May 2019.

2. Operational Issues and Developments

Operational Update:

- Following the recent break and entry incidents at Callendar Park, where several thousands of pounds worth of equipment was stolen, we have improved our security measures with the installation of a steel security container for our equipment storage. Unfortunately the remote nature of this location makes security of the whole compound very challenging, so the main items of grounds maintenance equipment will now be stored within the container.
- One of our Duty Officers is continuing with his First Aid Training and Accident / Incident Training to staff across the Trust. All is going well with a sizable number of staff within Cultural Services now having received this training. We continue to provide this service for Falkirk Council and as this has been received well, a request has been made by the Council to continue with this for a further year.
- The Duty Officer tasked with our Health & Safety and Quality Assurance remit (within Sport & Recreation section) has undertaken a series of assessments at our venues recently. These “friendly” audits have highlighted a number of areas that we need to improve upon, and an action plan has been devised to ensure this happens as a matter of urgency. The general feedback has been some slackness in house keeping type measures and in recording tests and checks, and these will be corrected asap. These unannounced “friendly” audits are essential to ensure our specific health & safety requirements are being addressed.

- 3. The Health, Safety & Risk Group –** The most recent meeting of the group took place on 27th June 2019 in the Stadium Offices. Good discussion took place as usual with a number of items covered. These included:

- External Agency Inspections
- MICC – Notifications and Actions
- Training Records Management
- Generic Risk Assessments & Records
- Site Health & Safety Manual review
- EAP / NOP

4. **Vibration Music Festival Callendar Park** – The planned ‘Music Festival’ took place at Callendar Park on Saturday 25th May. The event went well with no major issues or problems being experienced. This is an example of the large scale external events we can host at Callendar Park and demonstrates our ability to work in partnership with external suppliers and service providers to provide a high quality, safe event. We are currently in discussions for a return of this, and other similar events, to the Park in the next 12 months.
5. **Staff Training & Education** – Several staff training sessions have been taking place in recent months, helping staff to keep up to date with processes and agreed procedures in relation to Fire Evacuation, Insurance Claim handling, First Aid, Accident & Emergency procedures and other internal specific on site training and “tool box talks”. These are all essential to ensure our staff stay up to date and fresh with regard to keeping our customers, and other members of staff, safe.
6. **Falkirk Council** – We have recently agreed a schedule of “external” health and safety audits with the Council’s Health & Safety Team. The Council have a duty of care to conduct these audits as part of our Service Level Agreement with them, and these will include Asbestos Management Procedures and Registers, Legionella Procedures and Processes and Safeguarding and Child Protection arrangements. We have recently agreed a new “contract” with the Council for First Aid training to be delivered by the Trust, and we are considering the delivery of defibrillator training to selected Council staff.
7. **Emergency Planning** – We are planning to hold a Helix Park Counter Terrorism Table Top Exercise at the beginning of October. This will be in conjunction with the local Emergency Services teams and the Police Scotland Local Counter Terrorism Officer.

It will be based around specific training organised by ACT Strategic (Action Counter Terrorism) who are a National Counter Terrorism Security Office (NaCTSO) initiative, exploring ways to aid businesses in preventing, managing and recovering from a terrorist attack. An ACT Strategic event will feature a discussion based exercise, where delegates will be faced with a series of questions and dilemmas to resolve, both individually and collectively. The event is interactive and through participation in discussions and utilising knowledge and skills, delegates will be able to share best practice and identify areas for improvement

ACT Strategic is aimed at those responsible for writing policies/procedures or strongly influencing them. It will be delivered to delegates from a range of organisations and business sectors.

Delegates are asked to have knowledge of their organisation’s emergency response plans (incident management plan, recovery and business continuity plan) and the authority to affect changes or reviews of those plans (i.e. heads of department, security managers or emergency planners).

8. **Child Wellbeing and Protection in Sport - Update**

- 8.1 As requested by the Board at the May meeting an update on safeguarding arrangements has been included in this report.

8.2 **Context** - Following a period of consultation with a number of National Governing Bodies (NGB's) and clubs, **sportscotland** and Children 1st jointly produced updated guidelines for Child Wellbeing and Protection in Sport Training (CWPS) in late 2018. Adoption of these was rolled out from April 2019 onwards. The new guidance builds on the current standards rather than adopts new ones. However it acknowledges that it will take some time for all NGB's, clubs and organisations to adapt their current Minimum Operating Requirements (MOR). Given this, there is currently no fixed date for the new recommendations to become mandatory. However, **sportscotland** have made it a requirement for NGB's, and organisations who receive inward investment from them, to have adopted these by April 2020. FCT are currently well on track to be fully compliant with all elements of the guidance in advance of this target date.

8.3 **Guidance** - The new guidance focuses on 2 key components at this stage –

1. It defines key standards for organisations to follow. We have reviewed the standards and are comfortable that the Trust already have in place all of the requirements to meet the new guidance. However we have identified a few areas where we can improve the way we communicate our processes and policies. This will be implemented shortly. These mostly fall under the way that we highlight the existing processes and policies and we intend to communicate this to all of our delivery workforce early in the new academic year.
2. The introduction of a new 'Child Wellbeing and Protection in Sports' training course. We have already taken a number of steps to ensure we are compliant with this:
 - We have adopted the new course into the combined CPD calendar for Active Schools, Sports Development and Hubs for 2019-20.
 - This is available to all coaches and volunteers working across these programmes.
 - All Active Schools Coordinators and Sports Development staff will complete the new training module on 3rd September.
 - This, this key group will receive further training with completion of the 'In Safe Hands' course. This will bring them up to the standard of Child Protection Officer. As this group of staff manage a range of coaches and volunteers it is a key additional step and will represent best practice.
 - All coaching staff will be given the opportunity to attend the new training module before the end of 2019. Although not mandatory for staff holding a valid and in date Safeguarding and Protecting course, we will encourage staff to attend.

8.4 The guidance indicates that staff who are less directly involved with young people due to their role – leisure staff, pool lifeguards, club officials etc. will be offered a specific training module. However to date this has not yet been rolled out and we await clarity from **sportscotland** and Children 1st on when this will be launched, before deciding on the best course of action for this group. Existing leisure staff will continue to be compliant as long as they have received Child Protection awareness training with the Trust, which all our existing staff are required to do.

9. Performance

9.1 Accident Performance Management

We continue to closely monitor our performance in respect of accidents within our venues. Current statistics are as follows:

Staff Accidents

- From May '19 – July '19 (incl) there have been a total of 9 accidents involving staff reported for these months. All were of a minor nature and did not involve any loss of time at work. This equates to 2.25% of the workforce who have been involved in an accident at work during May, June and July.'19.

Customer Accidents

From May - July 2019 (incl.) there have been a total of 115 reported accidents to customers across all sites. This equates to approx. 1 in every 8,928 approx. customers (0.01%) who have had a reported accident when using our services in May, June and July (1,026,754). The majority of these accidents occur at our busy Sport & Recreation facilities as well as the Outdoor venues such as Helix and our other Parks.

See Appendix 1 for breakdown.

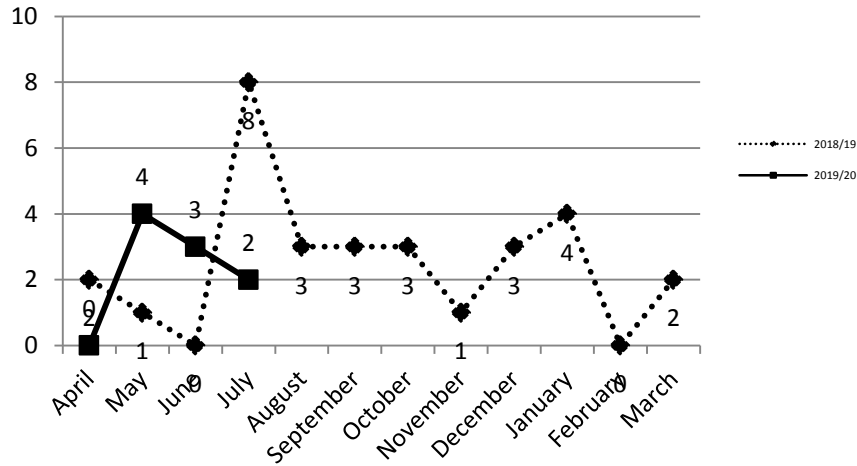
10. Conclusion

- 10.1 The Board will be pleased to note that there have been no reported major accidents or incidents during this period. All other accidents and incidents were of a minor nature and continue to be dealt with in an effective and efficient manner by our trained staff.
- 10.2 We have implemented the new guidelines for Child Wellbeing and Protection in Sport Training, which have been introduced by **sportscotland** and Children 1st.

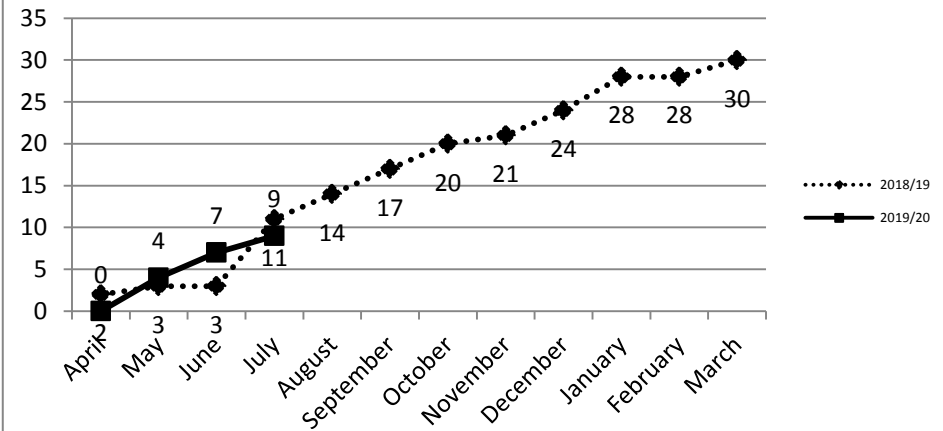


Paul Finnie
Sport & Recreation Manager

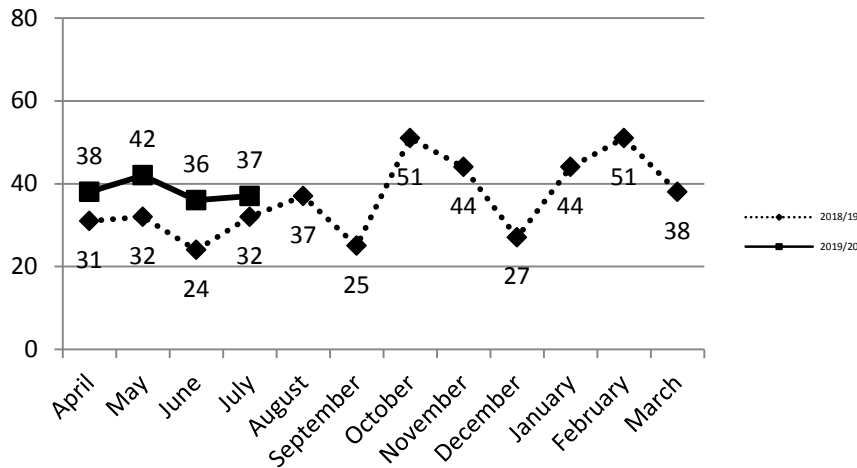
Accidents involving members of Staff



Cumulative Accidents involving members of Staff



Accidents involving Customers



Cumulative Accidents involving Customers

