

# Falkirk Community Trust

## Board Meeting 5<sup>th</sup> November 2020 9.30am

### AGENDA

	AGENDA	Purpose
1	Minute of Meeting held on 28 <sup>th</sup> August 2020	Approval
2	Matters Arising	Information
3*	Advice from Shepherd & Wedderburn, Solicitors <i>Stephen Gibb, Partner</i>	Discussion and Information
4	Annual Accounts 2019/20 <i>Report by Financial Adviser (Chief Finance Officer, Falkirk Council /Jenny Simpson, Wylie and Bisset)</i>	Approval
5	Annual Report 2019/20 <i>Report by Business Development Manager</i>	Approval
6	Projected Financial Outturn 2020/21 <i>Report by Chief Finance Officer, Falkirk Council</i>	Information
7	Recovery Plan Update <i>Report by General Manager</i>	Information
8*	Business Plan 2021/22 <i>Report by Chief Executive</i>	Approval
9*	Response to Council Review	Discussion and Approval
10	Risk Update <i>Report by Sport and Recreation Manager</i>	Information
11	Health, Safety & Risk Update <i>Report by Sport &amp; Recreation Manager</i>	Information
12	Any Other Business	
13	Date of Next Meeting <ul style="list-style-type: none"><li>Business Planning Session 14 January 2021 4pm</li><li>Board Meeting 4 March 2021 9.30am</li></ul>	

***The items of business marked with an\* will be held in Private in accordance with the Trust's Protocol for Public Meetings.***

# Falkirk Community Trust

## Board Meeting Minute

Minute of a meeting of the Board of Directors of Falkirk Community Trust Limited (the "Company") held via video conference facilities on **28<sup>th</sup> August 2020** at 09.30am. David White (DW) chaired the meeting throughout.

Due to the meeting arrangements no members of the public attended.

**Present:** David White (DW) Chair; Cllr Lorna Binnie (LB); Cllr Niall Coleman (NC) (items 1-11 & 13); Cllr Joan Coombes (JoC); Derek Easton (DE); Cllr Jim Flynn (JF); Cllr John McLuckie (JM); Simon Rennie (SR); Andrew Roberts (AR); Alan Stewart (AS).

**Apologies:** None

**In Attendance:** Maureen Campbell (MC); Neil Brown (NB); Paul Finnie (PF); Lesley O'Hare (LoH); Susie Crawford (SC); Alistair Mitchell (AM); Danny Cairney (DC); Kenneth Lawrie (KL) (item 11 only); Bryan Smail (BS) (item 11 only).

No.	Agenda Item	Agreement / Action	Due Date	Who
		<b>Agenda Part 1: Business Items</b>		
	Welcome	DW welcomed Directors to the meeting.		
1	Minute of Meeting	The minute of the meetings held on 5 <sup>th</sup> March 2020 and 27 <sup>th</sup> April 2020 were approved.		
2	Matters Arising	There were no matters arising.		
3	2019/20 Audited Annual Accounts	A report by the Trust's Financial Advisers (Chief Finance Officer, Falkirk Council / Wylie Bisset) on the Trust's Audited Annual Accounts has been delayed for further amendments.  DC noted that new auditors require time, with the process being extended due to COVID-19 circumstances.  This report will be approved in September.	September 2020	<b>DC</b>
4	2019/20 Annual Report Publication	A report on the publication of the 2019/20 Annual Report has been delayed for further amendments, and will be approved in September.  MC advised the Board of the positive development of the latest Annual Report draft, with a digital version of the report being developed for the first time incorporating video.	September 2020	<b>SC</b>
5	Projected Financial Outturn 2020/21	DC provided a report on the Trust's projected financial outturn for 2020/21 for both the charity and trading activities, amid the ongoing impact of COVID-19.  The Board noted three main factors impacting on the Trust's financial performance: <ul style="list-style-type: none"> <li>the significant loss of customer income for charitable and trading activities through the closure of Trust venues and resulting limited ability to generate income;</li> <li>the operational savings arising from the closure of facilities; and</li> <li>the UK Government's Job Retention Scheme which is due to end in October.</li> </ul> The report set out financial performance to date and projected outturn for the remainder of the financial year, with a		

No.	Agenda Item	Agreement / Action	Due Date	Who
		<p>breakdown provided for each area of the Trust.</p> <p>This highlighted an overall projected deficit against budgeted resources of £1.4m.</p> <p><b>Decision</b></p> <p>The Board noted the analysis of the projected performance for 2020/21.</p> <p>The Board agreed that the Trust will formally request financial assistance from the Council to meet the current shortfall of £1.4m.</p>		MC
6	Board Administration	<p>MC presented a paper reviewing terms of office for directors, the memberships of the Sub Groups, review of the remits for the Audit &amp; Performance and People Sub Groups. The Board was asked to consider the remits, their relevance and approve the Group membership along with the dates and times of meetings for 2021.</p> <p>The Board:</p> <ul style="list-style-type: none"> <li>• Approved the appointment of Andrew Roberts as a Director for a further two year term;</li> <li>• Noted the continuing terms of office for David White and Simon Rennie;</li> <li>• Approved the calendar of meetings for 2020/21 and ratify the revised Sub Group memberships.</li> </ul>		
7	Risk Update	<p>PF provided a summary on new significant risks affecting the Trust.</p> <p>Three new risks were highlighted as follows:</p> <ol style="list-style-type: none"> <li>1. £700k loss in customer income per month resulting from the closure of the vast majority of our income generating sites and venues, with some mitigation by reduced expenditure with over 90% of staff being placed on furlough. Risk level: High.</li> <li>2. Reputational damage to the Trust if there is any significant delay in reopening. Clear messaging to customers is being managed by the Trust's marketing team. Risk level: Medium.</li> <li>3. Staff returning to work from an extended period away will require consideration from a health and welfare aspect. Communication and guidance be will provided for all staff before venues re-open to our customers. Risk level: High.</li> </ol> <p><b>Decision</b></p> <p>The Board noted the risks outlined in the report.</p>		
8	Health, Safety & Risk Update	<p>PF updated Board members of the current status regarding our ongoing Health, Safety &amp; Risk (HS&amp;R) record and management process across all Trust locations and staff.</p> <p>The Board noted:</p> <ul style="list-style-type: none"> <li>• Environmental issues arising from fly tipping in the Trust's parks;</li> <li>• A number of attempted break-ins at remote venues;</li> </ul>		

No.	Agenda Item	Agreement / Action	Due Date	Who
		<ul style="list-style-type: none"> <li>• One incident at Muiravonside Park involving a walker slipping and fracturing an ankle;</li> <li>• Helix Park experienced unruly behaviour but nothing unmanageable;</li> <li>• Callendar Park high numbers of visitor numbers, with some significant damage to items within the play area;</li> <li>• No overall major issues across the parks;</li> <li>• Grangemouth Golf Course reopened soon after lockdown with golfers behaving impeccably with no issues or accidents since reopening.</li> </ul> <p>PF noted that mitigating factors introduced around enhanced cleaning will continue after venues have reopened. A comprehensive Return to Work Guide has been produced for all staff who are returning to work from their enforced absence.</p> <p>In absence of HS&amp;R group meetings, risk has been discussed at an operation meeting held every two weeks.</p> <p>PF advised that the Trust will continue to work on re-opening plans for venues that remain closed at this time. This will ensure we only open our venues and services when we are satisfied that all health, safety and risk considerations and preparations have been completed. The safety and well-being of staff and customers is paramount and our reputation for this as an organisation must be maintained during these testing and difficult times.</p> <p><b>Decision</b></p> <p>The Board thanked PF for the report and noted that work continues on reopening plans for the venues that remain closed at this time. This will ensure venues and services are opened only when we are satisfied that all health, safety and risk considerations and preparations have been completed.</p>		

**Agenda Item 2****Falkirk Community Trust****Matters Arising  
Board Meeting: 5 November 2020**

<b>Item</b>	<b>Action</b>	<b>By Whom</b>	<b>Update</b>
3	<u>2019/20 Audited Annual Accounts</u> A report by the Trust's Financial Advisers (Chief Finance Officer, Falkirk Council / Wylie Bisset) on the Trust's Audited Annual Accounts has been delayed for further amendments.	DC	Item 4 on Agenda
4	<u>2019/20 Annual Report Publication</u> A report on the publication of the 2019/20 Annual Report has been delayed for further amendments, and will be approved in September	SC	Item 5 on Agenda
5	<u>Projected Financial Outturn 2020/21</u> The Board agreed that the Trust will formally request financial assistance from the Council to meet the current shortfall of £1.4m	MC	The Council confirmed support for the year end deficit at their meeting on 30 September 2020. A motion was passed to ask officers to prepare a report to consider taking Trust services into the Council.

**Falkirk Community Trust**

**Subject:** Audited Annual Accounts 2019/20  
**Meeting:** Falkirk Community Trust Board  
**Date:** 5 November 2020  
**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 2019/20.

**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 2020 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. A full management report from the auditor is attached in appendix 1. There are a number of audit recommendations and management responses have been incorporated into the action plan. The most significant points identified by the auditor related to separating the Trust's financial systems from the Council and setting up a Deed of Covenant between the Trust and the trading subsidiary to facilitate the payment of the trading surplus (charitable donation) to the Trust.
- 2.2 The accounting concept of going concern is based on the assumption that a business will continue to operate into the foreseeable future. For UK companies, this is a minimum of twelve months from the date that the financial statements are authorised for issue. The accounts have been prepared and audited on that basis and the audit certificate notes that they have nothing to report that suggests the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate.
- 2.3 The financial results for the year 1 April 2019 to 31 March 2020 are attached in appendix 2. The Consolidated Statement of Comprehensive Income on page 13 shows a deficit on unrestricted funds of £374,000. The unrestricted fund has decreased to £1,784,000 (£1,907,000 at 31 March 2019). From this £790,000 has been earmarked for offsetting future depreciation costs, £153,000 earmarked to fund investment growth projects, and £251,000 earmarked for the Helix Asset Management Plan.
- 2.4 The Trust's subsidiary achieved a profit of £293,000 (2018/19 £349,000) for the period to 31 March 2020. The Board should also note that separate audited accounts have been prepared and have been 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 2020.**



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**Chief Finance Officer**

**Contact Officer:** Danny Cairney, Senior Corporate Finance Manager, Falkirk Council

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# Reference and Administrative Information

## Falkirk Community Trust Limited

Financial Indicator	Commentary	2019-20
<b>Directors</b>	David White (Chair) Councillor Joan Coombes (Vice Chair) Councillor Lorna Binnie Derek Easton Councillor Jim Flynn Councillor Cecil Meiklejohn Simon Rennie Andrew Roberts Suzanne Arkinson Alan Stewart Councillor Niall Coleman Councillor John McLuckie	(Resigned 1 <sup>st</sup> June 2019)        (Resigned 28 <sup>th</sup> November 2019)  (Appointed 10 <sup>th</sup> July 2019) (Appointed 10 <sup>th</sup> July 2019)
<b>Senior Management Team</b>	Maureen Campbell, OBE Neil Brown Jane Clark  Paul Finnie Lesley O'Hare Susie Crawford	Chief Executive General Manager Policy Development Manager (Resigned 6 <sup>th</sup> March 2020) Sports & Recreation Manager Culture & Libraries Manager Business Development Manager
<b>Registered Office</b>	Suite 1A The Falkirk Stadium 4 Stadium Way Falkirk FK2 9EE	
<b>Auditors</b>	Wylie & Bisset (Audit) Ltd Chartered Accountants 168 Bath Street Glasgow G2 4TP	
<b>Solicitors</b>	Shepherd & Wedderburn 191 West George Street Glasgow G2 2LB	
<b>Bankers</b>	Royal Bank of Scotland 2 Newmarket Centre Falkirk FK1 1JX	
<b>Charity number</b>	SC042403	
<b>Company number</b>	SC400657	

# Group Strategic Report

## Year ended 31 March 2020

### 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 2020-21 has been agreed for the period to 31<sup>st</sup> March 2021. The level of funding from Falkirk Council for 2021-22 is yet to be agreed. It is recognised that the impact of the Covid-19 restrictions will result in an extremely challenging financial climate for 2020-21 and beyond. The Board is satisfied that for 2020-21 a combination of funding from Falkirk Council and Government grant support can result in a position that does not risk the going concern of the Trust. It is recognised that there is a risk that the financial position beyond this may result in further reductions in funding from the Council. If this is the case, then the current Business Strategy will be reviewed in conjunction with the Council to develop a revised financial plan. Directors have reviewed the current 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 it intends to fund the service in general in future years.

### Business Objectives

For the period 2020 – 2025 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

## 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 Health and Fitness 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.
4. In addition a new risk associated with the management consequences arising from the current Covid-19 Pandemic has been identified that has resulted in the complete loss of customer income for Q1 of 2020-21, resulting in uncertainty over future viability of the business. In mitigation an application has been submitted to the Government Coronavirus Job Retention Fund Scheme after around 90% of permanent staff were furloughed. A revised customer income plan is being developed for the remainder of the year to revive the business in line with Government guidelines. The Council has also agreed to review its support for the Trust to help mitigate the loss of customer income.

## Achievements and Performance

Positive results were achieved against an ever challenging financial backdrop and customer income increased by over 5% on the previous year. Income of £810,000 was secured from grants and fundraising.

2019 was the first year of the Trust's new five-year Business Strategy 2019-2024, 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.

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 continued this throughout 2019-20 with the opening in early 2019 of Carron Gymnastics Centre, a flagship sport training facility in Falkirk catering for all levels of ability. The second stage of the Mariner Centre redevelopment was completed with the new and improved Health & Fitness area opening on 31<sup>st</sup> January. This £1.2m refurbishment of the gym and fitness facilities includes some innovative and exciting new amenities including a fully immersive Les Mills TRIP Studio – a first for Scotland. This follows on from the 2018 works which saw the relocation of the café, a new entrance/reception area, Great Mariner Reef soft play and changing facilities.

# Group Strategic Report

Covid-19 closures of Trust venues affected overall 2019-20 year-end performance. This shutdown of Trust operations had a significant impact on usage across the Trust. Most Trust venues closed from 18th March as the Covid-19 pandemic affected the UK, with UK Government stipulating the closure of many customer and public services. With almost all of the Trust's customer-facing and income-generating venues and services ceasing operation, the effect on usage and income for the 2019-20 year overall has been significant. Our Parks and Open Spaces have remained open to the public, however no paid for or recorded activity has taken place during this time.

Performance highlights in admissions, participants and usage over the 2019-20 year included:

- An increase of 5,767 admissions across the Trust's Health & Fitness centres that included a 13% increase at the Mariner Centre Health & Fitness Centre, despite a significant closure for redevelopment. A further 8% increase at Stenhousemuir Gym resulted in admissions exceeding target by 9% for the year. Dips in performance at Bo'ness and Grangemouth will be addressed.
- The Trust's focus on health & wellbeing through participation in Health & Fitness Step Forth Walking programme dipped due to the cancellation of walks throughout March due to Covid-19, with participation much lower than normal.
- Efforts to bring Grangemouth Golf Course onto a more sustainable model, potentially for the community to run, were affected by Covid-19; performance was tracking 4% higher than last year prior to Covid-19 closure in March 2020. A focus on reducing costs and increasing usage will continue to March 2021.
- The number of Active Schools participant sessions we provided had increased by 7,605 before the Covid-19 cancellation of sessions reversed this into a 30,156 reduction compared to last year. Performance benefited from volunteer development as well as more focussed targeting of disengaged and non-participants.
- Participants in Programmed Activity at the Helix exceeded target by over 10%, with over 38,000 participants; this success is despite bad weather postponing several Christmas events which resulted in missing financial targets for these events.
- Visits to Muiravonside Country Park exceeded the target for visits by 9% but was significantly lower than last year with 34,435 fewer visits; a dramatic drop in visitor numbers was observed in the second half of March due to the Covid-19 pandemic.
- After last year's introduction of a professional pantomime at FTH, the second professional pantomime 'Aladdin' was universally well received and achieved 94% uptake against target with 10,957 attendances. Wider FTH attendance achieved close to target for the year despite the cancellation of all performances from mid-March onwards and the closure of the venue.
- Visits to Callendar House exceeded target throughout the year, only falling 3.5% short of the visits target at the end of the year. Despite the Covid-19 closure, visits were near-identical to last year which is largely attributable to increased usage of the tea room, and the introduction of a new afternoon tea offer in the refurbished drawing room.
- Participation in Sports Development coaching programmes increased by over 6% with 128,127 sessions and exceeded their target for the 2019-20 year; successes include the popularity of gymnastics classes at the new Carron Gymnastics Centre and continued growth in other sports.

Our customer satisfaction levels continued to be high as demonstrated through Tripadvisor certificates of excellence as well as maintaining 5 stars at the Helix and securing VisitScotland 4 star rating at Callendar House.

## Financial Review

The Group's financial results for the year 1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2020 are shown on pages 14 to 32. This shows a loss on unrestricted funds of £0.123m, after a transfer of £0.251m from restricted funds. The unrestricted fund has decreased to £1.784m (£1.907m as at 31<sup>st</sup> March 2019). Note that prior year adjustments were made and £0.363m was reinstated to reserves following a review of the capitalisation of Assets which had previously been treated as revenue expenditure, and to correct the treatment of the donation of Trading

# Group Strategic Report

Company surplus to the Charity accounts which should have been made in the year after the surplus was made, rather than in the same year.

Income totalled £20.154m (2018/19 - £19.440m). The year on year increase is mainly due to increased income achieved, primarily within Sports and Fitness (£0.437m), Parks and Recreation (£0.058m), and in the Trading Company (£0.095). In addition to this, there was increased income relating to activities funded by grants (£0.243m) in comparison to 2018/19. This increase in income is despite the impact of the Covid-19 restrictions which ultimately resulted in the closure of all facilities during March 2020. The impact of the closures was partly offset by Government Job Retention Scheme funding of £0.158m that was received. The overall funding received from Falkirk Council of £10.9m was lower than 2018/19 (£0.187m). Costs incurred of £20.360m have increased from the previous year (2018/19 - £19.467m). A large proportion of this is related to increased employee costs (£0.548m) which will be driven by the pay award agreed for 2019/20. Property costs have increased (£0.213m) with energy costs being a primary factor. Supplies and services increased (£0.02m), largely relating to costs tied to increased income. Finally, increased depreciation charges were recognised (£0.149m) relating to investment in fixed assets.

The Trust's wholly owned subsidiary, Falkirk Community Trading Limited, made a profit of £0.293m (2018/19: 0.349m), before accounting for a distribution of £0.349m (2018/19: £0.361m) to the Charity. The principal activity of the trading company is the provision of catering and retail services.

The Balance Sheet shows a bank balance of £1.254m (£2.171m as at 31 March 2019) and net assets of £1.943m (£2.149m as at 31 March 2019).

## Plans for the Future

The accounts have been prepared in a time of unprecedented challenge. The impact of the Covid-19 pandemic has meant that we have had almost no customer income for the first three months of the 2020/21 financial year. Our plans for the future are being reviewed and redrafted to take account of the "new" normal. Our approach to reopening takes account of the need to rebuild customer confidence in taking part in culture and sport activities in public buildings.

We have a committed workforce eager to return to work to reconnect with our loyal customer base who have been supporting our online and digital presence while the buildings have been closed. Our updated business planning notes that we can expect a significant shortfall in customer income compared to budget for 2020/21. However we are grateful for the support from Falkirk Council for their willingness to work closely with us to develop appropriate contingency plans. We are continuing to support the Council Strategic Property Review. It is hoped that the review will secure agreement for an investment programme for facilities that are to be retained. The recently renewed and refurbished health and fitness facility at the Mariner will offer existing and new customers a much improved experience including one of the first immersive cycling studios in Scotland. A replacement for FTH is still core to the Council regeneration plans for Falkirk Town Centre.

It is expected that 2021 will be a year of renewal and rebuilding to meet our strategic objectives while remaining true to our values most notably valuing the difference people make and placing customer needs at the heart of everything we do.

David White  
Chair of the Board  
Falkirk Community Trust Limited

Date: 5<sup>th</sup> November 2020

# Group Directors' Report

**Year ended 31 March 2020**

## 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 31<sup>st</sup> May 2011 and began to trade on 1<sup>st</sup> July 2011 to take responsibility for the management and operation of a range of community facing sport, recreation, arts, heritage and library services provided by Falkirk Council.

### Board of Directors

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

The Board has the ability to appoint two additional co-opted Directors to allow the Trust to benefit from relevant skill sets and expertise as required. Two co-opted Directors are appointed to the Board. The Chair of the Board is elected from the Independent Directors. The Directors are trustees for the purposes of charity law. A list of the current Directors including those who served during the accounting period can be found on Page 2.

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

### Induction and training of Directors

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

### Governance Structure

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

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



# Group Directors' Report

## Reserves Policy

The Trust has the following two 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 £0.218m and £0.358m. The unrestricted reserve at 31 March 2020 was £1.784m with £0.790m earmarked for offsetting future Depreciation costs, £0.153m earmarked to fund investment growth projects and £0.251m earmarked for Helix Asset Management Plan. This leaves £0.590m in the Unrestricted Fund. Note that £0.100m has been allocated from reserves to balance the 2020/21 budget position. 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 as recovery from the Covid-19 restrictions progresses.

### Restricted Funds – Grants and Other Funding

This fund represents grants and other income received for specific purposes, with the balances held to be applied in accordance with the funders' requirements. The balances held are detailed at Note 23 and shows an overall balance of £0.159m as at 31 March 2020.

### 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 impact of the Covid-19 restrictions and the ongoing current economic climate. In 2019/20 the overall funding from Falkirk Council reduced by £0.187m. Going forward it is anticipated that Falkirk Council will likely need to make significant financial savings. While the full impact of the Covid-19 emergency on the operation of the Trust remains unclear at this stage, the Trust's current Business Strategy for 2019-24 already gives consideration to a potential reduction in the service payment by as much as 50% by 2024 as a result of the underlying economic climate prior to the Covid-19 emergency. 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.

### Key Management Personnel

The Key Management Personnel are as follows:

Maureen Campbell, OBE	Chief Executive
Neil Brown	General Manager
Paul Finnie	Sports & Recreation Manager
Lesley O'Hare	Culture & Libraries Manager
Susie Crawford	Business Development Manager

Their remuneration is set by reference to the national local government pay and grading scheme.

### 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, bearing in mind their particular aptitudes and abilities.

# Group Directors' Report

## Auditors

Wylie & Bisset (Audit) Limited were appointed as auditors for 2 years covering the financial statements up to the year ended 31 March 2021. 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: 5<sup>th</sup> November 2020



# Statement of Trustees' Responsibilities

## Year ended 31 March 2020

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 Trustees and Members of Falkirk Community Trust Limited

**Year ended 31 March 2020**

### Opinion

We have audited the financial statements of Falkirk Community Trust Limited (the 'parent charitable company') for the year ended 31 March 2020 which comprise the Group and Parent Charitable Company's Statement of Financial Activities, the Group and Parent Charitable Company's Statements of Financial Position, the Group and Parent Charitable Company's Cash Flow Statements and the related 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, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2020, and of the group's and the parent charitable company's incoming resources and application of resources, including their income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006; 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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent 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 trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity'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 other information comprises the information included in the report and financial statements, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, 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 we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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

## 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 trustees' report, which includes the Strategic and Directors' reports prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic and Directors' report included within the trustees' report has 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 their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

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

## Responsibilities of Trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 10, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees 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 trustees are responsible for assessing the charity'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 trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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 auditor's 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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

# Independent Auditors' Report

## Use of our report

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

Jenny Simpson  
Senior Statutory Auditor  
For and on behalf of Wylie & Bisset (Audit) Limited

168 Bath Street  
Glasgow  
G2 4TP

Date: 5<sup>th</sup> November 2020

# Consolidated Statement of Financial Activities

(Incorporating a Group Income and Expenditure Account)

For year ended 31 March 2020

	Notes	2020			2019 - RESTATED		
		Unrestricted Fund £'000	Restricted Fund £'000	Total 2020 £'000	Unrestricted Fund £'000	Restricted Fund £'000	Total 2019 £'000
<b>Income and Endowments from:</b>							
Donations and Legacies	3	23	13	36	24	4	28
Charitable Activities							
-Provision of Leisure and Cultural Activities	4	5,665	1,234	6,899	5,277	969	6,246
-Contract with Falkirk Council		10,761	138	10,899	10,957	129	11,086
Other Trading Activities	5	2,135	-	2,135	2,054	-	2,054
Investments	6	27	-	27	26	-	26
Other Income	7	158	-	158	-	-	-
<b>Total Income</b>		<b>18,769</b>	<b>1,385</b>	<b>20,154</b>	<b>18,338</b>	<b>1,102</b>	<b>19,440</b>
<b>Expenditure on:</b>							
Raising Funds		1,842	-	1,842	1,705	-	1,705
Charitable Activities	8	17,301	1,217	18,518	16,729	1,033	17,762
<b>Total Expenditure</b>		<b>19,143</b>	<b>1,217</b>	<b>20,360</b>	<b>18,434</b>	<b>1,033</b>	<b>19,467</b>
<b>Net (Expenditure) / Income for the year</b>		<b>(374)</b>	<b>168</b>	<b>(206)</b>	<b>(96)</b>	<b>69</b>	<b>(27)</b>
Transfers between funds		251	(251)	-	(12)	12	-
<b>Net Movement in Funds</b>		<b>(123)</b>	<b>(83)</b>	<b>(206)</b>	<b>(108)</b>	<b>81</b>	<b>(27)</b>
<b>Fund Balance b/f at 1 April – as previously reported</b>		<b>1,544</b>	<b>242</b>	<b>1,786</b>	<b>2,015</b>	<b>161</b>	<b>2,176</b>
Prior Year Adjustments		363	-	363	-	-	-
<b>Fund Balances b/f at 1 April - Restated</b>	19	<b>1,907</b>	<b>242</b>	<b>2,149</b>	<b>2,015</b>	<b>161</b>	<b>2,176</b>
<b>Fund Balances carried forward at 31 March</b>	20-25	<b>1,784</b>	<b>159</b>	<b>1,943</b>	<b>1,907</b>	<b>242</b>	<b>2,149</b>

All of the above results are derived from continuing activities. All gains and losses recognised in the year ended 31 March 2020 are included above.

# Charity Statement of Financial Activities

(Incorporating the Charity Income and Expenditure Account)

For the Year ended 31 March 2020

	Notes	2020			2019 - RESTATED		
		Unrestricted Fund £'000	Restricted Fund £'000	Total 2020 £'000	Unrestricted Fund £'000	Restricted Fund £'000	Total 2019 £'000
<b>Income and Endowments from:</b>							
Donations and Legacies	3	23	13	36	24	4	28
Charitable Activities							
- Provision of Leisure and Cultural Activities	4	5,665	1,234	6,899	5,277	969	6,246
- Contract with Falkirk Council		10,761	138	10,899	10,957	129	11,086
Investments	6	376	-	376	387	-	387
Other Income	7	1,095	-	1,095	825	-	825
<b>Total Income</b>		<b>17,920</b>	<b>1,385</b>	<b>19,305</b>	<b>17,470</b>	<b>1,102</b>	<b>18,572</b>
<b>Expenditure On:</b>							
Charitable Activities	8	17,301	1,217	18,518	16,729	1,033	17,762
Other Expenditure	9	937	-	937	825	-	825
<b>Total Expenditure</b>		<b>18,238</b>	<b>1,217</b>	<b>19,455</b>	<b>17,554</b>	<b>1,033</b>	<b>18,587</b>
<b>Net (Expenditure) / Income for the year</b>		<b>(318)</b>	<b>168</b>	<b>(150)</b>	<b>(84)</b>	<b>69</b>	<b>(15)</b>
Transfers between Funds		251	(251)	-	(12)	12	-
<b>Net Movement in Funds</b>		<b>(67)</b>	<b>(83)</b>	<b>(150)</b>	<b>(96)</b>	<b>81</b>	<b>(15)</b>
<b>Fund Balances b/f at 1 April – as previously reported</b>		<b>1,544</b>	<b>242</b>	<b>1,786</b>	<b>2,015</b>	<b>161</b>	<b>2,176</b>
Prior Year adjustments		14	-	14	(361)	-	(361)
<b>Fund Balances b/f at 1 April - Restated</b>	19	<b>1,558</b>	<b>242</b>	<b>1,800</b>	<b>1,654</b>	<b>161</b>	<b>1,815</b>
<b>Fund Balances carried forward at 31 March</b>	20-24	<b>1,491</b>	<b>159</b>	<b>1,650</b>	<b>1,558</b>	<b>242</b>	<b>1,800</b>

All of the above results are derived from continuing activities. All gains and losses recognised in the year ended 31 March 2020 are included above.

# Consolidated and Charity Statement of Financial Position

At 31 March 2020

		Group 2020 £'000	Charity 2020 £'000	Restated Group 2019 £'000	Charity 2019 £'000
	Note				
<b>Fixed Assets</b>					
Tangible assets	13	1,074	1,074	625	625
<b>Current Assets</b>					
Stocks	15	121	-	108	-
Debtors	16	675	658	753	753
Cash in Hand		1,254	1,248	2,171	2,143
		<b>2,050</b>	<b>1,906</b>	<b>3,032</b>	<b>2,896</b>
<b>Current Liabilities</b>					
Creditors : amounts falling due in one year	17	<b>1,181</b>	<b>1,330</b>	<b>1,508</b>	<b>1,721</b>
<b>Net Current Assets</b>		869	576	1,524	1,175
<b>NET ASSETS</b>		<b>1,943</b>	<b>1,650</b>	<b>2,149</b>	<b>1,800</b>
<b>Unrestricted Funds</b>					
Unrestricted Income Funds	22	1,784	1,491	1,907	1,558
		1,784	1,491	1,907	1,557
<b>Restricted Funds</b>					
Grant and Other Funding	23	159	159	242	242
		159	159	242	242
<b>TOTAL FUNDS</b>		<b>1,943</b>	<b>1,650</b>	<b>2,149</b>	<b>1,800</b>

The financial statements were approved and authorised for issue by the Board on 5<sup>th</sup> November 2020 and signed on its behalf by:

David White  
Chair of the Board  
Falkirk Community Trust

# Cash Flow Statement

For the Year ended 31 March 2020

## Consolidated Cash Flow Statement

	Notes	Total 2020 £'000	Restated Total 2019 £'000
<b>Operating Activities</b>			
Net Income/(Expenditure)		(206)	(27)
Adjustments	25a	160	10
Working Capital Movements	25b	(262)	(1,057)
<b>Cashflow from Operating Activities</b>		<b>(308)</b>	<b>(1,074)</b>
<b>Investing Activities</b>			
Purchases of property, plant and equipment		(657)	(463)
Proceeds from sale of property, plant and equipment		21	18
Interest Received		27	26
<b>Cashflow from Investing Activities</b>		<b>(609)</b>	<b>(419)</b>
<b>Net Change in Cash and Cash Equivalents</b>		<b>(917)</b>	<b>(1,493)</b>
<b>Cash and Cash Equivalents at 1 April</b>	25c	<b>2,171</b>	<b>3,664</b>
<b>Cash and Cash Equivalents at 31 March</b>	25c	<b>1,254</b>	<b>2,171</b>

## Charity Cash Flow Statement

	Notes	Total 2020 £'000	Restated Total 2019 £'000
<b>Operating Activities</b>			
Net Income/(Expenditure)		(150)	(15)
Adjustments	25a	(189)	(351)
Working Capital Movements	25b	(296)	(1,081)
<b>Cashflow from Operating Activities</b>		<b>(635)</b>	<b>(1,447)</b>
<b>Investing Activities</b>			
Purchases of property, plant and equipment		(657)	(463)
Proceeds from sale of property, plant and equipment		21	18
Donation from Trading Company		349	361
Interest Received		27	26
<b>Cashflow from Investing Activities</b>		<b>(260)</b>	<b>(58)</b>
<b>Net Change in Cash and Cash Equivalents</b>		<b>(895)</b>	<b>(1,505)</b>
<b>Cash and Cash Equivalents at 1 April</b>	25c	<b>2,143</b>	<b>3,648</b>
<b>Cash and Cash Equivalents at 31 March</b>	25c	<b>1,248</b>	<b>2,143</b>



## For the Year ended 31 March 2020

### 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 preparing the financial statements

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006 as applicable to companies subject to the small companies regime.

The financial statements have been prepared on the historical cost convention. The principal accounting policies adopted are set out below.

The financial statements are prepared in Sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

#### Going Concern

At the time of approving the financial statements the Directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus the Directors 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 2020.

#### 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.

## 2. Accounting policies (continued)

### 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.

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 £10,000 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 4-15 years. The assets are reviewed annually for impairment. In 2019/20 there was a change to the estimation technique for depreciation, changing to applying a depreciation charge in the year of acquisition and none in the year of disposal. Previously there was no charge in year of acquisition and a charge (where still applicable) in the year of disposal. The impact of this change in 2019/20 accounts is that the depreciation charge is £108,515 higher than it would have been under the old technique.

### Fixed Asset Investments

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

### Taxation

The company is a charitable company within the meaning of Paragraph 1 Schedule 6 of the Finance Act 2010. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 of Part 11 of the Corporation Tax Act 2010 and section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that such income or gains are applied for charitable purposes only.

### 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.

## 2. Accounting policies (continued)

### **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 in hand, deposits held at call with banks and other short-term liquid investments with original maturities of three months or less.

### **Financial Instruments**

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

### **Loans and receivables**

Trade debtors, loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'loans and receivables'. Loans and receivables are measured at amortised cost using the effective interest method, less any impairment.

Interest is recognised by applying the effective interest rate, except for short-term receivables when the recognition of interest would be immaterial.

### **Impairment of financial assets**

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. The impairment loss is recognised in profit or loss.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

### **Derecognition of financial assets**

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the company transfers the financial asset and substantially all the risks and rewards of ownership to another entity.

### **Basic financial liabilities**

Basic financial liabilities are initially measured at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest.

### **Derecognition of financial liabilities**

Financial liabilities are derecognised when the company's contractual obligations expire or are discharged or cancelled.

## 2. Accounting policies (continued)

### Employee Benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received. Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee, or to provide termination benefits.

## 3. Donations and Legacies (Group & Charity)

	Unrestricted Fund £'000	2020 Restricted Fund £'000	TOTAL £'000
Other Donations	23	13	36
	<b>23</b>	<b>13</b>	<b>36</b>

	Unrestricted Fund £'000	2019 Restricted Fund £'000	TOTAL £'000
Other Donations	24	4	28
	<b>24</b>	<b>4</b>	<b>28</b>

## 4. Income from provision of Leisure and Cultural Activities (Group & Charity)

	Unrestricted Fund £'000	2020 Restricted Fund £'000	TOTAL £'000
Fees, Charges & Admissions	5,330	7	5,337
Sales	25	12	37
Grant Income	-	810	810
Rental Income	1	-	1
Miscellaneous Income	309	405	665
	<b>5,665</b>	<b>1,234</b>	<b>6,899</b>

	Unrestricted Fund £'000	2019 Restricted Fund £'000	TOTAL £'000
Fees, Charges & Admissions	4,880	24	4,904
Sales	46	12	58
Grant Income	-	917	917
Rental Income	87	-	87
Miscellaneous Income	264	16	280
	<b>5,277</b>	<b>969</b>	<b>6,246</b>

## 5. Income from Other Trading Activities

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

	<b>Total 2020 £'000</b>	<b>Restated Total 2019 £'000</b>
Turnover from Trading Activities	2,135	2,054
Cost of sales and administration costs	(1,842)	(1,705)
<b>Net Profit/(Loss) on ordinary activities before taxation</b>	<b>293</b>	<b>349</b>
Taxation on profit/(loss) on ordinary activities	-	-
<b>Profit/(Loss) for the period</b>	<b>293</b>	<b>349</b>
<b>The assets and liabilities of the Trading Company are:</b>		
Current Assets	363	430
Current Liabilities	(70)	(81)
<b>Net Current Assets</b>	<b>293</b>	<b>349</b>
<b>Net Assets</b>	<b>293</b>	<b>349</b>

## 6. Investment Income

	<b>2020</b>		<b>Restated 2019</b>	
	<b>Group £'000</b>	<b>Charity £'000</b>	<b>Group £'000</b>	<b>Charity £'000</b>
Charitable Donation from Subsidiary	-	349	-	361
Bank and Other Interest	27	27	26	26
	<b>27</b>	<b>376</b>	<b>26</b>	<b>387</b>

## 7. Other Income

	<b>2020</b>		<b>Restated 2019</b>	
	<b>Group £'000</b>	<b>Charity £'000</b>	<b>Group £'000</b>	<b>Charity £'000</b>
Job Retention Scheme Funding	158	158	-	-
Recharge of Trading Staffing Costs	-	937	-	825
	<b>158</b>	<b>1,095</b>	<b>-</b>	<b>825</b>

# Notes to the Accounts

## 8. Costs of providing Leisure and Cultural Activities (Group & Charity)

	2020 £'000	Restated 2019 £'000
Wages and salaries	8,882	8,565
Social security costs	646	619
Employer pension costs	1,710	1,599
Voluntary Severance	24	22
Apprenticeship Levy	46	44
Other Staff costs	146	168
Property Expenses	2,130	1,938
Transport Expenses	180	177
Supplies and Services	4,754	4,630
	<b>18,518</b>	<b>17,762</b>

## 9. Other Expenditure - Charity

	2020 £'000	Restated 2019 £'000
Staff Costs for Trading Company - Recharged	937	825

## 10. Governance Costs - Group

	2020 £'000	2019 £'000
Audit Fees - Charity	9	9
Audit Fees - Trading Company	2	2
	<b>11</b>	<b>11</b>

Audit fees for the charity are included within Costs of providing Leisure & Cultural Activities. Audit fees for the subsidiary are included in Expenditure on Raising Funds.

## 11. Staff numbers and Costs

The remuneration and associated costs of the company were:-

	Group 2020 £'000	Charity 2020 £'000	Group 2019 £'000	Charity 2019 £'000
Wages and salaries	9,641	9,641	9,246	9,246
Social security costs	679	679	647	647
Pension costs	1,825	1,825	1,708	1,708
Severance Costs	24	24	22	22
Apprenticeship Levy	49	49	47	47
Other Staff Costs	173	173	172	172
	<b>12,391</b>	<b>12,391</b>	<b>11,842</b>	<b>11,842</b>

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

	Group 2020 Number	Charity 2020 Number	Group 2019 Number	Charity 2019 Number
£70,000 - £79,999	1	1	1	1
£90,000 - £100,000	1	1	1	1

# Notes to the Accounts

## 11. Staff numbers and Costs (Contd)

Pension costs in relation to those employees earning over £60,000 totalled £38,950 (2019: £37,000).

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

	2020 £'000	2019 £'000
Key Management Personnel Remuneration	492	439

Redundancy Payments totalling £24,406 were made to 3 members of staff (2019: £21,600 2 staff)

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

	Group 2020 No.	Charity 2020 No.	Group 2019 No.	Charity 2019 No.
Business Development	23	23	19	19
Parks & Recreation	26	26	29	29
Libraries	52	52	52	52
Arts	29	29	31	31
Heritage	5	5	6	6
Sport & Fitness	143	143	148	148
Helix	21	21	21	21
Trading Subsidiary	26	26	26	26
	<b>325</b>	<b>325</b>	<b>332</b>	<b>332</b>

\* The figures above do not include Casual Seasonal staff

		2020	2019
Average Employee Numbers	- Full Time	195	188
	- Part Time	320	313
	<b>Total</b>	<b>515</b>	<b>501</b>

## 12. Net Income / (Expenditure) for the year (Group)

	2020 £'000	2019 £'000
Net Income / (Expenditure) for the year is stated after charging/(crediting):		
Depreciation	202	54
Auditor's Remuneration	11	11
Interest Received	(27)	(26)
(Gain)/Loss on Disposal of assets	(15)	(18)

# Notes to the Accounts

## 13. Tangible fixed assets (Group and Charity)

	Vehicles, Plant & Equipment £'000
<i>Cost or Valuation</i>	
At 1 April 2019 - Restated	975
Additions	657
Disposals	(50)
At end of year	<b>1,582</b>
<i>Depreciation</i>	
At 1 April 2019	350
Charge for the year	202
Disposals	(44)
At end of year	<b>508</b>
<i>Net Book Value</i>	
<b>At 31 March 2020</b>	<b>1,074</b>
At 31 March 2019 - Restated	625

On transition to FRS102 Fixed Asset valuations were frozen and held to be at deemed cost. Tangible Fixed Assets would revert to Falkirk Council in the event that the Funding Agreement with the Council was terminated. See Note 28 for further details.

## 14. 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 historic cost of the investment is £1 (2019 - £1).

## 15. Stock

	Group 2020 £'000	Charity 2020 £'000	Group 2019 £'000	Charity 2019 £'000
Stock	121	-	108	-

## 16. Debtors

	Group 2020 £'000	Charity 2020 £'000	Restated Group 2019 £'000	Charity 2019 £'000
Trade debtors	323	320	176	164
Amounts due from related parties	-	-	473	489
Corporation Tax	3	3	10	10
Prepayments and accrued income	349	335	94	90
	<b>675</b>	<b>658</b>	<b>753</b>	<b>753</b>



# Notes to the Accounts

## 17. Creditors: Amounts falling due within one year

	Group 2020 £'000	Charity 2020 £'000	Restated Group 2019 £'000	Charity 2019 £'000
Trade creditors	224	195	693	662
Amounts due to related parties	123	112	-	-
Due to Subsidiary Undertaking	-	219	-	279
Social security costs and other taxes	272	248	268	235
Annual Leave accrual	201	201	204	204
Deferred Income (Note 18)	146	146	119	119
Other creditors and accruals	215	209	224	222
	<b>1,181</b>	<b>1,330</b>	<b>1,508</b>	<b>1,721</b>

## 18. Deferred Income (Group and Charity)

	2020 £'000	2019 £'000
Balance at 1 April	119	112
Amount released to Income in the year	(119)	(112)
Amount deferred in the year	146	119
<b>Balance at 31 March</b>	<b>146</b>	<b>119</b>

Deferred Income relates to payments in advance for events occurring post year end.

## 19. Prior Year Adjustments

### a. Asset Capitalisation

Following a review of items which had been purchased in 2018/19 as part of Income Growth initiatives, it was deemed that some of these items were in fact capital in nature and should be treated as such in the accounts. These items included the Soft Play Frame in the Mariner Centre, Gymnastics Equipment for the Carron Gymnastics Centre and Audio-Visual Equipment for Falkirk Town Hall. The impact of this was to reinstate the expenditure to the Revenue Account and to take the expenditure to the Balance Sheet where it will be written off over the useful life of the assets. The cost of these assets was £363k. These funds were placed in a separate Asset Replacement Reserve with the intention of using the funds to offset the additional depreciation in the years to come.

### b. Trading Company Donation to the Charity

An error in the previous treatment of the Trading Company's donation of its annual surplus back to the Charity was identified which highlighted that, as a Deed of Covenant was not in place between the Charity and the Trading Company, any Surplus from the Trading Company should be accounted for in the year after the surplus was made. The 2018/19 donation of £349k was removed and the 2017/18 donation of £361k was added to correct the error made in the 2018/19 accounts.

### c. VAT adjustments

Due to a correction in the treatment of VAT on some income streams a voluntary disclosure was made to HMRC for underpayment of VAT which covered previous year's accounts. The prior year adjustment resulted in a VAT creditor being created which was offset by a corresponding related party debtor. In addition, an apportionment of the year end VAT creditor was reassigned to the Trading Company to correctly reflect the source of the VAT liability.

# Notes to the Accounts

## d. Trading Company staffing recharges

As the staff who work in Trading Company sites are not employed by the Trading Company but remain employees of the Parent Charity, their costs should have been treated as an additional cost in the Charity accounts and subsequently recharged to the Trading Company.

	Group 31 March 2019 £'000	Charity 31 March 2019 £'000
<b>Reconciliation of Equity</b>		
Fund Balances as previously stated at 31 March 2019	1,786	1,786
Creation of Asset Replacement Reserve	363	363
Correction to treatment of Trading Donation	-	(349)
Removal of HMRC VAT Debtor	(154)	
Addition of HMRC VAT Creditor	(21)	
Addition of Related Party Debtor for VAT Income	175	
Allocation of VAT Creditor to Trading Company		15
Correction to Intercompany Creditor balance		(15)
<b>Fund Balances as restated at 31 March 2019</b>	<b>2,149</b>	<b>1,800</b>

	Group 31 March 2019 £'000	Charity 31 March 2019 £'000
<b>Reconciliation of net movement in funds</b>		
Net Income/(Expenditure) 2018/19	(390)	(390)
Capitalisation of Equipment	363	363
Correction to treatment of Trading Donation		
- Remove 2018/19 Trading Surplus	-	(349)
- Add 2017/18 Trading Surplus – Distributed under Gift Aid	-	361
Correction for Trading Account Staff Costs		
- Add Trading Staff Cost	-	825
- Add Recharge Income	-	(825)
<b>Net Income / (Expenditure) 2018/19 – Restated</b>	<b>(27)</b>	<b>(15)</b>

# Notes to the Accounts

## 20. Analysis of Net Assets between Funds (Group)

	Unrestricted Funds £'000	2020 Restricted Funds £'000	Total £'000
Fixed Assets	1,074	-	1,074
Stocks	121	-	121
Debtors	460	215	675
Bank	1,249	5	1,254
Creditors	(1,121)	(61)	(1,181)
<b>Total</b>	<b>1,784</b>	<b>159</b>	<b>1,943</b>

	Unrestricted Funds £'000	2019 (Restated) Restricted Funds £'000	Total £'000
Fixed Assets	625	-	625
Stocks	108	-	108
Debtors	572	181	753
Bank	2,053	118	2,171
Creditors	(1,451)	(57)	(1,508)
<b>Total</b>	<b>1,907</b>	<b>242</b>	<b>2,149</b>

Tangible Fixed Assets are accounted for as unrestricted assets, however they are subject to a restriction which crystallises on expiry or termination of the Funding Agreement.

## 21. Summary of Movement in Funds (Group)

	Restated Fund Balances@ 1 Apr 19 £'000	Incoming Resources £'000	Resources Expended £'000	Surplus/( Deficit) £'000	Transfers In/(Out) £'000	Fund Balances @ 31 Mar 20 £'000
Unrestricted Funds	1,907	18,769	(19,143)	(374)	251	1,784
Restricted Funds	242	1,385	(1,217)	168	(251)	159
	<b>2,149</b>	<b>20,154</b>	<b>(20,360)</b>	<b>(206)</b>	<b>-</b>	<b>1,943</b>

	Restated Fund Balances@ 1 Apr 18 £'000	Restated Incoming Resources £'000	Restated Resources Expended £'000	Restated Surplus/ (Deficit) £'000	Transfers In/(Out) £'000	Restated Fund Balances @ 31 Mar 19 £'000
Unrestricted Funds	2,015	18,338	(18,434)	(96)	(12)	1,907
Restricted Funds	161	1,102	(1,033)	69	12	242
	<b>2,176</b>	<b>19,440</b>	<b>(19,467)</b>	<b>(27)</b>	<b>-</b>	<b>2,149</b>

## 21. Summary of Movement in Funds (Group) (Contd)

### Unrestricted Funds

Unrestricted Funds can be used at the discretion of the Board of Trustees in furtherance of the objects of the Trust. Further detail is given in Note 22.

### Restricted Fund

The Restricted Fund represents funds received from external organisations for specific purposes. Further detail is given in Note 23.

## 22. Unrestricted Funds (Group)

Unrestricted Funds have been designated for the following use:

	Fund Balances Brought Forward 1 Apr 2019	Incoming Resources	Resources Expended	Reserve Transfer In / (Out)	Fund Balances Carried Forward 31 Mar 2020
	£'000	£'000	£'000	£'000	£'000
Unrestricted Reserve	776	18,769	(19,143)	188	590
Helix – Asset Management Plan	177			74	251
Income Growth Projects	386			(233)	153
Asset Replacement Reserve	362			428	790
Voluntary Severance	206			(206)	-
<b>TOTAL</b>	<b>1,907</b>	<b>18,769</b>	<b>(19,143)</b>	<b>251</b>	<b>1,784</b>

	Fund Balances Brought Forward 1 Apr 2018	Restated Incoming Resources	Restated Resources Expended	Reserve Transfer (Out) / In	Restated Fund Balances Carried Forward 31 Mar 2019
	£'000	£'000	£'000	£'000	£'000
Unrestricted Reserve	916	18,338	(18,434)	(44)	776
Helix – Asset Management Plan	92			85	177
Income Growth Projects	780			(394)	386
Asset Replacement Reserve	-			362	362
Voluntary Severance	227			(21)	206
<b>TOTAL</b>	<b>2,015</b>	<b>18,338</b>	<b>(18,434)</b>	<b>(12)</b>	<b>1,907</b>

### **Unrestricted Reserve**

Funds for the general running of the Charity.

### **Helix – Asset Management Plan**

Funds earmarked to cover cyclical maintenance within Helix Park. This is a requirement of the 'Big Lottery' as the main funder of the project, to ensure that the park operates at the same level in 40 years' time (the length of the lease). A budgeted amount is added to the fund each year with the costs of any works deemed to fall within the Asset Management Plan being met from the fund each year.

### **Income Growth Projects**

Funds agreed to be earmarked to develop Income Generating projects at various locations across the Trust. Funds are transferred to the Unrestricted reserve fund to cover any spend on such projects that has been incurred during the financial year.

## 22. Unrestricted Funds (Group) (Contd)

### Asset Replacement Reserve

Funds set aside from the capitalisation of previous revenue spend to be used to offset future depreciation charges for such assets. Funds are transferred from this fund to the unreserved fund at year end to cover the depreciation charges for these assets.

### Voluntary Severance Fund

Funds which had been originally earmarked to cover potential one off costs for Voluntary Severance which did not materialise in 2019/20. The Trust continued to follow the Council's wishes in adhering to their policy by not enacting compulsory redundancies in 2019/20.

## 23. Restricted Funds (Group & Charity)

Analysis by fund of amounts received during the year and where the fund balance at 31 March 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 Balances Brought Forward 1 Apr 2019	Incoming Resources	Resources Expended	Reserve Transfer (Out) / In	Fund Balances Carried Forward 31 Mar 2020
	£'000	£'000	£'000	£'000	£'000
Hippodrome Festival	27	93	(89)		31
Youth Music Initiative	18	208	(226)		-
Active Schools	30	454	(471)		13
Muiravonside Park	5	-			5
Callendar Park - Play Park	-	274	-	(263)	11
Callendar Park – WIATT Project	-	91	(69)		22
Callendar Park - Other	5	7	(11)		1
Helix Events	5	33	(38)		-
Libraries – Care Words Project	39	31	(29)		41
Libraries - Other	39	1	(36)		4
Great Places	25	90	(127)	12	-
Others	49	103	(121)		31
<b>TOTAL</b>	<b>242</b>	<b>1,385</b>	<b>(1,217)</b>	<b>(251)</b>	<b>159</b>

	Fund Balances Brought Forward 1 Apr 2018	Incoming Resources	Resources Expended	Reserve Transfer (Out) / In	Fund Balances Carried Forward 31 Mar 2019
	£'000	£'000	£'000	£'000	£'000
Hippodrome Festival	12	114	(99)		27
Youth Music Initiative	18	178	(178)		18
Active Schools	24	469	(463)		30
Muiravonside Park Projects	11	50	(56)		5
Callendar Park Projects	20	35	(50)		5
Helix Events	8	31	(34)		5
Libraries – Care Words Project	31	29	(21)		39
Libraries Projects	7	44	(12)		39
Great Places	-	33	(20)	12	25
Others	30	119	(100)		49
<b>TOTAL Restricted Funds</b>	<b>161</b>	<b>1,102</b>	<b>(1,033)</b>	<b>12</b>	<b>242</b>

## 23. Restricted Funds (Group & Charity) (Contd)

### Hippodrome Festival

Creative Scotland Grant given for the Silent Film Festival programme held at the Hippodrome Cinema. Other smaller grants are also given by other various organisations.

### 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

Funds for Reed Bed project and Wild about Wildlife project

### Callendar Park Projects

Funding of £273,982 from variety of sources was given to replace the Play Park within Callendar Park. In addition, Forestry Commission Funding to the value of £91,340 was received under the Forestry Grant Scheme for improvements to the Park. A further £5,500 was received to install solar lights to the paths network in the Park

### Helix Events

EventScotland/VisitScotland provided £22,500 to host the Fire & Light Event on New Year's Day at the Helix. £4,925 was received from the MacRobert Trust and Falkirk Council contributed £6,000 from the Regional Improvement Collaborative for the STEM event in May.

### Libraries – Care Words Project

The final tranche of Lottery Funding of £31,005 (Total award was £91,530) was received 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

In 2018/19, £36,000 was given for Library Live Phase 2 project and £8,000 given from Scottish Book Trust for Scottish Book Week and Digital Storytellers in Residence. £750 was received in 2019/20 for Scottish Book Week events.

### Great Places

Year 2 contribution from both Falkirk Council and Scottish Canals towards Falkirk – landscape, industry and work, linking heritage routes and industrial transformation. The second drawdown of funds from Heritage Lottery Fund was also included in 2019/20. The transfer in for the year represents the agreed contribution from Falkirk Community Trust for the project

### Transfers

Funds were transferred from the Callendar Park – Play Park fund to the Unrestricted Asset Replacement Reserve to cover future depreciation charges for the capitalised asset that the funds were used to purchase. The transfer into the Great Places Fund is the Group's agreed annual contribution to the Project. It is transferred from the Unrestricted Reserve.

# Notes to the Accounts

## 24. Government Grants

Income from Government Grants

Funder	Project/Event	Amount Received 2019/20	Amount Received 2018/19
EventScotland	Fire & Light	£22,500	£25,000
Creative Scotland	YMI	£175,599	£175,599
	HippFest	£60,000	£46,000
Scottish Government	Falkirk Science Festival	£10,000	£5,000
Heritage Lottery Fund	Great Place Falkirk	£57,943	£11,423
	Year of Young People Projects	-	£14,100
SLIC	Library Live Project	-	£35,700
HMRC	Job Retention Scheme	£158,460	-

## 25. Notes to the cashflow statement

	Group		Charity	
	2020 Total	Restated 2019 Total	2020 Total	Restated 2019 Total
	£'000	£'000	£'000	£'000
(a) Adjustments				
Depreciation	202	54	202	54
(Gain)/Loss of Disposal of Assets	(15)	(18)	(15)	(18)
Donation from Trading Company	-	-	(349)	(361)
Interest Received	(27)	(26)	(27)	(26)
	<b>160</b>	<b>10</b>	<b>(189)</b>	<b>(351)</b>
(b) Working Capital Movements				
(Increase)/Decrease in Stocks	(13)	(18)	-	-
(Increase)/Decrease in Debtors	78	(402)	95	(410)
Increase/(Decrease) in Creditors	(327)	(637)	(391)	(671)
	<b>(262)</b>	<b>(1,057)</b>	<b>(296)</b>	<b>(1,081)</b>
(c) Cash Balances				
Cash at Bank and in hand	1,254	2,171	1,248	2,143
Bank Overdraft	-	-	-	-
<b>Total Cash and Cash Equivalents</b>	<b>1,254</b>	<b>2,171</b>	<b>1,248</b>	<b>2,143</b>

## 26. Pension Scheme

Employees of the company are members of Falkirk Council Pension Fund. Contributions in the period relating to those employees amounted to £1.825m and the amount of outstanding contributions at the 31 March 2020 amounted to £0.190m.

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 2020 the employer contribution rate was 22.5%.

## 27. 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 2020, Falkirk Council made a payment of £10,899m to the group and leased the facilities occupied by the company for a peppercorn rent.

At 31 March 2020, Falkirk Council owed the group £0.150m and the group owed Falkirk Council £0.273m (including amounts due to Falkirk Council Pension Fund) in relation to normal trading activities. This has been set-off and the net creditor in the accounts totals £0.123m. 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.

During the period the following six Elected Members from Falkirk Council served on the Board: Councillors Lorna Binnie, Joan Coombes, Jim Flynn, Cecil Meiklejohn, Niall Coleman and John McLuckie. No Director received any remuneration in their roles as Directors.

## 28. Contingent Liability

In consideration of Falkirk Council transferring consumable assets and equipment such as sports equipment and office furniture to Falkirk Community Trust, the Company agreed to assume a debt to the value of £5m indexed annually – present day value is £5.692m, after CPI being applied annually since 2012. 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.

## 29. 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 2019-20  
**Meeting:** Falkirk Community Trust Board  
**Date:** 5 November 2020  
**Author:** Business Development Manager

**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.

**2. Annual Report 2019-20**

- 2.1 The Annual Report has been written to give a balanced view of the Trust's performance. This report follows the same format as previous years, with particular emphasis on development, inclusion and partnerships. Several features have been included to give our stakeholders a good depth of understanding of the work that we do, and the positive impact it has on our community.
- 2.2 The report also includes high level performance results, a summary of trading performance and a summary of the Annual Accounts. The reader is directed to the Annual Accounts and to full performance reports, both detailed on the website.
- 2.3 As with the previous Annual Reports, the design aims to generate a vibrant and graphic presentation and uses attractive and inspiring images that represent our community and the work that we do. The report will be available digitally with film and animation embedded throughout the document and published both on the website and as printed documents. To keep costs to a minimum, we will print a small amount, 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.
- 2.4 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 more customer-friendly version will be created for a community audience to enable the Trust to report performance publicly in the local area more effectively.

**3 Recommendation**

- 3.1 **The Board is asked to approve the publication of the Annual Report 2019-20 along with a condensed version and note that it will be reported to Falkirk Council.**



Susie Crawford  
Business Development Manager



2019-2020  
annual report



Thank you

The following organisations supported the work of the Trust during 2019-20 either through a grant award, sponsorship or providing in-kind support

The following organisations supported the work of the Trust during 2019-2020:

- Action Earth
- Agnes Watt Trust Fund
- Barony Players
- Bo’ness & Kinneil Railway
- Bo’ness Community Bus
- British Association for American Studies
- Central Scotland Green Network Trust
- Coach Academy
- Community Schools 2008 Charity
- Confucius Institute for Scotland
- Corbie Inn
- Creative Scotland
- EB Scotland funds distributed by Falkirk Environment Trust
- EventScotland
- Falkirk Delivers
- Falkirk Environment Trust
- Falkirk Council
- Film Archives UK (FAUK)
- Film Hub Midlands
- Film Hub Scotland

- Forestry Commission (now known as Forestry and Land Scotland)
- Forth Rivers Trust
- Friends of Kinneil
- Goethe Institute Glasgow
- Grid Iron
- Historic Environment Scotland
- Hobart Charitable Trust
- Independent Cinema Office
- INDY Cinema
- Inner Forth Futures Fund
- Italian Cultural Institute of Edinburgh
- LEADER
- The European Agricultural Fund for Rural Development: Europe Investing in rural areas, through LEADER Kelvin Valley and Falkirk LAG.
- London Australian Film Festival
- McCorquodale Charitable Trust
- Museums Galleries Scotland
- National Film and Sound Archive Australia
- National Lottery Community Fund

- National Film & Sound Archive of Australia
- National Lottery Heritage Fund: Great Place and Rediscovering the Antonine Wall
- NLS Moving Image Archive
- Regional Improvement Collaborative
- Richmond Park Hotel
- Royal Scottish Country Dance Society - Falkirk Branch
- San Francisco Silent Film Festival
- Scottish Canals
- Scottish Book Trust
- Scottish Government
- Scottish Music Centre
- Screen Scotland
- Stenhousemuir Gymnastics Club
- Tesco
- The MacRobert Trust
- Tryst Gymnastics Club
- University of Glasgow
- VisitFalkirk
- Yorkshire Silent Film Festival
- Young Start
- ...and generous donations from the public

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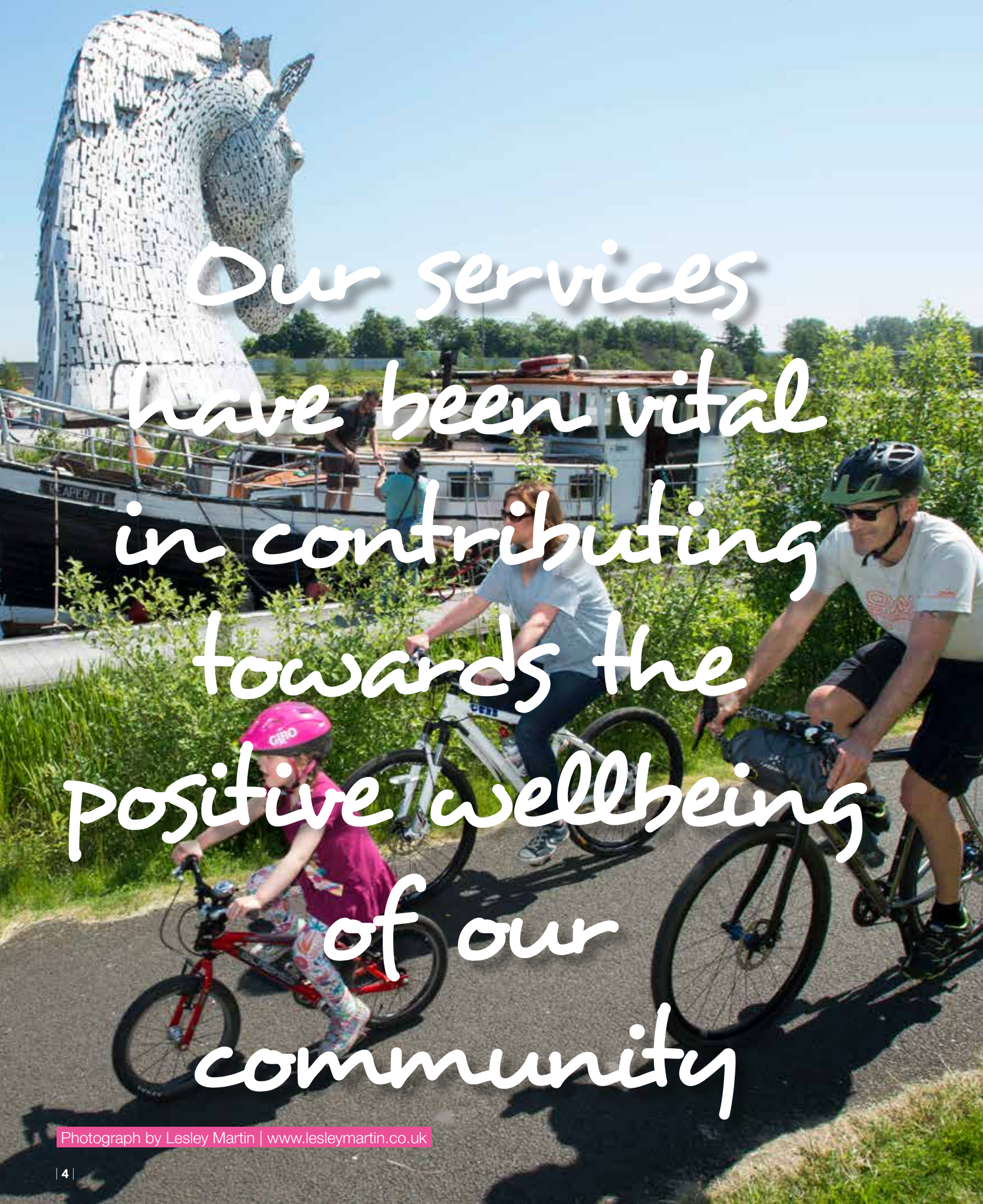


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Falkirk Community Trust gratefully acknowledges the support of Falkirk Council.

Front cover picture of The Forestry Improvement Plan at Callendar Park.





Our services  
have been vital  
in contributing  
towards the  
positive wellbeing  
of our  
community

Photograph by Lesley Martin | [www.lesleymartin.co.uk](http://www.lesleymartin.co.uk)

## Welcome

Nothing could have prepared us for how the financial year was to end in March 2020. The closure of all our venues on 18 March 2020 as the whole country went into lockdown has been the toughest time we have faced as an organisation, but it has also brought out the very best in our people.



We have remained focused on our core objectives and stayed true to our vision and mission, and I cannot praise the staff, management team and Board highly enough. Their dedication and energy in responding quickly and decisively to a continually evolving situation has been commendable and inspirational.

Our teams have gone the extra mile for our community; adapting and innovating to remain connected and supportive of each other, our communities and our wider stakeholders in this new, distanced world.

The role we play in our community was amplified during lockdown, as we adapted swiftly to provide virtual alternatives to valuable services. From online fitness classes to mental health advice and library access, the services we provided during the lockdown were well received and considered a lifeline for some of the most vulnerable people in our community.

Throughout this crisis, the public parks managed by the Trust - Callendar Park, The Helix Park, Kinneil Estate and Muiravonside Country Park – have been essential places for local people to enjoy and boost their wellbeing. I'd like to take this opportunity to thank Falkirk Council for their ongoing support across the year and in particular for their financial support during the Covid 19 crisis.

While the pandemic has dominated 2020, we must not let it cast a shadow over the achievements of the Trust earlier in the financial year – there were many successes in which we should all take great pride. Our libraries have embraced the digital age, and there's been record demand for library services

as a result. Our commitment to delivering excellent customer service has seen improved quality assurance grading for our leisure and sports facilities, as well as increased use and increased revenue.

We've invested in play facilities, heritage development and inclusion projects that empower and enable people in our community. Our volunteers and our services have achieved recognition in multiple awards and competitions, and our approach to partnership working has helped secure new resources, such as a grant to help us catalogue and make publicly accessible the historically significant archive collection of Falkirk Football Club.

My sincere thanks go to our staff, volunteers and funding partners for their hard work, enthusiasm and support over the past year. In particular, I would also like to express my gratitude to Jane Clark, who retired from her post as Policy Development Manager in March, after 36 years of service. Jane had a crucial role in the development of our five-year business plan, and her dedication and professionalism helped the Trust go from strength to strength.

As we enter a year of considerable uncertainty, I have the utmost confidence in our Board, management team, staff and partners to steer us through the considerable challenges that lie ahead.

**David White**  
Chairman



# Introduction

This has been an extraordinarily challenging year, but it's also a year in which Falkirk Community Trust has delivered against all its objectives and achieved great strides forward in our performance as an organisation, and in our ongoing development in meeting the needs of our local community.



## Ensuring Financial Viability

I am pleased to report that we continued to achieve healthy growth in customer income, increasing by 5.5% to £8,210,882 on the previous year. Our Health and Fitness portfolio accounted for £1.84m in income in the year 2019-20, which was the best performance ever, up 14% and, before lockdown, membership was up to a record 6,428.

With financial sustainability a key objective for the Trust, we continued to increase our income through fundraising and securing grants for innovative new projects and services. From securing funding for new infrared receivers to aid partially-sighted Hippodrome customers to longer-term work such as the play area at Callendar Park, the Trust continues to work hard in securing resources for the people in our community and the properties in our care.

In early 2020, and thanks to investment from Falkirk Council, we were proud to open the doors to an exciting new phase for the Mariner Leisure Centre. The £1.2m refurbishment of the new Health and Fitness centre forms an integral part of our business growth plans. I am delighted to report that we have already seen the number of admissions to the centre increase substantially, up 29% on last year to almost 250,000, which is the centre's best performance since 2011.

## Leadership and Community Development Capacity

This year we have been delighted to be shortlisted for several prestigious awards which is a testament to the hard work of our teams. Our fantastic volunteer Lynne Boslem was a finalist in the Community Leisure UK Awards, and our Active Forth project and our inspirational Care Words project were shortlisted in the Community Impact Awards. Turn to page 20 for a special report on Care Words to see what a difference it's making to some of the most vulnerable members of our community.

## Meeting Customer Needs

We continue to invest in new technology and visits to our website, launched in June 2019, have grown steadily. In September, we launched a stand-alone Helix website to take into account the specific needs of the domestic and international tourism market. We continue to embrace the benefits of new technology, including our new easy to use online ticketing system Spektrix, which is helping us target our cultural programmes more precisely.

In meeting the longer-term needs of people and places, I will continue to work with Falkirk Council on the Strategic Property Review (SPR) to ensure that our services are fit for purpose now and into the future.

## COVID-19 and Lockdown

Finally, to conclude my welcome to the 2019-20 annual report, I wish to place on record how immensely proud I am following our response and ongoing work concerning the impact of COVID-19. Throughout this crisis, the Board, management team, staff and volunteers have been actively living our values daily.

We acted quickly to a rapidly changing and unprecedented situation over which we had no control. Our community embraced our online service provision enthusiastically, and the digitisation of our services provided an essential connection during what was, for many people, a lonely and isolating period of lockdown. Throughout this time we listened, we adapted, and we continue to be responsive as we look to the future.

**Maureen Campbell OBE**  
**Chief Executive**

This year we have been delighted to be shortlisted for several prestigious awards

Thanks to Scottish Disability Sport @scottishdisabilitysport for photograph of athletes at Grangemouth Stadium





## Who we are



Falkirk Community Trust has charitable status and is a not-for-profit organisation part funded by Falkirk Council

## Our Vision

Falkirk's communities are the most creative and active they can be

## Our Mission

To lead culture and sport to enrich people's lives in the Falkirk area

## Our Values

Valuing the positive difference people make

Acting with integrity

Placing people's needs at the heart of everything we do

Being proud of what we can achieve together



# Highlights



## Delivering more on the previous year

7,913 admissions to Stenhousemuir health and fitness, up 7.7%

7,352 sports development participant sessions, up 6.1%

5,657 participants in cultural services activities, up 5.2%

45,492 users of library digital resources, an increase of 75%

30,332 digital magazines were downloaded, an increase of 86%

140 Care Words sessions, reaching 173 new clients



## Improving Service

FTH Theatre and the Hippodrome became the first cultural venues in the UK to sign up to Neatebox Welcome, a disability awareness customer service app

We were shortlisted in 3 out of 9 categories for the Community Leisure UK awards

Our Active Forth physical activity referral programme reached its 10th year

Our Roman themed play area launched at Callendar Park following £200,000 investment and five years of fundraising and project planning

The Hidden Heritage project at Kinneil secured £20,000 of investment from Kelvin Valley and Falkirk LEADER programme

The new health and fitness offer at the Mariner Centre opened and the centre improved its VisitScotland quality assurance rating to become a 4-star attraction

## Achieving Results

Health and fitness delivered £1.8m in income, up 14%, with a record 6,428 members (pre-lockdown)

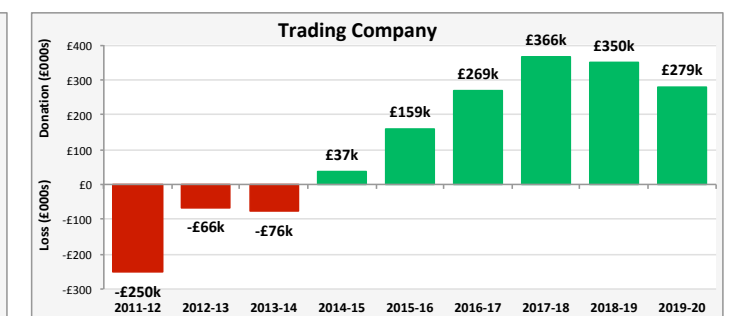
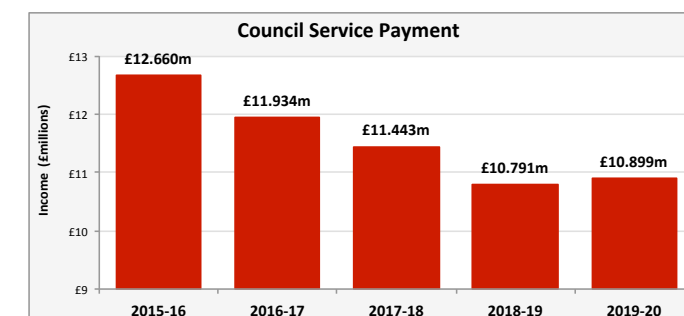
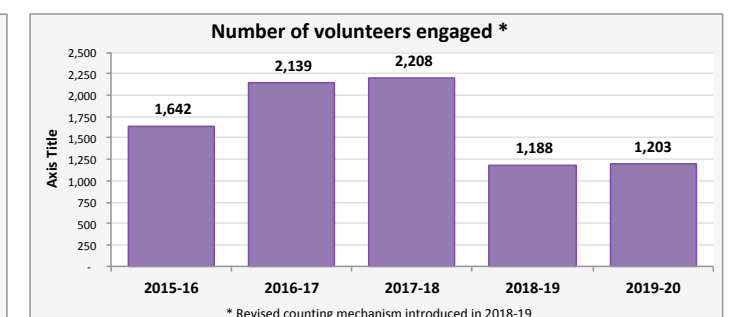
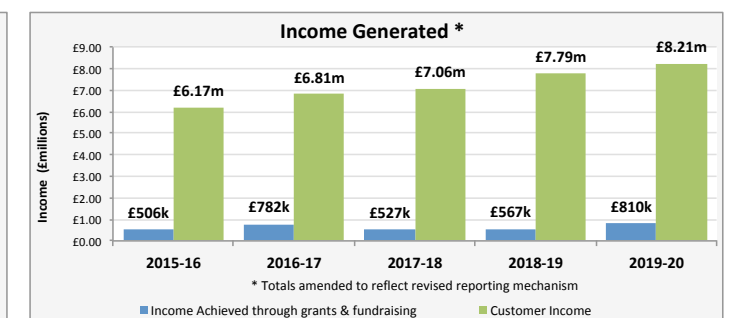
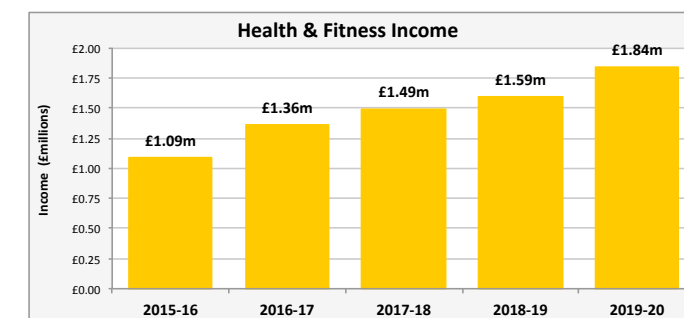
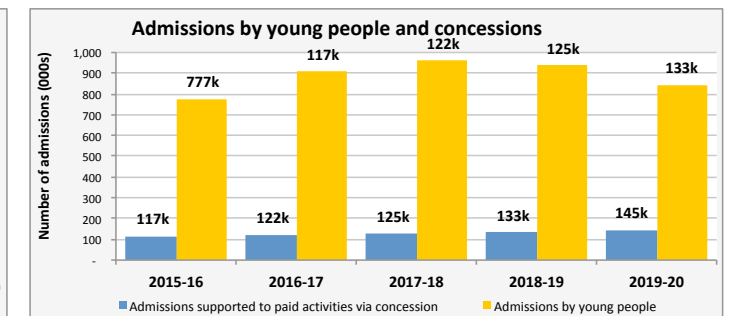
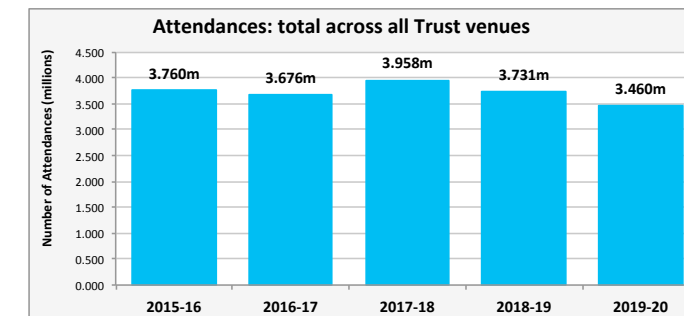
Mariner Centre admissions increased by 29%, recording its best performance since 2011

Season ticket income at Grangemouth Golf Course increased by 7%, offsetting some of the operating costs

10% increase in attendances at Callendar House Christmas Adventure 2019 (actual attends 3,570)

Across health and fitness we welcomed an additional 5,767 admissions, 2% up on the previous year

# Results at a glance







# Meeting our objectives

By operating from venues that people want to use, with a more responsive programme offering high quality services for our customers.

We will be a trusted and valued organisation, secure in our role as a leader for culture and sport with diminishing reliance on Council funding; we will be more flexible, entrepreneurial and commercially minded.

We will have created champions for culture and sport and have loyal volunteers and a workforce who motivate a huge cross section of the community to take part in culture and sport that improves lives.

We are working to deliver this ambition through three objectives, achievements and highlights this year including:

Meeting Customer Needs	Ensuring Financial Viability	Leadership and Community Development Capacity
<p>Visiting the Kelpies continues to be ranked as the top things to do in Falkirk and one of the most popular things to do in Scotland</p> <p>Increased focus on supporting the older generation, with the new opening of the Shapemaster facility at the Mariner</p> <p>Increased visits to our website with 849,428 visits across the year, an increase of 30,000 on last year</p> <p>Continued growth in engagement with customers via our social media channels with an increase in likes and followers of 15%</p> <p>Ongoing community engagement in heritage through the Great Place project</p> <p>Continued to deliver a VisitScotland 5-star attraction at the Helix Visitor Centre</p> <p>Website development including new Falkirk Community Trust website, and dedicated Helix and Hippodrome sites</p> <p>Continued development of arts programming informed by new ticketing system</p> <p>Second year of pantomime with an increase in both ticket sales and income</p> <p>Callendar House and the Kelpies continue to receive 5-star reviews on TripAdvisor</p>	<p>Increased income at all our health and fitness clubs - Bo'ness, Grangemouth, Mariner and Stenhousemuir</p> <p>Opened the new health and fitness offer at the Mariner</p> <p>Received income of £968,683 from grant making bodies</p> <p>Utilised reserves to invest in business growth projects</p> <p>Our reliance on income from Council funding reduced from 57% to 54%, significantly down from 72% in the Trust's first year of operation</p>	<p>Improved our external communications with the launch of three new websites during this financial year</p> <p>Increased the number of clubs and organisations we worked with</p> <p>Continued to support Grangemouth Golf Club work towards community management of the golf course</p> <p>Continued to develop and grow our volunteer base through creating new opportunities</p> <p>Reduced sickness absence to 4.01% (down from 4.46% the previous year)</p> <p>Positively dealt with 64 complaints, the same number as the previous year</p>



# Inclusion



## Launching inclusive tours of Gladiators – A Cemetery of Secrets

During the summer of 2019 we presented Gladiators - A Cemetery of Secrets at Callendar House, attracting over 5,000 visitors to see fascinating exhibits on loan from the Jorvik Centre, York. The exhibition included Roman artefacts dating back to the second century including the skeletal remains of six men, believed to be gladiators, alongside photographs and illustrations of the excavations in York.

We wanted to make sure the exhibition was inclusive and accessible so we invited artist Tessa Asquith Lamb to help interpret Gladiators for visually impaired people, including clients from the Forth Valley Sensory Centre. Tessa is an expert in this area, having developed descriptive tours for the National Galleries of Scotland and more recently at the V&A Dundee. Her tour of Gladiators included an overview of the exhibition, followed by detailed descriptions and discussions with the group around each exhibit.

An important part of the tour included sound and handling objects, such as tiny clay figures, tools, pottery fragments and pieces of mosaic tile. These interactive opportunities provided a rich sensory experience and very direct engagement with the exhibition, and participant feedback was overwhelmingly positive. Inclusive tours are now becoming part of our supporting activity offer for the temporary exhibitions programme at Callendar House, and we look forward to continuing to widen access to cultural and heritage experiences through innovation and partnership working.



## Supporting Tamfourhill's Community Champion

Falkirk Community Trust has supported Community Champion Lynne Boslem every step of the way in delivering her vision for gymnastics for Tamfourhill. Our Community Sport Hub Officer, Martin Wylie, began working with Lynne very early in the inception of Camelon Community Sport Hub; an innovative area-based model supported by the Trust.

Lynne embodies two of our key objectives: Meeting Customer Needs and Growing our Leadership and Community Development Capacity. She is passionate about her local area and she makes sure that those most in need have every opportunity to participate. In particular, Lynne has helped identify what people within the Tamfourhill area value, with a focus on activities for younger people.

The Trust has funded Lynne to achieve her UK Coaching Level 1 and Level 2 in gymnastics, and we've funded the purchase of around £12,000 worth of gymnastic equipment for the Centre. Our Sports Development team has also mentored Lynne, nurturing her confidence as well as enhancing her coaching knowledge.

The Tamfourhill area has gone from no gymnastics provision to having two very successful classes for primary and secondary age pupils. At the turn of 2020, Lynne introduced an adult session and a toddler class, and there are now 42 participants in the programme. Lynne is a truly inspirational example of a Community Champion and we are proud to support her!



POW Camp, Castle Rankine, Denny.

## Remembering the Holocaust

Holocaust Memorial Day on January 27 is a national commemoration to remember those lost in the Holocaust, and the genocides in Cambodia, Rwanda, Bosnia and Darfur. This year, to commemorate Holocaust Memorial Day, we developed a programme of activities across all eight of our libraries.

Our adult events were held in Falkirk and Denny libraries. This year marks the 75th anniversary of the liberation of Auschwitz-Birkenau. Many people do not realise that Falkirk had its own prisoner of war camp, Castle Rankine near Denny. To explore what Holocaust Memorial Day means to us, we invited Geoff Bailey, our Heritage Engagement Officer, to present a talk on the history of this camp. The talk was very popular with over 60 people attending with lots of questions on the night. We aim to digitise a version of this talk for future use.

Falkirk Library also hosted a Holocaust Memorial Day commemoration in partnership with the Central Scotland Regional Equality Council. This event engaged with members of all major religions who came together to discuss and learn about genocides in Rwanda, Germany and Poland. We also held six school class visits to discuss evacuation and prisoner of war camps, and we asked children to consider what they would take in their suitcase if they were forced to flee their homes today to help them understand the impact of evacuation on children.



Thanks to Laura McCartney for her photograph of her son Tom McCartney.

## Introducing sensory sessions at Grangemouth

Recognising the diverse needs of visitors, our team at Grangemouth Sports Complex trialled a sensory session designed mainly around the needs of people on the autism spectrum. The sessions took place on alternate Saturdays between 5.30pm – 6.30pm. A key element of sensory sessions is ensuring quiet, calm conditions, not just in the pool itself, but in every aspect of the customer experience, from the entrance, through to the foyer and changing area.

The early sessions attracted around ten people but word quickly spread and within two months the number of attendees regularly reached 20+. Participation was diverse, consisting of adults, couples and families with young children, with no discernible age range or condition dominating attendance. The common factor was appreciation of the opportunity to swim in a safe, controlled, relaxed and calm environment. The concept worked particularly well for families, allowing parents of young children to communicate more effectively with their children in the water without distracting noise or splashing from the general public.

Feedback has been tremendously positive and the sessions are an important inclusive addition to the Grangemouth Sports Complex swimming timetable. In the latter sessions, not long before lockdown, staff received requests from a number of autistic customers to put the flumes on for the last 15 minutes of the session, which we were delighted to do!

For more information about sensory sessions at Grangemouth Sports Complex visit our website [www.falkirkcommunitytrust.org/whats-on/sensory-swim-sessions/](http://www.falkirkcommunitytrust.org/whats-on/sensory-swim-sessions/)



# Inclusion



You can download  
the Neatebox  
Welcome app from  
the App store /  
Google store

## Making our cultural venues accessible for all

We are proud that our cultural venues were the first in the UK to sign up to Neatebox Welcome, an app that improves interactions between customer service teams and people with disabilities by making staff aware of the specific needs of their visitors in advance of their arrival. What we liked about the Neatebox Welcome approach is that it raises the confidence of both visitors and staff and helps to build lasting relationships by allowing customers to comfortably alert staff to their individual needs.

We are committed to being inclusive and welcoming to all our customers. As well as wheelchair friendly parking and accessible toilets, we offered British Sign Language (BSL) interpreted performances at

our pantomime, Aladdin, and we have infrared sound and induction loops at both FTH Theatre and the Hippodrome.

Selected films at the Hippodrome are supplied to us with an Audio Description track on the digital file. Audio Description is a service for partially sighted or blind people, and for selected films a narration track is available which can be accessed through special headphones. This fills the gaps between dialogue by describing what is happening on screen and doesn't affect other spectators' experience. For customers who would like this service, AD headphones are available to collect from the Box Office. Additionally we also schedule regular Autism Friendly screenings at the Hippodrome.



## Supporting weightlifting star Giorgio Taliba

At the Active Schools Awards last year Giorgio Taliba won Junior Sportsman of the Year. Our Active Schools team soon became aware that Giorgio was travelling outside of the Falkirk area to train which was not sustainable.

We suggested that he apply for the Falkirk Community Trust Sports Performance Award, which provides international athletes living locally in the Falkirk area with free of charge access to train at our venues.

Giorgio was awarded an elite athlete gym pass and has since been training at Grangemouth Stadium gym. This reignited his passion for the sport and a few months ago he became British Champion in the 73kg weight category, an incredible achievement! Giorgio has since gone on to break many records and win titles as well as being ranked #1 in Scotland and Britain in the 73kg category.

We are so pleased that our Sports Performance Award has helped this remarkable 16 year old to continue his sporting career. Do you know someone who would benefit from the Sports Performance Award? Find out more about it here: [www.falkirkcommunitytrust.org/sport/sports-performance-awards/](http://www.falkirkcommunitytrust.org/sport/sports-performance-awards/)





We were so pleased to receive the following feedback from a Carrongrange High School teacher:

*“Thank you so much – makes our lives so much easier! We love coming to the panto and we are so thankful of the support we are given by the FCT and FTH team to allow our pupils to have a meaningful and enjoyable experience somewhere they feel safe and included.”*



## Inspiring Hope helps Grange Primary School

Falkirk Community Trust volunteer Hope Murphy shared her experiences of how sport can help mental health during an inspirational presentation given to Primary 4-7 pupils at Grange Primary School as part of Schools' Health Week. Hope explained how sport helped her during a very difficult time in her life and she emphasised to the pupils that talking can help, and highlighted that it's okay not to be okay.

Hope said “Before my presentation I was very anxious as I had never given a full presentation to that many people before and I wasn't sure if they would enjoy it or find me boring but once I started speaking I gradually felt better and better. After the presentation was over I was extremely proud of myself for standing up and presenting. I was also very happy knowing I had made an impact on the children listening and that they would hopefully take my story home and share it with other people!”

The feedback from the school was fantastic with Mr MacWhirter, Head of PE, saying “Hope is an exceptional pupil. She has volunteered for us for a number of years and has coached many clubs. Her main talents lie in basketball but she has taught many other sports for

us including dance and cheerleading. What is most impressive about Hope is that she has done this whilst battling mental health issues. Rather than hide these away Hope has chosen to speak openly and indeed use her experiences as a way to help others. Hope promotes the use of exercise and sport to help with her own mental health and she has spoken to many primary pupils about keeping physically active. Hope is an inspiration for us all and we are proud to have her as part of the Bo'ness Academy community.”

Hope volunteers at our Sports Academy at Bo'ness and delivers extra-curricular clubs in the Bo'ness Cluster and also volunteers at the Sports Camps. She loves to coach and is building her experience and confidence in teaching sports to children. All of us at the Trust are immensely proud of Hope for sharing her personal experiences and for inspiring others with her passion for sport.

If you are facing mental health challenges and would like advice or support, contact SAMH online at [www.samh.org.uk](http://www.samh.org.uk) or call 0344 800 0550.

## Prioritising access and inclusion across our cultural portfolio

We want everyone to be able to access our cultural services, and the Hippodrome Festival of Silent Cinema has blazed a trail in terms of increasing access for D/deaf and hard of hearing audiences through BSL and ENT (electronic-note taking) for events. While the 2020 festival was cancelled due to COVID-19, the achievements of last year's festival were celebrated in 2019-20 both as a Parliamentary Motion (Motion S5M-17124) and through being a Finalist at the Scottish Sensory and Equality Awards 2019 in the category ‘Outstanding Practice, Innovation and Dedication to Sensory Loss and Inclusion’.

We included BSL performances in the schedule for our 2019 pantomime, Aladdin, as well as a ‘relaxed performance’ for those audience members who have additional needs, and Carrongrange High School were one of the groups who attended.

In a relaxed performance the delivery is adapted in a number of different ways. For example, we set up a ‘quiet room’ where audience members could watch a live stream of the pantomime if they preferred to avoid the immediateness of the actual live show.

We worked with the pantomime producers to provide an information sheet that teachers and carers could work through with pupils to help them become fully aware of what to expect during their visit. We also hired a Pamiloo changing room and ensured that the delivery of the pantomime experience was developed with this particular audience's needs in mind.

Awards Achievement!  
**Finalist**  
Scottish Sensory and  
Equality Awards 2019



# Inclusion

## Care Words: empowering people through stories

Care Words connects and empowers people who live in care homes through stories, memories and interactions with others. Funded by the National Lottery Community Fund and now in its second year, our Care Words volunteers lead reminiscence and reading groups that improve wellbeing, reduce isolation and stimulate conversation.

Each Care Words visit is informed by the interests, engagement and emotions of the participants, which makes every session unique. Our volunteers take a person-centred approach, responding directly to the resident's health, wellbeing and emotional state. In 2019-2020 our volunteers ran 140 Care Words sessions, reaching 173 new residents across fourteen care homes. We've also launched a pilot project at Albany Court, an independent living centre.

We are hoping to recruit more skilled volunteers and extend our reach to other care homes across the wider Falkirk area, and we would also like to trial the Care Words project at two hospitals and in the community space at the flats beside Callendar Park. Having the opportunity to test our approach in different settings, and carrying out the necessary changes to make the project work in these environments, will help us provide benefits to more vulnerable older people.

One of the care homes is planning to purchase tablets for their residents and has discussed with us running IT

sessions as part of the Care Words project. Teaching basic skills in this area would support the residents to become more confident in their abilities with technology. The COVID-19 crisis has highlighted the importance of being connected digitally and how it can be a powerful way to combat loneliness.

### Improving mood and wellbeing

Music and song can lift our residents' spirits and improve their mood. Our volunteers have created MP3 playlists of a wide selection of music genres, and have created a Scottish Songbook and Sing-along Songbook to encourage people to participate. Even knowing the chorus or hook of a song lets people join in and raises their spirits.

*"Mrs J has no speech and is very frail, but she is very animated and watches everything that is going on. One day when we visited we noticed she wasn't her usual self, and was curled up in her chair avoiding eye contact. As the session progressed with music and song she unfurled, looked towards us and started to smile. By the end of the session, she was mouthing the words of the songs and tapping her feet to the beat of the music, it was wonderful to see."*



### Helping to encourage conversation

People respond differently to different stimuli, which is why we've developed multi-sensory approaches to encourage responses and engagement. Our volunteers use various tools and skills to encourage everyone to take part. Mentioning residents by name and asking direct questions helps support them to contribute while touch is essential for those with severe ill health issues, by using tactile objects our volunteers encourage residents to respond and engage.

*"Mr B has latter-stage Parkinson's disease and although he attends the sessions regularly we have found it difficult to encourage him to speak. One day he was holding a small soft toy dog while we were discussing wildlife and animals. Out of the blue he started to tell us about his own pet dog and spoke at great length about his beloved spaniel, opening up for the very first time."*

### Reducing isolation and loneliness

Not everyone has family nearby to visit, and Care Words enables residents to open up about the loneliness they sometimes feel. Having a familiar face and voice can be a real comfort and our volunteers see this when they smile, wave or recognise us from previous visits. Our sessions also bring people who perhaps live in different units or wings together with others they may not socialise with on a day-to-day basis.

*"One of the residents we visit, Mrs C, often confides in us that she is bored and lonely. She doesn't have many visitors and she struggles to engage intellectually with others, mainly due to the health and capacity issues of other residents. When we visit she laughs and talks excitedly, she is empowered to lead the group discussions and encourages others around her to participate."*

### Enabling and empowering people

Whether reciting poetry, singing or telling a personal story, enabling people to contribute is paramount during our sessions, and our volunteers respond directly to the information shared by residents during the session. That means we can go off on a tangent and onto a different subject for a while, but as long as the resident is listened to and engaged with, that is what matters. Giving people a platform and supporting them to participate in the way they want tends to make people more animated and happier, which we can see by their body language.

*"Mrs B attends a day group at Alzheimer Scotland. She loves music and dance and we have encouraged her to dance with us during the sessions. On one occasion, while delivering a spring-themed session, Mrs R astounded everyone by reciting a poem by William Wordsworth - word perfect - for the group. She had learned the poem at school, and we made such a fuss of her for giving this performance that it left her beaming with pride and smiling."*

### Noticing stimulation and engagement

During the Care Words training, we encourage watching for the little changes which can indicate massive differences in the behaviour of individuals. Actively noticing is important as it can help volunteers gauge whether the sessions are reaching people who have challenging health conditions.

*"Mrs L was a librarian and has extensive health issues with very little verbal communication. In most sessions she showed little evidence of participation, remaining still with her head bowed. Due to our volunteer training we noticed during one session that she was mouthing the words to a poem we were reading out. Noticing, and responding to subtle engagement like this is an important part of what we do."*

*"A wee word of thanks to the care words volunteers for their continued participation and support to make the project successful in that space instead. I couldn't do it without them!" Claire Davis, Care Words Manager*

If you would like to learn more about Care Words, or perhaps train as a volunteer, please contact us on [www.falkirkcommunitytrust.org/get-involved/volunteering/](http://www.falkirkcommunitytrust.org/get-involved/volunteering/)



Thanks to Forth Valley Sensory Centre for Photograph

Awards Achievement!  
**Finalist**  
Community Impact Award  
Community Leisure UK  
2020 Awards





## Digital Storytelling

Statistics show more than one in five adults in Scotland lack basic digital skills, often due to barriers such as poverty, lack of educational qualifications, disability and age. The People's Story Project focused on working with those who were not digitally confident, to introduce them to online culture in a way that built skills and emphasised the personal relevance of IT for them.

Digital storytelling is an approach that involves using iPads and selected apps to create images and audio, which are then edited together by participants to create a short film about themselves or an incident in their lives.

The project was a joint partnership between the Scottish Book Trust and Falkirk Community Trust libraries, funded by the Scottish Government. The funding covered the employment of a Digital Storyteller, Sabine Hellmann, the purchase of IT equipment, and two celebration screenings at the end of the project held in FTH Theatre and the Hippodrome.

Sabine held workshops to help participants find and use their own voice; working with individuals in a group setting to develop their confidence using digital technology while at the same time, developing their communication, social and literacy skills. Most importantly, participants were able to create digital stories about their own personal experiences, and discover technology in a fun and meaningful way.



Sabine worked with a wide range of different groups, including visually impaired participants, children leaving care, refugee groups, volunteers, mental health groups and local heritage organisations. The People's Story Project delivered more than 50 workshops to over 80 participants, and over 65 stories are now available to watch online at [www.digital-stories.scot](http://www.digital-stories.scot). These compelling stories demonstrate just how empowering and effective it is to give people the chance to tell their own stories through relatively simple digital apps.



The project was also supported by Vikki Ring and the wider library staff team. Our library staff have embraced Sabine's digital storytelling training, and a newly trained staff member is now incorporating digital storytelling into her delivery of the Care Words project. Additionally, many community group facilitators and leaders have attended training sessions with Sabine.

The legacies of the project are many. Trained staff and community group leaders are able to borrow the IT equipment to use these powerful techniques in other groups and projects. We hope this will lead to other isolated and digitally-excluded people being able to engage with this technology. The most important legacy is of course the stories themselves. The project has created a wonderful digital story resource that is available to explore online.

"It has been an absolute pleasure working with all the wonderful participants from different walks of life in the Falkirk area! I've learned a great deal about local history, astonishing achievements and life's challenges. The best parts of the project were the moments when stories were shared and connections made, when there was not a dry eye and very proud storytellers. I hope lots more stories will emerge and I hope the skills gained will help participants on their journey using more digital technology!"

"More stories will emerge and I hope the skills gained will help participants on their journey using more digital technology!" Sabine Hellmann, Digital Storyteller. Sabine Hellmann, Digital Storyteller





# Happy Birthday



## Case Study: Our Local War Hero

Our projects become even more impactful when they work together. We trained some of our Care Words volunteers in digital storytelling, and those skills have been hugely valuable in supporting care home residents to share their stories and experiences.

Mr Austin Howes, a gentleman residing in one of the care homes we visit, was feeling very isolated and lonely, in particular he was unable to engage effectively with other residents due to the nature of their health issues. While getting to know him, our volunteers discovered that he had the most fascinating life story which he was keen to share, in particular his experiences of serving in the Navy during World War II. So, we started recording his memoirs as part of People's Story Project.

On the eve of his 99th birthday we supported Mr Howes in attending the final project event at the Hippodrome where his story was screened as the big finale. Many audience members approached him afterwards and showed their appreciation of his bravery and courageous efforts during the war, calling him a hero.

This feedback and experience has had a hugely beneficial impact on Mr Howes, boosting his self-esteem. Discovering that people are interested in what he has to say has given Mr Howes a new sense of purpose, helping him feel valued and appreciated. We have

noticed his overall outlook and demeanour is much more positive and we know he really looks forward to our visits, referring to us as his "new friends." We are continuing to work with Mr Howes to record and compile the rest of his life story.

Involving Mr Howes in both Care Words and the People's Story Project had a positive impact for his health and mental wellbeing, and has been a catalyst for the increased recognition this war hero clearly deserves in his local community.



## Uncovering Hidden Heritage at Kinneil Estate

The historic parkland of Kinneil Estate is an important recreational space for the community of Bo'ness and a fantastic heritage asset for the region. In 2015 we co-ordinated a partnership planning approach for the Estate, resulting in the publication of a Masterplan containing a range of exciting development projects.

One of these is the Hidden Heritage project, funded by The European Agricultural Fund for Rural Development: Europe Investing in rural areas, through LEADER Kelvin Valley and Falkirk LAG, our Great Place project and the Friends of Kinneil, with the Trust providing in-kind support in the form of staffing. The project got off to a strong start in May 2019 when a group of volunteers started researching less well-known aspects of the story of the Estate. The findings of that research have been used to create five interpretive panels which will be installed on site, adding a rich narrative to the visitor experience.

The group also worked with a landscape architect to develop a design for a Discovery Trail, informed by feedback from the community about how play can help local families engage with their local heritage. The finished Discovery Trail design was showcased to the public via our social media channels in May 2020 and we will now begin fundraising to deliver the Discovery Trail on site.

The benefits of the project have been impressive: the visitor experience has been enhanced, volunteers have developed new skills and formed social connections while local people have learned more about the history of their local park. New partnerships have been forged and we look forward to them growing stronger as we move into the next exciting phase of the project. The Trust is proud to act as facilitators, helping communities be part of the change they want to see in their local area.

## Get Involved!

The Hidden Heritage group at Kinneil Estate is looking for new volunteers to join them for the next stage of the project, designing a play trail for the park. Volunteers will work with a professional consultant to design a play trail for the site which relates to the fascinating heritage of the park. For more information about joining the Hidden Heritage volunteer group, contact [parks@falkirkcommunitytrust.org](mailto:parks@falkirkcommunitytrust.org)





Awards Achievement!

## Finalist

Community Impact Award  
Community Leisure UK  
2020 Awards

### Active Forth and Step Forth go forth!

The Step Forth walking for health programme, which aims to get the population of Falkirk more active, continues to go from strength to strength and is now into its 16th year! Building upon Falkirk's recognition as the 'Best UK Walking Neighbourhood' awarded by The Ramblers in 2019, we have 26 volunteer led walks per week running from Monday to Saturday come rain or shine. These include health walks, buggy walks and Nordic walking, all of which have been recognised by the World Health Organisation as good practice.

Our Active Forth physical activity referral programme is designed specifically for people diagnosed with a range of medical conditions. Customers referred in this way have the opportunity of a personalised gym programme and classes such as Otago, Strength & Balance, Circuits, Aqua Gym and Spinning at our four health and fitness clubs. We work very closely with NHS Forth Valley and we have had more than 1,500 referrals since January 2019.

Our philosophy is that if our referral instructors and volunteers provide a meaningful and positive experience, then the people referred are more likely to stay active. By working this way our programme has experienced a significant increase in use, achieves a high completion rate and has been advocated strongly by the health professionals that refer into it. In fact, our referral programme was recently recognised

as having best practice in Scotland and we were selected to present to practitioners, policy makers and academics at the Scottish Physical Activity Research Conference!

The key to the programme's success is the partnership working we undertake with local health professionals. We have been involved in NHS Create sessions where we have presented to practice managers, GPs, physios, community nurses and pharmacists on how they can support patients to be more physically active. This partnership approach led directly to a new Falkirk Physical Activity Steering Group being created.

We entered this year's Community Leisure UK Awards and were delighted to be selected as a finalist for The Community Impact Award, for our successful Active Forth Referral programme. Unfortunately on this occasion we didn't win the award however it's a fantastic achievement to be recognised across the UK as a finalist.

Both the Active Forth and Step Forth programmes are largely self-sustaining, with customers covering the subsidised membership, which has allowed us to re-invest into our programme and Step Forth is continuing to attract new volunteers to lead walks.

For more information on the Active Forth and Step Forth programmes visit [www.falkirkcommunitytrust.org/fit-and-active/active-forth/](http://www.falkirkcommunitytrust.org/fit-and-active/active-forth/)



### Exploring the sounds of music

Now in its 17th year, our Youth Music Initiative (YMI) programme continues to engage and inspire children and young people in music activity linked to the Curriculum for Excellence. The initiative is funded by Creative Scotland, delivered by Falkirk Community Trust in partnership with Falkirk Council Children's Services, and is led by a team of musicians who work across all the school clusters in the area. In the last year our YMI programmes reached over 5,000 pupils with the programme making musical activity available for all nurseries and primary schools.

The initiative is supplemented by two additional programmes. The Trad Project encourages children and young people to experience traditional music by providing free instrument and ensemble playing in a range of traditional instruments, while Tune-in works with children and young people in the Additional Support Needs and Enhanced Provision wings of schools, as well as the Mariner Support Service, Oxbang School and Carrongrange High School.

Drawing on our delivery experience, in February 2020 we launched our Trad Project for children and young people with additional support needs. This followed on from consultation with schools, pupils and their parents, and with funding support from the Scottish Music Centre. We look forward to seeing it develop further, enabling a wider range of young people to benefit from the enriching experience of engaging with traditional music.



# Development

## Mariner Centre Takes Shape

The Mariner Centre has created memories for many in the Falkirk community since opening 35 years ago. It is a key asset, offering opportunities to get 'More people, more active, more often' delivering the aims of Falkirk Community Trust as a charity.

However, with age, the layout and facilities within the venue were no longer fully meeting the needs of our current and potential customers. Falkirk Council has committed to develop the Mariner Centre into a leisure service of choice for the Falkirk community, which will help us achieve its income potential, reducing the subsidy levels whilst contributing to a healthier community.

This concept marries our purpose of providing services for the greater social good of Falkirk, with our need for income to make the good we do sustainable; helping us achieve the objective of 'Generating Income – to remain viable through business know-how and wise investment that increases income and maintains services for those most in need'.

We celebrated the completion of this Stage Two development with the opening of the bright new health and fitness area on 31 January 2020. This followed work undertaken in 2018 to create a new entrance and reception area, relocate the café, creation of new changing facilities and, of course, the opening of the Great Mariner Reef soft play facility.

The modernising and improving the quality of our services, including the introduction of a new

immersive spin studio, expands our relevance into new audiences, including those with high expectations and an appetite for new activities close to home.

The £1.2m refurbishment of the gym and fitness facilities includes the first fully immersive Les Mills workout environment in Scotland. Customers can take a 40-minute multi-peak cycling workout through a digitally created world. This new cinema-scale experience offers a serious workout and generates a high level of demand.

The immersive studio is complemented by a 65-station gym, a training rig and functional training equipment. A second fitness studio allows us to expand the already popular fitness class programme

The new Shapemaster Hub, with 12 pieces of power assisted equipment, caters for those with long-term medical conditions, as well as people for whom the traditional high-energy kit just isn't appropriate. The equipment assists with the flexing and extension of joints, and exercises all parts of the body, making it a more gentle and accessible way to keep active. Falkirk's physical activity referral programme, Active Forth, also has a new office within the Centre.

The Mariner Centre continues to be a symbol within our community for getting and staying active. This investment delivers a clear message that we are committed to helping people live healthier lives and has generated pride amongst our community. It has also provided energy, momentum and focus to our staff and offers an opportunity to drive customer engagement to a new level, as we prepare to attract and retain new customers by providing an experience they want to come back to.



### Great Mariner Reef Soft Play

We were delighted to introduce sessions for children and young people with additional support needs at the Great Mariner Reef Soft Play this year. Consultation with parents and carers highlighted the need for a quiet session, closed to the general public, so that both carers and their young people could fully relax in an environment tailored to their needs.

One of the customers we spoke to was involved with an additional support needs chat group and we valued using their knowledge to inform our own sessions. Their expertise informed decisions such as the use of party rooms as quiet areas for people who need time out, and setting no age limit on these sessions.

As a result, we are pleased to have two older teenagers regularly attend the sessions who have an amazing time on the soft play frame. It is great to see them running around, laughing in the safe environment where they can have fun and their carers can relax and speak to other families.





# Development

## Carron Gymnastics Centre - a springboard for success

Carron Gymnastics Centre opened in early 2019 and is a flagship training facility in Falkirk. The centre has a full range of women's and men's artistic equipment and specialised training equipment including a foam pit, full size sprung floor and air and tumble tracks.

It hosts everything from pre-school gymnastics, development sessions, gymnastics for fun, health and fitness sessions, holiday camps, adult sessions, UK Coaching Certificate training courses and is the home to the competing section of two local gymnastics clubs, Tryst and Stenhousemuir Gymnastics Clubs. The new training centre has been developed in partnership with those two local clubs, and they play a leading role in the development of the programming and management of the centre.

We believe that Carron Gymnastics Centre will be the focal point for the development of gymnastics in Falkirk; a pathway of participation across all levels for gymnastics has been created, from pre-school to ... well, there's no upper age limit! The most talented gymnasts and coaches can continue their development locally and Falkirk Community Trust will support the two local clubs to flourish, to participate competitively at local and national competitions, and to help local gymnasts unlock their potential.



## Loving our Libraries!

2019-20 was an exceptional year for our libraries, with use of a wide range of services hitting record levels. Although physical book issues were down, our digital activity soared with digital issues, including eBooks, eAudiobooks and eMagazines, increasing by 75% on the previous year. This growth meant that overall our combined physical and digital issues rose from 689,166 to 700,706 units.

Libraries continue to play a vital role in our community with our varied programme of events proving popular with children and adults. Our Bookbug song and rhyme sessions, which bring together young families, had attendances of over 12,500 this year, and we welcomed pupils visiting our libraries with their school class more than 3,000 times.

The national Summer Reading Challenge for primary age children continues to grow in popularity with 21% more children participating in 2019 compared to the previous summer.

Our Home Library Service takes the library experience into the heart of our communities, providing books, audio books, company and a valuable social connection to people who find it difficult to leave their homes. While for those



members of our community who live in residential care, our Care Words reading and reminiscence sessions reached 173 new clients.

We now have thirteen adult reading groups, the newest of which is an accessible book group for residents of Callendar Park flats. This joins our group at Forth Valley Sensory Centre, online Hurricane Book Club and very well attended library based meetings.

With COVID-19 and lockdown affecting every person in our community, the essential role our libraries play in providing contact, communication and interaction became increasingly obvious. So, we look forward to welcoming back our customers, young and not-so-young, as soon as we possibly can!



# Development



## A transformation in play at Callendar Park

We reopened the play area at Callendar Park in August 2019 following five years of fundraising and project planning. Partnership working was at the heart of the re-development of the play area together with support from a suite of different funders. This resulted in a £200,000 investment in play, reflecting the importance of play for children for both physical and social development.

The design of the park focussed on providing a range of different types of play suited to a spread of ages, and since its opening the revitalised play area has attracted consistently high numbers of visits. The Roman theme, which combines physical activity with light-hearted learning, has been a big hit and links the play park with the Antonine Wall which runs through Callendar Park and the Roman Gallery in Callendar House.

## Parks and Golf

This has been an important year for our partnership work with Grangemouth Golf Course as we support the Club in preparing a business case for taking over management of the course in 2021.

There was a significant increase in income from the course, with income rising from £157,258 in 18-19 to £168,716 in 19-20. A moderate increase in the season ticket fees was possible due to the excellent condition of the course and the strong community drive to see the course continue to be available as a local course. Rounds played on the course remained steady at around 37,000, which bucks the national trend of a decline in golf as a sport over the last decade.



## Forestry and tree works at Callendar Park

In April 2020 a three year transformative programme was completed at Callendar Park. The Forestry Improvement Plan was funded through a Woodlands In and Around Towns grant from the Forestry Commission (now known as Forestry and Land Scotland), as well as support from Falkirk Environment Trust specifically aimed at helping control the spread of invasive species.



# Development

“They were even more spectacular than expected”, “A must see”, “Awe-inspiring”

## Parks

More than 4.5 million visitors from all over the world have visited the Helix Park in the last four years, and as we moved into spring 2020, we expected to welcome our five millionth visitor around May.

However, we closed the Visitor Centre at the Helix Park, along with the rest of the Trust’s venues and services, on 18 March 2020 in response to COVID-19.

The Trust’s principal aim is to enrich the lives of people in the Falkirk area, and the park is well known as an events venue used by many local people. Our events continued to attract a large number of people during 2019-20, and we exceeded our target by 10.5%, an increase of 500 visitors on last year’s totals.

Fire and Light, into its fifth year, sold an additional 1,084 tickets compared to the 2019 event.

The centre retained its VisitScotland 5-star status during the year and remains the number one thing to do for visitors in Falkirk and in the top twelve of free things to do in Scotland. The Helix Park – and the Kelpies – continues to receive 5-star reviews on Trip Advisor: “They were even more spectacular than expected”, “A must see”, “Awe-inspiring” to name but a few of the fantastic reviews received.

At the start of the year, we were busy preparing for The Canal Festival Time Machine in partnership with Scottish Canals and Great Place, and funded by EventScotland’s Year of Coasts and Waters 2020. This large outdoor event, with installations and activities running along the Forth and Clyde Canal between the Falkirk Wheel and the Kelpies Hub has now been pushed back to 2021, subject to Scottish Government guidance on holding major events.



## Explore our Great Places!

What a wealth of rich heritage we have on our doorstep! Our Great Place scheme launched a busy programme of activities this year to help local communities make the most of it. Supported by the National Lottery Heritage Fund, in partnership with Falkirk Council, Scottish Canals and Central Scotland Green Network Trust, Great Place is all about exploring and celebrating local heritage.

This first year of programming saw more than 75 activities taking place, including events, workshops, research, school programmes, a competition and exhibition, training sessions and much more. Our heritage trails app, Falkirk Explored, and the Our Stories website will add fantastic digital resources to the project, and we are working with community groups, schools and professional partners to co-create digital content for both; everything from developing walking routes to capturing oral histories and producing animations.

More than 50 volunteers have worked on the project so far, 75% of whom were completely new to volunteering with Falkirk Community Trust, and their enthusiasm and expertise have been invaluable. Our volunteers range

**Great Place**  
Celebrate Your Heritage

in age from 19 years to 80 and they contributed nearly 2,000 hours of their time, helping us make the Great Place scheme an exciting and important addition to community life. For more details please visit [www.ourstoriesfalkirk.com](http://www.ourstoriesfalkirk.com)



Photo by Frank McCafferty



# Development



## 10th Hippfest postponed

The COVID-19 pandemic may have got in the way of our 10th Hippodrome Silent Film Festival, due to take place from 18-22 March 2020, but it hasn't dampened our team's enthusiasm for this fantastic event to return next year.

The 2020 programme was packed with films with live music accompaniment, talks, workshops and events, including 29 films and 81 performers and speakers. The programme included two new commissions, screenings of two world premieres and two UK premiere restorations. Highlights were scheduled to include live narration from Paul McGann, the return of the Dodge Brothers and a traditional Custard Pie Fight in Glebe Park.

A promotional film in British Sign Language, and subtitled, was created to engage D/deaf and hard of hearing audiences. More than one hundred and fifty local young people, aged 10-22 years, had participated in HippFest youth engagement activities prior to lockdown, and there were a further 222 young people scheduled to participate in workshops.

The 10th anniversary festival marked a big step forward, with significant press coverage achieved and an increase in ticket sales, with eight events fully sold out in advance. In 2019 we received a two-year funding award from Screen Scotland's Film Festival Fund towards delivery of the festival. With so much put on hold during 2020, we are looking forward to the next Hippodrome Silent Film Festival, which is scheduled to take place from 17-21 March 2021.



## Growing our cultural offering

Our cultural venues continue to provide opportunities for local communities to access high-quality arts on our doorstep. During the last year, we have been delighted to welcome top quality productions from a hugely diverse range of genres, including comedy, music, musical theatre, classical music and contemporary drama at FTH, and we've also screened new releases, classics and family favourites at the Hippodrome cinema.

Our programmes are designed to offer audiences the opportunity to see content that may not otherwise be readily accessible. We were pleased to welcome several speakers and guests to the Hippodrome whose generosity with their time and insight was matched by our audiences' warmth and gratitude.

## Year of Coasts and Waters 2020

2020 was designated as the Year of Coasts and Waters in Scotland, so alongside our major cultural event planning, Canal Festival Time Machine (now postponed to 2021 subject to Government guidance) and Fire and Light 2020, our cultural team incorporated the theme into the first two exhibitions in Callendar House's temporary exhibitions programme.

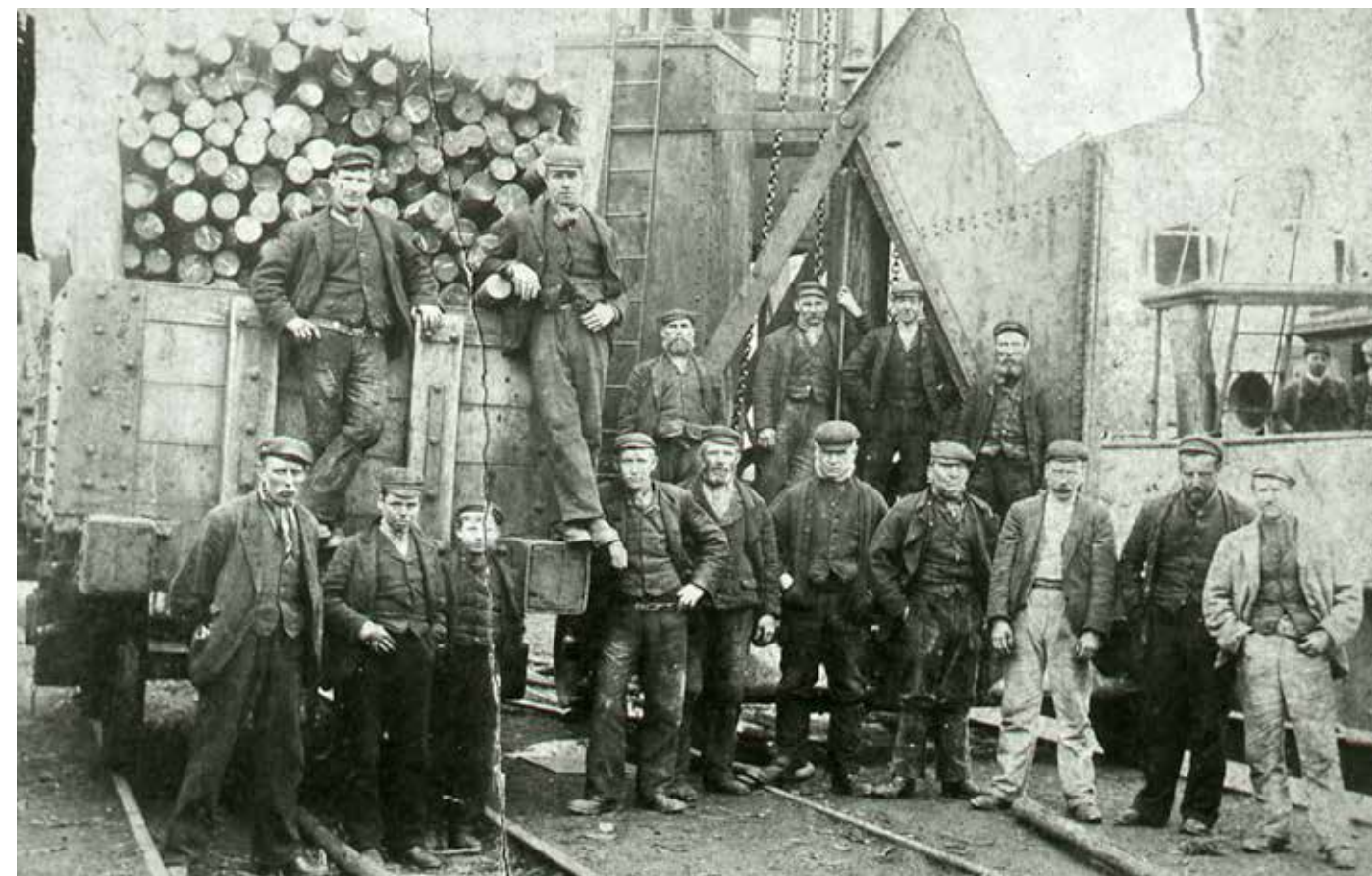
'The Waters of Life' exhibition used archive material to explain how our location on the banks of the Forth estuary, and the development of the canal network, has shaped our area's industry, trade and demographic. The second exhibition, 'Uprooted', explored the more recent global history of migration. For this, artist Euan Gray curated the exhibition, which comprised the work of six artists, Euan himself together with Nick Ellwood, Suzanne Partridge, Frederik Subei, Iman Tajik and Kemal Vural Tarlan. The work of each artist was inspired by the migrant camps in Calais, with some of the artists drawing on their personal experience of spending time in the camps.



## Targeted activity

Our development programmes extend beyond the Trust's four cultural venues, and throughout the year, we continued to deliver projects, events and activities that engage and support individual and community participation in arts and heritage activity.

Falkirk Local History Week and Big Roman Week, developed and delivered in partnership with the Trust's Libraries service, bookended the summer 2019 season. Our multi-service approach to event planning and delivery enabled creative cross-over, both in terms of programme development and audience reach.





# Development

“Your elves were super, galvanizing the children to assist with dressing the tree and toy searching and boxing. Santa was the best I have met, the children were totally entranced and his explanation of his visit on Christmas Eve was genius.”

## Christmas 2019

Building on the success of our first professional pantomime in 2018, we added four more shows to the schedule for Aladdin in 2019 and increased our ticket sales by 12%. We partnered with Imagine Theatre to produce a fantastic show which generated an overwhelmingly positive response from audiences.

Callendar House was transformed into Santa's HQ as more than 3,500 toddlers, children and their families helped elf Holly Frostington, and her colleague Sparky, save the big day on the Callendar House Christmas Adventure. We were delighted that our audience increased by 10% and that adults and children alike were spellbound by the experience.

Our festive screenings programme at the Hippodrome is a family tradition for many people in our community, with classic favourites such as It's a Wonderful Life, Last Christmas and The Snowman sitting alongside must-see new releases such as Matthew Bourne's Romeo and Juliet, Frozen 2 and Star Wars: The Rise of Skywalker. In total, we welcomed more than 17,500 people to our three programmed cultural venues (FTH Theatre, Hippodrome and Callendar House) during the four-week run up to Christmas.



# Awards

## Andy Cooke MBE

Andy has dedicated the last six decades of his life to coaching, training and nurturing badminton players to World, European and Commonwealth medals and to Scottish National titles, whilst simultaneously teaching and coaching all levels of recreational player.

Now aged 82, Andy has been involved in sport for his entire life, playing junior football, bowls and badminton, amongst many other activities. His relationship with Grangemouth Sports Complex began in 1975 delivering recreational badminton coaching sessions. With his growing reputation as a coach, he attracted many top class players to Grangemouth for coaching. It was in 1977, at the age of 42, that Andy became Scotland's first professional Badminton Coach and he's been coaching and training players professionally ever since. His Summer Training Sessions on the hills and the sands are legendary, and many of his innovative approaches to training have been widely adopted in other countries, and indeed in other sports.

Andy has been recognised multiple times for his achievements over the years, being awarded the UK Coach of the Year Award, Scottish Coach of the Year Award and receiving Stirling University's Peter Bilsborough Tribute Trophy for Outstanding Professional Coaching. Andy's career had also seen him coaching in Africa when he was appointed as the National Coach for the Kenyan National Badminton Team for the 1982 Commonwealth Games in Australia. However, his most significant achievements are to be found in the testimonials of the hundreds of players, from recreational to international level, who have benefited from the commitment, encouragement and dedication that he gives to every player he works with.



Although technically retired, Andy is sought out by generation after generation of player and coach - he's known as the Coach's Coach. He regularly coaches at Grangemouth Sports Complex with the Andy Cooke Badminton and Fitness Team, philosophising and

passing on his knowledge, experience and wisdom to recreational players, current World Masters medallists and the next generation of world-class junior champions. Congratulations to Andy on his well-deserved MBE from all of us at the Trust!



## Cataloguing a century of football

The Business Archive Council (BAC), a national charity that promotes the preservation of business records of historical importance, awarded its 2019 Grant for Business Archives related to Sports Award to Falkirk Community Trust for cataloguing the archive collection of Falkirk Football Club.

The records document the strong links between leisure as a business and the local community, and the BAC panel noted that the cataloguing project would make a real difference and could also lead to further projects and initiatives.

The club was founded in 1876, and the records cover nearly a century of its history including Sir Alex Ferguson's time with the club and fundraising for the Dunblane tragedy

The records have recently been gifted to the Falkirk Community Trust which runs an accredited archive service at Callendar House where once catalogued, the records will be made available to the public.

Paul Han-Lei Choi, Archivist of Falkirk Community Trust, said: "Falkirk Archives are over the moon at having been awarded this Business Archives Council cataloguing grant. This project will help to make a century's worth of club material searchable and available to all, opening up more opportunities for our community to explore their club and its history. On a wider organisational level, it brings together the sports and heritage teams within the Trust, while also building on our strong existing relationship with the club."



## The Mariner Centre reaches for the stars!

Exceptional staff hospitality along with the transformation of the facilities we offer helped improve the star rating of the Mariner Centre during the 2020 VisitScotland inspection. The VisitScotland Inspector commented: "I am delighted to confirm the Falkirk Community Trust – Mariner Centre has achieved a 4-star award with an overall 80% score. The new facilities, including the Shapemaster Hub, Fitness Studios, the 65 station gym and the impressive Immersive Cycling Studio, together with the upgraded changing facilities and café, have helped secure this award".

Stephanie Zilliken, Health & Fitness Instructor, was described as doing a 'stellar job' on the day of the inspection and was scored a fantastic 10/10 in the service provided. Carol Whyte, Team Leader Sport & Leisure, was delighted with the award and commented that it was a reflection of the hard work by staff, and the outstanding facilities and service provided at the Mariner Centre.

The centre has benefitted from significant investment in recent years with refurbishment of the swimming pool wave machine; interactive play features in the swimming pool, the Great Mariner Reef Soft Play and most recently the health and fitness facilities that launched the first fully immersive cycling studio in Scotland. The Mariner Centre team remain committed to delivering the high standards recognised in this award and will strive to further improve and exceed customer expectations.



# Partnerships

It was another successful year for partnership and collaborative working which resulted in new activity, broader recognition and investment. Partnership working is an important part of our culture, as can be seen in the examples of partnership working described throughout this report. Each year we strive to explore other collaborations which enhance customer experiences and support the longer term development of the organisation.

We are hugely inspired by our individual volunteers, ranging from those supporting Active Schools to conservation projects, events and farm keepers. We also value the support provided by corporate volunteers and other organisations who generously share their time via corporate volunteering days.

## Sports Development

This year has seen some fantastic initiatives take place across our Sports Development and Active Sports teams, working with many national partners and local clubs.

In March we secured funding from the Young Start National Lottery Community Fund to continue to grow the Coach Academy Plus Programme over the next three years. This project will provide extensive training and upskilling opportunities for pupils in Falkirk's local high schools, and the wider community. Aimed at young people aged between 13-21 years, the programme offers a coaching and training plan that supports participants to gain qualifications, build confidence and self-esteem, and develop essential employability skills. Almost all participants said the programme has increased their confidence, wider skills and would help them in their future life.

We were able to complete our previous programme without any delays caused by the COVID-19 outbreak, and we aim to launch the new programme when schools reopen. The National Lottery Community Fund has been incredibly supportive over the past four months and has advised that flexibility may be necessary around project start dates.

Our Sports Development team continues to work with many sport governing bodies including Netball, Gymnastics, Athletics, Basketball, Tennis and Badminton. From nationally funded programmes and partnerships to grassroot support, we continue to drive forward our vision to ensure Falkirk's communities are the most active they can be.

We work with around 75 clubs in the Active Schools programme and approximately 25 in the community sports hubs. This includes formal relationships with clubs such as Falkirk Fury Basketball Club, Falkirk Football Foundation, Falkirk Victoria Harriers, Tryst Gymnastics Club, Stenhousemuir Gymnastics Club, Braes Blazers Netball Club and Camelon Juniors FC. These partnerships help us reach thousands of children and young people each year.

The benefits of the Coach Academy programme have been felt right across the sports teams. Several of the young people who took part are now in paid employment within our Sports Development classes. Furthermore, the close links we enjoy with clubs within our Community Sport hubs in Camelon and Grangemouth has ensured that many of them now have Coach Academy participants volunteering within their clubs.

## Our green spaces

We have been delighted to work with LEADER through the Kelvin and Forth Valley partnership and we have benefitted from support for a range of projects which have connected us to the wider rural economy and tourism partnerships.

The European Agricultural Fund for Rural Development: Europe Investing in rural areas, through LEADER Kelvin Valley and Falkirk LAG, our Great Place project and the Friends of Kinneil were instrumental in the Hidden Heritage Project at Kinneil Estate.

For several years now we have worked in partnership with the Friends of Kinneil and Historic Environment Scotland (HES) to support a series of open days at Kinneil House. Volunteers from the Friends of Kinneil and HES staff have led guided walks through the House and the Trust increased the opening hours for Kinneil Museum on open days providing an additional reason for visitors to stay on the Estate. This three-way partnership is vital to ensuring that visitors from near and far get a chance to learn about the history of the House and see the exquisite c16th wall paintings.

Land and Forestry Scotland is the new name for the Forestry Commission Scotland who have generously granted funding for the woodland work at Callendar Park. Our local area contact has been a fantastic source of technical advice throughout.

The Rediscovering the Antonine Wall Project has enabled us to create a wealth of different projects. It has been fantastic to benefit from local authority partnerships across central Scotland which has resulted in the Roman themed play area at Callendar Park and many other projects which have also benefitted the wider Falkirk area.

As we look to the future we must continue to protect our natural habitat, and we've been delighted to be one of the partners in a project led by Frog Life resulting in biodiversity and wetland improvement projects across all of the park sites we manage.





# Partnerships

## Step Forth and Active Forth

This award winning volunteer led programme offers walks for a range of abilities and levels from health walks, Helix walks, Buggy Walks – creating a support network for new parents to full on Nordic walking. Led and delivered by a small army of volunteers the Step Forth service has expanded over its 16 years with 21 classes a week – the largest number we’ve ever had – supported by 40 passionate volunteers, some of whom have moved on from being participants to walk leaders.

The 10th anniversary of Buggy Walks was celebrated in August 2019 with an afternoon tea at Callendar House supported by Paths for All, who were key supporters in setting up the programme initially. The event was well attended – including some 10 year old children who had been in their buggies when the programme started back in 2009!

The highest recorded and growing membership base, around 1,000 Active Forth members, is enabling the programme to be almost self-sustaining. It was a record breaking for the service with just under 39,000 visits, a growth of 8% on the last financial year. To maintain and build on this success the programme continues to evolve as we add in new conditions, including mental health.

Our volunteers and our partnership approach to working with NHS professionals are essential in helping us inspire individuals to adopt a more active lifestyle. Collaboration



means we can also support health professionals with the delivery of sessions in our environment, such as weight management and lower limbs at Grangemouth Sports Complex, to provide seamless support for service users.

We are continuing to develop collaborative working relationships, and have recently entered into a joint partnership led by Active Stirling with McMillan Cancer Support to provide a referral system for cancer patients across the regions.

## An eventful year

We host a wide range of family friendly events year round, including Emergency Services Day, Outdoor Theatre, Falkirk Science Festival, Callendar Park Fireworks and Fire and Light, which take place across our parks at Callendar, Muiravonside and The Helix. Our volunteers are instrumental in helping us deliver these events, undertaking a range of vital tasks, from meet and greet to post-event clear-up.

Events such as Fire and Light are made possible thanks to support from partners like EventScotland. Pre COVID-19 plans were being made to run a large scale Canal Festival with support from Great Places, Scottish Canals and EventScotland, the Year of Coasts and Waters. This event is likely to be held in 2021, subject to Government guidance.

## More than words can say

Communication has been the key to our success with the Care Words project, and the support of our funders has been invaluable. COVID-19 meant the delivery of Care Words has needed to change to keep residents safe in care homes. We talked with our funders, the National Lottery Community Fund, and they were hugely understanding and this enabled us to provide an online only service for care settings.

We were also able to keep in touch with our volunteers while we waited until it was safe for them to go back to volunteering. They understand that our budget will look very different this year, but we have made a point of including them every step of the way, building on our strong relationships and good communications.

The Digital Storytelling Project, a joint partnership between the Scottish Book Trust and funded by the Scottish Government, has helped us engage with a diverse range of community groups and participants, including many groups that we had previously found quite challenging to reach.

We learned that working with established community groups was the easiest way to get the digital storytelling workshops underway. Finding committed staff members in the group that understood the benefits of Digital Storytelling was another way of engaging groups promptly.

There is no one size fits all solution for improving digital inclusion in the local community. Altering the aims and the delivery of the project as it progresses, adapting to circumstances, having participants’ voices heard and their personal stories shared with the local community, has become as important as learning new digital skills

## Youth Music Initiative

We deliver Falkirk YMI (Youth Music Initiative) in partnership with Falkirk Council Children’s Services. YMI is a Scotland-wide initiative funded by the Scottish Government through Creative Scotland. Our work with the school clusters over the past year has enabled us to offer music provision across all primary and nursery schools in the Council area. As part of our YMI initiative we also run the after school Trad Music Project for young people, providing instrument tuition and the opportunity to play and perform as music ensembles at events and concerts across the district.



Our funders were keen that we maintain engagement of our YMI tutors and where possible music provision for young people, during the COVID-19 lockdown. Tutors worked to adapt YMI project activity for online engagement and some worked during the Easter schools break in the key workers school hubs; the Trad music tutors adapted their lessons and participants received online music tuition during the summer term.

As with many aspects of Falkirk Community Trust’s Culture activity, our experience of YMI and adapting our approach to provision during this period is informing our YMI planning for 2020-21.

## Hippodrome Silent Film Festival

Our 10th anniversary of the festival was a milestone for all the partners that have been involved with Hippfest since the inaugural event in 2010. Many organisations/ companies and community groups have been part of the festival over several years (a number have been with us since the first edition) but year on year as we curate the programme, opportunities to welcome new partners to the Hippfest ‘family’ arise.

We are grateful to all our partners – from our major funders to the many local groups and organisations whose enthusiasm and commitment to the festival make it such a success year on year. In particular, this year, we were overwhelmed by the kindness and generosity that all our partners offered as we made the difficult decision to postpone the festival in March 2020 due to the pandemic.



## Great Place

You can read more about our Great Place project on p35. Partnership was vital to securing external funding to help with extending access to and understanding of the area’s rich and diverse heritage. Building on the collaboration between the Trust, Falkirk Council, Scottish Canals and Central Scotland Green Network Trust which was crucial to the area being awarded the largest National Lottery Living Landmarks award in 2007 for the development of the Helix – Home of the Kelpies.

The partners came together again in 2018 to bid to the National Lottery Heritage Fund’s Great Place scheme and, again, received the biggest Scottish award. The partnership was enhanced by a team of committed staff working as part of the Trust’s heritage team, and lots of volunteers who have dedicated hours of hard work assisting with community projects and public workshops as well as collecting and generating stories about our shared heritage across the Falkirk district. The Falkirk Heritage Network was formed at the start of the Great Place project and has continued to meet periodically. Key to the success of the network are the opportunities created for those involved to extend the reach of their activities and explore new approaches to working in partnership.

*We pride ourselves in working collaboratively with a broad range of organisations, whether they are voluntary, private or public sector. The examples given provide a flavour of the many benefits partnership working brings which in turns enables us to achieve our vision of ensuring Falkirk’s communities are the most creative and active they can be.*

*We would like to take this opportunity to thank not just these partners and individuals but all the organisations, groups and clubs we have worked with in 19-20 and we look forward to continue to develop these partnerships into 20-21 and beyond.*



Governance



Falkirk Community Trust is a company limited by guarantee and does not have share capital. Falkirk Council is the sole member of the Company. The Company commenced trading on the 1 July 2011 and any surpluses generated by the Company are reinvested to improve the facilities and services which we provide to the communities of the Falkirk area. The Company is governed by its Memorandum and Articles of Association through a Board of eleven Directors. Five independent

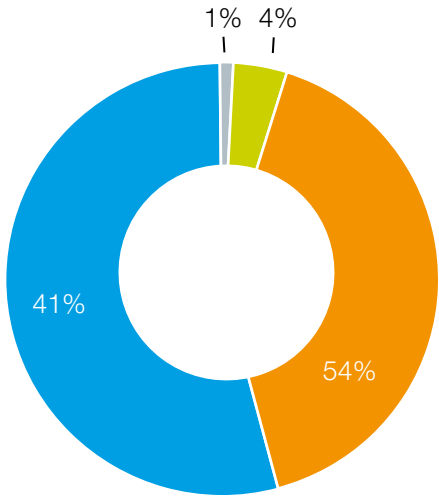
Directors are drawn from local business, sport, culture and learning sectors. Five Directors are nominated Elected Members of Falkirk Council. There is provision for a company Secretary which is not presently filled. The Board has the ability to appoint two additional co-opted Directors to allow the Trust to benefit from relevant skill sets and expertise as required. The Chair of the Board is elected from independent Directors.

Directors	
David White	Chair
Councillor Joan Coombes	Vice Chair
Andrew Roberts	
Suzanne Arkinson	Resigned November 2019
Derek Easton	
Alan Stewart	
Councillor Jim Flynn	
Councillor Lorna Binnie	
Councillor John McLuckie	Appointed June 2019, resigned September 2020
Councillor Niall Coleman	Appointed June 2019
Councillor Robert Spears	Appointed October 2020
Simon Rennie	
Chief Executive	
Maureen Campbell	
Company Secretary	
Vacant	

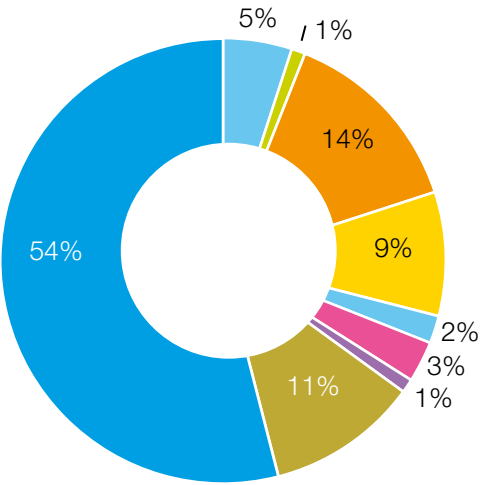
Registered Office	
Suite 1A, Falkirk Stadium, 4 Stadium Way, Falkirk FK2 9EE	
Auditors	
Wylie & Bisset, 168 Bath Street, Glasgow, G2 4TP	
Solicitors	
Shepherd + Wedderburn, 191 West George Street, Glasgow G2 2LB	
Bankers	
Royal Bank of Scotland, 2 Newmarket Centre, Falkirk, FK1 1JX	
Charity Number	
SC042403 Registered in Scotland No. 400657	

Financial performance

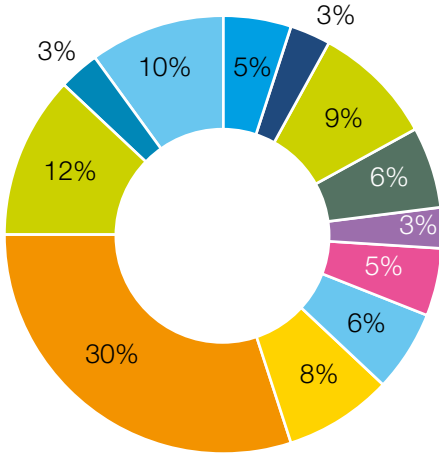
How we were funded			
	£	19-20	18-19
Falkirk Council	£10,899,000	54%	57%
Grants	£158,460	1%	2%
Fundraising	£810,223	4%	3%
Income	£8,286,317	41%	38%
Total	20,154,000		



How our income was generated			
	£	19-20	18-19
Arts	£907,000	5%	5%
Heritage	£46,000	0%	1%
Libraries	£131,000	1%	1%
Sport	£2,785,000	14%	13%
Fitness	£1,853,000	9%	8%
Helix	£433,000	2%	2%
Parks & Golf Courses	£656,000	3%	2%
Outdoors	£205,000	1%	1%
Business Development	£90,000	0%	1%
Trading Activities	£2,149,000	11%	10%
Falkirk Council Service Fee	£10,899,000	54%	57%
Total	20,154,000		



How our resources were spent			
	£	19-20	18-19
Arts	£2,128,000	10%	10%
Heritage	£656,000	3%	4%
Libraries	£2,388,000	12%	12%
Sport	£6,151,000	30%	31%
Fitness	£1,536,000	8%	7%
Helix	£1,187,000	6%	7%
Parks & Golf Courses	£982,000	5%	6%
Outdoors	£614,000	3%	3%
Business Development	£1,228,000	6%	5%
Trading Activities	£1,856,000	9%	8%
Governance & Management	£580,000	3%	3%
Falkirk Council Service Payments	£1,054,000	5%	6%
Total	20,360,000		





# Accounts

Income for the year to 31 March 2019 totalled £20.154m. Positive results were achieved against an ever challenging financial backdrop, customer income increased by over 5% on the previous year. Income of £0.81m was secured from grants and fundraising, an increase of £0.243m on the previous year. The overall funding received from Falkirk Council of £10.9m was £0.187m lower than in 2018/19. Costs incurred of £20.360m have increased from the previous year mainly due to employee pay award costs and an increase in the energy costs.

2019 was the first year of the Trust's new five-year Business Strategy 2019-2024, 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.

Covid-19 closures of Trust venues affected overall 2019-20 year-end performance. This shutdown of Trust operations had a significant impact on usage across the Trust. Most Trust venues closed from 18th March. With almost all of the Trust's customer-facing and income-generating venues and services ceasing operation, the effect on usage and income for the 2019-20 year overall has been significant.

It is expected that 2021 will be a year of renewal and rebuilding to meet our strategic objectives while remaining true to our values most notably valuing the difference people make and placing customer needs at the heart of everything we do.

The full accounts can be viewed or downloaded from our website at [www.falkirkcommunitytrust.org](http://www.falkirkcommunitytrust.org)

# Trading

Falkirk Community Trust Trading Ltd

A subsidiary company of Falkirk Community Trust, Falkirk Community Trust Trading Ltd operates the catering and retail outlets within our facilities.

The Trading Company made a Surplus of £293,069 for the year, and all the surpluses generated will be distributed to the Charity in 20-21 to help sustain and improve culture and sport services.

The end of year performance was impacted by COVID-19 closures from mid-March. This directly impacted on some key income generating events, such as Mother's Day Afternoon Teas and HippFest. Despite excellent pre-bookings which were set to boost financial performance, both had to be cancelled.

## Retail

The Helix and Callendar House retail offer has continued to perform well with revenue increases on the previous year for both sites. This was due to strengthening the retail team, which enabled them to respond proactively to customer demand, along with prudent purchasing decisions made by the retail buyers.

## Catering

Our catering outlets had a good year, particularly the Helix Visitor Centre which, before lockdown, was on target to achieve budget, having almost hit its target by the 18 March. The Mariner Centre Café performed considerably better than the previous year with an increase against the same period last year, reflecting the full year of having the new café in operation. In contrast the Plaza Café did not fare as well, which has been attributed to highly variable weather over the main summer season.

## Activity included

The increase in turnover and gross profit at the Helix Visitor Centre is attributed to good pricing structures on key retail products. Top sellers included The Guide Book, Andy Scott Merchandise (the Kelpie range) and the sell-out 2020 Calendar which featured competition entry photographs.

New ranges were introduced at Callendar House to boost sales including a selection of Scottish themed Christmas decorations and Scottish produce. However despite these efforts retail fell short of target. In response to demand from customers we commissioned a new and refreshed visitor guidebook.

This has proven popular with overseas customers as well as local visitors and sits well with the other Callendar House branded merchandise and gifts. Festive Afternoon Tea at Callendar House was very well received with a series of improvements introduced, such as seasonal menus and new summer and winter "specials" showcasing quality local produce and home-made treats. The Team has been working consistently on improving service and waiting times, and the installation of the coffee machine at the service point has made a big difference.

## Looking forward

We will be carefully reopening our trading venues in the context of the new normal where customer expectations will be amplified and health, hygiene and safety of paramount importance. Our COVID-19 adapted services will be responsive to customer demand and changed buying behaviour, and we will test new product offerings, with a particular focus on provenance.

Income	
Turnover	£2,135,175
Expenditure	
Cost of sales	£1,753,034
Administrative expenses	£103,303
Charitable payment	£293,069**
Directors	
Suzanne Arkinson	(Chair)
Maureen Campbell	
Ased Iqbal	
Shona Dunsmore	
Chris Morris	
Andrew Roberts	
Registered Office	
Suite 1A, The Falkirk Stadium, 4 Stadium Way, Falkirk FK2 9EE	
Company number	
400658	

\* Note, the trading turnover of £2,149,406 includes JRS Funding of £14,231.

\*\* Please note that this year the auditing team advised that we have been treating the charitable payment incorrectly in that it should have been allocated to the Charity in the year after it was earned, not shown in the same year, as we had documented previously. Also, we should not include the charitable payment as Administration Expenses. As a result, the charitable payment this year (£349,521) is actually the surplus that was made in 2018/19.



Photograph by Craig McLaren, Beinn alligin in Torridon



# Our venues and services

With a turnover of £20.154m, and as at the end of March 2020, 482 employees of which 208 work part-time we manage over 80 sites across the Falkirk Council area and offer a huge range of programmes and activities for a wide variety of customers. We like to think that we are able to offer services of interest and value to all Falkirk area residents throughout their lives from pre-school to retirement.

The venues we operate and manage are diverse and range from the unique heritage attractions of Grade A listed Callendar House and the Hippodrome Cinema, specialist facilities such as the regionally significant Grangemouth Indoor Athletics Centre to local libraries, sports venues and pitches in neighbourhood areas.

<b>FalkirkCommunity Trust</b>	
1	Head Quarters / Bookings & Sales
<b>Arts</b>	
2	FTH (Falkirk Town Hall Theatre)
3	Hippodrome
4	Bo'ness Town Hall
5	Grangemouth Town Hall
<b>Heritage</b>	
6	Callendar House
7	Callendar Park
8	Muesum Store
9	Kinneil Museum
<b>Libraries</b>	
10	Bo'ness Library
11	Bonnybridge Library
12	Denny Library
13	Falkirk Library
14	Grangemouth Library
15	Larbert Library
16	Meadowbank Library
17	Slamannan Library
<b>Fitness</b>	
18	Health & Fitness - Grangemouth Sports Complex
19	Health & Fitness - Bo'ness Recreation Centre
20	Health & Fitness - Mariner Centre
21	Health & Fitness - Stenhousemuir
<b>Sport</b>	
22	Bankier Sports Centre
23	Bo'ness Recreation Centre
24	Denny Football Centre
25	Denny Sports Centre
26	Grangemouth Golf Course
27	Grangemouth Sports Complex
28	Grangemouth Stadium
29	Hallglen Sports Centre
30	Mariner Leisure Centre
31	Polmont Sports Centre
32	Polmonthill Snowsports Centre
33	Carron Gymnastics Centre
<b>Parks</b>	
34	Kinneil Estate
35	Muiravonside Country Park
36	Zetland Park – amenities
37	Dollar Park – amenities
38	Helix Park
<b>Outdoors</b>	
39	Outdoors Base
<b>Community Access Schools</b>	
40	Bo'ness Academy
41	Braes High School
42	Denny High School
43	Falkirk High School
44	Graeme High School
45	Grangemouth High School
46	St Mungo's High School









## Falkirk Community Trust

**Subject:** Financial Projection 2020/21  
**Meeting:** Falkirk Community Trust Board  
**Date:** 5 November 2020  
**Author:** Chief Finance Officer, Falkirk Council

## 1. Introduction

- 1.1 With consideration to the on-going impact of the Covid19 outbreak on the Trust's activities for 2020/21, this report presents an updated analysis of 2020/21 projected financial position for both the charity and trading activities based on actual performance to September 2020.
- 1.2 Comparison is made against planned budget, and prior year performance to determine the detrimental ongoing financial impact of the Covid19 restrictions and the potential performance of each area for the remainder of the financial year.

## 2. 2020/21 Financial Performance

- 2.1 The table below sets out the performance to date and projected outturn for the remainder of the financial year. This highlights a projected deficit of **£1.3m** which is a variance of £1.2m on budget. This is an improvement of £0.2m on the position previously reported to Board in August 2020 and is explained in section 3. This is mainly as a result of additional income sums received including grant income awards, Helix car parking income, and hall lets from NHS, combined with reductions in anticipated expenditure that have been identified. It should be emphasised that there is still a high degree of uncertainty and key assumptions may change over the coming months. The three main factors impacting on the Trust's financial performance are the significant loss of customer income for charitable and trading activities, the operational savings arising from the closure of facilities and the UK Government's Job Retention Scheme.

	Actuals Apr-Sep £'000	Forecast Oct £'000	Forecast Nov-Mar £'000	Forecast 20/21 £'000	Budget 20/21 £'000	Variance 20/21 £'000
Gross Spend	7,560	1,199	7,118	15,877	18,878	-3,001
Gross Income	-457	-47	-1,088	-1,592	-7,299	5,707
Net Spend	7,103	1,152	6,030	14,285	11,579	2,706
Trading Deficit	125	22	240	387	-583	970
Service Payment	-5,448	-908	-4,540	-10,896	-10,896	-
Business Grants	-137	-	-	-137	-	-137
Furlough Scheme	-2,166	-77	-79	-2,322	-	-2,322
	-4,554	-3,601	-5,005	-13,160	-11,479	-1,489
<b>Projected Deficit</b>	<b>-523</b>	<b>190</b>	<b>1,651</b>	<b>1,317</b>	<b>100</b>	<b>1,217</b>

- 2.2 The most significant financial aspect for the Trust is the loss of customer income due to the closure of facilities during the lockdown period. However as sites reopen, it is expected that it will take a considerable period of time to return to the levels of income previously received. From the planned reopening dates, on average 18.5% of the prior year levels is anticipated to be achieved. In comparison with a budget of £7.3m, projected income is only around £1.6m for the current financial year.

- 2.3 Lower operational costs as a result of the lockdown have helped to mitigate the loss of income. The projection is based on maintaining these savings to the year end and that facilities will be able to broadly operate within a pro-rata share of the operational budgets, after accounting for certain fixed costs and COVID related expenditure, from the reopening dates. The total projected operational savings are c£3m.
- 2.4 The UK Government's Job Retention Scheme will end in October with a revised new scheme to be in place after. The current projections allow for the anticipated income due to the end of October and also allow for the likely Job Retention Bonus payment that will be due for every employee furloughed and remaining in continuous employment with the Trust through to 31 January 2021. The income likely to be received as a result of the new continuing job support scheme is currently being reviewed and this has the potential to attract further income support that is currently not being projected.
- 2.5 The expected income, excluding trading activities, from both Job Retention Support and Business Grant Funding schemes is £2.5m. It should be noted that these funding support sums will be subject to review/audit and in the unlikely event of any recovery of sums claimed then a net cost will arise.
- 2.6 Appendices 1-2 provide a financial projection and income assumptions for each business area. Commentary for each area is also detailed in Section 3 below.

### **3. Analysis of key variances and assumptions**

#### Business Administration

- 3.1 Business Administration is projecting an underspend on budget of £13,000. It should be noted that £113,000 of costs in Business Administration are funded from reserves as these sums relate to depreciation on assets purchased in prior years. It has been assumed that staff currently still on furlough are expected to remain so until the end of the scheme. There are various small variations on budget, including a pro-rata reduction on expenditure on marketing which has been reflected in line with the likely level of activity to be undertaken for the remainder of 2020/21.

#### Parks and Recreation

- 3.2 Parks and Recreation is projecting an underspend of £95,000. Employee projections are largely based on current level of payroll projected forward pro rata for the full 12 months with an assumed reduction in casual employee costs going forward. Savings on overtime have been assumed with virtually no spend projected. Savings on training costs and staff travel have been anticipated in light of relatively low spend in 19/20.
- 3.3 Savings on property repairs have been factored in given the remaining time available in the financial year to undertake works. A saving on energy costs of roughly 20% on last year has been assumed at this stage. Transport costs are largely shown on budget, with a saving on fuel anticipated in line with the vehicle usage. Within supplies and services, savings have been assumed on various budget lines and a saving of £30,000 has been reflected in relation to the annual fireworks display being cancelled.
- 3.4 Within income hires and tuition fees revised increased figures in comparison to the position previously reported have been reflected based on new estimates. Golf income has been revised to be lower than previously projected based on updated figures. Parking income at Muiravonside is projected to be minimal.

#### Libraries

- 3.5 Libraries are projecting an underspend of £205,000. Employee projections are largely based on current level of payroll projected forward pro rata for the full 12 months. For the purpose of Furlough claims, it had been assumed that staff would be returning in advance of the date of each library reopening. Savings of roughly 20% on energy costs in comparison to last year have been assumed at this stage. For supplies and services, expected costs have been aligned to a pro-rata share of the budgets where appropriate. Income has been projected on the basis of being able to achieve 21% of what was achieved in 19/20.

### Arts

- 3.6 Arts is projecting an overspend of £40,000. Grant income support has been received for Falkirk Town Hall and additional income from hall hires to NHS has been recognised which has improved the position in comparison to the overspend previously reported to Board. For FTH, it has been assumed that there will be no planned activity for the remainder of 2020/21. This will result in some staff remaining on furlough for the maximum period. For the Hippodrome it has now been assumed that reopening will commence in December, which is delayed in comparison to previous projections, with staff returning from furlough in advance of this. Employee costs have been projected forward for 12 months using the current payroll cost as a basis.
- 3.7 A modest saving of roughly 8% on last year's utility costs have been anticipated. A pro rata reduction on property repairs has also been factored in on the basis of there being limited scope to undertake a full programme of property repairs in the time remaining. Within supplies and services, budget lines directly tied to activity/income have been projected lower than budget. This therefore results in significant savings projected on budget lines such as technical services within Falkirk Town Hall. Advertising costs at Falkirk Town Hall are projected to be nil on the basis that these are directly related to a festive pantomime offering which will no longer take place.
- 3.8 The only income anticipated for Falkirk Town Hall relates to hall hires for NHS use and grant income support received. For the Hippodrome it has been assumed that c30% of last year's equivalent income levels can be achieved. This allows for the reduction in capacity that the venue will be operating at.

### Heritage

- 3.9 Heritage is projecting an underspend of £93,000. For Callendar House a reopening in September was achieved, with staff returning from furlough at the end of August. Employee projections are largely based on current level of payroll projected forward pro rata for the full 12 months. A saving on utility costs against budget has been assumed and a pro rata reduction on repairs expenditure has also been factored in. There are various savings within most budget lines in supplies and services including expenditure relating to the exhibitions budget given the limited time remaining in 20/21. Income achievement from donations and other sources has been assumed to be minimal.

### Sports and Fitness

- 3.10 Sports and Fitness is projecting an overspend of £2.9m. The proposed reopening date for each location has driven the calculation for furlough payments and assumed income upon reopening. Employee projections are largely based on current level of payroll projected forward pro rata for the full 12 months with an assumed reduction in expenditure on casual employees factored in. For the purpose of furlough income calculations, it has been assumed that staff will return at the end of the month preceding the reopening date. This gives a range of some staff having returned at the start of September or October, while some remain on furlough for the maximum period.
- 3.11 Property costs assume a saving on repairs in line with the time period remaining and utilities are projected to achieve a saving of £212,000 in comparison to budget. Various fixtures and fittings budget lines have been assumed to show a saving against budget. Supplies and services budgets have been carefully reviewed to reflect pro-rata savings where likely. Tutor costs have been projected in line with the planned number of classes that are anticipated to be running at each location.
- 3.12 The anticipated reopening dates have been used as a guide to determine income however the reintroduction of further restrictions will have an impact on income and future recovery of customer numbers. For the remaining months that locations will be operating an average figure of c28% of the actual achieved in the same period 19/20 has been used as an estimate. This is on the basis of revised capacities and fragile customer confidence impacting on demand.

### Helix

- 3.13 Helix is projecting an overspend of £138,000. This is an improvement in comparison to the previous projection mainly as a result of improvements in car parking income levels, and various reductions in projected expenditure largely as a result of budgeted cancelled events. Employee projections are largely based on current level of payroll projected forward pro rata for the full 12 months with some savings on training, travel and overtime assumed. For the calculation of furlough income staff directly involved with Helix Events are anticipated to be on furlough for the maximum period, while many staff were anticipated to return in advance of the reopening of the visitor centre.
- 3.14 Modest savings on utilities have been projected. Supplies and Services project significant savings on budget but this is primarily as a result of the Fire and Light event not now happening in January. This directly impacts on the associated income projection. Income from car parking has been projected forward based on historic trends and while this projection has been increased, the limited period remaining means that this still represents a significant fall in income compared to last year. Minimal income from donations and other minor income streams is anticipated.

### Trading Company

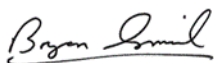
- 3.15 The approach towards Trading has largely been in line with what has been anticipated for the charity however it is recognised that there will be a significant lag between buildings reopening and trading activity starting to recover to any degree.
- 3.16 Given the significant level of profitable income that Trading normally achieves, there is a large loss, after furlough payments, of £387,000 projected. This is a variance of £971,000 compared to the budgeted surplus. The Helix alone represents £0.547m of this adverse variance, highlighting the significance of the turnover this location normally achieves.
- 3.17 Employee costs have been based on current payroll levels projected forward pro-rata with an anticipated reduction in casual staff costs. Expenditure on purchases are directly aligned to the income levels by using the budgeted gross profit margin percentage. Although minimal trade has taken place, the level of income projected to be achieved has been reviewed since the last projection to further reduce the income expected overall. This has been partly offset by increased external income from 3<sup>rd</sup> party operators trading on sites.

## **4. Conclusions**

- 4.1 The impact of COVID-19 on operational income has been considerable, with a projected loss of £5.8m. Although this has been mitigated by the Government's Job Retention Schemes and operational savings, a projected deficit of **c£1.3m** is projected for the current financial year. On the basis that this level of deficit could not be covered by unearmarked reserves (c£0.228m) or additional savings, the Trust formally asked the Council for additional financial support and received a positive commitment in this regard.

## **5. Recommendations**

- 5.1 **The Board is invited to note the updated analysis of the projected performance for 2020/21.**



**Chief Finance Officer, Falkirk Council**

**Date: 28 October 2020**



Contact Officer: Danny Cairney, Senior Corporate Finance Manager, Falkirk Council

<u>2019/2020</u>		<u>Annual Budget</u>	<u>Actuals: P1-P6</u>	<u>Forecast: P7</u>	<u>Forecast: P8-P12</u>	<u>Total Forecast</u>	<u>Variance</u>
<u>Actual</u>							
<b><u>Business Administration</u></b>							
1,131,441	10 - Employee Expenses	1,315,800	669,240	106,770	534,540	<b>1,310,550</b>	<b>(5,250)</b>
64,537	20 - Property Expenses	162,220	50,459	2,850	84,840	<b>138,149</b>	<b>(24,071)</b>
-	30 - Transport Expenses	11,530	-	-	-	-	<b>(11,530)</b>
606,840	40 - Supplies & Services	564,870	157,067	4,190	327,330	<b>488,587</b>	<b>(76,283)</b>
13	50 - Third Party Payments	123,530	-	-	105,720	<b>105,720</b>	<b>(17,810)</b>
89,740	65 - Support Services	89,740	44,870	7,480	37,390	<b>89,740</b>	-
187,417	68 - Capital Costs	93,690	46,845	7,810	152,550	<b>207,205</b>	<b>113,515</b>
<b>2,079,988</b>	<b>Gross Expenditure</b>	<b>2,361,380</b>	<b>968,481</b>	<b>129,100</b>	<b>1,242,370</b>	<b>2,339,951</b>	<b>(21,429)</b>
<b>(87,860)</b>	70 - Income	<b>(71,800)</b>	<b>(32,240)</b>	<b>(50)</b>	<b>(30,966)</b>	<b>(63,256)</b>	<b>8,544</b>
<b>1,992,129</b>	<b>Net Expenditure</b>	<b>2,289,580</b>	<b>936,241</b>	<b>129,050</b>	<b>1,211,404</b>	<b>2,276,695</b>	<b>(12,885)</b>
<b><u>Parks &amp; Recreation</u></b>							
915,319	10 - Employee Expenses	1,036,780	460,176	75,680	379,750	<b>915,606</b>	<b>(121,174)</b>
279,245	20 - Property Expenses	340,960	105,563	29,810	126,854	<b>262,227</b>	<b>(78,733)</b>
127,860	30 - Transport Expenses	127,530	50,031	7,760	47,860	<b>105,651</b>	<b>(21,879)</b>
266,799	40 - Supplies & Services	266,300	85,448	16,470	117,280	<b>219,198</b>	<b>(47,102)</b>
236	50 - Third Party Payments	-	-	-	-	-	-
114,320	65 - Support Services	114,320	57,160	9,530	47,630	<b>114,320</b>	-
<b>1,703,780</b>	<b>Gross Expenditure</b>	<b>1,885,890</b>	<b>758,378</b>	<b>139,250</b>	<b>719,374</b>	<b>1,617,002</b>	<b>(268,888)</b>
<b>(390,044)</b>	70 - Income	<b>(368,220)</b>	<b>(137,314)</b>	<b>(2,580)</b>	<b>(54,220)</b>	<b>(194,114)</b>	<b>174,106</b>
<b>1,313,736</b>	<b>Net Expenditure</b>	<b>1,517,670</b>	<b>621,064</b>	<b>136,670</b>	<b>665,154</b>	<b>1,422,888</b>	<b>(94,782)</b>
<b><u>Libraries</u></b>							
1,630,039	10 - Employee Expenses	1,712,190	818,349	131,875	658,220	<b>1,608,444</b>	<b>(103,746)</b>
294,204	20 - Property Expenses	272,670	118,744	22,790	107,960	<b>249,494</b>	<b>(23,176)</b>
8,885	30 - Transport Expenses	6,460	2,297	200	2,540	<b>5,037</b>	<b>(1,423)</b>
413,708	40 - Supplies & Services	419,300	63,294	22,995	175,465	<b>261,754</b>	<b>(157,546)</b>
152,420	65 - Support Services	152,420	76,210	12,700	63,510	<b>152,420</b>	-
<b>2,499,256</b>	<b>Gross Expenditure</b>	<b>2,563,040</b>	<b>1,078,894</b>	<b>190,560</b>	<b>1,007,695</b>	<b>2,277,149</b>	<b>(285,891)</b>
<b>(71,585)</b>	70 - Income	<b>(95,670)</b>	<b>(170)</b>	<b>(1,690)</b>	<b>(12,540)</b>	<b>(14,400)</b>	<b>81,270</b>
<b>2,427,671</b>	<b>Net Expenditure</b>	<b>2,467,370</b>	<b>1,078,724</b>	<b>188,870</b>	<b>995,155</b>	<b>2,262,749</b>	<b>(204,621)</b>
<b><u>Arts</u></b>							
1,078,946	10 - Employee Expenses	937,200	412,462	63,700	319,030	<b>795,192</b>	<b>(142,008)</b>
125,155	20 - Property Expenses	101,680	28,081	3,530	52,150	<b>83,761</b>	<b>(17,919)</b>
-	30 - Transport Expenses	230	-	-	-	-	<b>(230)</b>
421,620	40 - Supplies & Services	353,660	35,316	2,325	38,180	<b>75,821</b>	<b>(277,839)</b>
-	50 - Third Party Payments	5,830	-	-	-	-	<b>(5,830)</b>
53,350	65 - Support Services	53,350	26,675	4,450	22,225	<b>53,350</b>	-
<b>1,679,072</b>	<b>Gross Expenditure</b>	<b>1,451,950</b>	<b>502,534</b>	<b>74,005</b>	<b>431,585</b>	<b>1,008,124</b>	<b>(443,826)</b>
<b>(457,495)</b>	70 - Income	<b>(588,890)</b>	<b>(312)</b>	-	<b>(105,250)</b>	<b>(105,562)</b>	<b>483,328</b>
<b>1,221,576</b>	<b>Net Expenditure</b>	<b>863,060</b>	<b>502,222</b>	<b>74,005</b>	<b>326,335</b>	<b>902,562</b>	<b>39,502</b>
<b><u>Heritage</u></b>							
201,826	10 - Employee Expenses	216,970	109,136	17,360	86,780	<b>213,276</b>	<b>(3,694)</b>
188,523	20 - Property Expenses	239,760	87,632	8,510	86,820	<b>182,962</b>	<b>(56,798)</b>
-	30 - Transport Expenses	530	-	-	-	-	<b>(530)</b>
82,009	40 - Supplies & Services	99,850	24,626	2,230	16,300	<b>43,156</b>	<b>(56,694)</b>
53,350	65 - Support Services	53,350	26,675	4,450	22,225	<b>53,350</b>	-
<b>525,707</b>	<b>Gross Expenditure</b>	<b>610,460</b>	<b>248,069</b>	<b>32,550</b>	<b>212,125</b>	<b>492,744</b>	<b>(117,716)</b>
<b>(53,414)</b>	70 - Income	<b>(33,220)</b>	<b>(6,332)</b>	-	<b>(2,000)</b>	<b>(8,332)</b>	<b>24,888</b>
<b>472,293</b>	<b>Net Expenditure</b>	<b>577,240</b>	<b>241,737</b>	<b>32,550</b>	<b>210,125</b>	<b>484,412</b>	<b>(92,828)</b>



<u>2019/2020</u> <u>Actual</u>		<u>Annual Budget</u>	<u>Actuals: P1-P6</u>	<u>Forecast: P7</u>	<u>Forecast: P8-P12</u>	<u>Total Forecast</u>	<u>Variance</u>
<b>Sports &amp; Fitness</b>							
5,160,648	10 - Employee Expenses	5,564,750	2,436,779	361,010	1,817,390	4,615,179	(949,571)
1,054,627	20 - Property Expenses	1,096,360	307,319	50,050	440,110	797,479	(298,881)
20,882	30 - Transport Expenses	26,240	7,358	900	8,200	16,458	(9,782)
949,428	40 - Supplies & Services	1,077,260	258,075	70,030	420,660	748,765	(328,495)
11,000	50 - Third Party Payments	2,500	10,900	-	3,600	14,500	12,000
342,960	65 - Support Services	342,960	171,480	28,580	142,900	342,960	-
<b>7,539,545</b>	<b>Gross Expenditure</b>	<b>8,110,070</b>	<b>3,191,911</b>	<b>510,570</b>	<b>2,832,860</b>	<b>6,535,341</b>	<b>(1,574,729)</b>
<b>(4,282,202)</b>	<b>70 - Income</b>	<b>(5,103,280)</b>	<b>(18,890)</b>	<b>(32,600)</b>	<b>(547,300)</b>	<b>(598,790)</b>	4,504,490
<b>3,257,343</b>	<b>Net Expenditure</b>	<b>3,006,790</b>	<b>3,173,021</b>	<b>477,970</b>	<b>2,285,560</b>	<b>5,936,551</b>	<b>2,929,761</b>
<b>Helix</b>							
713,143	10 - Employee Expenses	715,790	348,464	54,630	256,470	659,564	(56,226)
123,915	20 - Property Expenses	134,600	31,053	5,330	58,970	95,353	(39,247)
21,806	30 - Transport Expenses	17,770	7,958	1,070	9,150	18,178	408
278,578	40 - Supplies & Services	385,840	21,396	3,830	30,730	55,956	(329,884)
<b>(5,000)</b>	<b>50 - Third Party Payments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>1,132,442</b>	<b>Gross Expenditure</b>	<b>1,254,000</b>	<b>408,871</b>	<b>64,860</b>	<b>355,320</b>	<b>829,051</b>	<b>(424,949)</b>
<b>(424,240)</b>	<b>70 - Income</b>	<b>(644,500)</b>	<b>(56,400)</b>	<b>(10,000)</b>	<b>(15,000)</b>	<b>(81,400)</b>	563,100
<b>708,202</b>	<b>Net Expenditure</b>	<b>609,500</b>	<b>352,471</b>	<b>54,860</b>	<b>340,320</b>	<b>747,651</b>	<b>138,151</b>
<b>Restricted Funds</b>							
608,626	10 - Employee Expenses	629,160	295,507	50,310	258,600	604,417	(24,743)
402	30 - Transport Expenses	1,070	(203)	-	-	(203)	(1,273)
549,563	40 - Supplies & Services	42,270	103,143	8,000	58,000	169,143	126,873
187,552	50 - Third Party Payments	(31,270)	970	-	-	970	32,240
<b>1,346,142</b>	<b>Gross Expenditure</b>	<b>641,230</b>	<b>399,417</b>	<b>58,310</b>	<b>316,600</b>	<b>774,327</b>	133,097
<b>(1,196,362)</b>	<b>70 - Income</b>	<b>(477,840)</b>	<b>(204,898)</b>	<b>(406,039)</b>	<b>(406,039)</b>	<b>(610,937)</b>	<b>(133,097)</b>
<b>149,780</b>	<b>Net Expenditure</b>	<b>163,390</b>	<b>194,519</b>	<b>58,310</b>	<b>(89,439)</b>	<b>163,390</b>	<b>-</b>
<b>Projects &amp; Reserve Funded Spend</b>							
178,590	40 - Supplies & Services	-	3,206	-	-	3,206	3,206
<b>178,590</b>	<b>Gross Expenditure</b>	<b>-</b>	<b>3,206</b>	<b>-</b>	<b>-</b>	<b>3,206</b>	<b>3,206</b>
<b>(115,576)</b>	<b>70 - Income</b>	<b>85,080</b>	<b>-</b>	<b>-</b>	<b>85,080</b>	<b>85,080</b>	<b>-</b>
<b>63,015</b>	<b>Net Expenditure</b>	<b>85,080</b>	<b>3,206</b>	<b>-</b>	<b>85,080</b>	<b>88,286</b>	<b>3,206</b>
<b>Management Fee</b>							
<b>(10,853,450)</b>	<b>70 - Income</b>	<b>(10,895,700)</b>	<b>(5,447,850)</b>	<b>(907,975)</b>	<b>(4,539,875)</b>	<b>(10,895,700)</b>	<b>-</b>
<b>(10,853,450)</b>	<b>Net Expenditure</b>	<b>(10,895,700)</b>	<b>(5,447,850)</b>	<b>(907,975)</b>	<b>(4,539,875)</b>	<b>(10,895,700)</b>	<b>-</b>
<b>Furlough and Business Grant Funding</b>							
<b>(144,229)</b>	<b>70 - Income</b>	<b>-</b>	<b>(2,303,300)</b>	<b>(76,700)</b>	<b>(79,000)</b>	<b>(2,459,000)</b>	<b>(2,459,000)</b>
<b>(144,229)</b>	<b>Net Expenditure</b>	<b>-</b>	<b>(2,303,300)</b>	<b>(76,700)</b>	<b>(79,000)</b>	<b>(2,459,000)</b>	<b>(2,459,000)</b>
<b>Trading Surplus/(Deficit)</b>							
<b>(293,069)</b>	<b>70 - Income</b>	<b>(583,980)</b>	<b>124,750</b>	<b>22,050</b>	<b>239,823</b>	<b>386,623</b>	<b>970,603</b>
<b>(293,069)</b>	<b>Net Expenditure</b>	<b>(583,980)</b>	<b>124,750</b>	<b>22,050</b>	<b>239,823</b>	<b>386,623</b>	<b>970,603</b>
<b>314,996</b>	<b>CHARITY TOTAL</b>	<b>100,000</b>	<b>(523,195)</b>	<b>189,660</b>	<b>1,650,642</b>	<b>1,317,107</b>	<b>1,217,107</b>

	Opening Date Assumption	BUDGET £'000	2020/21				PYR %	2019/20			
			Actual	Proj	Proj	Proj		Actual	Actual	Actual	Actual
			Apr-Sept £'000	Oct £'000	Nov-Mar £'000	TOTAL £'000		Apr-Sept £'000	Oct £'000	Nov-Mar £'000	TOTAL £'000
<b>Business Administration</b>											
Other Income		172	32	-	31	63		52	0	36	88
<b>Total : Business Administration</b>		<b>172</b>	<b>32</b>	<b>-</b>	<b>31</b>	<b>63</b>	<b>85%</b>	<b>52</b>	<b>0</b>	<b>36</b>	<b>88</b>
<b>Parks &amp; Recreation</b>											
Grangemouth Golf Course	June	188	129	1	3	133		139	9	22	170
Parks	-	78	6	1	8	15		36	3	22	61
Outdoor Activities	-	51	2		25	27		61	19	18	98
Other Town Halls	-	51	0		19	19		27	4	24	56
Other: Events	None				-			-	-	6	6
<b>Total : Parks &amp; Recreation</b>		<b>368</b>	<b>137</b>	<b>2</b>	<b>55</b>	<b>194</b>	<b>45%</b>	<b>264</b>	<b>35</b>	<b>92</b>	<b>390</b>
<b>Libraries</b>	Mid-Sept	<b>96</b>	<b>1</b>	<b>2</b>	<b>12</b>	<b>15</b>	<b>43%</b>	<b>38</b>	<b>7</b>	<b>26</b>	<b>71</b>
<b>Arts</b>											
Falkirk Town Hall	-	363	0		89	89	50%	91	32	146	269
Falkirk Town Hall - Advance Show	-	-	-	-	-	-		107	8	(114)	0
Hippodrome	Dec	168	0		16	16	23%	74	14	57	145
Other Arts Income	-	58	(0)			(0)	0%	37	16	(16)	37
<b>Total : Arts</b>		<b>589</b>	<b>0</b>	<b>-</b>	<b>105</b>	<b>105</b>	<b>73%</b>	<b>309</b>	<b>70</b>	<b>73</b>	<b>452</b>
<b>Heritage</b>	Oct	<b>33</b>	<b>6</b>	<b>-</b>	<b>2</b>	<b>8</b>	<b>4%</b>	<b>12</b>	<b>4</b>	<b>42</b>	<b>59</b>
<b>Sports &amp; Fitness</b>											
Grangemouth Complex	Mid Nov	726	1		71	72	24%	269	62	237	567
Mariner Centre	Mid Sept	983		23	153	176	55%	381	62	255	699
Bo'ness Recreation Centre	Mid Nov	255	(0)		18	18	20%	86	14	75	175
Grangemouth Health & Fitness	Mid Nov	600	0		62	62	20%	297	53	262	612
Mariner Health & Fitness	Mid Sept	334	(1)	1	37	37	27%	138	19	122	279
Bo'ness Health & Fitness	Mid Nov	210			20	20	19%	103	16	90	210
Stenhousemuir Health & Fitness	Mid Sept	490	(1)	4	54	58	22%	233	40	221	494
Grangemouth Stadium	Mid Sept	168		4	17	21	33%	97	13	51	161
Schools - Community Use	Nov	484		-	45	45	26%	168	25	149	342
Neighbourhood Centres	Nov	321	19	-	21	40	21%	133	31	70	234
Outdoor Amenities	-	70	-	-	-	-	0%	30	-	1	31
Polmonthill Ski Slope	Nov	112	(1)	-	14	13	22%	36	15	48	99
Sports Development	Nov	120	0	-	12	12	41%	88	17	12	117
Active Forth	Oct	230			23	23	19%	117	20	101	238
Other	Nov	-	1	-	-	1	0%	10	5	10	25
<b>Total : Sports &amp; Fitness</b>		<b>5,103</b>	<b>19</b>	<b>32</b>	<b>547</b>	<b>598</b>	<b>28%</b>	<b>2,186</b>	<b>393</b>	<b>1,704</b>	<b>4,283</b>
<b>Helix</b>	Mid Sept	<b>644</b>	<b>56</b>	<b>10</b>	<b>15</b>	<b>81</b>	<b>18%</b>	<b>285</b>	<b>29</b>	<b>110</b>	<b>424</b>
<b>Sub Total : Operational Income</b>		<b>7,005</b>	<b>253</b>	<b>46</b>	<b>767</b>	<b>1,066</b>	<b>31%</b>	<b>3,146</b>	<b>538</b>	<b>2,083</b>	<b>5,766</b>
Restricted Funds		478	205	-	406	611		251	89	856	1,197
Projects - Incl Reserve Transfers		(85)	-	-	(85)	(85)		-		116	116
Management Fee		10,896	5,448	908	4,540	10,896		5,427	2,713	2,713	10,853
Furlough Claims & Business Grant		-	2,303	77	79	2,459		-	-	144	144
Trading Surplus		584			(387)	(387)		-		293	293
<b>TOTAL INCOME</b>		<b>18,878</b>	<b>8,209</b>	<b>1,031</b>	<b>5,320</b>	<b>14,560</b>		<b>8,824</b>	<b>3,340</b>	<b>6,205</b>	<b>18,369</b>

**Falkirk Community Trust**

**Subject: Recovery Plan Update**  
**Meeting: Falkirk Community Trust Board**  
**Date: 5 November 2020**  
**From: General Manager**

**1. Introduction**

- 1.1 The purpose of this report is to provide an update on work undertaken since the updates provided to the Board on the 18<sup>th</sup> of June and 27<sup>th</sup> of August and to review the progress made against the recovery plan, whilst considering the longer term implications of the pandemic on the Trust as a whole.

**2. Background**

- 2.1 The Board has continued to receive regular updates on the impact the pandemic has had on the Trust, its customers and staff, with information provided on the actions planned or undertaken in response to this unprecedented public health event. The report to Directors at their August meeting also allowed some discussion around the financial implications for the Trust by the end of the financial year.
- 2.2 Directors will recall the decision to close all Trust services, (apart from the four strategic parks that remained open throughout the period of lockdown), on the 18<sup>th</sup> of March and confirmation that the Trust had been able to complete this task before the 20<sup>th</sup> of March, which was a few days before the Scottish Government's announcement to do so on the 23<sup>rd</sup> of March.
- 2.3 The Council has been supportive of the Trust throughout the period of the pandemic by agreeing to a change in the Funding Agreement that allowed the Trust to 'furlough' approximately 90% of staff that enabled the Trust to apply to the U.K. Government's Coronavirus Job Retention Scheme, as well as providing additional financial support to the Trust, at a level of approximately £1.4m to underwrite the projected net deficit at the year end.
- 2.4 The design, planning and the implementation of a recovery plan has been the key focus of all Trust staff who were not furloughed, with significant consideration being given to the safe access and customer journey through Trust facilities, but set against the financial impact of opening each facility whilst meeting the national guidelines and regulations.

**3 Implementation of the Recovery Plan**

- 3.1 The Trust continues to comply fully with the Scottish Government Route Map and its associated phases for the potential reopening of services and facilities. Although the Scottish Government's target and review dates were acknowledged as being flexible and indicative in nature, several dates were put on hold or delayed to reflect the need to curb the spread of the virus, which had the result of a significant amount of additional guidelines being produced for the Trust's review and interpretation.



- 3.2 A planned and phased approach has therefore been taken when planning to re-open facilities to the general public. This cautious approach sits alongside the Government's plans to continue to suppress the virus and minimise the impact of a second wave of the pandemic.
- 3.3 Directors will recall the key principles adopted that helped inform the agreed priorities for the re-opening of the first phase of Trust services and facilities. Several facilities were selected for re-opening when the Scottish Government's guidelines allowed them to re-open on the understanding that limited services could only be provided given the current constraints. However the Trust is now planning for the re-opening of all its facilities and services, as requested by the Council at their September Executive meeting, albeit it on a reduced service level to accommodate capacity limitations and customer demand.
- 3.4 The reopening of all Trust operated facilities and the adjustments required to ensure the safe access for staff and customers, together with the introduction of amended opening hours and methods of operation has been complex.
- 3.5 The staff 'Facilities Re-opening Guide' that had been produced, continues to be amended and updated on a frequent basis. This helps to ensure compliance with the necessary legislation and guidelines but also to help ensure a consistent and recognisable Trust-wide approach that will be acceptable and indeed attractive to our customers.
- 3.6 There had been a customer expectation that as soon as the Scottish Government made an announcement that a particular sector could re-open from a given date that the sector would be able to do so almost immediately. On some occasions though specific guidelines for that sector were not published until some days later. Given the second wave of the pandemic and the re-tightening of restrictions by the Scottish Government this has helped some of our customers' understanding of the difficulties that the Trust has faced, with the best example of this being the Trust starting, then later having to withdraw, the scheduled group fitness classes. The expected re-opening of the Mariner soft play facility was also affected and put on hold. Customers have been more understanding of the ever-changing circumstances and recognise the efforts being made by the Trust in attempting to re-open services wherever and whenever this can be achieved.
- 3.7 The Trust was pleased to have been able to support the NHS in their flu vaccination programme by allowing access to Falkirk Town Hall, Bo'ness Town Hall and Grangemouth Town Hall to ensure that their enhanced programme could be delivered to facilities in the heart of local communities. The Trust will receive an income from this let and the NHS have expressed their delight with the manner in which they have been supported. The NHS staff experienced some operational teething difficulties at the start of their programme at the FTH in particular however these were quickly resolved and were understandable given that this was the first occasion that the NHS staff had delivered such a service on such a scale and outwith their normal facilities.
- 3.8 Major events were cancelled in accordance with Scottish Government guidelines and in recognition of the need to ensure a risk averse strategy was adopted in relation to the public pound. The decision to cancel the annual Fireworks display saved approximately £30k of expenditure when the event was unlikely to have been permitted due to the current 'mass gathering' guidance. Similarly, it would have been foolhardy to commit significant levels of investment to a 'Fire & Light' event at the Helix

on the 1<sup>st</sup> and 2<sup>nd</sup> of January given the current pandemic guidelines and potential lack of income.

- 3.9 Continued dis-satisfaction by customers and Elected Members as to perceived delays to re-opening of all Trust facilities led to the escalation of this issue to the Director of Development Services, with a specific request to the Service to engage additional resources to help them meet the Trust's needs in relation to the completion of their statutory building checks. At the time of writing the Trust is still unable to specify re-opening dates for some of its key facilities whilst these checks are ongoing and further investigation around the ventilation requirements is undertaken. A joint statement was issued to all Elected Members to ensure their awareness of the current position as well as updates for customers on the Trust's website.
- 3.10 The services and facilities that have been able to re-open have done so on a limited service basis to accommodate the appropriate guidelines and the following describes the main progress since the August report to the Board in specific areas:

#### Sport & Recreation Services

- The capacity of facilities is the main constraining factor with very limited numbers being able to access the gym at the Grangemouth Sports Complex for example. However, the equipment that had been laid out in the small gym areas has been relocated to sports hall 1 that has been suitably 'dressed' to create a much more open and socially distanced layout to encourage customers to return to their gym whilst in a much safer environment. A new programme of 'outdoor fitness' classes has been introduced throughout each week at Grangemouth Stadium that are still possible despite the ban on the indoor fitness programme. An online fitness class option will soon be introduced whilst using the very experienced, well qualified and popular Trust instructors to help support customers back to fitness.
- The guidance on public toilets was relaxed that enabled all of the Trust's public toilet provision at the four strategic parks to be opened, however the enhanced cleaning regimes has resulted in additional staff and material costs.
- Following the success of the support provided by the Trust's Active Schools and Outdoor Activity teams over the Easter and Summer School holiday periods, to help provide a service to the children of 'essential workers', such support was not requested for the October school holiday period. The Trust's Outdoor Activity team were therefore returned to furlough for this short period of time to reduce staffing costs where possible.
- The re-opening of Polmont Sports Centre, Denny Sports Centre and the Carron Gymnastics Centres, took place on the 26<sup>th</sup> of October with restricted opening hours.
- It is intended that Bo'ness Recreation Centre will re-open on the 9<sup>th</sup> of November. However to enable this re-opening, the project to install the Changing Places facility has been put on hold pending a further report being provided by Development Services colleagues on its planned location within the facility.
- Work has been completed on the installation of new external lighting at Polmonthill Snowsports Centre that was required to illuminate the slope and additional work on the slope matting, with the support of volunteers from the Ski Club will help support the facility's re-opening towards the end of November.



## Culture & Libraries

- The Scottish Government guidance allowed for public libraries to reopen on the 15<sup>th</sup> of July and the Council was explicit that it wished to see all eight libraries in the Falkirk area to reopen. Other Scottish Trusts which operate libraries were generally more cautious and some have only opened a restricted number of their libraries. The Trust's 'Click and Collect' operation, whereby items could be ordered online or by phone and then collected on a pre-booked appointment basis was introduced on the 9<sup>th</sup> of September. Further progress has been made with Falkirk Library re-opening on the 12<sup>th</sup> of October for browsing, PC use and issuing of concessionary passes (still on an appointment basis), Grangemouth Library re-opened on the 19<sup>th</sup> of October, Larbert and Bo'ness Libraries on the 26<sup>th</sup> of October and the remaining libraries at Slamannan, Meadowbank, Bonnybridge and Denny on the 2<sup>nd</sup> of November. There are no immediate plans to extend the library offer and reintroduce Bookbug, Chatterbooks, book groups and other sessions as current restrictions continue to be tightened during this second wave of the pandemic.
- The FTH Theatre has reopened for use as a flu vaccination clinic and will remain open for this purpose until the 7<sup>th</sup> of November. Scottish Government guidance is that performing arts venues should remain closed to the public until Phase 4 of their Routemap other than for rehearsal and recording/broadcasting of performances. It is unlikely that FTH Theatre will reopen to the public until April 2021. Even if restrictions were to be relaxed, there is little or no touring product available and the local voluntary arts sector have postponed autumn 2020 and spring 2021 bookings until autumn 2021 and spring 2022. The Trust has been successful in receiving £73,690 from Creative Scotland's Performing Arts Venues Relief Fund, which will allow the return of the Programmer and Technical team at the end of the Job Retention Scheme. This fund will enable partnership working with two theatre companies to be based in FTH Theatre who can begin to develop new work based on an imaginative re-engagement with existing theatre customers. The Programmer will also develop online engagement for the two youth theatre groups, Falkirk Youth Theatre and Re:action.
- Cinemas were permitted to reopen on 27 July; however, the business case for reopening at that time was weak with a lack of new film releases, limitations on capacity (in order to allow for social distancing the Hippodrome's capacity is down from 168 to 55), set against the financial benefits of keeping the Programmers, Technical team and front of house staff on the Job Retention Scheme. However, the Hippodrome will re-open on the 4<sup>th</sup> of December, following the installation of new projection equipment (delayed from May of this year), funded by Creative Scotland to the value of £60,677. There remain concerns about the lack of available new film releases and the limited capacity so have submitted two funding bids, one to the BFI/Film Audience Network Fund (£10,000), to support the screening of independent British and world cinema and the presentation of archive film and the second to Screen Scotland (£41,117) to support staffing and building costs for the venue from December 2020 to 31 March 2021.
- Callendar House temporary exhibitions, permanent displays and gift shop (but not the Tearoom), re-opened on the 10<sup>th</sup> of September. Restrictions are in place with all visitors having to be pre-booked (although walk-ups can be accommodated if there are spaces available) and there is a one-way customer flow system through the House. Take up has been slow with only 507 visitors in September compared to 7,601 during the same period in 2019. The Tearoom reopened on Saturday the 10<sup>th</sup> of October but with capacity reduced from 36 covers to 16. The reintroduction

of Afternoon Teas is planned from the 31<sup>st</sup> of October (weekends only) and Festive Afternoon Teas from the 21<sup>st</sup> of November as part of the Trust's overall seasonal programme.

- Kinneil Museum was able to reopen on the 24th of October.

- 3.11 There remains a higher degree of uncertainty about how customers will behave in a 'COVID-19 safe' facility than there was expressed in the August update. It is still not clear which services customers will want to use and which services they may wish to avoid. The disposable income and time available to some customers may be better than before, but in other cases there may be many who are in fear of losing their job and therefore their financial security for whom visiting a culture or sport facility may be furthest from their mind.
- 3.12 The tourism sector has been badly affected and this too will impact on facilities such as Callendar House and the Helix in particular. Having said that the number of visitors continues to be high as evidenced by the income generated from the Helix car park for example, from more local and regional visitors rather than from the international market. However, it is with this in mind that customer and staff communications are vital in attempting to 'win-back' and motivate previous regular customers to return and indeed to attract new customers who may better understand the benefits of participation in a culture or sports activity for their own general health and well-being.

#### **4 Marketing**

- 4.1 A reopening communications plan is being implemented to support the recovery process. A marketing campaign was developed to support the reopening of services. The look and feel of communications both online and in venue, following the same design with clear messaging to promote new one-way systems and enhanced cleaning and distancing measures was established to ensure the safety of both customers and staff.
- 4.2 Digital work has been completed to help provide an online booking solution that complies with contact tracing requirements and monitor reduced venue capacities. Work continues to be carried out to improve the ease of customer use of the booking systems for all of our offerings.
- 4.3 'MyFitApp' – a new mobile app is currently in development and is nearing completion. The app will allow online streaming of fitness classes, an 'on demand' library of classes available to stream at any point alongside information on our Health and Fitness offering and latest news. The app is due to be released in the coming weeks.
- 4.4 The Trust's social media channels remain the main platform to reach and engage with customers. From August to October the main objective has been to continue to inform and update the community about how COVID-19 is affecting access to Trust services and public spaces, although more facilities have begun to open within this period with communications informing customers of the process involved. This has included information on getting venues ready, highlighting new measures in place to keep everyone safe and to instil key messages with customers in advance of future visits.
- Social Media has continued to grow with the vast majority of channels benefiting from a consistent stream of content which has been aided by the reopening of facilities.
  - The Kelpies/Helix and FCT accounts are the highest reaching pages.
  - Reopening announcements remain the top performing posts across all Trust social accounts.



- An engagement rate of 6% is considered high by industry standards. August saw 17 posts achieving a 9% and over engagement rate and September another 48 posts reaching a 9% plus engagement rate.
- 4.5 The 'TeamTalk' central resource point for staff providing updates on opening plans and general information continues to be well used, both by those working and also employees on furlough leave. In recent months the pages have included updates and formal statements regarding progress of reopening plans along with guidance and information to aid the return to work for many staff who may have been on furlough for several months. From the 1<sup>st</sup> of August TeamTalk has had 836 page views with 624 unique pageviews. The most visited page has been the news section with 323 pageviews in total since the 1<sup>st</sup> of August. Mondays and Fridays are the most popular days for staff visiting the site suggesting they could be checking the site on a weekly basis and after Scottish Government announcements.
- 4.6 Four stakeholder e-newsletters have been sent out to ensure our key contacts remain informed on Trust related issues; specifically providing updates on our recovery plan while continuing to share news on the good work being carried out. The open rates continue to achieve between 40-52%, which is a consistent rate suggesting our stakeholders are regularly opening and consuming the information provided.
- 4.7 The online resource platform, created in consultation with Falkirk Council's Health & Social Care Services for the purposes of supporting their harder to reach groups, contains a large number of support resources and saw the highest engagement in June and July. This resource created by Trust staff was promoted via Falkirk Council channels as well as via Trust platforms. These pages will be continue to be developed.

## **5 Staffing Related Matters**

- 5.1 The Trust has continued to pay 100% of staff salaries and will continue to do so, even after the conclusion of the Coronavirus Job Retention Scheme on the 31<sup>st</sup> of October 2020. The financial burden of staff costs will however significantly increase as more and more facilities re-open. The conditions of the new Job Support Scheme and subsequent amendments are being considered with some staff expected to be asked to return to their place of work on a part-time basis, with financial support being provided by the U.K. Government.
- 5.2 The total claim to the Job Retention Scheme has been approximately £2.5m which in effect has resulted in a saving to the Council as the successful Trust claim significantly reduced the scale of the 2020/21 annual net deficit, which the Council has agreed to underwrite. It was unfortunate however that the need for such funding led to the legal ineligibility of Trust staff who were not able to 'volunteer' their services to the Council during the period of lockdown. At the time of writing there remain 147 staff on furlough with 8 having returned to work on a reduced hour's basis. However this changes on an almost daily basis.
- 5.3 All staff with 'casual' contracts had received an average monthly salary, as agreed with the Council, since the initial lockdown began at the end of March, however these payments have now ceased and the staff affected will return to work on an 'as and when' basis.

- 5.4 Specific training support for over 200 front line staff has been completed to help with any areas of 'conflict resolution' in anticipation of such instances occurring as more and more facilities are re-opened.
- 5.5 Three meetings with multi-Union representatives will have been held since the lockdown and before the November Board meeting, at which time a briefing on the current situation will have been provided and an opportunity for questions and discussions encouraged. The Unions are understandably concerned for the long term future of the Trust and the employment issues that the pandemic presents to their members.
- 5.6 The recent grant award of £73,690 from Creative Scotland as part of their 'Performing Arts Venue' initiative has been welcomed which will ensure the ongoing work by the FTH staff in particular who will undertake appropriate engagement work with local community groups to ensure the long term sustainability of the FTH and indeed the arts service as a whole.
- 5.7 It has been a particularly stressful period for many staff who have remained operational throughout the period of closures as they have often had to work in unusual and often unpleasant environments and their performance continues to be remarkable in retaining a general level of composure in such challenging times.
- 5.8 Staff remain anxious about their future job prospects, particularly those who remain on furlough. Staff understand the current operating model and the impact of reduced customer income and recognise that the Trust is not in a financially sustainable position, along with most other Trusts in the country. Staff have been given a degree of reassurance around the short term future whilst stressing to them that new and innovative ways of working are required. What was unexpected however was the Council's announcement about a review of the Trust, with a decision being expected at their December meeting as to whether or not the Trust is to be brought back 'in-house' or not. This additional level of uncertainty has simply exacerbated the current concerns of the staff.

## **6. Conclusions**

- 6.1 The Trust has been able to re-open a number of facilities, albeit on a reduced level of service basis than before, upon the agreement of the Council and their subsequent confirmation that the buildings were 'safe to use'.
- 6.2 Some facilities remain closed at this time and discussions remain ongoing with Development Services colleagues to support the implementation of their building check programme. The age and condition of some of the larger facilities continues to cause concern however and dates for their re-opening remain unknown.
- 6.3 Major events were cancelled in accordance with Scottish Government guidelines and in recognition of the need to ensure a financially risk averse strategy in relation to the public pound.
- 6.4 The Trust continues to support its permanent staff by paying 100% of their salaries. Consideration is being given to utilising staff, whose facilities have re-opened, on a part-time basis, with the support of the recently announced Job Support Scheme.
- 6.5 Staff training continues to ensure all are fully aware of the new 'COVID-19' guidance, restrictions and the role they play in supporting each other and customers as they return to the services provided.



- 6.6 Regular communication with all staff continues to ensure everyone is aware of the most up to date position in relation to their jobs and places of work.
- 6.7 The importance of ongoing and regular customer updates, motivational notices and promotional activity through a variety of social media platforms is vital to the success of the re-opening plans and longer term financial sustainability.
- 6.8 The Trust has attempted to ensure that services and facilities are both valued and trusted by the local community to encourage and motivate them to once again return to their chosen pastime, hobby or activity whilst using Trust services for the benefit of their general health and well-being.

## **7. Recommendation**

- 7.1 **The Board is asked to note the contents of this report and that further updates will be provided in due course.**
- 7.2 **The Board is asked to acknowledge the hard work and commitment of Trust staff in their safe re-opening of Trust services over recent months and often under difficult circumstances.**

A handwritten signature in black ink, appearing to read 'Neil Brown', with a stylized, flowing script.

Neil Brown  
General Manager

Falkirk Community Trust

**Subject:** Risk Update  
**Meeting:** Falkirk Community Trust Board  
**Date:** 5<sup>th</sup> November 2020  
**Author:** Sport & Recreation Manager

## 1. Introduction

- 1.1 This report provides a summary statement on significant risks affecting the Trust. Significant risks typically affect the whole organisation and can potentially pose significant hazards and the Board are asked to consider the current position. Four new significant risks (in bold) have been included since the last Board update

## 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
<b>Finance</b> The coronavirus pandemic has resulted in the closure of the vast majority of our income generating sites and venues. As a consequence a huge drop in income is being experienced with approx. £700k in income being lost per month. This will result in us being unable to deliver the agreed income targets set for 2020/21.	High	Expenditure has dropped significantly with over 90% of our staff having been placed on Furlough with 80% of their salary being paid through the job retention scheme. Expenditure through our normal operating costs have also dropped significantly. Falkirk Council are continuing to support the Trust during this time with the continued service payments via grant funding being honoured.
<b>Falkirk Council are to consider a report at their December meeting that considers the potential benefits of taking the delivery of Culture &amp; Sport services back 'In House' under their direct management and control. This would involve a significant change for many Trust staff.</b>	High	<b>The Council intend to consult the Trust as to the implication of such an idea with information being collated on the key achievements and value of the Trust since its inception. Were the services to return to the Council's management it is expected that such a transfer would take some time for the Council to implement with a transfer date being possible from April 2022.</b>
<b>Work on 2021/22 proposed budget has been completed. This is showing a continued significant reduction in income levels being forecast for next year due to current ongoing restrictions and capacities.</b>	High	<b>Possible higher than anticipated levels of income could be achieved if restrictions are lifted and capacities increased. Planning and preparation for this will form part of our operational management considerations.</b>
<b>The reduction in income from the Job Retention Scheme will also increase staff costs when staff are returning to higher than pre November levels.</b>	High	<b>Income will continue to be attracted where possible from the Job Support Scheme and any other potential external grant opportunities.</b>
<b>Customers/People/Reputation</b> Reputational damage to the Trust could be experienced if the recovery planning for the re-introduction of our services does not go to	Medium / High	Clear messaging and communications to all customers and affected parties and to support wherever possible the re-opening and re-

<p>plan and there is any significant delay in re-opening.</p> <p>Staff returning to work from an extended period away will require consideration from a health and welfare aspect. Training and Education on new operating procedures will be required as will the provision of appropriate safety measures and Personal Protection Equipment.</p> <p>The introduction of the new 'Strategic Framework' (5 level tiered system) for Scotland was approved on 27<sup>th</sup> October. Falkirk is expected to be positioned in level 3 from 2 November. If this changes upwards to level 4 (highest alert status) this could mean a significant reduction and withdrawal from services and venues that we have only just started to reopen.</p>	<p>Medium</p> <p>Medium</p>	<p>provision of Trust Services.</p> <p>Communication and guidance be will provided for all staff before venues re-open to our customers. All appropriate PPE will also be provided to ensure the safety and welfare of our staff and customers alike. New cleaning and operating procedures will be implemented in line with appropriate government advice.</p> <p>Continued awareness training, hygiene and social distancing practiced, staff compliance with existing measures implemented. Ensure all customers adhere to existing safety measures in place. React to any additional measures required and make necessary changes where needed.</p>
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### 3. Recommendation

#### 3.1 The Board is asked to note the risks outlined in this report and the Trust's actions to mitigate against these risks where possible.



Paul Finnie  
Sport & Recreation Manager



## Falkirk Community Trust

**Subject:** Health, Safety & Risk Update  
**Meeting:** Falkirk Community Trust Board  
**Date:** 5<sup>th</sup> November 2020  
**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 August 2020.

### 2. Operational Issues and Developments

- 2.1 **Update:** The re-opening of our venues continues as we move forward. However this has been slower than expected due to the ongoing restrictions being applied at Scottish Government level to deal with the worsening Covid infection rates and tougher restrictions being implemented. Essential maintenance and regulatory checks and balances have also been required and some delays in work being completed has resulted in venues remaining closed for longer than anticipated. Staff have also been coming back to work where required and our obligations to ensure they return to a safe and stable working environment remain. We have provided them with safe practices of work, whilst adhering strictly to the guidance given on this. Any PPE required has also been issued to those who are providing services at the front line.
- 2.2 Since the last Board update we have re-opened a number of venues and customers have been coming back to us in much smaller numbers than before. This has not diminished our health, safety and care attention for those customers in any way. We have ensured all areas are cleaned and sanitised on a much enhanced regime, with our staff contributing greatly to this process.
- 2.2.1 **Parks Update:** **Helix, Callendar and Muiravonside** have all remained popular and busy throughout the pandemic. We have experienced very little in the way of health & safety related issues in these Parks during this time, with litter being the biggest challenge for us. We have a regime in place at all Parks that collects and disposes of litter in a safe and environmental friendly manner, in conjunction with our colleagues at the Council. Unfortunately vandalism has been on the increase recently with graffiti and damage being experienced at some locations. **Helix Park** has experienced a relatively high volume of cars and vehicles over the last few months and there have been isolated incidents involving boy racer types. Staff, in conjunction with the local police, have dealt with these incidents without any major issues.

We re-opened the toilet block in **Callendar Park** a number of weeks ago and unfortunately some vandalism was experienced with broken toilet seats and mirrors. Thankfully no-one was injured from this incident and we posted a note on social media to say how disappointed we were with this so soon after the toilets were upgraded.

We have only had one instance where we had to contact the local Police to inform them of a large group of teenagers who were congregating in the Park, and ignoring the social distancing and no groups gathering regulations. This was easily dispersed by the Police on the day.

**Muiravonside Country Park Farm** was closed for one day last week due to damage caused by heavy rain running from one of the fields into the Farm buildings causing slight damage to one of the barns and unsuitable conditions for the animals. Work was done quickly and efficiently to stem this water and the Farm re-opened the next day.

### **2.3 Health, Safety and Risk at Indoor Venues**

- 2.3.1 The Mariner Centre has re-opened with significantly reduced usage and capacity. Since opening we have adhered strictly to the guidance provided on social distancing, cleaning regimes, face mask use and control of entry and exit to the venue. There have been no incidents to date with regard to health & safety with no recorded accidents to report. The soft play and café areas remain closed at this time. All staff have responded well to extra precautions in place and have provided a high level of comfort and safety to the customers using the centre.
- 2.3.2 We continue to work with our service providers in the Council to ensure all buildings are cleared for re-opening with the essential regulatory and environmental checks being completed. Unfortunately some of these have taken longer than expected and this has resulted in some delays getting venues opened safely. The main areas of concern have been around water testing, electrical testing and ventilation systems suitability and capacity. We are continuing to deal with these issues as quickly as possible to aid re-opening plans going forward.

### **3. Risk Assessments Update**

- 3.1 Detailed Risk Assessments continue to be completed for all appropriate activities and venues. We have contacted the Trade Unions and supplied them with copies of these documents as we progress. We have asked for their input and comment as required by the Scottish Government guidelines. Unfortunately only one Trade Union (Unison) has responded to us with their comments and views to date. All staff are fully involved in the compilation of these RA's, and are provided with the necessary training and understanding of them before starting back their duties. We have also fully consulted with the Council's Health & Safety Officer who has also provided guidance to us on the content and format of our RA's.
- 3.2 As previously reported to the Board, these RA's are designed to give our staff and customers a strong sense of security and comfort that all precautions and working practices have been considered carefully to ensure their safety and health. We are also continuing to work with our clubs and groups as they resume their activities within our venues, to ensure they have the necessary RA's in place for their client group and as required by their National Governing Body.

### **4. Covid-19 Infection Rates and Impact**

- 4.1 With the recently increased infection rates being experienced across the country we are acutely aware of how this may impact on our staff and their ability to attend work. To date we have had very few staff who have had to self-isolate or been infected directly and this has allowed us to continue to operate as planned. We have also introduced a "Covid-19 contact tracing" procedure for our staff to follow should any reportable instances occur from a public and staff perspective. This is in the form of a flowchart and provides an easy to understand process to follow where required.

### **5. Re-opening of Venues and Safe Resumption of Activity.**

- 5.1 As our venues re-open and we welcome back our staff and customers we must ensure we rigorously apply our enhanced cleaning and hygiene regimes to the highest standard possible. We have invested in specific cleaning and antibacterial products, whilst ensuring our staff are trained in their safe use and are supplied with the appropriate PPE in the performance of their duties.
- 5.2 We have also consulted with our colleagues in the Council's Environmental Services section to ensure they have absolute confidence in our systems and enhanced cleaning and operating regimes. Visits to our venues by Environmental Health Officers (EHO's) have taken place, and so far we are pleased to report that we have been given assurances that they are satisfied with our approach to these enhanced regimes, and that we are providing a high level of confidence to our staff and customers on safe and hygienic practices.

## **6. Staff Confidence and Safety**

- 6.1 As reported to the Board previously we are providing our staff with comprehensive training, information and guidance, especially as the situation with the pandemic continues to change and develop. The return to work guide we have produced is regularly updated with any new information and guidance to ensure they have a full and comprehensive picture of what expectations we have of them and how they can contribute to our resumption of activity and re-opening of venues.
- 6.2 Essential training and qualifications are required for a number of our staff, and we have provided a dedicated member of staff who provides this to them direct. This will ensure all of their relevant health & safety training and qualifications are fully up to date. We have also provided a nominated Covid-19 Officer with specific responsibility for any Covid-19 related incidents, and to provide staff with a single contact point for information and up to date changes to processes and procedures.

## **7. Health, Safety and Risk Group Meetings**

- 7.1 We look forward to the date and time when we can resume our HS&R group meetings. As staff return from furlough we will look at a suitable date when as many of the group can come together again as possible. It looks very likely that this will be an online meeting as a return to normal office working hours looks as far away as ever. In the meantime our fortnightly Team Leader meetings will continue to address any issues of Health, Safety and Risk we encounter as we progress towards “normal” working conditions, whatever they may look like in the future.

## **8. Performance**

### **8.1 Accident Performance Management**

There have been no reported accidents since the last Board update. This is a welcome situation as our Parks in particular have continued to be busy throughout the pandemic. As our other, more risk orientated venues and activities, re-open we will continue to be vigilant and will report any accidents treated or incidents dealt with going forward.

## **9. Conclusion**

- 9.1 Falkirk Community Trust and our staff remain committed to providing a safe and secure environment for our customers to enjoy, and our employees to work in. We will keep our staff fully up to date with any changes or amendments to process and procedures connected to the Covid restrictions currently in place. We will also ensure our venues are hygienic and clean and pose no significant risk to those within. We must all pull together to ensure we come through this difficult and trying time and hope that our customers, visitors and employees remain safe.



*Paul Finnie*  
*Sport & Recreation Manager*