

# Falkirk Community Trust

## Board Meeting 26 August 2021 9.30am **On Teams** **AGENDA**

	AGENDA	Purpose
1	Appointment of Directors Cllr Jim Blackwood and Cllr Gary Bouse.	
2	Minute of Meeting held on 27 May 2021	Approval
3	Matters Arising	Information
4*	Members' Special Resolutions <ul style="list-style-type: none"><li>• Amendment to Articles of Association</li><li>• Winding Up Notice</li></ul> <i>Report by Chief Executive and presentation from Stephen Gibb, Sheppard and Wedderburn</i>	Approval
5	Audited Annual Account 20/21 <i>Report by Chief Finance Officer, Falkirk Council and Jenny Simpson, External Auditor Wylie and Bisset</i>	Approval
6	Annual Report 20/21 <i>Report by Susie Crawford, Business Development Manager</i>	Approval
7	Financial Projection 21/22 <i>Report by Chief Finance Officer, Falkirk Council</i>	Approval
8	Board Administration <i>Report by Maureen Campbell Chief Executive</i>	Approval
9	Transition Update <i>Report by Maureen Campbell Chief Executive</i>	Information
10	Covid Recovery plan update <i>Report by Neil Brown, General Manager</i>	Information
11	Health, Safety & Risk Update <i>Report by Paul Finnie Sport &amp; Recreation Manager</i>	Information
12*	Minute of People Subgroup 17.06.21	Information
13*	Minute of Audit & Performance Subgroup 13.05.21	Information
14*	Minute of Trading Co 8.06.21	
	Date of Next Meeting: 4 November 2021 9.30am FTH	

***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 **27<sup>th</sup> May 2021** 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) (item 1, item 2 and part of item 3); Cllr Joan Coombes (JC); Derek Easton (DE); Cllr Jim Flynn (JF) (items 12-16); Andrew Roberts (AR); Cllr Robert Spears (RS); Alan Stewart (AS).

**Apologies:** Susie Crawford (SC).

**In Attendance:** Maureen Campbell (MC); Neil Brown (NB); Paul Finnie (PF); Lesley O'Hare (LoH); Alistair Mitchell (AM); Danny Cairney (DC);

**Observer:** Mark McCabe (MM) (Audit Scotland).

No.	Agenda Item	Agreement / Action	Due Date	Who
	Welcome	DW welcomed Directors to the meeting.  DW advised of Simon Rennie's resignation from the Board. DW recalled his insightful and visionary input to the Helix project, the key contributions he made to the Board over the life of the Trust and voiced the Board's appreciation for his work as a co-opted independent director.  The Board also wished to acknowledge and thank Margaret Smith's support on financial matters following her change of role following flexible retirement from Falkirk Council.		
1	Minute of Meeting	The minute of the meeting held on 4 <sup>th</sup> March 2021 was approved.		
2	Matters Arising	Two matters arising from the meeting held on 4 <sup>th</sup> March 2021 are included on this meeting agenda: <ul style="list-style-type: none"> <li>Action Plan 2021/22 (item 5);</li> <li>Grangemouth Golf Club Transfer (item 8).</li> </ul>		
3	Integration of Falkirk Community Trust services to Falkirk Council - Consultation Response	DW provided a summary of the background leading to this report.  MC presented a report seeking Board agreement to submit a response to the Council's Consultation, following a request from the Council's CEO for feedback on their proposals on integration of Trust services into the Council from 1st April next year.  The Board noted the following: <ul style="list-style-type: none"> <li>This is the Trust's first opportunity to respond to the Council's paper.</li> <li>Two scenarios are discussed: (1) keeping Trust services together or (2) splitting up component parts of the Trust service into different Council services.</li> <li>Report provided pros and cons of both scenarios.</li> <li>The operational efficiencies of bringing services together within the Trust over the past 10 years.</li> <li>If keeping services together, the best fit for the Trust within the revised Council structure is likely to be within Place Services. Place Services has a structure which the Trust already closely aligns with.</li> </ul>		

No.	Agenda Item	Agreement / Action	Due Date	Who
		<ul style="list-style-type: none"> <li>Concerns regarding Trust services becoming marginalised if part of a larger service and potentially at risk being non-statutory services.</li> <li>Concern that the Council suggestion to locate Libraries within Corporate &amp; Housing overlooks the core role, and cultural benefits, of the library service.</li> <li>Children's Services aims may not align with the commercial approach required for Sport &amp; Leisure services.</li> <li>Business Development and Business Support services are inextricably linked to the delivery of front-line services and need to be attached to Culture and Sport. People Working Group have arrived at this same conclusion regarding locating Business Support.</li> <li>NC left the meeting at 10.36 during the discussion of this item.</li> </ul> <p>The Board discussed the following:</p> <ul style="list-style-type: none"> <li>The importance of making a decision in relation to the paper in having regard to the best interests of Trust customers and staff.</li> <li>The engagement process between the Council and Trust to date and a desire to meet with key Council leadership in advance of the Council meeting on 23 June.</li> <li>That expertise from Trust officers should inform the Council's decision regarding the integration of Trust services.</li> <li>That best value is important in any decision regarding the future of Trust services.</li> <li>That splitting up Trust functions potentially exacerbates financial risk with the expected loss of entrepreneurial expertise within the Trust.</li> </ul> <p><b>Decision</b></p> <p>The Board approved the submission of the letter set out in Appendix 1 and agreed to request a meeting with Council in advance of 23 June 2021.</p>		MC
4	Transition Project Plan	<p>MC updated on the transition to the Council Project Plan.</p> <p>The Board noted the following points:</p> <ul style="list-style-type: none"> <li>Project Board is chaired by the Council's Chief Executive and has met twice so far.</li> <li>There are nine working groups within the Council led by Council officers and attended by Trust managers, each group having met at least once.</li> <li>Transition Project Plan from the Project Board is not yet ready for sharing.</li> <li>Transition Project Plan will be shared to the Trust Board ahead of discussion at the Council meeting on 23 June 2021.</li> </ul> <p>The Board discussed the following:</p> <ul style="list-style-type: none"> <li>AR queried if any work has been carried out on costing the transition. MC noted that known costs to date are around legal work but that also a significant allocation of Trust officer time is required for the transition.</li> <li>A question was raised regarding the costs of removing Trust branding from venues and facilities, staff uniforms and associated resources.</li> </ul>		

No.	Agenda Item	Agreement / Action	Due Date	Who
		<ul style="list-style-type: none"> <li>The Board noted concern at the continued existence of FCT branding beyond the transfer date, given the charitable aspects of the Trust and recommends that branding be removed or covered over. SC to raise with the project group.</li> <li>Board members asked about impact on Trust staff, has there been an exodus of staff, and what current state of staff morale is. MC noted staff concerns around not understanding the rationale for the decision to transfer Trust functions to the Council. MC advised that, since the decision to transfer Trust functions to the Council two Team Leaders had resigned and one Team Leader had taken the decision to retire.</li> </ul> <p>The Board noted:</p> <ul style="list-style-type: none"> <li>Progress on the Trust Transition Project Plan as reported;</li> <li>The Project Plan will be shared to Trust Board ahead of Council meeting in June.</li> </ul>		<p>SC</p> <p>MC</p>
5	Action Plan 2021/22	<p>LOH presented an overview of the Trust's Annual Action Plan for 2021-22, the third of five annual Action Plans that stem from the Trust's Business Strategy 2019-2024.</p> <p>The Board noted the following points:</p> <ul style="list-style-type: none"> <li>The Trust's objectives and priorities remain unchanged as set out in section 2.4 of the report, but the plan also takes into account business recovery from the COVID-19 pandemic and the need to ensure a smooth transition of Trust services to the Council by 31 March 2022.</li> <li>The Trust's three strategic objectives remain as: (1) Meeting our customer's needs; (2) Ensuring our financial viability; and (3) Growing our leadership and community development capacity.</li> <li>The devastating impact of COVID on admissions and income in 2020-21.</li> <li>The difficulty of setting targets for 2021-22 in the current environment of restricted capacity and unknown customer confidence in returning to Trust services.</li> <li>Targets are aligned with financial targets set out in separate financial paper.</li> </ul> <p><b>Decision</b></p> <p>The Board approved the Annual Action Plan 2021-22.</p>		
6	Financial Outturn Projection 2020/21	<p>DC provided a report presenting the provisional financial outturn of the Trust's activities for 2020-21.</p> <p>The Board noted the following points:</p> <ul style="list-style-type: none"> <li>The final accounts process is underway with figures reported here subject to final audit review. Any further adjustment to these figures will be reported back to the Board.</li> <li>Comparison is made against planned budget, and prior year's performance to determine the detrimental financial impact of the COVID-19 restrictions on each area.</li> <li>The impact of COVID-19 on operational income has been considerable, with a provisional loss of c£6m compared to budget. This has been mitigated by the UK Government's Job Retention Scheme and significant operational savings being achieved, with a provisional</li> </ul>		

No.	Agenda Item	Agreement / Action	Due Date	Who
		<p>surplus of £0.288m being shown for the current financial year.</p> <ul style="list-style-type: none"> <li>• Biggest financial impact has been loss of customer income due to facility closure, which has been compensated by the Job Retention Scheme and the continuation of the Council service payment.</li> <li>• The final account will include an explanation of treatment of reserves and various adjustments for trading activities.</li> <li>• It is too early in the current financial year to provide an assessment of the year-end position for 2021-22.</li> </ul> <p>The Board discussed the following:</p> <ul style="list-style-type: none"> <li>• DW queried what would the financial position have been had Trust services been within the Council. DC advised it would not have had access to funding from the UK Government's Job Retention Scheme.</li> </ul> <p>The Board noted the analysis of the provisional performance for 2020/21.</p>		
7	FTH and new HQ and Arts Centre Update	<p>LOH updated the Board on both future arrangements for FTH Theatre as the Council begins to finalise arrangements for the demolition of the Municipal Buildings, and progress on the development of the new Council HQ with a particular focus on the arts centre (working title) and library components.</p> <p>The Board noted the following points:</p> <ul style="list-style-type: none"> <li>• FTH theatre will continue operations when the Municipal Buildings is decommissioned; it is anticipated that the decommissioning process will begin in August and it is unlikely that the Buildings will reopen for staff or elected members once office-based working becomes the norm.</li> <li>• Additional funding is being sought through the Falkirk/Grangemouth Investment Zone bid which will support any additional costs incurred by locating the new facility in the town centre.</li> <li>• Workshop with elected members was held in February.</li> <li>• Council of the Future Board funding supported the secondment of a Trust officer to work with the Project Manager on the development of the new town centre HQ, arts centre, and library.</li> <li>• FTH Studio will have extensive daytime use of the Studio from Monday-Friday for the purposes of Council, committee, and Children's Panel use; work is ongoing to prepare the room for this. This room will remain available for weekend and evening use by cultural activity and other hires.</li> <li>• Work began in April to convert Falkirk Library Children's Section into Central Hub for Falkirk Council, with relocation of the children's section.</li> </ul> <p>The Board discussed the following:</p> <ul style="list-style-type: none"> <li>• DE voiced concern around possibility of no facility to use during the transition to new facility. LOH noted this will be recorded as a risk. Temporary interruptions may be more likely than extended loss of venue operation.</li> </ul> <p>Board members noted progress to date and agree to receive a further update at the August Board meeting.</p>	26/08/21	LOH

No.	Agenda Item	Agreement / Action	Due Date	Who
8	Grangemouth Golf Club Transfer	<p>NB gave an update on the implementation of the first stage of the transfer of Grangemouth Golf Course from the operation and management by the Trust to that of Grangemouth Golf Club, whilst referring to the actions required in the next several months in the achievement of a full asset lease transfer.</p> <p>The Board noted the following key points:</p> <ul style="list-style-type: none"> <li>• A Licence to Operate has been signed by both parties and became effective from 1st April 2021, with an end date expected to be on 31st March 2022, given the Trust's position at that time, or sooner if agreement for a full asset transfer is achieved before that date.</li> <li>• It is the Club's intention to complete their Business Plan for approval as soon as they possibly can. It is also the Trust's position that Council approval be granted to enable the Club to operate and manage the facility from 1st January 2022.</li> <li>• Key areas that remain outstanding within the Club's Business Plan are the issues of the T.U.P.E. transfer of four Trust staff, and the Club's use of all Trust machinery and equipment when they achieve charitable status.</li> <li>• The Club has SCIO status confirmed in the past few days, with completion of their Business Plan remaining outstanding.</li> <li>• Target date for full transfer is provisionally set as 1<sup>st</sup> January 2022.</li> </ul> <p>The Board:</p> <ul style="list-style-type: none"> <li>• Noted the completion of a formal Licence to Operate between the Trust and the Club and that the Club's operation of the facility, whilst encountering teething issues, remains satisfactory.</li> <li>• Noted that further reports will be submitted to the Board advising of the progress made on the transfer of staff and associated specialist equipment and machinery.</li> </ul>	26/08/21	NB
9	Recovery Plan Update	<p>NB provided an update on the changes that have taken place, since the update provided to the Board on 3rd March and to review the progress made against the recovery plan.</p> <p>The Board noted:</p> <ul style="list-style-type: none"> <li>• What easing of restrictions have meant for Trust services, with the main difference taking place on 26<sup>th</sup> April 2021 allowing the Trust to reopen many facilities that had been closed for a significant period.</li> <li>• Customer experience and the Trust's ability to deliver service is affected by requirements for booking, track and trace, social distancing and continued restrictions.</li> <li>• The importance of social media and interactions via the Trust's website, and the need to retain website presence going forward.</li> <li>• The extension of the UK Government's Job Retention Scheme to the end of September, with the Trust balancing the return of staff to operate facilities with keeping staff on furlough where possible to maximise financial savings.</li> <li>• The Trust's ability to recover is constrained by with capacity levels being limited by the need for social distancing. As a result, ability to generate income levels is significantly restricted.</li> <li>• A number of vacancies exist.</li> </ul>		

No.	Agenda Item	Agreement / Action	Due Date	Who
		<p>The Board discussed:</p> <ul style="list-style-type: none"> <li>• Their individual experiences of using the facilities since they reopened and were very complimentary about the arrangements and the staff input.</li> <li>• A number of opportunities for potential service development were identified taking account of the likely continued restrictions in respect of capacity limitations and physical distancing.</li> </ul> <p>The Board formally expressed its thanks to Trust staff throughout the welcome return to service provision.</p>		
10	Annual Report format and timeline	<p>MC presented an update to the Board on the format and timeline for this year's Annual Report.</p> <p>The Board noted:</p> <ul style="list-style-type: none"> <li>• Annual Report will be reported to the Board in August.</li> <li>• The Trust's 10-year anniversary will be celebrated in July.</li> </ul> <p>The Board noted arrangements for the publication of the Annual Report 2020-21 and the digital campaign to recognise the 10th anniversary.</p>		
11	Support for NHS during the Pandemic	<p>NB provided the Board with the level of support provided by the Trust to the NHS, at various points throughout the period of the pandemic.</p> <p>The Board noted:</p> <ul style="list-style-type: none"> <li>• Use of the Trust's three town halls for clinical use by the NHS early in the pandemic, starting with use for flu vaccinations.</li> <li>• Success of flu vaccination delivery resulted in the further use of Trust sites by the NHS for COVID-19 vaccinations.</li> <li>• Mobile testing units made use of several Trust sites using car parks, with testing unit staff only having access to centres as welfare facilities .</li> <li>• Polmont Sports Centre became a fixed asymptomatic test site for a significant period, making use of a Trust site that was otherwise have been unable to open. This testing site came to an end on 23<sup>rd</sup> April 2021.</li> <li>• The move to delivering a larger-scale COVID-19 vaccination service at Forth Valley College led to a request for Trust staff to assist in the operation of this vaccination facility.</li> <li>• There should be no financial implications for the Trust supporting the NHS throughout the pandemic.</li> <li>• Additional requests for access to the three town halls from the Blood Transfusion Service were largely accommodated; however, there were periods of time where the Trust could not satisfy the demands at FTH with alternative arrangements having to be found by the Blood Transfusion Service.</li> <li>• The Trust has demonstrated its ability to support the Council and NHS in specific areas through the co-ordinated and effective management of front-line staff, during this time of crisis.</li> </ul> <p>It was suggested we acknowledge the help of Trust staff to the NHS and flagged a National thank you day planned for 4<sup>th</sup> July.</p> <p>The Board expressed their gratitude to Trust staff in stepping up to assist during this time of crisis.</p>		

No.	Agenda Item	Agreement / Action	Due Date	Who
12	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>The Trust is providing returning staff with comprehensive training, information, and guidance, especially as the reopening of our venues gathers pace,</li> <li>The incidence of accidents and incidents since reopening remains low, with numbers expected to increase as ever-increasing numbers of customers start to return.</li> </ul> <p>The Board discussed the following:</p> <ul style="list-style-type: none"> <li>The impact of increased visitor numbers to all park sites and associated increases in anti-social behaviour and vandalism.</li> <li>An application for Naturescot funding was submitted for additional support to parks to support the appointment of additional customer improvement staff. Volunteer Park wardens would be extremely welcomed but could be an extremely difficult role to fill.</li> </ul> <p>The Board noted the update on Health, Safety and Risk.</p> <p>JF joined the meeting at 1142 during the discussion of this item.</p>		
13	Fundraising Update	<p>MC provided an update on the Trust's external fundraising activity from April 2020-April 2021.</p> <p>The Board noted the following key points:</p> <ul style="list-style-type: none"> <li>The total value of awards made to date in 2020-21 is £191,852.</li> <li>Several pending bids awaiting outcome, totalling £421,199.</li> <li>Competition for funding is ever increasing.</li> </ul> <p>The Board noted the Fundraising Update.</p>		
16	Any Other Business	There was no other business.		
	Date of next meeting	<p>MC suggested a return to a physical meeting, making use of the additional space within FTH Studio to maintain social distancing.</p> <p>Date: 26<sup>th</sup> August 2021</p> <p>Location: FTH Studio</p>		



### Agenda Item 3

#### Falkirk Community Trust

#### Matters Arising Board Meeting: 26 August 2021

Item	Action	By Whom	Update
7	<u>FTH and new Arts Centre Update</u> LOH to provide update on progress since the last meeting	LOH	<u>Site Selection</u> At the full Council meeting on the 24 <sup>th</sup> of June, elected members considered the Council Officer recommendation to approve the site at the junction of High Street and Cockburn Street as the optimum location for the combined HQ, Arts Centre and Library, based on a number of selection criteria. The outcome of that meeting was a Labour amendment to the recommendation requesting that Officers prepare a report for the next full Council meeting on 29 September, which would include design options and establish costs for two options:  <b>Option A</b> with HQ offices on the Municipal Buildings site and the art and civic centre, library and advice hub on the site at High St/Cockburn St. (with the added requirement that the entrance to the Art Centre be directly across from the parish church);  <b>Option B:</b> the provision of the HQ and Art Centre together on the High Street/Cockburn Street site as set out in the report.  As part of the work to prepare this next report, the Trust has been asked to lead a preliminary survey, on behalf of the Council, of FTH and library customers, FTH lessees, Falkirk Arts Network, Falkirk Youth Theatre and town centre businesses. The questionnaire asks respondents whether they support the vision for the new venue (arts centre and library); whether they are in favour of it being located in the town centre and whether they would use the new facility when it opens. We also ask if respondents would be willing to be

			<p>involved in future engagement activity (focus groups, etc.) to help inform the design development and programming approach for the new facility. The survey opened on Friday 23 July and closes on 20 August.</p> <p><u>Business Case</u> DCA and Charlotte Wilson Associates are updating the work done in 2019 as part of the feasibility study including a reassessment of potential audiences and financial modelling in the context of expected speed of recovery of the sector post-COVID-19. They will also provide examples of similar capital projects elsewhere in the UK that have stalled during lockdown but are now restarting/have restarted and examples of cultural venues that have contributed to the regeneration of town centres.</p> <p>Findings from the survey and DCA/CWA's work will findings help inform the Council report to be considered on 29 September.</p> <p><u>Falkirk Library/Central Hub</u> Work is now complete on the Central Hub which is located in the former Children's Library on the first floor. The Hub is now open although operating on reduced hours.</p>
8	<p><u>Grangemouth Golf Club Transfer</u> NB to provide update on the progress toward transfer with reference to staffing and associated specialist equipment and machinery.</p>	NB	<p>We have written to and received a response from OSCR in relation to the Trust's intentions to transfer the Trust's specialist machinery, vehicles and specialist equipment to the Grangemouth Golf Club, at the point of transfer and upon the Council's approval of the Club's Business Plan. The Club has been accepted as an organisation with charitable status and on that basis OSCR has acknowledged our intentions stating that the decision to undertake this transfer is solely one for the Company Directors to take, after seeking appropriate legal advice with reference to the Trust's Articles of Association. In their response OSCR took the opportunity of referring to their awareness of the winding up of the Trust in the coming months.</p>

			<p>A more formal meeting has taken place with the four affected members of staff and their union representative, together with Club representatives, as the TUPE transfer arrangements progress. We await formal notification from the Club as to their 'offer' for consideration, however we are aware that they have now engaged professional HR support to assist them in their consideration of this specific matter</p>
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**FALKIRK COMMUNITY TRUST**

**Subject: Audited Annual Accounts 2020/21**  
**Meeting: Falkirk Community Trust Board**  
**Date: 26 August 2021**  
**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 2020/21.

**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 2021 have been presented for audit. The report from the Independent Auditor confirms that, in their opinion, the financial statements give a true and fair view of the company's affairs. There are no significant matters arising in the audit report. A full management report from the auditor is attached in appendix 1.
- 2.2 The financial results for the year 1 April 2020 to 31 March 2021 are attached in appendix 2. The Consolidated Statement of Financial Activities for the Group on page 15 shows a surplus on unrestricted funds of £444,000. The unrestricted fund has increased to £2,228,000 (£1,784,000 at 31 March 2020). From this £697,000 is earmarked for funding future asset depreciation costs, £169,000 earmarked to fund investment growth projects, and £336,000 earmarked for the Helix Asset Management Plan.
- 2.3 The Trust's subsidiary achieved a surplus for the period to 31 March 2021 of £26,000 which will be distributed to the Charity (2019/20 £293,000). The Board should also note that separate audited accounts have been prepared and will be presented for approval by the Trading Company.

**3. Recommendation**

- 3.1 **The Board is asked to approve the Trust's Financial Statements for the period to March 2021.**



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**Chief Finance Officer**

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

# **FALKIRK COMMUNITY TRUST**

## **ANNUAL REPORT TO THE BOARD OF TRUSTEES**

### **ON THE EXTERNAL AUDIT FOR THE YEAR ENDED 31 MARCH 2021**

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Topic	Date
Commencement of audit fieldwork	14 <sup>th</sup> June 2021
Audit clearance meeting	20 <sup>th</sup> July 2021
Audit & Performance Sub Group	19 <sup>th</sup> August 2021
Proposed presentation to the Board	26 <sup>th</sup> August 2021

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## **1 EXECUTIVE SUMMARY**

### **1.1 FINANCIAL REVIEW**

The group has reported an overall surplus of £631k (2020: £206k deficit).

The group has a strong net asset position as at 31 March 2021 of £2,574k (2020: £1,943k).

### **1.2 FINANCIAL STATEMENTS**

We expect to issue an unqualified opinion on the accounts of Falkirk Community Trust for the year ended 31 March 2021.

### **1.3 RECOMMENDATIONS TO MANAGEMENT**

We have made no new recommendations to bring to the attention of management.

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## **2 INTRODUCTION**

### **2.1 APPOINTMENT**

Wylie & Bisset (Audit) Limited were appointed as the External Auditors of Falkirk Community Trust for the year ended 31 March 2021. This Annual Report has been prepared following the conclusion of our audit of the financial statements of the charity for that period.

### **2.2 RESPECTIVE RESPONSIBILITIES**

Our audit has been carried out in accordance with our statutory responsibilities and International Standards on Auditing (UK) issued by the Financial Reporting Council. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the Trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charity's circumstances, consistently applied and adequately disclosed.

### **2.3 REPORTING**

Our audit report on the financial statements for the year ended 31 March 2021 is expected to be unqualified.

Our audit work has been designed to enable us to form an audit opinion on the financial statements of the charity and should not be relied upon to disclose all weaknesses in internal controls in relation to the charity's systems and financial statements.

This Annual Report has been prepared for the purposes of the management and Trustees and should not be issued to third parties without our prior written consent. We would emphasise that our comments in this report are not intended to be any reflection on the integrity of the charity's employees whom we would like to thank for their help and assistance throughout our audit visit.

Should you have any queries on the contents of the Annual Report please do not hesitate to contact us. Details of the senior members of the audit team are included in Appendix C.

### **3 FINANCIAL REVIEW**

#### **3.1 FINANCIAL STATEMENTS**

The financial statements of the charity are the means by which it accounts for its stewardship of the resources made available to it and its financial performance in the use of these resources. In accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), it is the responsibility of the Trustees to prepare financial statements, which give a true and fair view of the charity's financial position and the income and expenditure for the year. As a charity, Falkirk Community Trust is required to comply with the Financial Reporting Standard 102 Statement of Recommended Practice: Accounting by Charities ("The FRS102 SORP").

#### **3.2 AUDIT OPINION**

We are pleased to record that there are no anticipated qualifications in our audit opinion on the charity's accounts for the year ended 31 March 2021, as in our opinion, the financial statements give a true and fair view of the charity's financial position and the income and expenditure for the year ended 31 March 2021 and have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice and the requirements of the Companies Act 2006; The Charities and Trustee Investment (Scotland) Act 2005; and, The Charity Accounts (Scotland) Regulations 2006.

#### **3.3 SUBMISSION OF WORKING PAPERS**

The working papers that were provided to us for our audit were of a good standard and increased the efficiency of our audit testing.

### 3.4 CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

- Overall, income has decreased by £3,309k from the prior year. The main movements include a reduction of £5,033k in income from the provision of culture and sport activities, which is due to a decrease in visitors to parks and admissions across the health and fitness centres as a result of the Covid 19 pandemic. There has also been a significant decrease of £1,919k in the trading company income due again to closures in line with Government Covid-19 guidelines. These decreases were offset by an increase in Other Income £3,662k, due to the receipt of Coronavirus Job Retention Scheme income in the year.
- Expenditure has also decreased from the prior year. The overall decrease has come from a drop in staff costs largely attributable to the drop in employee numbers in the year. In addition, property costs have decreased due to the lower level of repairs carried out in the year due to lockdown restrictions.

	Y/E 31 March 2021	Y/E 31 March 2020
	£'000	£'000
<b>INCOME FROM:</b>		
Donations and Legacies	14	36
Charitable Activities:		
- Provision of Leisure & Cultural Activities	1,866	6,899
- Contract with Falkirk Council	10,927	10,899
Other trading activities	216	2,135
Investments	2	27
Other income	3,820	158
	<hr/> 16,845	<hr/> 20,154
<b>RESOURCES EXPENDED ON:</b>		
Raising Funds	190	1,842
Charitable Activities	16,024	18,518
	<hr/> 16,214	<hr/> 20,360
<b>Net incoming/(outgoing) resources</b>	<hr/> 631	<hr/> (206)

### 3.5 CONSOLIDATED BALANCE SHEET (STATEMENT OF FINANCIAL POSITION)

- There has been an increase in fixed assets on the prior year due to the following; £241k worth of additions offset by a depreciation charge in the year of £228k and disposals of assets with a net book value of £91k.
- Stock has decreased slightly from the prior year due to closure of sites throughout the year.
- Debtors have increased from the prior year. At the end of 2020 there was a creditor balance due to the Falkirk Council, however this year the position is now a £358k debtor.
- Creditors have decreased in comparison to the prior year mainly due to a large decrease in amounts due to Falkirk Council.

	2021 £'000	2020 £'000
Tangible fixed assets	1,087	1,074
Stocks	106	121
Debtors	1,102	675
Cash in hand and at bank	1,108	1,254
Current assets	2,316	2,050
Creditors: amounts falling due in less than one year	(829)	(1,181)
<b>Net assets</b>	<b>2,574</b>	<b>1,943</b>
Restricted funds	346	159
Unrestricted funds	2,228	1,784
<b>Total Funds</b>	<b>2,574</b>	<b>1,943</b>

## **4 AUDIT APPROACH & KEY FINDINGS**

### **4.1 OUR APPROACH**

Our audit approach is risk based and focused on the key risks facing the charity.

During our initial planning procedures, we identified a number of areas where we considered the risk of misstatement in the financial statements to be greater than normal. Our audit procedures were designed and undertaken to ensure greater focus on these risk areas in order that specific conclusions could be made with regard to the identified risks. Details of the risks identified and our proposed audit response were communicated to the Board of Trustees via our audit planning memorandum. Our conclusions with regard to these areas are included within Appendix B.

During our prior year audit, we documented the systems and controls in place at the charity and obtained an understanding of their operation. In accordance with auditing standards, we confirmed our documented understanding of the main operating cycles and associated accounting systems via interviews of staff and the performance of walk through tests. This process has allowed us to review, in the course of our audit, the key elements of the charity's systems of internal financial controls in the main operating cycles.

Based on our main audit procedures, we have identified certain areas where the operation of internal financial controls could be improved. These areas are highlighted within subsequent sections of this report.

It should be noted that the primary objective of our audit is to express an opinion on the truth and fairness of the charity's financial statements as a whole. An audit does not examine every operating activity and accounting procedure in the charity nor does it provide a substitute for management's responsibility to maintain adequate controls over the charity's activities. Our work is not designed therefore to provide a comprehensive statement of all weaknesses or inefficiencies that may exist in the charity systems and working practices, or of all improvements that could be made.

#### 4.2 AUDIT ISSUES ARISING

During the course of the audit a number of issues arose which were resolved in discussion with, or formally reported to the Accountants. This practice is an established part of the audit process. This report draws to the attention of the Board of Trustees any matters of particular significance or interest, which arose from the audit.

#### 4.3 UNADJUSTED ERRORS

Appendix A includes a copy of the letter of representation which we have sought from the Board of Trustees in support of the matters reported to us during our audit procedures. This also includes reference to the summary of unadjusted errors and deviations.

#### 4.4 INDEPENDENCE

Our professional standards require that we communicate at least annually with you regarding all relationships between our firm and Falkirk Community Trust and Falkirk Community Trading Limited which, in our professional judgement, may reasonably be thought to bear on our independence and the objectivity of the audit engagement partner and the audit staff and to detail the related safeguards in place.

There is one issue arising which can be addressed by the safeguards implemented below:

Ethical Threat	Safeguard
Self-review threat as Wylie & Bisset's Tax department prepare the year end Corporation Tax return for Falkirk Community Trading Limited.	The staff involved in the audit are independent to the Tax function and appropriate Chinese Walls are put in place between the two teams to ensure the audit team's independence is not affected.

In our professional judgement, as of the date of this report, Wylie & Bisset is independent of Falkirk Community Trust and Falkirk Community Trading Limited within the meaning of United Kingdom regulatory and professional requirements and the objectivity of Jenny Simpson and the audit staff is not impaired.

## **5 GOVERNANCE & INTERNAL CONTROLS**

### **5.1 GOVERNANCE**

Governance is concerned with structures and processes for decision making, accountability, control and behaviour at the upper levels of an organisation. The respective responsibilities of the charity and Wylie & Bisset are summarised in the Trustees' Report.

Although we are not required to form an opinion on the adequacy and effectiveness of the individual components of internal control the scope of our procedures will include a review of such. We will bring to your attention any deficiencies of which we become aware.

### **5.2 GOVERNANCE ARRANGEMENTS**

As part of our audit we have performed a limited review and assessment of the charity's Corporate Governance systems relating to standards of conduct, openness and integrity. In addition, we reviewed the charity's risk register and risk management arrangements along with the minutes of meetings of key charity committees issued during the year.

Based on our limited review, we are satisfied that the charity operates appropriate Governance procedures and that management has adequate arrangements in place covering standards of conduct.

We found no matters therein to impact upon our audit opinion; however, a recommendation has been made in this area to strengthen the Governance arrangements currently in place.

### **5.3 INTERNAL CONTROLS**

We have reviewed in the course of our audit the key elements of the charity's systems of internal financial controls in the main operating cycles.

In reaching our audit opinion we carried out our audit work based on the audit plan with evidence obtained by:

- a) Discussions with senior management and staff at the charity;
- b) Completing appropriate audit programmes;
- c) Carrying out analytical review procedures;
- d) Carrying out substantive and compliance audit tests on a judgemental basis; and,
- e) Review of minutes of Board and management meetings.

Based on our review we have identified areas where the operation of internal financial controls could be improved. These areas are included within subsequent sections of this report.

## **6 FRAUD AND IRREGULARITIES**

### **6.1 BEST PRACTICE**

Best practice requires that the charity should establish arrangements for the prevention and detection of fraud and other irregularities as part of its Governance procedures.

An assessment was made of the adequacy of the systems and controls for the prevention and detection of fraud and irregularities during our audit planning procedures.

### **6.2 AUDIT FINDINGS**

In the course of the audit we have reviewed the following areas with regard to the prevention and detection of fraud and irregularities:

- a) The monitoring and compliance with financial procedures;
- b) The charity's strategy to prevent and detect fraud and other irregularities;
- c) The internal controls operated for segregation of duties, authorisation and approval processes and reconciliation procedures.

No areas of significant concern were found during normal audit procedures. It is also highlighted that all the recommendations made have an implicit impact on the prevention and detection of fraud and other irregularities.

We emphasise that our audit of the financial statements is planned to ensure there is a reasonable expectation of detecting misstatements arising from fraud or other irregularity that are material in relation to those financial statements, but cannot be relied upon to detect all frauds and irregularities.



## **7 APPLICATION OF ACCOUNTING PRINCIPLES**

The following areas are brought to the attention of the Trustees to assist their review and understanding of the financial statements for the year ended 31 March 2021.

### **7.1 STATEMENT OF RECOMMENDED PRACTICE – ACCOUNTING & REPORTING BY CHARITIES (SORP)**

Falkirk Community Trust is a registered Scottish charity and is therefore required to prepare its accounts in accordance with the Charity Accounts (Scotland) Regulations 2006, and the Statement of Recommended Practice - Accounting & Reporting by Charities preparing their accounts in accordance with FRS102 (the SORP).

A SORP is an interpretation of current UK Generally Accepted Accounting Practice (GAAP) for a specialist group of entities. Thus there are SORP's for Pension schemes, Colleges, Housing Associations as well as a specialist Charities SORP. The current version of the charity SORP was published in 2018 and incorporates the requirements of the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

The main differences in accounting under the charity SORP are as follows;

- Under the Charity SORP one of the prime financial statements is a Statement of Financial Activities (SOFA) which records all of the charity's income, expenditure, gains and losses for the year in question.
- The Balance Sheet format is similar to that required under the Companies Acts with the exception of the lower part which breaks down the charity's endowed, restricted and unrestricted reserves.
- The charity is required to report by charitable activity. This means that third parties have information about the performance of the charity's various activities. The SOFA is prepared under the principle of Activity Based Reporting. This means that the accounts show information about matters such as the efficiency of fundraising as well as the income and costs associated with charitable activities.
- The Trustees Report is required to contain a large amount of information covering statutory, organisational and operational details and should explain how the charity fulfils its charitable objectives in its day to day activities.

## 8 AUDIT RECOMMENDATIONS – PRIOR YEAR

### 8.1 PRIOR YEAR MANAGEMENT LETTER

A management letter was prepared by Wylie & Bisset (Audit) Limited in relation to the accounts of Falkirk Community Trust for the year ended 31 March 2020.

The points noted within the prior year management letter, along with the observations and follow up conclusions from the current year are noted below.

The points below have been assigned a priority level based on the urgency required in addressing the matters that have been highlighted. An explanation of the priority is as follows:

**High Priority** - Recommendations addressing significant control weaknesses which should be implemented immediately.

**Medium Priority** - Recommendations addressing significant control weaknesses which should be addressed in the medium term.

**Low Priority** - Recommendations which, although not addressing significant weaknesses, would either improve efficiency or ensure that the company matches current best practice.

8.2	Accounting System
Observation	We note that the accounting system, for both the Trust and the subsidiary, is integrated with the Council's.
Implications	This has resulted in several errors, whereby transactions have been miscoded and included in the council nominals incorrectly (see points 8.5 and 8.7).
Recommendation	We recommend that separate accounting systems are implemented for both the Trust and the Trading subsidiary. This will help in reducing the scope for error.
Priority	<b>High</b>
2021 Update	We note that there has been no change from the prior year, however, we are aware of the plans to bring the activities of the Trust back into the Council, <b>therefore no further action required.</b>

8.3	Deed of Covenant
Observation	We note that there is no Deed of Covenant in place between the Trust and the trading subsidiary.
Implications	The Trust are unable to accrue for a gift aid payment from the subsidiary unless there is a Deed of Covenant in place.
Recommendation	Whilst we understand that it may not be the Board's intention to gift the surplus to the Trust every year, we recommend the Deed of Covenant is put in place so that this can be done if this is the decision taken.
Priority	<b>High</b>
2021 Update	We note that there has been no change from the prior year, however, we are aware of plans of the Trading company to cease to trade upon completion of the 'hive up' and therefore appreciate this may not be of relevance when this time comes.

8.4	Review of Governing Document
Observation	We note that there has been no recent review of the Memorandum and Articles of Association.
Implications	There is a possibility that the document is no longer fit for purpose, and the Trust's activities may not be covered by its charitable purposes.
Recommendation	We recommend this is reviewed on a regular basis and updated where required to ensure it is fit for purpose.
Priority	<b>Medium</b>
2021 Update	We note that there has been no change from the prior year however due to the hive up this is no longer considered relevant.

8.5	Debtors payments
Observation	During our testing, we noted an instance whereby a balance shown as outstanding at the year end had in fact been paid pre year end, however had been allocated against a debtor balance belonging to the Council.
Implications	The year end debtor figure for the Trust is overstated.
Recommendation	Our recommendation regarding the use of separate systems for the Council and Trust would help to ensure this does not happen.
Priority	<b>Medium</b>
2021 Update	We found no instances of this in the current year. <b>No further action required.</b>

8.6	Management Accounts
Observation	We noted that during the preparation of management accounts, individual balance sheets for the Trust and the Subsidiary are not prepared.
Implications	This makes it difficult to assess the financial position of each individual entity.
Recommendation	Management accounts for each entity should include separate Balance Sheets.
Priority	<b>Medium</b>
2021 Update	We note no changes from the prior year. <b>We repeat our original recommendation.</b>

8.7	Overpayments made on water charges
Observation	We noted a prepayment balance totalling £14k for water charges that we discovered was in relation to an invoice that had been paid twice.
Implications	This indicates a lack on controls in the Trust and there is risk that this may reoccur.
Recommendation	We recommend care is taken for payments made, and when paid this is marked as such.
Priority	<b>Low</b>
2021 Update	We found no instances of this is the current year. <b>No further action required.</b>

8.8	Disposal of fixed asset
Observation	During our physical verification of fixed assets, we discovered that one of the sample had actually been disposed of in the year, however not removed from the fixed asset register. It is understood it was processed through the Council's system instead.
Implications	This resulted in the fixed asset register not being up to date and consequently, the fixed assets being overstated
Recommendation	We recommend that care is taken when processing the disposals to ensure the correct asset is removed from the register. We also recommend the register is reviewed regularly to pick up any errors of this nature.
Priority	<b>Low</b>
2021 Update	We found no instances of this is the current year. <b>No further action required.</b>

## **9 AUDIT RECOMMENDATIONS – CURRENT YEAR**

### **9.1 CURRENT YEAR RECOMMENDATIONS**

We have no new points arising from the current year audit that we wish to bring to the attention of management.

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## 10 EMERGING SECTOR ISSUES

### Furlough Investigations

More than £50 billion has been claimed for approximately 11 million employees since the introduction of the Coronavirus Job Retention Scheme in March 2020. HMRC has said that it believes that 10% of these claims could be fraudulent and has introduced a clawback measures, financial penalties, and criminal prosecution in situations where it believes the overclaim has been due to fraud rather than error. These measures could have serious implications for any company which may have claimed too much money.

#### *What is furlough fraud?*

Incorrect claims could be the result of genuine misunderstandings, or simple errors in calculation. It is likely that in this case HMRC would open a civil investigation which likely would mean clawback of overpayment and financial penalties. In the event that there is a perceived incorrect claim as a result of fraud, a criminal investigation could be opened with obvious negative results such as criminal prosecution and the considerable risk of negative publicity in the media.

Examples of “furlough fraud” could include (but are not limited to) the following scenarios:

- Furlough credits have been claimed for fake employees.
- Furlough credits have been claimed and subsequently have not been fully paid over to staff.
- Furlough credits have been claimed for staff who have continued to work during the period the claim covers.

#### *HMRC investigation – what to do?*

In the event that HMRC opens an investigation into your furlough claims it is an obligation to provide investigators with all of the information they request. HMRC can either carry out an investigation into particular claims or may carry out a full review of all claims and supporting documents as well as the personal banking records of the individuals involved. It is important to have appropriate professional advice from the outset to ensure that responsibilities are fully adhered to and to reduce the possibility of a full furlough investigation.

### **Covid-19 and Reserves Policies**

The reserves policy of a charity, being the funds a charity holds which can be spent freely on any of its charitable purposes, is an important aspect of the financial management of a charity. A sound reserves policy can help the trustees identify requirements for additional resources, can assist with funding bids by explaining to funders why a particular level of reserves is being held, and to identify areas where future funding may be required to help the charity meet both short and long-term goals. It also sets a desired level of financial reserves which may assist the charity in surviving a period of difficulty or a financial shock.

With the onset of the Covid-19 pandemic and the associated general squeeze on resources available to charities, having a robust reserves policy becomes more important than ever. Whilst many charities are experiencing an increase in the demand for their services, their ability to generate income has diminished, whether that be due to funding cuts across the sector, reduced ability to fundraise through events and trading, or reduction in donations from the public due to financial pressures on individuals.

These fluctuations and short-term pressures mean that having a strong reserves policy which is reviewed regularly, both for adequacy and against the actual reserves position, becomes even more important. However, in practice many charities tend not to do so and the reserves policy is often retrospectively reviewed as part of the preparation of the year end Trustees Report.

Charities should actively be assessing on an ongoing basis what level of reserves they may need should they experience an unexpected loss of their ability to generate funds due to Covid-19, what their working capital requirements are, and what steps should be taken to address any issues when these arise. Those charities that manage their reserves proactively as opposed to reactively are more likely to be able to identify forthcoming financial pressures more readily and will be better placed to deal with these when they arise.

### **Building your charity's defences against fraud**

The Fraud Advisory Panel and the Charity Commission for England & Wales have published a help sheet looking at the new vulnerabilities which may be susceptible to exploitation by fraudsters and cybercriminals that have been created as a result of the pandemic changing the way many charities operate and how charities can respond to these risks.

The help sheet includes a useful checklist;

#### ***'CHECKLIST; BUILDING YOUR CHARITY'S DEFENCES***

Even in the current, fluid fraud risk environment, the main way to protect your charity is to make sure you have the basics right.

- *Consider how new ways of working may have affected essential fraud prevention controls and the segregation of duties. Then review regularly. Something fit for*



*purpose now may not be in just a few months' time. Something tolerated temporarily in an emergency may quickly become completely unacceptable.*

- *Make sure you have good, basic cyber-security measures: strong passwords, regular data backups, and software updates performed as soon as they become available.*
- *Check that individual trustees, staff and volunteers understand their own role in preventing fraud and cybercrime. Are they sufficiently knowledgeable to recognise red flags, confident to raise concerns and secure enough to be open about their own mistakes (such as clicking on a dodgy link in a suspicious email)?*
- *Review whistleblowing policies and procedures and try to foster a no-blame culture that prioritises collective learning not punishment.*
- *Start a regular and open dialogue about fraud with your trustees and senior managers and appoint a counter-fraud champion on your board.*
- *Because new ways of working have increased the risk of insider fraud you should review and update your staff recruitment and exit procedures to reflect the changes. And finally, as you move through and beyond the crisis, and as working practices continue to change, you will need to conduct regular reviews to ensure policies and processes always remain appropriate to the moment and fit for purpose.'*

You can download the full help sheet via this link;

<https://www.fraudadvisorypanel.org/wp-content/uploads/2020/12/Charity-fraud-in-a-pandemic-Dec20.pdf>

### **Revitalising Trusts**

In February 2021 the Scottish Charity Regulator (OSCR) and Foundation Scotland announced that they are launching a brand new project which could unlock additional funding for charities and other community and voluntary groups across Scotland.

The Revitalising Trusts project aims to identify charitable trusts registered in Scotland that appear to be inactive and support them to reactivate by using funds that are lying dormant. Charitable trusts typically provide public benefit by making grants or donations to other charities, voluntary groups or individuals.

So-called 'sleepy trusts' are identified as charities that have either had no income or expenditure over the last 5 years or have donated less than 30% of their total income over the last 5 years to help good causes. The project will also look at charitable trusts that have failed to submit annual accounts and reports to OSCR within the last 5 years.

Whilst the full value of Scotland's 'sleepy trusts' has yet to be established, a similar programme was launched by the Charity Commission in England in 2018 which has so far 'revitalised' £32 million. With support from local community foundations, this is now

providing targeted and local support for the voluntary community sector thanks to the creation of new local funds.

There are over 3,400 charitable trusts on the Scottish Charity Register and OSCR's initial findings have identified around 400 that may not be using their funds to full effect.

As the community foundation for Scotland, Foundation Scotland will be delivering this project in partnership with OSCR. The Foundation has the experience and expertise of building local funds which provide long-term benefit for communities.

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## A LETTERS OF REPRESENTATION

### Falkirk Community Trust

The following representations are made on the basis of enquiries of management and staff with relevant knowledge and experience such as we consider necessary in connection with your audit of the charitable company's financial statements for the year ended 31<sup>st</sup> March 2021. These enquiries have included inspection of supporting documentation where appropriate and are sufficient to satisfy ourselves that we can make each of the following representations. All representations are made to the best of our knowledge and belief.

#### General

1. We have fulfilled our responsibilities as directors / trustees as set out in the terms of your engagement letter dated 17<sup>th</sup> June 2020, under the Companies Act 2006 / the Charities and Trustee Investment (Scotland) Act 2005 for preparing financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), for being satisfied that they give a true and fair view and for making accurate representations to you.
2. All the transactions undertaken by the charitable company have been properly reflected and recorded in the accounting records.
3. All the accounting records have been made available to you for the purpose of your audit. We have provided you with unrestricted access to all appropriate persons within the charitable company, and with all other records and related information requested, including minutes of all management and trustee meetings and correspondence with The Office of the Scottish Charity Regulator.
4. The financial statements are free of material misstatements, including omissions.
5. The effects of uncorrected misstatements noted below are immaterial both individually and in total.

Nature of deviation & reason for it	Actual deviation £	Unadjusted profit effect Dr / (Cr) £	Unadjusted Balance Sheet effect Dr/ (Cr) £
Being expenditure incorrectly included (GRNI)	12,168	(12,168)	12,168

#### **Internal control and fraud**

6. We acknowledge our responsibility for the design, implementation and maintenance of internal control systems to prevent and detect fraud and error. We have disclosed to you the results of our risk assessment that the financial statements may be misstated as a result of fraud.
7. We have disclosed to you all instances of known or suspected fraud affecting the entity involving management, employees who have a significant role in internal control or others that could have a material effect on the financial statements.
8. We have also disclosed to you all information in relation to allegations of fraud or suspected fraud affecting the entity's financial statements communicated by current or former employees, analysts, regulators or others.

#### **Assets and liabilities**

9. The charitable company has satisfactory title to all assets and there are no liens or encumbrances on the charitable company's assets, except for those that are disclosed in the notes to the financial statements.
10. All actual liabilities, contingent liabilities and guarantees given to third parties have been recorded or disclosed as appropriate.
11. We have no plans or intentions that may materially alter the carrying value and, where relevant, the fair value measurements or classification of assets and liabilities reflected in the financial statements.

#### **Accounting Estimates**

12. The methods, data and significant assumptions used by us in making accounting estimates, and their related disclosures, are appropriate to achieve recognition, measurement and disclosure that is reasonable in the context of the applicable financial reporting framework.

#### **Legal Claims**

13. We have disclosed to you all claims in connection with litigation that have been, or are expected to be, received and such matters, as appropriate, have been properly accounted for and disclosed in the financial statements.

#### **Laws and regulations**

14. We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing the financial statements.

#### **Related parties**

15. Related party relationships and transactions have been appropriately accounted for and disclosed in the financial statements. We have disclosed to you all relevant information concerning such relationships and transactions and are not aware of any other matters which require disclosure in order to comply with legislative and accounting standards requirements.

**Subsequent events**

16. All events subsequent to the date of the financial statements which require adjustment or disclosure have been properly accounted for and disclosed.

**Going concern**

17. We believe that the charitable company's financial statements should be prepared on a going concern basis on the grounds that current and future sources of funding or support will be more than adequate for the charitable company's needs up to 1<sup>st</sup> April 2022 when the transfer to the Council occurs. We also confirm our plans for future action(s) required to enable the charitable company to continue as a going concern are feasible. We have considered a period of twelve months from the date of approval of the financial statements. We believe that no further disclosures relating to the charitable company's ability to continue as a going concern need to be made in the financial statements.

**Grants and donations**

18. All grants, donations and other income, the receipt of which is subject to specific terms or conditions, have been notified to you. There have been no breaches of terms or conditions in the application of such income.

**Restricted grants and donations**

19. The disclosures in respect of restricted income shown in the financial statements are complete and accurate.

We acknowledge our legal responsibilities regarding disclosure of information to you as auditors and confirm that so far as we are aware, there is no relevant audit information needed by you in connection with preparing your audit report of which you are unaware.

Each trustee has taken all the steps that he ought to have taken as a trustee in order to make himself aware of any relevant audit information and to establish that you are aware of that information.

Yours faithfully

.....

Signed on behalf of management

.....

Signed on behalf of the board of directors / trustees

## **Falkirk Trading Limited**

The following representations are made on the basis of enquiries of management and staff with relevant knowledge and experience such as we consider necessary in connection with your audit of the company's financial statements for the year ended 31 March 2021. These enquiries have included inspection of supporting documentation, where appropriate, and are sufficient to satisfy ourselves that we can make each of the following representations. All representations are made to the best of our knowledge and belief.

### **General**

1. We have fulfilled our responsibilities as directors, as set out in the terms of your engagement letter dated 17 June 2020 under the Companies Act 2006, for preparing financial statements in accordance with applicable law and United Kingdom Accounting Standards (UK Generally Accepted Accounting Practice), for being satisfied that they give a true and fair view and for making accurate representations to you.
2. All the transactions undertaken by the company have been properly reflected and recorded in the accounting records.
3. All the accounting records have been made available to you for the purpose of your audit. We have provided you with unrestricted access to all appropriate persons within the company, and with all other records and related information requested, including minutes of all management and shareholder meetings.
4. The financial statements are free of material misstatements, including omissions.
5. We confirm we are satisfied the notes to the accounts are sufficient for the financial statements to give a true and fair view of the state of the company's affairs as at 31 March 2021 and its profit for the year then ended.

### **Internal control and fraud**

6. We acknowledge our responsibility for the design, implementation and maintenance of internal control systems to prevent and detect fraud and error. We have disclosed to you the results of our risk assessment that the financial statements may be misstated as a result of fraud.
7. We have disclosed to you all instances of known or suspected fraud affecting the entity involving management, employees who have a significant role in internal control or others that could have a material effect on the financial statements.
8. We have also disclosed to you all information in relation to allegations of fraud or suspected fraud affecting the entity's financial statements communicated by current or former employees, analysts, regulators or others.

### **Assets and liabilities**

9. The company has satisfactory title to all assets and there are no liens or encumbrances on the company's assets, except for those that are disclosed in the notes to the financial statements.
10. All actual liabilities, contingent liabilities and guarantees given to third parties have been recorded or disclosed as appropriate.
11. We have no plans or intentions that may materially alter the carrying value and, where relevant, the fair value measurements or classification of assets and liabilities reflected in the financial statements.

**Accounting estimates**

12. The methods, data and significant assumptions used by us in making accounting estimates, and their related disclosures, are appropriate to achieve recognition, measurement and disclosure that is reasonable in the context of the applicable financial reporting framework.

**Loans and arrangements**

13. The company has not granted any advances or credits to, or made guarantees on behalf of, directors other than those disclosed in the financial statements.

**Legal claims**

14. We have disclosed to you all claims in connection with litigation that have been, or are expected to be, received and such matters, as appropriate, have been properly accounted for and disclosed in the financial statements.

**Laws and regulations**

15. We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing the financial statements.

**Related parties**

16. Related party relationships and transactions have been appropriately accounted for and disclosed in the financial statements. We have disclosed to you all relevant information concerning such relationships and transactions and are not aware of any other matters which require disclosure in order to comply with the requirements of company law or accounting standards.

**Subsequent events**

17. All events subsequent to the date of the financial statements which require adjustment or disclosure have been properly accounted for and disclosed.

**Going concern**

18. We believe that the company's financial statements should be prepared on a going concern basis on the grounds that current and future sources of funding or support will be more than adequate for the company's needs up to 1<sup>st</sup> April 2022 when the transfer to the Council occurs. We also confirm our plans for future action(s) required to enable the company to continue as a going concern are feasible. We have considered a period of twelve months from the date of approval of the financial statements. We believe that no further disclosures relating to the company's ability to continue as a going concern need to be made in the financial statements.

We acknowledge our legal responsibilities regarding disclosure of information to you as auditors and confirm that so far as we are aware, there is no relevant audit information needed by you in connection with preparing your audit report of which you are unaware.

Each director has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that you are aware of that information.

Yours faithfully

.....  
Signed on behalf of the board of directors



## B IDENTIFIED AUDIT RISKS

### IDENTIFIED AUDIT RISK, APPROACH & CONCLUSION

Risk	Audit response	Conclusion
<b>Revenue recognition.</b> There is a risk of material misstatement due to errors in revenue recognition. Note that this is considered a specific risk for all audit engagements in accordance with the requirements of ISAs unless it can be specifically rebutted.	Our standard testing procedures in this area will adequately address the associated risk such that a specific additional audit response is not required.	We have reviewed accounting policies and found them to be appropriate. Our analytical and substantive testing procedures of income did not identify any material misstatements in the charity's revenue recognition.
<b>Override of Internal Controls.</b> There is a risk of fraud or error arising due to management override of controls. Note that this is considered a specific risk for all audit engagements in accordance with the requirements of ISAs.	Our audit procedures will include testing the appropriateness of journal entries recorded within the general ledger and other adjustments made in the preparation of the financial statements, along with a review of accounting estimates for any evidence of bias. We will also consider specifically any significant transactions outside the normal operations of the Charity.	No evidence was found from our testing of fraud or error resulting from management override of controls.
<b>Covid-19</b> Due to the exceptional circumstances surrounding the spread of Covid-19, there are financial reporting implications, particularly regarding going concern and additional disclosures, which may require inclusion in the financial statements. There is a risk that these disclosures are not adequately made in the accounts.	We will review the going concern position of the charity and assess the adequacy and completeness of any additional disclosures made in the financial statements to ensure that these are appropriate based on the impact of Covid-19 on the organisation.	Through review of the budgets and projections there is no evidence that the charity will not be a going concern for at least the next 12 months from the signing date. Appropriate disclosures have been made in the trustees' report within the financial statements regarding the effect of Covid 19.



## C CONTACT DETAILS

Name	Position	Email
Jenny Simpson	Audit Partner	jenny.simpson@wyliebisset.com
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### **Wylie & Bisset (Audit) Limited**

Chartered Accountants

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## Falkirk Community Trust Limited

<b>Directors</b>	David White (Chair) Councillor Joan Coombes (Vice Chair) Councillor Lorna Binnie Derek Easton Councillor Jim Flynn Simon Rennie Andrew Roberts Alan Stewart Councillor Niall Coleman Councillor John McLuckie Councillor Robert Spears	(Resigned 9 <sup>th</sup> March 2021) (Re-appointed 28 <sup>th</sup> August 2020)    (Resigned 30 <sup>th</sup> Sept 2020) (Appointed 1 <sup>st</sup> October 2020)
<b>Senior Management Team</b>	Maureen Campbell, OBE Neil Brown Paul Finnie Lesley O'Hare Susie Crawford	Chief Executive General Manager 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 2021

### 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 2021-22 has been agreed for the period to 31<sup>st</sup> March 2022. The funding agreement with the Council for the year comprises the annual service payment plus a commitment to meet any shortfall during the year as a consequence of the ongoing Covid-19 related restrictions. It is recognised that the impact of the Covid-19 restrictions will result in an extremely challenging financial climate for 2021-22 and beyond. The Board is satisfied that for 2021-22 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. Directors have reviewed the current business strategy and are satisfied that they are able to continue to prepare accounts on a going concern basis.

The Council has confirmed that from 1 April 2022 services currently managed by the Trust will be delivered in house and the Trust duly wound up.

### 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

# Group Strategic Report

- 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 a 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 risks are:

1. **Financial Risk:** The Covid-19 pandemic has closed most of our venues for much of this year and our ability to earn any income has been severely affected. The Council have continued to support the Trust by way of providing the agreed Grant to us on an unchanged basis and have agreed to meet the deficit for 20/21 and 21/22 as well as continue to fund the Trust for the financial year 21/22. We have also managed to furlough many of our staff on the Government Job Retention Scheme which has contributed to the costs associated with those staff. There remains the spectre of future funding reductions to Trust Services, although this remains uncertain due to the decision to take these services into the Council in April 2022.
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: work to transform our digital capacity and online facilities whilst continuing to grow our capacity to utilise data generated by new systems.
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 most of the year resulting in uncertainty over future viability of the business. A revised customer income plan has been developed for the forthcoming year to revive the business in line with Government guidelines.

## Achievements and Performance

Covid-19 closures of Trust venues affected overall performance. This shutdown of Trust operations had a significant impact on usage across the Trust. Most Trust venues closed from 18th March 2020 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 2020-21 year overall has been significant. Our Parks and Open Spaces have remained open to the public, however limited paid for or recorded activity has taken place during this time.

Performance highlights in admissions, participants and usage over the 2020-21 year included:

- Visits to Muiravonside Country Park exceeded target by 53% with over 168,000 visits to the park, 48,000 more visits than the preceding year. Parks remained open throughout the pandemic and experienced a significant increase in visits due to travel restrictions and other venue closures.
- Helix Park remained open throughout the pandemic and has provided essential outdoor space for exercise and recreation for our communities. Issues with onsite counters across the park has led to under-counting of visitors during the first three quarters of 20-21. Reinstatement of people counters for the duration of Q4 (January-March) resulted in a 264% increase in Q4 visits compared to the same quarter last year.
- Hippodrome Silent Film Festival in March 2021 took place entirely online due to continued restrictions on distancing of indoor venues. Sales of festival passes totalled 630, with passholders able to access the whole programme across the five days of the festival. Although not in its traditional format, this online success was encouraging and reflected the popularity of HippFest.
- Uptake of digital issuing of library e-books and digital resources increased by 78% compared to last year, with an additional 35,315 issues of resources. With the Trust's library buildings being closed and physical browsing not being possible for most of 2020-21, the online catalogue provided an essential resource for customers looking to continue their use of the Trust's library services.
- Falkirk Town Hall was hired by NHS Forth Valley periodically throughout 2020-21 for use initially as a flu vaccination centre, and latterly for COVID-19 vaccinations. This has been facilitated by FTH venues staff onsite. The scale of the vaccinations programme has positively affected attendance data with Falkirk Town Hall playing a key role in supporting our communities and the NHS throughout this year.
- Usage of Health & Fitness products was significant throughout the year. Whilst Health & Fitness Clubs were closed for more than half the year with distancing requirements severely restricting capacity while clubs were open, new products were launched to support customers in continuing being physically active. The FCT Fitness App enabled live-streaming and an on-demand library of recorded fitness classes. Relocation of the gym at Grangemouth Complex into sports hall one enabled a 55-user capacity while maintaining social distancing.

## Financial Review

The Group's financial results for the year 1 April 2020 to 31 March 2021 are shown on pages 15 to 34. This shows a surplus on unrestricted funds of £0.444m, after a net transfer of £0.074m from restricted funds. The unrestricted fund has increased to £2.228m (£1.784m as at 31 March 2020).

Income totalled £16.845m (2019/20 - £20.154m). The year on year decrease is mainly due to a significant drop in Customer Income received in 2020/21 resulting from the prolonged closures to all facilities caused by the Covid-19 pandemic. To partly offset the large drop in Customer Income, the Group was able to avail of the Government's Job Retention Scheme which funded up to 80% of staff costs during the period while staff were unable to work due to closures. Income of £3.683m was received from this scheme. Other Business Support Grants totalling £0.283m were also received during the year from Falkirk Council and Creative Scotland. The overall Service Payment funding received from Falkirk Council of £10.927m was slightly higher than 2019/20 (£0.03m).

Costs incurred of £16.214m have decreased from the previous year (2019/20 - £20.360m). This reduction is again primarily due to the prolonged closure of facilities during the 2020/21 period caused by the Covid-19 pandemic, resulting in savings within property costs and the cost of Supplies & Services usually incurred in the normal running of the Group's facilities to generate Income. There were limited savings in Employee Costs as staff were retained throughout the closures, while the Group benefited from the funding provided by the Government's Job Retention Scheme to offset some of these staff costs.

# Group Strategic Report

The Trust's wholly owned subsidiary, Falkirk Community Trading Limited, made a small profit of £0.026m (2019/20 - £0.293m), before accounting for a distribution of £0.293m (2019/20 - £0.349m) 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 £1.108m (£1.254m as at 31 March 2020) and net assets of £2.574m (£1.943m as at 31 March 2020).

## 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 year. Most services reopened in line with government guidelines on 26 April 2021. However, limitations on capacity and physical distancing requirements mean that income is anticipated to be nominal. Our plans for the future are being reviewed and redrafted to take account of the "new" normal. We have a committed workforce eager to reconnect with our loyal customer base who have been supporting our online and digital presence while the buildings have been closed. Our approach to reopening takes account of the need to regain customer confidence in taking part in culture and sport activities in public buildings. It is expected that 2021-2022 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.

Our updated business planning notes that we can expect a significant shortfall in customer income compared to previous years. 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.

In January 2021, The Council decided to transfer the services delivered by the Trust to their direct management control from 1 April 2022. The coming year will be one of planning and preparing for the Transition. The Trust will be wound up thereafter.

David White  
Chair of the Board  
Falkirk Community Trust Limited

Date: 26<sup>th</sup> August 2021

# Group Directors' Report

## Year ended 31 March 2021

### Structure, Governance and Management

#### Charitable Status

Falkirk Community Trust is a company limited by guarantee, governed by its memorandum and articles of association dated 31st May 2011. The company has charitable status and the Scottish Charity Number is SC042403. The charitable company was incorporated on 31st May 2011 and began to trade on 1st July 2011 to take responsibility for the management and operation of a range of community facing sport, recreation, arts, heritage and library services provided by Falkirk Council.

#### Board of Directors

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

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

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

#### Trading Subsidiary

A wholly owned trading subsidiary, Falkirk Community Trading Limited, was established to govern those activities which are not recognised as charitable. It has a Board of 6 directors drawn from the Trust's Board and executive management and independent experts.

The Director details are as follows:

- Suzanne Arkinson (Chair)
- Maureen Campbell
- Shona Dunsmore
- Ased Iqbal
- Chris Morris
- Andrew Roberts

#### 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 £0.433m. The unrestricted reserve at 31 March 2021 was £2.228m with £0.697m earmarked for offsetting future Depreciation costs, £0.169m earmarked to fund investment growth projects and £0.336m earmarked for Helix Asset Management Plan. This leaves £1.026m in the Unrestricted Fund. Note that £0.5m has been allocated from reserves to balance the 2021/22 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 22 and shows an overall balance of £0.346m as at 31 March 2021.

### 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 2020/21 through a combination of cost savings and additional funding support from the Government Job Retention Scheme and other available grants, the financial impact of the COVID-19 restrictions was managed by the Trust without the requirement for additional funding support from the Council.

Going forward Falkirk Council has committed to support the Trust financially and funding from the Council for 2021/22 has been increased significantly to balance the budget that has been set. As the country emerges from the lockdown there is a degree of optimism, although the position still remains fragile and the commitment from the Council, to support the Trust financially as we work towards the formal winding up at the end of 2021/22, provides reassurance of the 2021/22 position.

In addition, work will continue to carefully manage costs and utilise Government funding support where available in order to minimise the risk of additional Council funding support being required should the operating environment be more challenging than estimated in the budget. Corrective action will be taken where required based on the production of regular financial forecasts during the year which will help identify any potential areas where significant variance from the budget is emerging.

# Group Directors' Report

## 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.

## Auditors

Wylie & Bisset (Audit) Limited were appointed as auditors for 2 years covering the financial statements up to the year ended 31 March 2021. Given that the Trust will cease to exist in 2022. Wylie & Bisset will be asked to continue as auditors until that work is completed

## 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: 26<sup>th</sup> August 2021

# Statement of Trustees' Responsibilities

## Year ended 31 March 2021

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 2021

### Opinion

We have audited the financial statements of Falkirk Community Trust Limited (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2021 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 2021, 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.

### Emphasis of matter

We draw attention to note 2 of the financial statements, explaining that as of 1 April 2022, the operations of Falkirk Community Trust Limited will be transferred and undertaken by Falkirk Council. The directors have a reasonable expectation that the Council 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. Our opinion is not modified in respect of this matter.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

# Independent Auditors' Report

## Other information

The other information comprises the information included in the trustees report and audited financial statements, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the trustees report and the audited financial statements. 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.

## 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 report and Directors' report 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 report 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 strategic report and the directors' 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.

# Independent Auditors' Report

## 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.

### Explanation as to what extent the audit was considered capable of detecting irregularities including fraud

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures response to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

In identifying and assessing the risks or material misstatements in respect of irregularities, including fraud and non-compliance with laws and regulations we considered the following;

- The nature of the group and parent charitable company, the environment in which they operate and the control procedures implemented by management and the trustees; and
- Our enquiries of management and trustees about their identification and assessment of the risks of irregularities.

Based on our understanding of the group and the sector we identified that the principal risks of non-compliance with laws and regulations related to, but were not limited to;

- Regulations and legislation pertinent to the charity's operations; and
- UK tax legislation.

We considered the extent to which non-compliance might have a material impact on the financial statements. We also considered those laws and regulations which have a direct impact on the preparation of the financial statements, such as the Charities and Trustee Investment (Scotland) Act 2005, and the Charities Accounts (Scotland) Regulations 2006. We evaluated management and trustees' incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of management override of controls), and determined that the principal risks of the group were related to;

- Posting inappropriate journal entries;
- Management bias in accounting estimates; and
- Non-compliance with Coronavirus Job Retention Scheme rules.

### Audit response to the risks identified:

Our procedures to respond to the risks identified included the following;

- Gaining an understanding of the legal and regulatory framework applicable to the group and the charitable and the sector in which they operate;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- Enquiring of management, the audit committee, the internal auditors and legal advisors concerning actual and potential litigation and claims;
- Reading minutes of meetings of those charged with governance, reviewing internal audit reports and reviewing correspondence with HMRC;
- In addressing the risk of fraud as a result of management override of controls, testing the appropriateness of journal entries and other adjustments; evaluating rationale of any significant transactions that are unusual or outside the normal course of business; and
- Substantive testing of CJRS claims to ensure compliance with the rules.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members, and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

# Independent Auditors' Report

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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.

## 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, Statutory Auditor

168 Bath Street  
Glasgow  
G2 4TP

DATE:

# Consolidated Statement of Financial Activities

(Incorporating a Group Income and Expenditure Account)

For year ended 31 March 2021

		2021			2020		
		Unrestricted Fund £'000	Restricted Fund £'000	Total 2021 £'000	Unrestricted Fund £'000	Restricted Fund £'000	Total 2020 £'000
Notes							
Income and Endowments from:							
Donations and Legacies	3	11	3	14	23	13	36
Charitable Activities							
-Provision of Leisure and Cultural Activities	4	764	1,102	1,866	5,665	1,234	6,899
-Contract with Falkirk Council		10,764	163	10,927	10,761	138	10,899
Other Trading Activities	5	216	-	216	2,135	-	2,135
Investments	6	2	-	2	27	-	27
Other Income	7	3,820	-	3,820	158	-	158
Total Income		15,577	1,268	16,845	18,769	1,385	20,154
Expenditure on:							
Raising Funds		190	-	190	1,842	-	1,842
Charitable Activities	8	15,017	1,007	16,024	17,301	1,217	18,518
Total Expenditure		15,207	1,007	16,214	19,143	1,217	20,360
Net Income / (Expenditure) for the year		370	261	631	(374)	168	(206)
Transfers between funds		74	(74)	-	251	(251)	-
Net Movement in Funds		444	187	631	(123)	(83)	(206)
Fund Balance brought forward at 1 April	19	1,784	159	1,943	1,907	242	2,149
Fund Balances carried forward at 31 March	20-23	2,228	346	2,574	1,784	159	1,943

All of the above results are derived from continuing activities. All gains and losses recognised in the year ended 31 March 2021 are included above.



# Charity Statement of Financial Activities

(Incorporating the Charity Income and Expenditure Account)

For the Year ended 31 March 2021

	Notes	2021			2020		
		Unrestricted Fund £'000	Restricted Fund £'000	Total 2021 £'000	Unrestricted Fund £'000	Restricted Fund £'000	Total 2020 £'000
<b>Income and Endowments from:</b>							
Donations and Legacies	3	11	3	14	23	13	36
Charitable Activities							
- Provision of Leisure and Cultural Activities	4	764	1,102	1,866	5,665	1,234	6,899
- Contract with Falkirk Council		10,764	163	10,927	10,761	138	10,899
Investments	6	295	-	295	376	-	376
Other Income	7	3,911	-	3,911	1,095	-	1,095
<b>Total Income</b>		<b>15,745</b>	<b>1,268</b>	<b>17,013</b>	<b>17,920</b>	<b>1,385</b>	<b>19,305</b>
<b>Expenditure On:</b>							
Charitable Activities	8	15,017	1,007	16,024	17,301	1,217	18,518
Other Expenditure	9	91	-	91	937	-	937
<b>Total Expenditure</b>		<b>15,108</b>	<b>1,007</b>	<b>16,115</b>	<b>18,238</b>	<b>1,217</b>	<b>19,455</b>
<b>Net Income / (Expenditure) for the year</b>		<b>637</b>	<b>261</b>	<b>898</b>	<b>(318)</b>	<b>168</b>	<b>(150)</b>
Transfers between Funds		74	(74)	-	251	(251)	-
<b>Net Movement in Funds</b>		<b>711</b>	<b>187</b>	<b>898</b>	<b>(67)</b>	<b>(83)</b>	<b>(150)</b>
<b>Fund Balances brought forward at 1 April</b>		<b>1,491</b>	<b>159</b>	<b>1,650</b>	<b>1,558</b>	<b>242</b>	<b>1,650</b>
<b>Fund Balances carried forward at 31 March</b>	19-23	<b>2,202</b>	<b>346</b>	<b>2,548</b>	<b>1,491</b>	<b>159</b>	<b>1,650</b>

All of the above results are derived from continuing activities. All gains and losses recognised in the year ended 31 March 2021 are included above.

# Consolidated and Charity Statement of Financial Position

At 31 March 2021

	Note	Group 2021 £'000	Charity 2021 £'000	Group 2020 £'000	Charity 2020 £'000
<b>Fixed Assets</b>					
Tangible assets	13	1,087	1,087	1,074	1,074
<b>Current Assets</b>					
Stocks	15	106	-	121	-
Debtors	16	1,102	1,178	675	658
Cash in Hand		1,108	1,102	1,254	1,248
		<b>2,316</b>	<b>2,280</b>	<b>2,050</b>	<b>1,906</b>
<b>Current Liabilities</b>					
Creditors: amounts falling due in one year	17	<b>829</b>	<b>819</b>	<b>1,181</b>	<b>1,330</b>
<b>Net Current Assets</b>		<b>1,487</b>	<b>1,461</b>	<b>869</b>	<b>576</b>
<b>NET ASSETS</b>		<b>2,574</b>	<b>2,548</b>	<b>1,943</b>	<b>1,650</b>
<b>Unrestricted Funds</b>					
Unrestricted Income Funds	21	2,228	2,202	1,784	1,491
		2,228	2,202	1,784	1,491
<b>Restricted Funds</b>					
Grant and Other Funding	22	346	346	159	159
		346	346	159	159
<b>TOTAL FUNDS</b>		<b>2,574</b>	<b>2,548</b>	<b>1,943</b>	<b>1,650</b>

The financial statements were approved and authorised for issue by the Board on 26<sup>th</sup> August 2021 and signed on its behalf by:

David White  
Chair of the Board  
Falkirk Community Trust

# Cash Flow Statement

For the Year ended 31 March 2021

## Consolidated Cash Flow Statement

	Notes	Total 2021 £'000	Total 2020 £'000
<b>Operating Activities</b>			
Net Income/(Expenditure)		631	(206)
Adjustments	24a	201	160
Working Capital Movements	24b	(764)	(262)
<b>Cashflow from Operating Activities</b>		<b>68</b>	<b>(308)</b>
<b>Investing Activities</b>			
Purchases of property, plant and equipment		(241)	(657)
Proceeds from sale of property, plant and equipment		25	21
Interest Received		2	27
<b>Cashflow from Investing Activities</b>		<b>(214)</b>	<b>(609)</b>
<b>Net Change in Cash and Cash Equivalents</b>		<b>(146)</b>	<b>(917)</b>
<b>Cash and Cash Equivalents at 1 April</b>	24c	<b>1,254</b>	<b>2,171</b>
<b>Cash and Cash Equivalents at 31 March</b>	24c	<b>1,108</b>	<b>1,254</b>

## Charity Cash Flow Statement

	Notes	Total 2021 £'000	Total 2020 £'000
<b>Operating Activities</b>			
Net Income/(Expenditure)		898	(150)
Adjustments	24a	(92)	(189)
Working Capital Movements	24b	(1,031)	(296)
<b>Cashflow from Operating Activities</b>		<b>(225)</b>	<b>(635)</b>
<b>Investing Activities</b>			
Purchases of property, plant and equipment		(241)	(657)
Proceeds from sale of property, plant and equipment		25	21
Donation from Trading Company		293	349
Interest Received		2	27
<b>Cashflow from Investing Activities</b>		<b>79</b>	<b>(260)</b>
<b>Net Change in Cash and Cash Equivalents</b>		<b>(146)</b>	<b>(895)</b>
<b>Cash and Cash Equivalents at 1 April</b>	24c	<b>1,248</b>	<b>2,143</b>
<b>Cash and Cash Equivalents at 31 March</b>	24c	<b>1,102</b>	<b>1,248</b>

# Notes to the Accounts

## For the Year ended 31 March 2021

### 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 a period of twelve months. As of 1<sup>st</sup> April 2022, the operations of Falkirk Community Trust Ltd will be transferred and undertaken by Falkirk Council. The directors have a reasonable expectation that the Council 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 2021.

#### 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.

# Notes to the Accounts

## 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.

### 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.

# Notes to the Accounts

## 2. Accounting policies (continued)

### *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.

### **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	2021 Restricted Fund £'000	TOTAL £'000
Other Donations	11	3	14
	<b>11</b>	<b>3</b>	<b>14</b>

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

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

	Unrestricted Fund £'000	2021 Restricted Fund £'000	TOTAL £'000
Fees, Charges & Admissions	574	6	580
Sales	64	-	64
Grant Income	-	743	743
Rental Income	-	-	-
Miscellaneous Income	126	353	479
	<b>764</b>	<b>1,102</b>	<b>1,866</b>

	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	714
	<b>5,665</b>	<b>1,234</b>	<b>6,899</b>

# Notes to the Accounts

## 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 2021 £'000</b>	<b>Total 2020 £'000</b>
Turnover from Trading Activities	216	2,135
Cost of sales and administration costs	190	(1,842)
<b>Net Profit/(Loss) on ordinary activities before taxation</b>	<b>26</b>	<b>293</b>
Taxation on profit/(loss) on ordinary activities	-	-
<b>Profit/(Loss) for the period</b>	<b>26</b>	<b>293</b>
<b>The assets and liabilities of the Trading Company are:</b>		
Current Assets	130	363
Current Liabilities	(104)	(70)
<b>Net Current Assets</b>	<b>26</b>	<b>293</b>
<b>Net Assets</b>	<b>26</b>	<b>293</b>

## 6. Investment Income

	<b>2021</b>		<b>2020</b>	
	<b>Group £'000</b>	<b>Charity £'000</b>	<b>Group £'000</b>	<b>Charity £'000</b>
Charitable Donation from Subsidiary	-	293	-	349
Bank and Other Interest	2	2	27	27
	<b>2</b>	<b>295</b>	<b>27</b>	<b>376</b>

## 7. Other Income

	<b>2021</b>		<b>2020</b>	
	<b>Group £'000</b>	<b>Charity £'000</b>	<b>Group £'000</b>	<b>Charity £'000</b>
Job Retention Scheme Funding	3,683	3,683	158	158
Other Government Grants	137	137	-	-
Recharge of Trading Staffing Costs	-	91	-	937
	<b>3,820</b>	<b>3,911</b>	<b>158</b>	<b>1,095</b>



# Notes to the Accounts

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

	2021 £'000	2020 £'000
Wages and salaries	8,783	8,882
Social security costs	638	646
Employer pension costs	1,748	1,710
Voluntary Severance	2	24
Apprenticeship Levy	45	46
Other Staff costs	220	146
Property expenses	1,550	2,130
Transport expenses	143	180
Supplies and Services	2,895	4,754
	<b>16,024</b>	<b>18,518</b>

## 9. Other Expenditure – Charity

	2021 £'000	2020 £'000
Staff Costs for Trading Company - Recharged	91	937

## 10. Governance Costs – Group

	2021 £'000	2020 £'000
Audit Fees - Charity	8	9
- Trading Company	3	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 2021 £'000	Charity 2021 £'000	Group 2020 £'000	Charity 2020 £'000
Wages and salaries	8,853	8,853	9,641	9,641
Social security costs	644	644	679	679
Pension costs	1,763	1,763	1,825	1,825
Severance costs	2	2	24	24
Apprenticeship Levy	45	45	49	49
Other Staff costs	220	220	173	173
	<b>11,527</b>	<b>11,527</b>	<b>12,391</b>	<b>12,391</b>

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

	Group 2021 No.	Charity 2021 No.	Group 2020 No.	Charity 2020 No.
£70,000 - £79,999	-	-	1	1
£80,000 - £89,999	1	1	-	-
£90,000 - £100,000	1	1	1	1

# Notes to the Accounts

## 11. Staff numbers and Costs (Continued)

Pension costs in relation to those employees earning over £60,000 totalled £40,119 (2020: £38,950).

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

	2021 £'000	2020 £'000
Key Management Personnel Remuneration	466	492

Redundancy Payments totalling £2,090 were made to 1 member of staff (2020 - £24,406 to 3 staff).

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

	Group 2021 No.	Charity 2021 No.	Group 2020 No.	Charity 2020 No.
Business Development	24	24	23	23
Parks & Recreation	26	26	26	26
Libraries	49	49	52	52
Arts	23	23	29	29
Heritage	4	4	5	5
Sport & Fitness	138	138	143	143
Helix	19	19	21	21
Trading Subsidiary	26	26	26	26
	<b>309</b>	<b>309</b>	<b>325</b>	<b>325</b>

\* The figures above do not include Casual Seasonal staff.

		2021 £'000	2020 £'000
Average Employee Numbers	- Full Time	182	195
	- Part Time	290	320
	<b>Total</b>	<b>472</b>	<b>515</b>

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

	2021 £'000	2020 £'000
Net Income/(Expenditure) for the year is stated after charging/(crediting):		
Depreciation	228	202
Auditor's Remuneration	11	11
Interest Received	(2)	(27)
(Gain)/Loss on Disposal of assets	(25)	(15)

# Notes to the Accounts

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

	Vehicles, Plant & Equipment £'000
<i>Cost or Valuation</i>	
At 1 April 2020	1,582
Additions	241
Disposals	(91)
At end of year	<b>1,732</b>
<i>Depreciation</i>	
At 1 April 2020	508
Charge for the year	228
Disposals	(91)
At end of year	<b>645</b>
<i>Net Book Value</i>	
<b>At 31 March 2021</b>	<b>1,087</b>
At 31 March 2020	1,074

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 27 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 (2020 - £1).

## 15. Stock

	Group 2021 £'000	Charity 2021 £'000	Group 2020 £'000	Charity 2020 £'000
Stock	106	-	121	-

## 16. Debtors

	Group 2021 £'000	Charity 2021 £'000	Group 2020 £'000	Charity 2020 £'000
Trade debtors	127	119	323	320
Amounts due from related parties	356	357	-	-
Due from Subsidiary Undertaking	-	93	-	-
Corporation Tax	3	3	3	3
Prepayments and accrued income	616	606	349	335
	<b>1,102</b>	<b>1,178</b>	<b>675</b>	<b>658</b>

# Notes to the Accounts

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

	Group 2021 £'000	Charity 2021 £'000	Group 2020 £'000	Charity 2020 £'000
Trade creditors	84	78	224	195
Amounts due to related parties	-	-	123	112
Due to Subsidiary Undertaking	-	-	-	219
Social security costs and other taxes	225	224	272	248
Annual Leave accrual	346	346	201	201
Deferred Income (Note 18)	82	82	146	146
Other creditors and accruals	92	89	215	209
	<b>829</b>	<b>819</b>	<b>1,181</b>	<b>1,330</b>

## 18. Deferred Income (Group and Charity)

	2021 £'000	2020 £'000
Balance at 1 April	146	119
Amount released to Income in the year	(146)	(119)
Amount deferred in the year	82	146
<b>Balance at 31 March</b>	<b>82</b>	<b>146</b>

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

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

	Unrestricted Funds £'000	2021 Restricted Funds £'000	Total £'000
Fixed Assets	1,087	-	1,087
Stocks	106	-	106
Debtors	907	195	1,102
Bank	938	170	1,108
Creditors	(810)	(19)	(829)
<b>Total</b>	<b>2,228</b>	<b>346</b>	<b>2,574</b>

	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	(1,120)	(61)	(1,181)
<b>Total</b>	<b>1,784</b>	<b>159</b>	<b>1,943</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.

# Notes to the Accounts

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

	Fund Balances @ 1 Apr 20 £'000	Incoming Resources £'000	Resources Expended £'000	Surplus/ (Deficit) £'000	Transfers In/(Out) £'000	Fund Balances @ 31 Mar 21 £'000
Unrestricted Funds	1,784	15,577	(15,207)	370	74	<b>2,228</b>
Restricted Funds	159	1,268	(1,007)	261	(74)	<b>346</b>
	<b>1,943</b>	<b>16,845</b>	<b>(16,214)</b>	<b>631</b>	<b>-</b>	<b>2,574</b>

	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	<b>1,784</b>
Restricted Funds	242	1,385	(1,217)	168	(251)	<b>159</b>
	<b>2,149</b>	<b>20,154</b>	<b>(20,360)</b>	<b>(206)</b>	<b>-</b>	<b>1,943</b>

### 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 21.

### Restricted Fund

The Restricted Fund represents funds received from external organisations for specific purposes. Further detail is given in Note 22.

## 21. Unrestricted Funds (Group)

Unrestricted Funds have been designated for the following use:

	Fund Balances Brought Forward 1 Apr 2020 £'000	Incoming Resources £'000	Resources Expended £'000	Reserve Transfer In / (Out) £'000	Fund Balances Carried Forward 31 Mar 2021 £'000
Unrestricted Reserve	590	15,577	(15,207)	66	1,026
Helix – Asset Management Plan	251	-	-	85	336
Income Growth Projects	153	-	-	16	169
Asset Replacement Reserve	790	-	-	(93)	697
<b>TOTAL</b>	<b>1,784</b>	<b>15,577</b>	<b>(15,207)</b>	<b>74</b>	<b>2,228</b>

# Notes to the Accounts

## 21. Unrestricted Funds (Group) (Continued)

	Fund Balances Brought Forward 1 Apr 2019 £'000	Incoming Resources £'000	Resources Expended £'000	Reserve Transfer In / (Out) £'000	Fund Balances Carried Forward 31 Mar 2020 £'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>

### 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.

### 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.

# Notes to the Accounts

## 22. 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 2020	Incoming Resources	Resources Expended	Reserve Transfer (Out) / In	Fund Balances Carried Forward 31 Mar 2021
	£'000	£'000	£'000	£'000	£'000
Hippodrome Festival	31	84	(64)	-	51
Hippodrome Support Grant	-	71	(31)	-	40
Hippodrome Equipment	-	55	-	(55)	-
Youth Music Initiative	-	147	(143)	-	4
FTH Support Grant	-	73	(56)	-	17
Youth Arts	-	27	-	-	27
Active Schools	13	473	(464)	-	22
Coaching Academy	-	24	-	-	24
Muiravonside Park	5	3	(6)	-	2
Callendar Park - Play Park	11	-	-	-	11
Callendar Park – WIATT Project	22	-	(4)	-	18
Callendar Park - Other	1	-	(1)	-	-
Helix Events	-	40	-	-	40
Libraries – Care Words Project	41	-	(23)	-	18
Libraries - Other	4	1	(3)	-	2
Great Place	-	185	(149)	12	48
Falkirk Council – ICT Funding	-	31	-	(31)	-
Others	31	54	(63)	-	22
<b>TOTAL</b>	<b>159</b>	<b>1,268</b>	<b>(1,007)</b>	<b>(74)</b>	<b>346</b>

	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>

# Notes to the Accounts

## **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.

## **Hippodrome Business Support**

Funds received from Creative Scotland Independent Cinema Resilience and Recovery Fund for Business Support in response to COVID-19 & closure of the cinema.

## **Hippodrome Equipment Fund**

Grant received from Creative Scotland for the purchase of a new projector for the cinema.

## **Youth Music Initiative**

Creative Scotland Grant for the development of music within schools.

## **FTH Business Support**

Funds received from Creative Scotland from the Scottish Government's Performing Arts Venues Relief Fund in response to COVID-19 & closure of the theatre.

## **Youth Arts**

Funds received from Creative Scotland to support youth arts and ensure creative opportunities for children and young people continue to be made by the Youth Arts programme

## **Active Schools**

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

## **Coaching Academy**

Funding from National Lottery to allow young people in the wider Falkirk area to gain qualifications and develop skills in sports coaching.

## **Muiravonside Park Projects**

Funds for Reed Bed project, Wild about Wildlife project and funding from Forth Rivers Trust to improve pathways and install interpretative artwork along the river.

## **Callendar Park Projects**

Funds relate to Forestry Grant Scheme – WIATT project to improve the park, the remainder of funds for the upgrade of the PlayPark have still to be spent and an award was made from the Give Back with Bell's scheme for George Forrest Arboretum project

## **Helix Events**

EventScotland/VisitScotland provided £29,750 towards a Canal Festival and Scottish Government provided £10,000 towards a Science Festival. These grants have both been carried forward to 21/22 having been unable to take place during the year due to Covid restrictions.

## **Libraries – Care Words Project**

Lottery Funding 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 will finish in June 2022.

## **Libraries – Projects**

Funds for the Digital Storyteller project and Scottish Book Week



# Notes to the Accounts

## Great Places

Year 3 contributions from Falkirk Council, Scottish Canals and Heritage Lottery Fund for the Great Place project, “Falkirk: landscape, industry and work, linking heritage routes and industrial transformation”. The transfer in for the year represents the agreed contribution from Falkirk Community Trust for the project. Additional funds were received from LEADER for Connected Dunmore project and Central Canals project.

## Falkirk Council – ICT Funding

Funding from Falkirk Council specifically for spends on ICT Capital projects

## Transfers

Funds were transferred from the Hippodrome Equipment 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 Place Fund is the Group’s agreed annual contribution to the Project. It is transferred from the Unrestricted Reserve. The funding received from Falkirk Council for ICT projects has been transferred to the Unrestricted Reserve to cover the deposit payment for a replacement EPOS system.

## 23. Government Grants

Income from Government Grants

Funder	Project/Event	Amount Received 2020/21	Amount Received 2019/20
EventScotland	Fire & Light	-	£22,500
	Canal Festival	£12,250	£17,500
	HippFest	£5,000	-
Creative Scotland	YMI	£146,779	£175,599
	HippFest	£48,000	£60,000
	Hippodrome Projector	£54,479	-
	Cinema Resilience & Recovery	£71,702	-
	Performing Arts Venue Relief	£73,690	-
	Youth Arts Access Fund	£27,000	-
	Falkirk Science Festival	-	£10,000
Scottish Government	Scotland Loves Local	£2,950	-
	Great Place Falkirk	£161,665	£57,943
Heritage Lottery Fund	Job Retention Scheme	£3,682,705	£158,460

# Notes to the Accounts

## 24. Notes to the cashflow statement

	Group		Charity	
	2021 Total	2020 Total	2021 Total	2020 Total
	£'000	£'000	£'000	£'000
(a) Adjustments				
Depreciation	228	202	228	202
(Gain)/Loss of Disposal of Assets	(25)	(15)	(25)	(15)
Donation from Trading Company	-	-	(293)	(349)
Interest Received	(2)	(27)	(2)	(27)
	<b>201</b>	<b>160</b>	<b>(92)</b>	<b>(189)</b>
(b) Working Capital Movements				
(Increase)/Decrease in Stocks	15	(13)	-	-
(Increase)/Decrease in Debtors	(427)	78	(520)	95
Increase/(Decrease) in Creditors	(352)	(327)	(511)	(391)
	<b>(764)</b>	<b>(262)</b>	<b>(1,031)</b>	<b>(296)</b>
(c) Cash Balances				
Cash at Bank and in hand	1,108	1,254	1,102	1,248
Bank Overdraft	-	-	-	-
<b>Total Cash and Cash Equivalents</b>	<b>1,108</b>	<b>1,254</b>	<b>1,102</b>	<b>1,248</b>

## 25. Capital Commitments (Group & Charity)

Amounts contracted for but not provided in the financial statements:

	2021 £	2020 £
Acquisition of tangible fixed assets	25,621	-

## 26. Operating Lease Commitments (Group & Charity)

At the balance sheet date, the Trust had annual commitments under non-cancellable leases as set out below:

Operating leases which expire:	2021 £	2020 £
Within one year	38,833	42,163
In the second to fifth years inclusive	-	38,833
<b>Balance at 31 March</b>	<b>38,833</b>	<b>80,996</b>

## 27. Pension Scheme

Employees of the company are members of Falkirk Council Pension Fund. Contributions in the period relating to those employees amounted to £1.763m and the amount of outstanding contributions at 31 March 2021 amounted to £0.18m.

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 2021 the employer contribution rate was 22.5%.

## 28. 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 2021, Falkirk Council made a payment of £10.927m to the group and leased the facilities occupied by the company for a peppercorn rent.

At 31 March 2021, Falkirk Council owed the group £0.735m and the group owed Falkirk Council £0.379m (including amounts due to Falkirk Council Pension Fund) in relation to normal trading activities. This has been set-off and the net debtor in the accounts totals £0.356m. 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 five Elected Members from Falkirk Council served on the Board: Councillors Lorna Binnie, Joan Coombes, Jim Flynn, Niall Coleman and Robert Spears. No Director received any remuneration in their roles as Directors.

## 29. 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 £5.749m, 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.

## 30. 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 2020-21  
**Meeting:** Falkirk Community Trust Board  
**Date:** 26 August 2021  
**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 2020-21**

- 2.1 The Annual Report gives a view of the Trust's performance. This report follows the same format as previous years, with particular emphasis on our green spaces, which played such an essential role throughout the pandemic and kept our community healthy, creative, and safe. Several features are included to give our stakeholders a good depth of understanding of our work and how we adapted to the closures to continue to engage and have a positive impact on our community.
- 2.2 The report includes high-level performance results, a summary of trading performance, and the Annual Accounts. The Annual Accounts and complete performance reports are available on the website.
- 2.3 As with the previous Annual Reports, the design generates a vibrant and graphic presentation and uses inspiring images representing our community and work. The report will be available digitally 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 of the report will be distributed to all Elected Members.

- 2.4 The Annual Report is a valuable tool to explain what the Trust does for various audiences such as funders, national bodies, and local organisations. A shorter and more customer-friendly version of the report 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 2020-21 along with a condensed version and note that it will be reported to Falkirk Council.**



Susie Crawford  
Business Development Manager

**FALKIRK COMMUNITY TRUST**

**Subject:** Financial Projection 2021/22  
**Meeting:** Falkirk Community Trust Board  
**Date:** 26 August 2021  
**Author:** Chief Finance Officer, Falkirk Council

**1. Introduction**

- 1.1 This report presents the projected financial position of the Trust's activities for 2021/22 based on the actual performance for April – June 2021 and assumptions made for the remainder of the financial year.
- 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 future performance of each area.

**2. 2021/22 Overall Financial Performance**

- 2.1 The table below sets out the performance to date and projected outturn for the remainder of the financial year. For 2021/22 a balanced budget was set by allowing for a £0.600m contribution from reserves and an increased Service Payment from the Council. The position below highlights a projected surplus of **£0.384m** which is a positive variance of £0.984m on budget. This surplus is comprised of £0.493m surplus for the Charity and £0.109m deficit for Trading. While income overall is lower than budgeted for, this anticipated surplus is as a result of significant savings on employee budgets from vacancies and managing employee numbers in line with activity while restrictions have continued. The continuation of the Job Retention Scheme has also resulted in additional income in the Charity which was not originally budgeted for. There have also been various expenditure savings made in line with reduced activity.

	<b>Actuals Apr-Jun £'000</b>	<b>Forecast Jul-Mar £'000</b>	<b>Forecast 21/22 £'000</b>	<b>Budget 21/22 £'000</b>	<b>Variance 21/22 £'000</b>
Business Administration	494	1,751	2,245	2,480	-235
Parks and Recreation	333	958	1,291	1,408	-117
Libraries	495	1,816	2,311	2,493	-182
Arts	199	834	1,033	1,121	-88
Heritage	153	448	601	574	27
Sports and Fitness	1,062	3,866	4,928	5,295	-367
Helix	155	689	844	900	-56
Restricted Funds and Projects	243	19	262	262	-
Net Spend	3,134	10,381	13,515	14,533	-1,018
Trading Deficit	-	109	109	-178	287
Service Payment	-3,439	-10,316	-13,755	-13,755	-
Furlough Scheme	-243	-10	-253	-	-253
	-3,682	-10,217	-13,899	-13,933	34
<b>Projected Deficit/(Surplus)</b>	<b>-548</b>	<b>164</b>	<b>-384</b>	<b>600</b>	<b>-984</b>

- 2.2 The most significant financial aspect for the Trust continues to be the loss of customer income due to the closure of facilities as a result of Covid restrictions and reduced capacities following the relaxation of restrictions. However, the Government Job Retention Scheme has helped to partially mitigate some of this loss with income of £0.253m anticipated to be received from this.
- 2.3 It should be noted that projections that have been made are subject to a significant degree of uncertainty and there is a particular risk with income projections that should be noted at this stage. As a result of restrictions remaining in place during quarter 1 and for part of quarter 2 the current projection reflects operational income in the Charity being lower than budget by £0.630m. It is still currently assumed within the projections that income will have gradually returned to full 2019/20 levels by the start of quarter 4. This assumption being made about the recovery of customer confidence and numbers following the easing of restrictions on capacities will continue to be reviewed and refined as further data is available.
- 2.4 Lower operational costs as a result of vacancies and reduced expenditure in line with activity have resulted in an anticipated overall surplus being projected at this stage. Employee costs are currently projected to be £1.422m below budget. The current climate is presenting challenges with recruiting staff across the whole of the Trust and has also caused ongoing operational difficulties at many locations.
- 2.5 As part of the 2018-2021 national pay agreement for Council's, there was a requirement to consolidate the Scottish Local Government Living Wage within the pay structure by March 2021. Falkirk Council, as part of its budget process for 2021/22, agreed to make a formal offer to the Trade Unions to amend the pay structure to accommodate the Living Wage. The Trade Unions have now also agreed that the amended pay structure will apply to the Trust. The costs arising from this amendment will be covered from additional funding support from the Council.
- 2.6 Appendices 1-2 provide a financial projection and income details 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 has a projected underspend on budget of £235,000. This is primarily as a result of anticipated savings on employee costs from management team vacancies. There are also various expenditure budgets that are projected to be underspent, which is partly offset by depreciation charges that are funded directly from reserves.

#### *Parks and Recreation*

- 3.2 Parks and Recreation is projecting an underspend of £116,000 primarily as a result of vacancies and issues with staff recruitment. This is partly offset by income from car parking at Muiravonside projected to be lower than budget by the year end. Outdoor Activities income is also lower than budget.

### Libraries

- 3.3 Libraries has a projected underspend of £182,000 as a result of reduced employee expenditure due to vacancies

### Arts

- 3.4 Arts has a projected underspend of £103,000. This is as a result of reduced employee spend from vacancies and staffing costs generally being lower in line with reduced income. There is also reduced spend on film hires which is directly aligned to the reduced income.

### Heritage

- 3.5 Heritage has a projected overspend of £27,000 as a result of income being lower than budgeted for. This is partly offset by a small saving on employee expenditure.

### Sports and Fitness

- 3.6 Sports and Fitness has a projected underspend of £367,000. While income is anticipated to be lower than budget as a result of the impact of Covid restrictions, this has been offset by significant employee cost savings from vacancies and managing staffing levels in line with activity. It should also be noted that income is also lower than budget as a result of not being able to progress with the creation of a Community Card scheme which had been planned to deliver income of £150,000.

### Helix

- 3.7 Helix has a projected underspend of £56,000. The anticipated expenditure on events is lower than budget, which is partly offset by associated income being lower and lower Visitor Centre income. There is also a small projected overspend on employee budgets.

### Trading Company

- 3.8 As a result of the Covid restrictions and anticipated ongoing impact upon trade there is a projected deficit in the Trading Company of £109,000 which is a variance of £287,000 on the surplus budgeted.
- 3.9 Income has been lower than budgeted, however there has been an increase in receipts from external operators which has helped to offset some of this fall. The projected position assumes a continued recovery in income levels following COVID restrictions being removed. There is therefore a significant degree of uncertainty at this stage as the projections assume a full recovery back to 2019/20 levels by the start of quarter 4. It is also clear that projected staffing levels are higher than budgeting for given the level of income being anticipated, however this will continue to be reviewed.
- 3.10 It should be noted that the projected position on Trading has still to be formally reported to the Trading Board and this deficit should therefore be treated as provisional pending discussion of the figures.

## **4. Conclusions**

- 4.1 The impact of COVID-19 on operational income continues to be significant however a combination of savings from vacancies, careful management of costs, and income from the Government Job Retention Scheme has resulted in a projected surplus of

£0.384m being anticipated at this early stage. This is an improvement of £0.984m on the original budget set for the Charity.

**5. Recommendations**

**5.1 The Board is invited to note the analysis of the projected financial position for 2021/22**

A handwritten signature in black ink, reading "Bryan Smill". The signature is written in a cursive style with a horizontal line underneath the name.

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**Chief Finance Officer, Falkirk Council**

**Date: August 2021**

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





<u>2020/2021</u> <u>Actual</u>		<u>Annual Budget</u>	<u>Actuals P3</u>	<u>Total Forecast</u>	<u>Variance</u>
<b><u>Business Administration</u></b>					
1,453,203	10 - Employee Expenses	1,478,950	335,482	<b>1,253,130</b>	<b>(225,820)</b>
53,446	20 - Property Expenses	164,000	14,733	<b>164,000</b>	-
-	30 - Transport Expenses	11,880	-	<b>11,880</b>	-
362,687	40 - Supplies & Services	565,300	96,432	<b>565,300</b>	-
-	50 - Third Party Payments	164,740	-	<b>14,740</b>	<b>(150,000)</b>
89,740	65 - Support Services	89,740	14,957	<b>89,740</b>	-
203,105	68 - Capital Costs	93,690	57,030	<b>234,390</b>	140,700
<b>2,162,181</b>	<b>Gross Expenditure</b>	<b>2,568,300</b>	<b>518,634</b>	<b>2,333,180</b>	<b>(235,120)</b>
<b>(161,918)</b>	70 - Income	<b>(87,800)</b>	<b>(24,676)</b>	<b>(87,800)</b>	-
<b>2,000,263</b>	<b>Net Expenditure</b>	<b>2,480,500</b>	<b>493,958</b>	<b>2,245,380</b>	<b>(235,120)</b>
<b><u>Parks &amp; Recreation</u></b>					
916,062	10 - Employee Expenses	1,018,130	217,488	<b>843,100</b>	<b>(175,030)</b>
251,960	20 - Property Expenses	337,090	62,220	<b>337,090</b>	-
98,873	30 - Transport Expenses	129,940	27,457	<b>129,940</b>	-
210,252	40 - Supplies & Services	244,910	45,160	<b>244,910</b>	-
-	50 - Third Party Payments	-	715	-	-
114,320	65 - Support Services	114,320	19,053	<b>114,320</b>	-
<b>1,591,467</b>	<b>Gross Expenditure</b>	<b>1,844,390</b>	<b>372,093</b>	<b>1,669,360</b>	<b>(175,030)</b>
<b>(212,926)</b>	70 - Income	<b>(436,320)</b>	<b>(38,764)</b>	<b>(377,920)</b>	58,400
<b>1,378,541</b>	<b>Net Expenditure</b>	<b>1,408,070</b>	<b>333,329</b>	<b>1,291,440</b>	<b>(116,630)</b>
<b><u>Libraries</u></b>					
1,559,592	10 - Employee Expenses	1,728,820	365,687	<b>1,546,490</b>	<b>(182,330)</b>
239,391	20 - Property Expenses	277,880	63,701	<b>277,880</b>	-
5,302	30 - Transport Expenses	6,860	1,027	<b>6,860</b>	-
290,045	40 - Supplies & Services	380,450	39,615	<b>380,450</b>	-
152,420	65 - Support Services	152,420	25,403	<b>152,420</b>	-
<b>2,246,749</b>	<b>Gross Expenditure</b>	<b>2,546,430</b>	<b>495,433</b>	<b>2,364,100</b>	<b>(182,330)</b>
<b>(3,182)</b>	70 - Income	<b>(53,670)</b>	<b>(847)</b>	<b>(53,670)</b>	-
<b>2,243,567</b>	<b>Net Expenditure</b>	<b>2,492,760</b>	<b>494,586</b>	<b>2,310,430</b>	<b>(182,330)</b>
<b><u>Arts</u></b>					
788,136	10 - Employee Expenses	910,880	175,501	<b>807,980</b>	<b>(102,900)</b>
78,620	20 - Property Expenses	100,730	20,131	<b>100,730</b>	-
-	30 - Transport Expenses	230	-	<b>230</b>	-
69,151	40 - Supplies & Services	354,320	18,828	<b>324,320</b>	<b>(30,000)</b>
145,505	50 - Third Party Payments	5,830	-	<b>5,830</b>	-
53,350	65 - Support Services	53,350	8,892	<b>53,350</b>	-
<b>1,134,761</b>	<b>Gross Expenditure</b>	<b>1,425,340</b>	<b>223,351</b>	<b>1,292,440</b>	<b>(132,900)</b>
<b>(153,454)</b>	70 - Income	<b>(303,890)</b>	<b>(24,567)</b>	<b>(258,990)</b>	44,900
<b>981,307</b>	<b>Net Expenditure</b>	<b>1,121,450</b>	<b>198,785</b>	<b>1,033,450</b>	<b>(88,000)</b>
<b><u>Heritage</u></b>					
212,641	10 - Employee Expenses	221,370	62,683	<b>220,670</b>	<b>(700)</b>
181,616	20 - Property Expenses	236,670	49,336	<b>236,670</b>	-
-	30 - Transport Expenses	530	-	<b>530</b>	-
60,004	40 - Supplies & Services	95,290	33,372	<b>95,290</b>	-
5,101	50 - Third Party Payments	-	-	-	-
53,350	65 - Support Services	53,350	8,892	<b>53,350</b>	-
<b>512,712</b>	<b>Gross Expenditure</b>	<b>607,210</b>	<b>154,283</b>	<b>606,510</b>	<b>(700)</b>
<b>(12,985)</b>	70 - Income	<b>(33,220)</b>	<b>(801)</b>	<b>(5,620)</b>	27,600
<b>499,727</b>	<b>Net Expenditure</b>	<b>573,990</b>	<b>153,482</b>	<b>600,890</b>	<b>26,900</b>



<u>2020/2021</u>		<u>Annual Budget</u>	<u>Actuals P3</u>	<u>Total Forecast</u>	<u>Variance</u>
<u>Actual</u>					
<b><u>Sports &amp; Fitness</u></b>					
4,568,685	10 - Employee Expenses	5,694,860	1,087,301	4,952,390	(742,470)
690,250	20 - Property Expenses	1,051,830	244,783	1,051,830	-
18,109	30 - Transport Expenses	28,140	4,777	28,140	-
546,628	40 - Supplies & Services	1,081,770	185,331	1,076,770	(5,000)
10,900	50 - Third Party Payments	2,500	-	2,500	-
342,960	65 - Support Services	342,960	57,160	342,960	-
<b>6,177,532</b>	<b>Gross Expenditure</b>	<b>8,202,060</b>	<b>1,579,352</b>	<b>7,454,590</b>	<b>(747,470)</b>
<b>(257,369)</b>	<b>70 - Income</b>	<b>(2,907,280)</b>	<b>(517,694)</b>	<b>(2,526,880)</b>	<b>380,400</b>
<b>5,920,163</b>	<b>Net Expenditure</b>	<b>5,294,780</b>	<b>1,061,658</b>	<b>4,927,710</b>	<b>(367,070)</b>
<b><u>Helix</u></b>					
648,312	10 - Employee Expenses	687,190	157,432	694,310	7,120
54,781	20 - Property Expenses	137,220	19,965	137,220	-
20,806	30 - Transport Expenses	18,070	4,998	18,070	-
39,583	40 - Supplies & Services	386,990	30,057	203,990	(183,000)
39,750	50 - Third Party Payments	-	-	-	-
<b>803,233</b>	<b>Gross Expenditure</b>	<b>1,229,470</b>	<b>212,453</b>	<b>1,053,590</b>	<b>(175,880)</b>
<b>(119,076)</b>	<b>70 - Income</b>	<b>(329,500)</b>	<b>(57,440)</b>	<b>(209,700)</b>	<b>119,800</b>
<b>684,157</b>	<b>Net Expenditure</b>	<b>899,970</b>	<b>155,012</b>	<b>843,890</b>	<b>(56,080)</b>
<b><u>Restricted Funds</u></b>					
595,223	10 - Employee Expenses	624,780	152,285	624,780	-
<b>(203)</b>	<b>30 - Transport Expenses</b>	<b>1,080</b>	<b>-</b>	<b>1,080</b>	<b>-</b>
308,075	40 - Supplies & Services	46,090	95,117	46,090	-
56,029	50 - Third Party Payments	<b>(17,300)</b>	-	<b>(17,300)</b>	-
<b>959,124</b>	<b>Gross Expenditure</b>	<b>654,650</b>	<b>247,403</b>	<b>654,650</b>	<b>-</b>
<b>(815,888)</b>	<b>70 - Income</b>	<b>(477,840)</b>	<b>(4,136)</b>	<b>(477,840)</b>	<b>-</b>
<b>143,236</b>	<b>Net Expenditure</b>	<b>176,810</b>	<b>243,267</b>	<b>176,810</b>	<b>-</b>
<b><u>Projects &amp; Reserve Funded Spend</u></b>					
<b>(16,088)</b>	<b>40 - Supplies &amp; Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(16,088)</b>	<b>Gross Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
89,502	70 - Income	85,080	-	85,080	-
<b>73,414</b>	<b>Net Expenditure</b>	<b>85,080</b>	<b>-</b>	<b>85,080</b>	<b>-</b>
<b><u>Management Fee</u></b>					
<b>(10,895,700)</b>	<b>70 - Income</b>	<b>(13,755,430)</b>	<b>(3,438,858)</b>	<b>(13,755,430)</b>	<b>-</b>
<b>(10,895,700)</b>	<b>Net Expenditure</b>	<b>(13,755,430)</b>	<b>(3,438,858)</b>	<b>(13,755,430)</b>	<b>-</b>
<b><u>Furlough and Business Grant Funding</u></b>					
<b>(3,561,755)</b>	<b>70 - Income</b>	<b>-</b>	<b>(242,897)</b>	<b>(252,800)</b>	<b>(252,800)</b>
<b>(3,561,755)</b>	<b>Net Expenditure</b>	<b>-</b>	<b>(242,897)</b>	<b>(252,800)</b>	<b>(252,800)</b>
<b><u>Trading (Surplus)/Deficit</u></b>					
<b>(293,069)</b>	<b>70 - Income</b>	<b>(177,980)</b>	<b>-</b>	<b>109,370</b>	<b>287,350</b>
<b>(293,069)</b>	<b>Net Expenditure</b>	<b>(177,980)</b>	<b>-</b>	<b>109,370</b>	<b>287,350</b>
<b>(826,149)</b>	<b>CHARITY TOTAL</b>	<b>600,000</b>	<b>(547,678)</b>	<b>(383,780)</b>	<b>(983,780)</b>

	BUDGET £'000	2021/22			2020/21		
		Actual	Proj	'Proj	Actual	Actual	Actual
		Apr-June £'000	Jul-Mar £'000	TOTAL £'000	Apr-June £'000	Jul-Mar £'000	TOTAL £'000
<b>Business Administration</b>							
Other Income	88	25	63	88	10	151	162
<b>Total : Business Administration</b>	<b>88</b>	<b>25</b>	<b>63</b>	<b>88</b>	<b>10</b>	<b>151</b>	<b>162</b>
<b>Parks &amp; Recreation</b>							
Grangemouth Golf Course	253	11	243	253	130	8	138
Parks	61	14	30	44	2	18	21
Outdoor Activities	82	3	37	41	2	27	28
Other Town Halls	40	11	29	40	-	27	27
Other: Events				-	-	-	-
<b>Total : Parks &amp; Recreation</b>	<b>436</b>	<b>39</b>	<b>339</b>	<b>378</b>	<b>134</b>	<b>80</b>	<b>214</b>
<b>Libraries</b>	<b>54</b>	<b>1</b>	<b>53</b>	<b>54</b>	<b>-</b>	<b>3</b>	<b>3</b>
<b>Arts</b>							
Falkirk Town Hall	184	12	136	148	-	62	62
Falkirk Town Hall - Advance Shows	-	-	-	-	-	-	-
Hippodrome	85	11	72	83	-	65	65
Other Arts Income	35	2	26	28	-	28	28
<b>Total : Arts</b>	<b>304</b>	<b>24</b>	<b>235</b>	<b>259</b>	<b>-</b>	<b>154</b>	<b>154</b>
<b>Heritage</b>	<b>33</b>	<b>1</b>	<b>5</b>	<b>6</b>	<b>-</b>	<b>13</b>	<b>13</b>
<b>Sports &amp; Fitness</b>							
Grangemouth Complex	375	47	236	283	-	7	7
Mariner Centre	389	59	353	412	-	48	48
Bo'ness Recreation Centre	115	19	83	102	-	7	7
Grangemouth Health & Fitness	433	60	332	392	-	31	31
Mariner Health & Fitness	181	39	167	206	-	25	25
Bo'ness Health & Fitness	136	17	96	113	-	7	7
Stenhousemuir Health & Fitness	353	64	262	326	-	39	39
Grangemouth Stadium	96	29	56	84	-	20	20
Schools - Community Use	224	8	152	160	-	-	-
Neighbourhood Centres	141	95	93	188	-	42	42
Outdoor Amenities	16	-	-	-	-	-	-
Polmonthill Ski Slope	80	11	67	78	(1)	(1)	(1)
Sports Development	79	48	20	68	-	9	9
Active Forth	139	21	93	114	(1)	1	-
Other	150		-	-	-	22	22
<b>Total : Sports &amp; Fitness</b>	<b>2,907</b>	<b>518</b>	<b>2,009</b>	<b>2,527</b>	<b>(1)</b>	<b>257</b>	<b>256</b>
<b>Helix</b>	<b>330</b>	<b>57</b>	<b>152</b>	<b>210</b>	<b>-</b>	<b>119</b>	<b>119</b>
<b>Sub Total : Operational Income</b>	<b>4,151</b>	<b>665</b>	<b>2,856</b>	<b>3,521</b>	<b>143</b>	<b>777</b>	<b>920</b>
Restricted Funds	478	4	474	478	(1)	816	816
Projects - Incl Reserve Transfers	(85)	-	(85)	(85)	-	(90)	(90)
Management Fee	13,755	3,439	10,317	13,755	2,709	8,187	10,896
Furlough Claims & Business Grant	-	243	10	253	1,439	2,123	3,562
Trading Surplus	178	-	(110)	(110)	-	293	293
<b>TOTAL INCOME</b>	<b>18,478</b>	<b>4,351</b>	<b>13,461</b>	<b>17,812</b>	<b>4,290</b>	<b>12,107</b>	<b>16,398</b>

Falkirk Community Trust

**Subject:** Board Administration  
**Meeting:** Falkirk Community Trust Board  
**Date:** 26 August 2021  
**From:** Chief Executive

**1. Introduction**

- 1.1 This paper reviews the membership of the sub groups and proposes a meetings schedule for 2021/22. The Board is asked to approve the changes to Group membership along with the dates and times of meetings for 2021/22.

**2. Appointment of Vice Chair**

- 2.1 The Board is asked to appoint a Vice Chair from one of the Council appointed Directors in line with the Articles of Association.

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

- 3.1 The Board manages some of its remit through two sub groups. The Audit & Performance Group review performance results and ensure effective audit arrangements are maintained and monitored. The People Group deals with employee matters, the appointment of executive managers and is a key link to the Trade Unions. It acts as a final point of appeal for employee claims against dismissal. Trust Directors are also appointed to Falkirk Community Trading Company to assist in the continuity and awareness between both Boards.
- 3.2 The remits of the sub groups are attached at Appendix 1.
- 3.3 The Board are asked to consider if the proposed membership split works effectively. The membership reflects the current membership for the purposes of continuity and proposes newly appointed Directors are assigned to a sub group.

**Proposed Membership**

Audit & Performance

Derek Easton (Chair)

Jim Flynn

Lorna Binnie

Robert Spears

Andrew Roberts

Alan Stewart

People Sub Group

David White (Chair)

Derek Easton

Alan Stewart

Lorna Binnie

Jim Blackwood

Gary Bouse

Trading

Suzanne Arkinson (Chair)

Andrew Roberts

Plus Chris Morris, Ased Iqbal, Shona Dunsmore,

Health and Safety link

David White

## Diary Dates for 2021/22

**Full Board Meeting** (Quorum 3 comprising 3 Independent Directors) in line with the new articles

Directors: All Board Directors

Attendees: FCT Senior Management Team, Danny Cairney (FC Finance).

Dates:

26 <sup>th</sup> August 2021 -	9.30am – 1.00pm
4 <sup>th</sup> November 2021 -	9.15am – 1.00pm
20 <sup>th</sup> January 2022	9.15am - 1.00pm
31 <sup>st</sup> March 2022	9.15am – 1.00pm
30 <sup>th</sup> June 2022 -	9.15am – 11.00am

Venue: 26<sup>th</sup> August 2021– Teams  
Venue for all other meetings – Callendar House

## Pre Board Meeting

Attendees: David White, Vice Chair, Neil Brown

Dates:

22 <sup>nd</sup> October 2020 -	9.30am – 11.00am
7 <sup>th</sup> January 2022 -	9.30am – 11.00am
18 <sup>th</sup> March 2021 -	9.30am – 11.00am

Venue: Falkirk Stadium

## Audit & Performance Sub Group (Quorum 3)

Directors: Derek Easton (Chair), Councillor Lorna Binnie,  
Councillor Jim Flynn, Alan Stewart, Councillor Robert Spears,  
Andrew Roberts

Attendees: Lesley O'Hare, Paul Finnie, David Wilkinson, Alistair Mitchell

Dates:

18 <sup>th</sup> November 2021 -	3.00pm – 5.00pm
10 <sup>th</sup> February 2022 –	3.00pm – 5.00pm

Venue: Falkirk Stadium

## People Sub Group (Quorum 3)

Directors: David White (Chair), Derek Easton, Alan Stewart, Councillor Lorna Binnie,  
Councillor Jim blackwood, Councillor Gary Bouse

Attendees: Neil Brown, Jenny Simpson (HR)

Dates: 9<sup>th</sup> December 2021 - 3.00pm – 5.00pm

Venue: Falkirk Stadium

## Trading Company (Quorum 2)

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

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

Dates: 14th September 2021 - 10.00am – 12 noon  
7<sup>th</sup> December 2021 - 10.00am – 12 noon  
15<sup>th</sup> March 2022 - 10.00am – 12 noon

Venue: Falkirk Stadium

**4. Recommendation**

- 4.1 Board is asked to appoint a Vice Chair, review the programme and membership of Sub Groups, approve the calendar of meetings for 2021/22 and ratify the revised Sub Group memberships.**

*Maureen Campbell.*

Maureen Campbell  
Chief Executive

## Remit

### People Sub Group

#### 1. Membership

The Group consist of:

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

#### 2. Aim

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

#### 3. Remit

The Group is specifically responsible for:

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

#### 4. Role

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

#### 5. Guidance

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

#### 6. Frequency of Meetings

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

#### 7. Minutes

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

## **Remit**

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

#### **1. Membership**

The Group consists of:

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

#### **2. Aim**

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

#### **3. Remit**

The Group is specifically responsible for:

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

#### **4. Role of the Group**

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

#### **5. Guidance**

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

#### **6. Frequency of Meetings**

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



**Falkirk Community Trust**

**Subject:** Transition Update  
**Meeting:** Falkirk Community Trust Board  
**Date:** 26<sup>th</sup> August 2021  
**Author:** Chief Executive

**1. Introduction**

- 1.1 This report gives the Board an update on Transition matters. The board is asked to note the contents of the report.

**2. Council Meeting Outcome**

- 2.1 The Board will recall that a submission was made in respect of how culture and sport services might best be integrated within the Council. The Council CEO considered the submission and decided to keep with his original proposals to disaggregate services across the Council services. The report was shared with the Board after publication for information.
- 2.2 I have communicated the Board and senior management's disappointment with this outcome, and it has been acknowledged. It has been agreed that the relationship be reset and a renewed focus on the transition arrangements established by all parties.
- 2.3 The Council also approved several matters with legal implications and the actions for the Board arising from the meeting are addressed elsewhere on the agenda.

**3. Project Management Board and Project Planning**

- 3.1 The project plan was presented at the Council meeting and will be used by the Project Management Board to monitor progress toward successful transition on 1 April 2022.
- 3.2 The Project Management Board is chaired by the Council CEO with input from senior Council staff and the relevant task group chairs. The Trust is represented by the Chief Executive and General Manager. The group has met three times and will review the frequency of meetings as the project develops.
- 3.3 The Trust management team have a more detailed project plan that has key milestones, work scheduling and identification of interdependencies to ensure the more detailed and specific actions are tackled and addressed in a timely manner. This has been shared with the Council task group chairs so that they are aware of the priority tasks. The capacity available within the Trust management team is a key risk for the project. The project board acknowledges this; however, it is imperative that senior Trust staff are involved in the various groups to ensure understanding of the complexity and operational implications of the decisions being taken. Team Leaders are being asked to provide an enhanced operational lead where possible to support managers and maintain frontline service delivery.

#### **4. Legal Matters**

- 4.1 The Board has a key role in overseeing the successful transition of services to the Council. The charity directors' duties are key to compliance with the OSCR regulations in terms of the arrangements for the transfer. There will be a regular item on the agenda for future meetings setting out any decisions to be taken or issues to be addressed in compliance with the appropriate statutory, governance or legal frameworks.
- 4.2 The decisions to be taken at this meeting are covered elsewhere on the agenda.

#### **5. Staffing Update**

- 5.1 One of the key risks facing the Trust in the transition is our ability to retain existing staff and attract new staff where vacancies arise. The Board were previously advised of three Team Leaders who have left or are due to leave imminently. A recruitment process is underway for two of the three posts. These have had to be readvertised due to a poor response first time round. The uncertainty around the future working environment may be a factor along with the perceived attractiveness of working in a Council rather than a smaller more dynamic organisation. We are continuing to promote the roles and hope that the right candidates will be found for these key jobs in the national culture and sport sector. A number of key operational staff have also intimated their resignations. This is likely to lead to some short-term immediate pressures in the Parks team. The posts concerned will be advertised however if the recruitment difficulties being experienced at TL level were replicated, we may need to consider alternative operational solutions. The Council are aware of our concerns and we are discussing potential options.

#### **6. Next Steps**

- 6.1 The Project Board is to increase the frequency of its meetings to respond to the likely issues requiring discussion and decisions. This will help to increase focus and capacity on the tasks ahead. The Board will be kept advised of progress at each meeting.

#### **7. Conclusion**

- 7.1 The Transition Project Board is now established and operating. No major issues have been identified and the respective teams are working well together.

#### **8. Recommendation**

- 8.1 **The Board is asked to note the update.**

*Maureen Campbell.*

Maureen Campbell  
Chief Executive

**Falkirk Community Trust**

**Subject:** COVID Recovery Plan Update  
**Meeting:** Falkirk Community Trust Board  
**Date:** 26<sup>th</sup> August 2021  
**Author:** General Manager

**1. Introduction**

- 1.1 The purpose of this report is to provide an update on the COVID pandemic related changes that have taken place, since the update provided to the Board on the 27<sup>th</sup> of May and to review the progress made against the recovery plan.

**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.
- 2.2 Much progress has been achieved in the reduction of the transmission of the virus, mainly by the significant rollout of the vaccination programme by the NHS with over 75% of the U.K.'s population having received their second vaccination at the time of writing. However, a cautious approach remains the overall theme of the Government's easing of restrictions as they continue to monitor and appraise the reduction in infections throughout the country as well as the position around the world, which impacts directly on international travel for example.
- 2.3 There have been many changes since the previous Board meeting on the 27<sup>th</sup> of May, leading to the current position of Falkirk and indeed Scotland as a whole, being in a 'Beyond Level 0' category of risk. This has eased some of the more significant restrictions that impacted on the capacity levels within Trust facilities, such as the removal of social distancing.

**3. Current National Perspective**

- 3.1 The Trust continues to comply fully with the Scottish Government's Strategic Framework and its associated phases for the potential reopening of services and facilities.
- 3.2 Falkirk achieved 'Level 2' status on the 17<sup>th</sup> of May with many areas in Scotland, remaining at 'Level 3'. This has subsequently been reduced since that time to a 'Beyond Level 0' status for the country, which became effective from Monday the 9<sup>th</sup> of August.
- 3.3 There remains specific guidelines and caveats within this new category of risk with the need to continue to maintain social distancing, mask wearing and the need for all customers to have their personal details recorded to support the NHS Test and Protect initiative.

**4 Current Operational Position**

- 4.1 Many operational changes have been gradually introduced in recent months, however the move to Beyond Level 0, throughout Scotland on the 9<sup>th</sup> of August, resulted in the following key changes to Trust operated facilities and services:
- Removal of all social distancing & associated one way system signage
  - Reopening of changing rooms, including shower areas and lockers
  - Increased display of posters with QR Code for self-track & protect recording
  - Casual activity sessions/visits reintroduced after honouring existing bookings

- Enhanced cleaning regimes will remain in place but reduced in number
- Increased capacity levels re-introduced back to pre-COVID levels
- Trading outlets to re-open as soon as possible
- Saunas and steam rooms to re-open week beginning 6<sup>th</sup> of September
- Risk assessments to be reviewed and updated

It should be noted that specific industry and sector guidelines tend to follow Government announcements and that such additional information may result in some of the above being amended. Similarly, discussions are ongoing on how best the community can access the sport and leisure facilities within the local high school setting.

- 4.2 The number of visitors to Trust operated parks continues to be high, which has placed an additional burden on staff at these sites, in terms of the need for improved litter collection, pathwork maintenance and so on. The Board were advised at their May meeting of examples such as the Par 3 golf course within Callendar Park having to remain closed as the necessary winter work had been unable to be undertaken to repair the areas affected by the previous cross-country athletics event and subsequent period of wet weather. Steps are now in place to return this specific facility to an operational condition, with the associated amenities being prepared for re-opening at the start of the next season in April 2022.
- 4.3 General demand for Trust services since their re-opening has been high, however there is much for our customers to learn and understand as we unwind the many restrictions that had been put in place, such as the need to book services in advance and reduced capacity levels in all areas. It will take time for customers to adjust to the new procedures and general 'opening up' of many service areas.
- 4.4 Many positive comments have been received from customers upon their return, even though their customer journey has once again been affected and it is hoped that their visitor experience will remain high throughout this transition period.

## **5. Online Marketing Activity**

- 5.1 Significant key performance indicators from Trust Facebook sites are described below:
  - Falkirk Community Trust Facebook page had a reach of 118,785. The most popular posts were Step Forth classes restarting followed by the Helix Team Leader Job Advert.
  - Falkirk Parks Facebook page had a reach of 25,100 with the most popular content being the 'Wonder With Grimm' outdoor theatre performance.
  - Falkirk Fitness Facebook page had a total reach of 150,372. The most popular posts promoted the walking groups restarting.
  - The Helix Facebook page reached 384.7k people with the most popular content being the Kelpies turning blue for Strathcarron Hospice on 21 April.
  - The Great Mariner Reef page had a reach of 26.5k with the most popular post being the soft play reopening announcement on 3 June.
- 5.2 Across all Twitter channels, Falkirk Community Trust as of June has 29,892 followers.
  - This is an increase of 172 followers or a growth of 0.58%
  - The two biggest channels are The Helix (32.2%) and Falkirk Community Trust (22.9%)
- 5.3 Across all Instagram channels Falkirk Community Trust as of June has 7,207 followers.
  - This is an increase of 304 followers which is 4.2%
  - Instagram is the Trust's fastest growing channel
  - The two largest channels are The Helix with 45.4% share and Falkirk Community Trust with 31.7%.

- 5.4 During Q1, the Trust website has seen a significant increase of 351% in usage in comparison to last year, although the height of the pandemic occurred during Q1 last year. There were 522,399 page views during Q1, which is a 442% increase from the previous year. These website visits were carried out by 110,335 unique visitors (284% up on Q1 last year) with 106,566 being new visitors to the site. The average session duration was 1m 58sec (22% increase in duration).
- 5.5 Previous health and fitness membership sales campaigns had involved considerable outdoor advertising but this year the focus was almost entirely digital with a mix of paid for and organic content. Overall, the paid social media campaign was extremely successful in its objectives, with a reach of 58,555, as well as 205,521 impressions and 1,261 link clicks. A total of 567 new members subsequently joined. This was the Trust's best-ever sales campaign at that time of year with an increase of 18% when compared to the previous May campaign in 2019.
- 5.6 The Great Place Falkirk team had been building their local history website 'Our Stories' - during lockdown, and their work was given a physical presence via a virtually created, co-curated exhibition. Volunteers were recruited who selected their own research area based on their personal interest and from this they developed the text. The museums' online collections database (<https://collections.falkirk.gov.uk/explore>) was used to pick out the images and objects that would go on show. The experience was a learning curve, but successful co-curation can be done remotely with exhibitions being installed safely during a pandemic.
- 5.7 The Hurricane Book Club met online in April and June with additional engagement through Twitter, with links to Pan MacMillan, Glasgow Libraries and Shetland Libraries whilst the meetings were happening simultaneously with the discussion posted online. Following this success, the Falkirk Library Book Groups also moved online which has revitalised the groups and attracted new members.
- 5.8 The Forth Bike e-bike initiative has been developed with Falkirk residents in mind to aid easy commuting or leisure access to the rest of Forth Valley by e-bike. Falkirk is already leading the way in e-bike use in Forth Valley; accounting for 10,244 of the 14,299 Forth Bike journeys made last year and Falkirk users clocking up an impressive 50,000 miles in 2020. To support Bike Week (30 May to 5 June), the Trust launched a series of easy-to-follow cycle routes for all abilities available for online download with more trails accessed via the Falkirk Explored app. The Trust's Fit and Active Cycling page received 634 views.

## **6 Staffing Related Matters**

- 6.1 The Trust has continued to pay 100% of staff salaries for all staff currently on 'furlough' as the Job Retention Scheme (JRS) had been extended further from the end of April, until the end of September. The Trust has continued to submit claims to the Job Retention Scheme to help reduce staffing expenditure this year, however arrangements are in place to have everyone returned to their place of work.
- 6.2 It has remained a particularly stressful period for many staff who have once again had to oversee significant operational changes within their workplace. On-site training continues for all staff to ensure they are fully supported throughout the change of procedures so that they can support customers as they adjust to the new operational arrangements that affect their experience.

- 6.3 The default position of the Government, in relation to staff returning to their offices, remains that where possible such staff should continue to work from home and this position is being maintained within the Trust.

## **7. Conclusions**

- 7.1 The Trust has been able to change operational procedures from the 9<sup>th</sup> of August, in accordance with the Country's status of 'Beyond Level 0', in an attempt to remotivate the community to participate in the activities that they had previously undertaken pre-pandemic.
- 7.2 The Trust has continued to support its permanent staff who remain on furlough, by paying 100% of their salaries.
- 7.3 A significant level of on-site staff training has continued to be provided as each operational change has been introduced.
- 7.4 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.
- 7.5 The importance of ongoing and regular customer updates, motivational notes and promotional activity, through a variety of social media platforms, remains vital to the success of the re-opening plans and longer-term financial sustainability of Trust services. The Trust has adapted and redesigned some services to work in a digital world and this approach to explore digital opportunities will continue.
- 7.6 There remains a degree of uncertainty about how customers will behave as restrictions ease. It is not yet clear which services customers will want to use and which services they may wish to avoid. However, initial feedback from customers is that Trust services are in high demand. The Trust remains hopeful that demand will return to their previous levels, but when this will be achieved remains unknown and difficult to predict at this time.

## **8 Recommendation**

- 8.1 **That Directors note the significant operational changes that have been achieved by the Trust in recent months, following a reduction in the level of COVID-19 infections and subsequent easing of restrictions, that has enabled the Trust to re-motivate the local community to visit and participate in our services and improve their general health and well-being**



Neil Brown  
General Manager

## Falkirk Community Trust

**Subject:** Health, Safety & Risk Update  
**Meeting:** Falkirk Community Trust Board  
**Date:** 26<sup>th</sup> August 2021  
**Author:** Sport & Recreation Manager

### 1. Introduction

- 1.1 The purpose of this report is to inform and update Board members of the current status regarding our ongoing Health, Safety & Risk (HS&R) record and management process across all Trust locations and staff. This is an update report following the report submitted to the Board in May 2021.

### 2. Operational Issues and Developments

- 2.1 **Update:** In recent months the Scottish Government have consistently reduced the levels of restrictions applying to our venues and services. The most recent announcement has taken us beyond level 0, and this has had a significant impact on the deliverability of our services at an operational level. All but a very few of our staff are back at work and providing a safe, clean and secure environment for our customers.
- 2.2 We will continue to monitor the uptake of our activities whilst maintaining high levels of safety and care to our customers. We understand the need to continue with the high levels of hygiene and cleanliness we have introduced over the past 18 months and will strive to maintain these as we gradually get back to normal operations.
- 2.3 **Parks Update: Helix, Callendar Muiravonside and Kinneil:** The summer months have seen another upsurge in our Parks popularity, with ever greater numbers attending during the spells of good weather we have experienced. There has been a gradual introduction of organised events within our Parks and keeping these safe to attend has been our top priority. All staff associated with these events have been trained and are qualified to deal with most eventualities, notwithstanding the sometimes-unruly behaviours we experience.

**Helix Park:** There have been a number of drownings in Scotland's Lochs and open water courses this summer, and unfortunately these tragedies have not deterred our local teenagers and youths from taking part in dangerous activity around the Helix Lagoon and Kelpies Plaza. We have worked closely with Scottish canals over the last few months to try and prevent this where possible, by being more visible and vigilant around these areas. To date we have averted any serious accidents, and we continue to ensure our action plans, emergency procedures, warning signs and lifesaving equipment are all reviewed regularly and up to date.

There was some deliberate damage caused at the fencing and surrounds to the old curling pond at **Kinneil Estate** recently which was reported to us and repaired as quickly as possible. Again, we have been mindful of the tragedy here last year and all notices, equipment, barrier fencing, and surrounds are inspected regularly to ensure as safe an environment is provided where possible. The estate has also been busier than normal with families, picnics etc, and with no permanent member of staff on site it has been a challenge this year to keep the estate free from litter and hazards, whilst ensuring people enjoy themselves in the open air.

**Muiravonside CP** has been particularly busy this summer and the small core of staff here must be commended for their handling of larger than normal crowds and vehicular traffic, whilst maintaining our high standards of customer safety, restrictions management and hygiene. As with our other venues we reviewed our Normal Operating Procedures (NOPs) and Emergency Action Plans (EAP's) at the start of the summer at our Parks to take into consideration the new practices and restrictions that were in place. These will all be reviewed and updated again to reflect the beyond level zero changes introduced recently.

**Zetland Park** has gone from strength to strength in popularity over the last few months with all of the new developments here being warmly received by the local population. This has brought it's challenges with expectations of clean, hygienic available toilet facilities, and we have endeavoured to ensure these have been provided where at all possible with our mobile cleaning teams. We were successful with our applications to NatureScot for small pockets of funding for Callendar, Muiravonside and Kinneil which enabled us to provide an enhanced level of litter picking, bin emptying and cleanliness at these venues.

### **Staffing Considerations at Parks**

We have had a number of resignations within our Parks management team, and we have needed to adapt and garner assistance from other areas to ensure we maintained our levels of staff and customer health, safety and care at these venues. Thankfully all is going well in this respect and discussions are on-going with the Council on the best way to fill these gaps. The safety and health of our staff and customers is paramount, and we need to ensure an appropriate level of management and supervision is provided to make this happen.

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

With the lifting of most of the covid restrictions and the move to beyond level 0 at the beginning of August, we have once again made adaptations to our operating procedures to accommodate these changes. This has involved detailed discussions with our staff to ensure they have ownership of the practices we are now adopting. It is essential we keep staff fully involved in these processes to ensure their health and wellbeing is considered at every step. The enhanced cleaning and hygiene procedures introduced have been maintained beyond the recent changes to ensure we continue to provide a safe and hygienic experience for our customers and staff. Face masks are still being worn indoors and we must remain mindful of minimising any associated contamination or viral risk.

Our designated Covid 19 Officer has reviewed all our RA's once again for the indoor venues to take cognisance of the changes introduced at the beginning of August. As our numbers increase and the need for pre-booking is removed, we are aware of some customer and staff concern over the possible risk of infection. Our staff have regular staff training sessions where we emphasise the need to give our customers confidence that they are in a controlled and hygienic environment, and that they can be assured we are keeping any risk to an absolute minimum. To this end, hand sanitising and enhanced cleaning of all public and changing areas will be maintained for the foreseeable future.

**Falkirk Council's Environmental Services** section have been very helpful and supportive of our changes throughout the pandemic and particularly so with regards to our hospitality and catering services. All of our catering and hospitality has now re-opened and this has been most welcome. We have however, like many in the hospitality industry, struggled to recruit and retain staff for these services. There will be no compromise on our standards because of this shortage of staff, and no venues will be allowed to operate if they cannot meet the high standards set for safe operation. Staff training and education has been taking place for any new recruits we have managed to bring on board, along with our existing staff managing the changes we have introduced recently to our operational opening times and service provision.

## **4. Vaccination Centre Support**

- 4.1 We continue to provide a relatively small amount of staff for the vaccination programme in the Falkirk area. These staff are mostly from the furlough list and will make their way back to their normal place of work throughout August and early September as the programme slows. Re-training and education will be important for this group as they come to terms with the change in workplace and get back to their normal duties.



## **5. Staff Return to Venues**

- 5.1 Now that the vast majority of our staff have returned to their normal place of work, the comprehensive return to work guide has been updated to reflect the changes introduced and is made available to all staff before and during their return. There have been some significant changes to their working environment, and it will take time to adjust and get back to their normal ways of working now that most of the restrictions on numbers and covid 19 safe systems of work have been adjusted or removed.

## **6. FCT HS&R Group**

- 6.1 Unfortunately due to diary commitments in other areas of work we have been unable to schedule a meeting of the Health, Safety & Risk group recently. Regular contact and discussions on most of the items contained in this Report are regularly held with Managers and Team Leaders, so the Board can have confidence that our staff and customers are working and visiting safe and secure venues and environments. It is my intention to look at the diaries afresh and see if we can convene a group meeting after the summer holiday period when availability of staff to attend will be greater.

## **7. Performance**

### **7.1 Accident Performance Management**

There has been 20 reported customer accidents since the last Board Report with one incident at Mariner Centre where a member of our lifeguarding team had to affect a contact rescue of a small child in danger of drowning. As our venues become busier each week the accident and incident reporting will no doubt increase in numbers, and these will be reported in the usual format with graphs from April 2021 onwards.

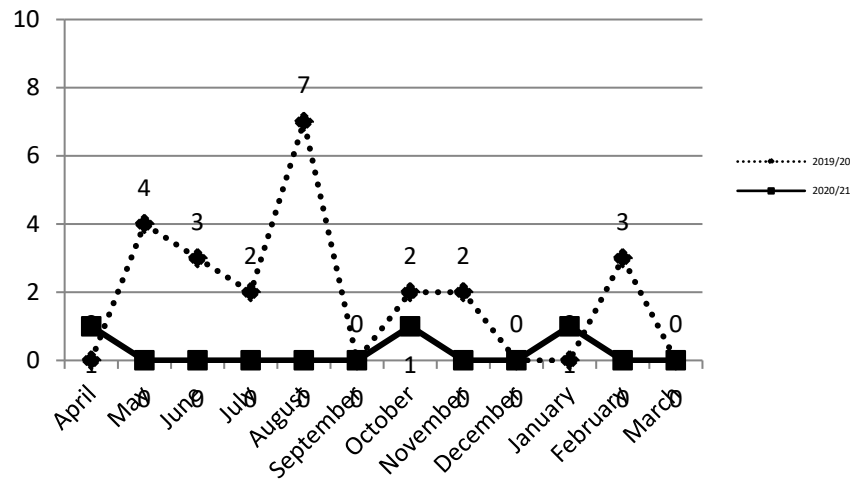
## **8. Conclusion**

- 8.1 **Following on from the move to beyond level zero, as an organisation we are now returning to near normality for staff and customers. Our work throughout the last 18 months in maintaining safe and hygienic venues, albeit on a limited availability at some points, has been much appreciated by our customers. Our staff have also benefitted from the controlled and cautious approach we have adopted during this time, and they too are returning to work with confidence in our ability to have their safety and health at the forefront of our operations. We will not lower our standards in the coming months and will strive to maintain our levels of cleanliness and hygiene moving forward. We will continue to provide staff with the correct level and quality of PPE to carry out their jobs, as well as review our working practices to ensure any identifiable risk is kept to an absolute minimum. We will regularly communicate with our customers and staff to keep them fully informed of any impending changes or impact to the services we provide, to ensure our venues and open spaces are as safe as they can be.**

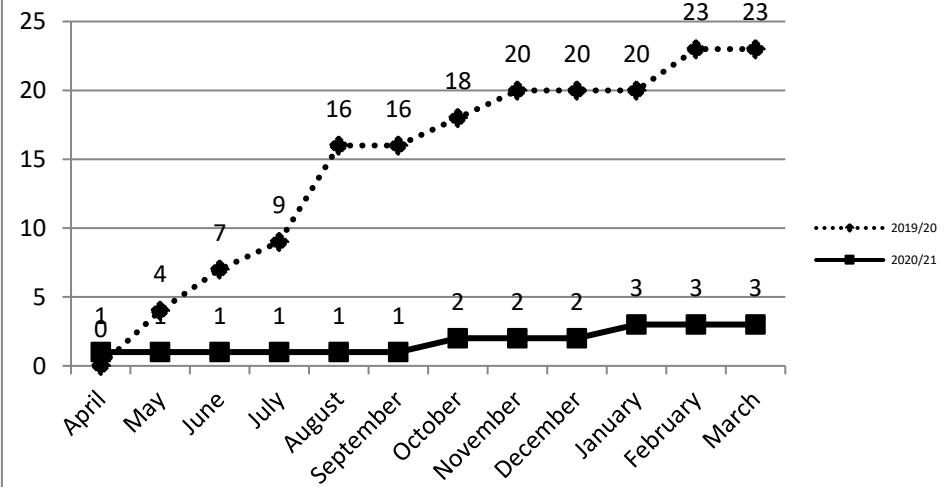


**Paul Finnie**  
**Sport & Recreation Manager**

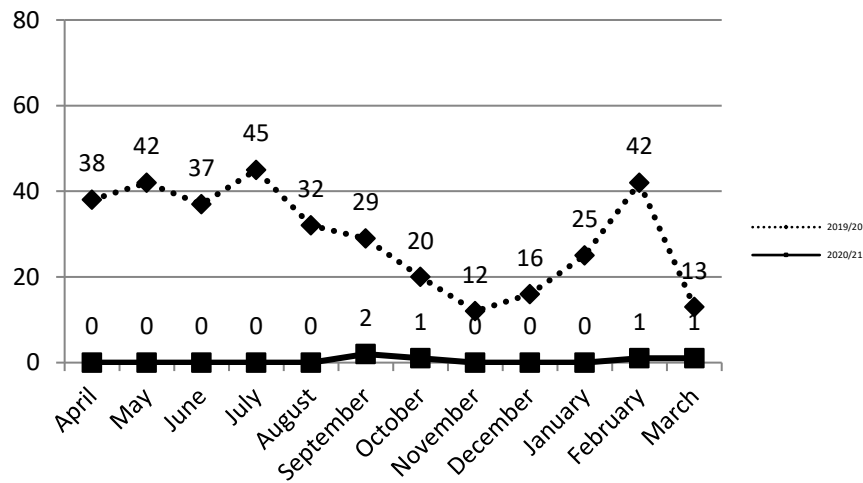
### Accidents involving members of Staff



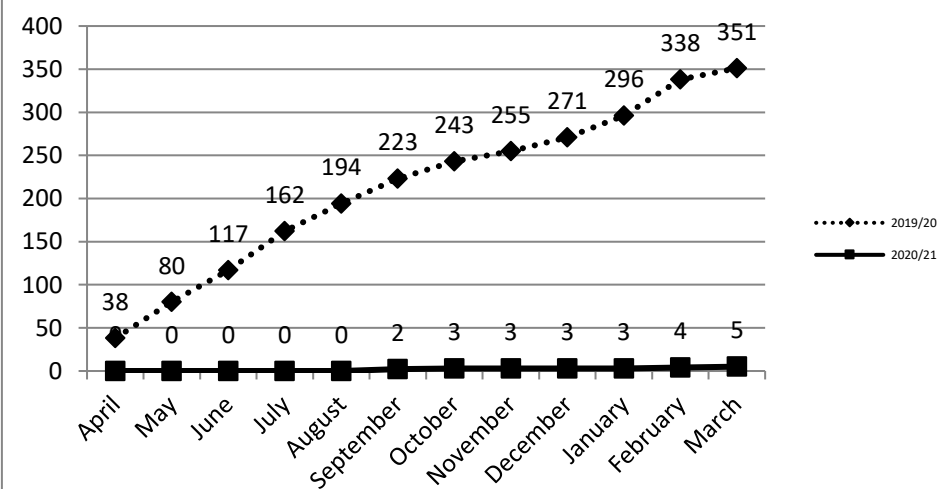
### Cumulative Accidents involving members of Staff



### Accidents involving Customers



### Cumulative Accidents involving Customers





Falkirk  
Community  
Trust

# Annual Report

2020-2021







## Contents



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 Falkirk Community Trust is limited by  
 Guarantee. Company Registered in  
 Scotland no. 400657  
 Falkirk Community Trust gratefully  
 acknowledges the support  
 of Falkirk Council.

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## ***“Our services demonstrated admirable ingenuity and creativity”***

**Many words have been used to describe 2020, one of which is “extraordinary”.**

This is precisely the word I would use to describe the hard work and enthusiasm that the staff and volunteers of Falkirk Community Trust have demonstrated in the last year while responding to the upheaval presented by the COVID-19 pandemic. No matter what, and often in the most challenging of circumstances, they have continued to go above and beyond. I would therefore like to take this opportunity to thank them for their commitment, dedication, energy, and unwavering support of the community and each other.

The Trust continued to innovate and adapt through 2020 and 2021 to ensure our communities, including some of our most vulnerable individuals, remained supported. All our services demonstrated admirable ingenuity and creativity in responding to the situation in which we all found ourselves. As the months unfolded the Board were kept updated with every new development, from the introduction of the Libraries’ Click &

Collect service, the roll out of new resources on the Trust’s website to support customers’ mental and physical wellbeing, to the delivery of a new fitness mobile app.

Many events were moved online including the annual Hippodrome Silent Film Festival and an innovative Christmas storytelling event featuring our very own Santa and Mrs Claus, which I know were appreciated by audiences old and new.

On 20 January 2021, the elected members of Falkirk Council decided to bring all the services managed by the Trust back under their control from 1 April 2022, marking a new direction for the organisation. While this may not have been the outcome we were hoping for, we are all committed to a smooth transition of our services which will take place in the months to come. I am extremely proud of what this organisation has achieved since it was established in July 2011. It is a testament to the staff and volunteers who have made the Trust what it is today. In particular, I would like to thank Maureen Campbell for her outstanding

leadership over the past 10 years and to wish her every success in the future.

We expect to continue to encounter some uncertainty over the coming months as we learn to live alongside COVID-19. Nonetheless there is now a feeling of hope and optimism as the vaccination programme is rolled out and restrictions are eased. I have the utmost confidence that our Board, with the support of our management team, staff, funders, and partners, will face the future with positivity and enthusiasm.

**David White**  
**Chairman**







## Introduction

**I am extremely proud of our staff and their resolute commitment to our vision. In the most challenging year, they have tried their utmost to meet the needs of the local community, providing support through innovation, adaptation, and engagement.**

I would like to take this opportunity to thank all the staff and volunteers, all of whom have worked tirelessly, embracing the entrepreneurial spirit of the Trust, and responding swiftly to unparalleled circumstances. Grateful thanks also go to all our customers for their patience and understanding and compliance with the guidelines that have kept us all safe.

I would also like to thank Falkirk Council who committed to providing funding at the start of the pandemic. Although this was ultimately not needed thanks to the Government's Job Retention Scheme, Falkirk Council's ongoing support was greatly appreciated.

We have been honoured to be involved in helping the NHS's national effort to tackle the pandemic. From Autumn 2020, Falkirk Community Trust has been actively supporting several essential NHS Forth Valley programmes involving several Trust operated venues. Around 80 of our furloughed

staff volunteered to assist and demonstrated our customer-oriented 'can-do' approach that NHS Forth Valley has valued. I am in awe of their hard work, motivation, and support.

Similarly, the response of those staff who were not furloughed was nothing short of inspirational. Our teams had to adjust to working from home, and, for many, there was also the novel difficulty of combining work with home schooling. Despite these complications, they pushed forward with initiatives and communications, placing the needs of our local community at the heart of everything they carried out.

As the months progressed, following advice from the Scottish Government, we prepared to reopen our buildings after a prolonged closure. The community had a clear appetite to return to enjoying activities they had missed for so long. Often with little time to prepare, our staff had to adapt or move locations within our buildings to keep customers safe. Their efforts were greatly appreciated by those returning, and their thorough approach received accreditation from VisitScotland's Good to Go scheme, further assuring customers of a safe and warm welcome back.

***"I am extremely proud of our staff"***

The organisation is now preparing to transfer into Falkirk Council management, and I am confident that the team will continue to champion Falkirk communities, becoming the most creative and active they can be. We have built trusted, and valued services that are highly praised and respected by our community, and I am optimistic that our people will be able to continue this good work as part of Falkirk Council.

On a personal note, as I stand down as Chief Executive, I wish to place on record my heartfelt thanks and appreciation for the support and encouragement shown to me by Board, staff, partners, and external stakeholders. I am immensely proud of our journey over the last decade and look forward to seeing that momentum maintained through the transition of services to the Council and beyond.

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





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

**Our Mission**

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

**Our Vision:**

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

**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



**Delivering more on the previous year**

- Muiravonside Country Park visitors increased by 40% - an extra 48,500 visitors
- Over 40 schools took part in The Active Schools' #12DaysofFitmas competition
- More than 4,200 participants accessed our live streaming fitness sessions and over 6,000 viewed our On Demand digital fitness classes
- Issues of our e-digital content have increased with access to e-books for adults increasing by 190%, and for children by 212%
- E-audiobooks were popular online with a 51% increase in downloads
- E-magazines saw a surge in use with an additional 21,174 downloads on the previous year, a 70% increase
- Self-guided holiday themed walking trails were accessed by more than 5,000 people

**Improving Service**

- We made successful applications for resilience and recovery funding for our main cultural venues, Falkirk Town Hall Theatre, the Hippodrome and Callendar House, as well as some targeted project funding to support those areas of our community most adversely affected by the impacts of the COVID-19 pandemic
- Our venues successfully achieved accreditation from VisitScotland's Good to Go scheme, further assuring customers of a safe and warm welcome back when they reopened
- Over 2,250 downloads of MyFitApp since launch in Dec 2020
- Actively supported several essential NHS Forth Valley programmes including the seasonal Flu Vaccination, COVID-19 Vaccination, Mobile Testing Units and Fixed Asymptomatic Test Site at several Trust operated venues
- Introduced sell-out outdoor fitness classes at Grangemouth Stadium together with live streaming and On Demand fitness classes



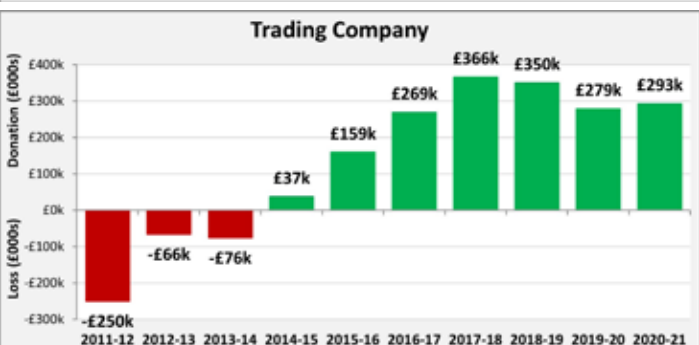
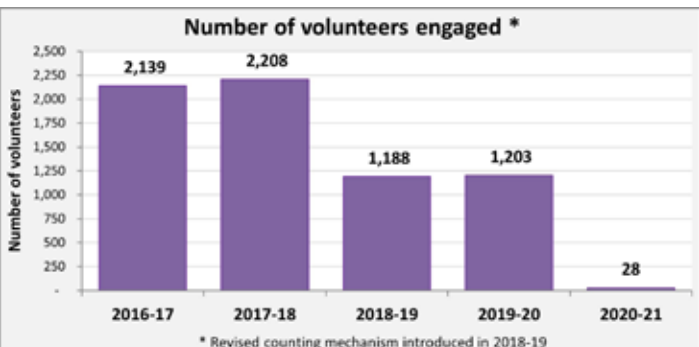
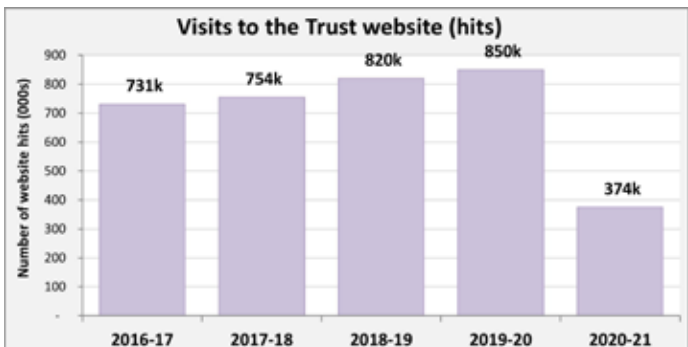
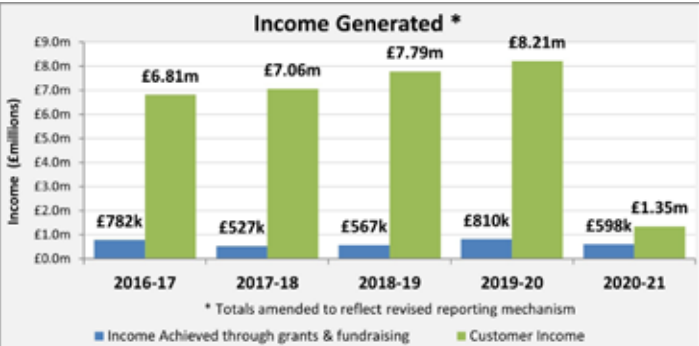
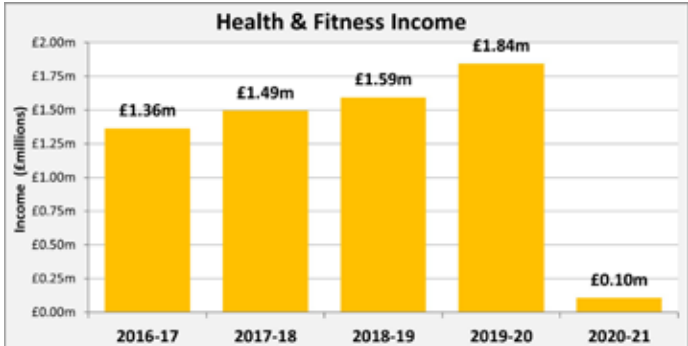
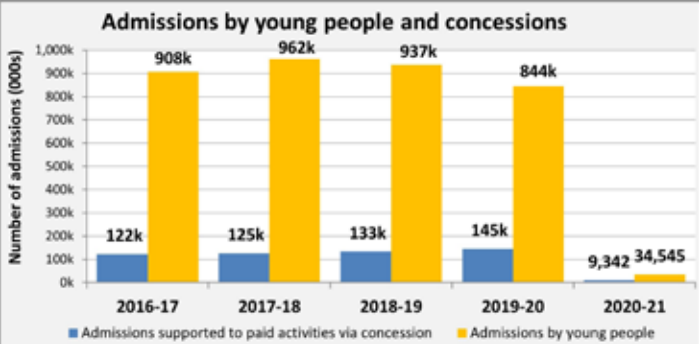
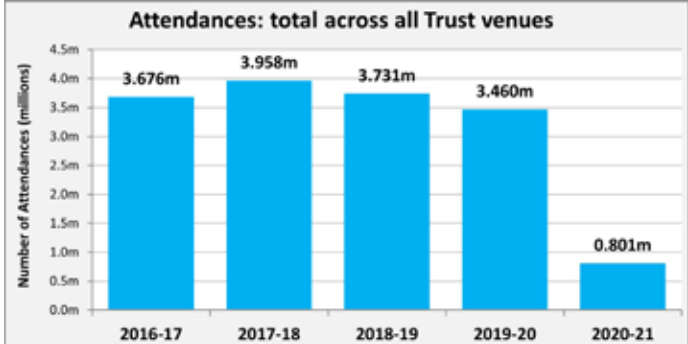
**Achieving Results**

- Delivered a 7.5% growth in followers on social media channels and, thanks to Santa's bedtime stories, a 386.4% increase in reach with content engaging over 1.3 million people
- Our Active Forth and Library Care Words projects, together with volunteer Lyn Boslem, were all shortlisted/finalists at the Community Leisure UK Awards in May 2020
- Fit for Life campaign to encourage active lives received 12,423 page views
- Hippodrome Silent Film Festival online attracted an audience of over 1,200
- HippFest picked up two awards at the prestigious Silent London Awards
- Great Place Falkirk Explored app downloaded by 3,315 people since launch in June 2020





**Results  
at a  
Glance**





## Meeting Our Objectives

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

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

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

**During the last financial year, as a direct result of the COVID-19 pandemic, all our usual activities and services were either curtailed or disrupted. Our venues were closed, opened, and then closed again. Some haven't had the opportunity to reopen. As a result, we have adjusted the format of our Annual Report to reflect these changes and demonstrate how we have adapted these services, in many cases providing digital alternatives, to continue to support our communities.**

**We are also now working to transition our services under the management of Falkirk Council, and our team are looking to evolve these ambitions and align them with the relevant services within the Council's strategy and plans.**

## We are working to deliver this ambition through 3 objectives

Achievements and highlights this year included:

### Meeting customer needs

- Reopening our venues and welcoming back staff and customers
- Receiving positive customer feedback: customers felt safe and reassured with the COVID-19 procedures in place
- Establishing online donations, responding to customer demand to support the Trust through COVID-19
- Developing libraries online and home library services
- Launching mobile fitness app and outdoor fitness classes
- Delivering Fit for Life campaigns including Head Outside trails and activities to promote our green spaces as areas in which to keep active
- Delivering a digital Hippifest in 2021
- Developing, filming, and editing a suite of Youth Music Initiative sessions for schools
- Reconfiguring Youth Music Initiative programme to develop online offer - ensuring continued employment for Youth Music Initiative tutors (as requested by our primary funder Creative Scotland)
- Creating two online performance events as part of Great Place (Our Stories and Bairn's Night)

### Leadership and community development capacity

- Supporting Great Place volunteers to stay connected via video conferencing for Hidden Heritage programmes
- Delivering community engagement opportunities including photography and writing competitions
- Developing Active Schools ActiveEveryDay campaign to keep children active
- Continuing to meet online with Falkirk Heritage Network
- Supporting voluntary arts networks/ groups i.e., Falkirk Arts Network, Classic Music Live Digitally
- Running Hubs for Key Workers' children in summer through Active Schools Team, in partnership with Falkirk Council Children's Services
- Partnering with Falkirk Council Litter Strategy team to keep our outdoor spaces clean and safe.
- Delivering Outdoor Activities programme to children of key workers
- Reducing sickness absence to 1.94% (down from 4.01% the previous year)
- Resolving 14 complaints positively, a 75% reduction compared last year

### Ensuring financial viability

- Using the UK Government's Coronavirus Job Retention Scheme to protect jobs
- Controlling expenditure
- Developing new income streams - mobile fitness app and outdoor fitness classes
- Commercialising Hippifest 2021 online access and encouraging online donations
- Securing funding from Creative Scotland / Screen Scotland for Hippodrome and Falkirk Town Hall
- Securing funding from Creative Scotland for Youth Arts activity
- Securing grant funding for new projector and sound system at Hippodrome - including state of the art infra-red headsets to enhance audio description for visually impaired customers
- Securing grant funding from Scotland Loves Local fund for Fit for Life: Head Outside promotion







## KEEPING OUR COMMUNITY HEALTHY & ACTIVE

## Championing our Great Green Spaces

2020 was a year of significant upheaval for everyone in Falkirk as our lives were impacted in drastic and sometimes very different ways. Parks and green spaces have provided solace and a connection to nature that has been essential for many, open throughout and our dedicated site teams worked tirelessly to keep these spaces clean, safe, and welcoming.

Not unexpectedly, we experienced a dramatic increase of between 30-40% in visitor numbers to some parks, which led to new demand for car parking and additional cleaning requirements that the team adapted to speedily. We are delighted that more people discover and appreciate our green spaces and hope that new life-long habits are adopted.

Our community told us how much they missed the physical activity, mental stimulation, and social interaction they enjoyed at Grangemouth Golf Course when it was closed. Our team maintained the course, ensuring it was in excellent condition when we reopened in May 2020. As one of the first facilities to reopen, the team were mindful of new health and safety guidelines and changed working practices to keep staff and customers safe. The response from customers was fantastic, with volunteers from the club stepping in to assist in the evenings to maintain accurate contact tracing lists.

By working together, a brighter future for the course has been secured, and Grangemouth Golf Club will operate the whole site for the first time from April 2021 as a transitional arrangement before presenting their business case for a full asset lease transfer, to the Council, for such a transfer to be completed in 2022.

Even with reduced staffing levels, our Parks staff have worked hard to provide welcoming spaces. In keeping with Scottish Government public health communications, FACTS related messaging in a friendly style, combined with floor stencils, banners and internal stickers, were used to advise visitors on safely sharing common public spaces.

The teams rose to the challenge of removing increased litter throughout our parks and we are grateful to those who volunteered to litter pick and to Falkirk Council's Litter Strategy team, who assisted us to keep our parks beautiful for visitors and friendly to wildlife. We have reinvigorated plans to actively encourage responsible tourism and look forward to introducing visitors

from across the UK to our fantastic district.

Recognising the increased demand for outdoor recreation, while still mindful of social distancing restrictions, we created an online 'Fit for Life: Head Outside' campaign, drawing together resources themed around the NHS's five wellbeing strands:

- Connect with other people
- Be physically active
- Learn new skills
- Give to others
- Pay attention to the present moment

Activities which could be enjoyed outdoors in our parks and green spaces were promoted, with the aim of introducing visitors to new physical and mental wellbeing options to try, and challenges for those looking to push themselves further.

We also adapted and expanded our previous self-guided, holiday-themed trails making them available online for residents and visitors to the area. These family friendly activities showcase our flagship sites and encourage families to get outside together for fun quizzes and treasure hunts. The pandemic impacted on income for many local families and free access to parks where free or low-cost activities are available has been a great support for many.





# Opening Access to Great Places

## Launching the Great Place Falkirk Explored App

A key objective of the Great Place project is the development of the Falkirk Explored mobile app. The app provides a range of information, such as walking trails and routes across the Falkirk Council area as well as audio guides. Developed in partnership with volunteers and local communities the app details our area’s cultural and heritage assets and attractions.

The app was scheduled to launch in early 2020 but was delayed since it specifically encouraged getting “out and about” and exploring the area. This conflicted with national restrictions, so we paused our plans and launched the app in July 2020, when restrictions were eased.

The app has been a tremendous success and has recorded 3,315 downloads. We regularly update it, and it is a vital tool for us in terms of partnership working and raising awareness of the area’s outdoor and heritage offer and supporting our events.



## Developing the Great Place Trails Booklet

Working with Falkirk Council Ranger Service, the Great Place team produced a free booklet comprising the top ten walks within the area. Geographically the walks guide users across the district and take in our area’s most breath-taking scenery, fascinating biodiversity, and incredibly natural and built heritage.



## Moving Hidden Heritage Projects Online

The Great Place Team moved their Hidden Heritage projects online via Zoom. These included the 6-week volunteer projects:

- **Ancient Falkirk** which focuses on exploring and interpreting the history of ancient Falkirk and the surrounding areas, including the Romans, Picts, and Prehistoric tools.
- **Industry & Empire** which was developed to explore and interpret the history of industry and its connections to empire and slavery in the Falkirk area, as well as the national impact of our imperial industrial heritage.
- **Statues and Monuments** which looks at the history of statues and monuments in the Falkirk area and the international history of our statuary heritage.

Two additional Hidden Heritage projects that took place this year were:

- **Football: Our Clubs, Our Communities** which explored the football heritage of the Falkirk Area, from Bo’ness to Dunipace.
- **Glorious Gardens** where our volunteers worked with Scotland’s Garden and Landscape Heritage (SGLH) to develop stories about designed landscapes and gardens in the Falkirk area.





# Ramping up our outdoor activities

**The delivery of outdoor activities was no less challenging in 2020 and, when sessions were able to be delivered, they were very different to previous programmes.** The COVID-19 restrictions meant limitations on running Community Programme courses, and only a few National Governing Body training programmes were possible. This dramatically reduced the adult places available and, subsequently, attendance figures. A reduced Winter Programme was rolled out with many sessions booked to capacity; however, the re-introduction of lockdown meant these sessions had to be cancelled.

Overall, participation was down by 50% on the previous year, although juvenile participation across the summer was 27% higher than the same quarter last year. Programmes that were successfully delivered included the Nurture Through Learning and an externally funded programme through the Pupil Equity Fund to support the activities over the course of the year.

Throughout the year, the efforts and dedication of the staff were admirable, considering the challenges. No access to equipment and restrictions on travel across the district meant new ways of working had to be found. Collaboration with schools enhanced programme delivery, and there was a spirit of partnership working to develop resources within the team, supporting delivery and ensuring that Outdoor Learning could continue for Falkirk area children.

## Delivering Outdoor Activities Education

The Education programme, when allowed, was very well attended, initially supporting the Summer School Hubs for key workers' children. Delivering to various ages, the team worked on school grounds and green spaces to provide up to three engaging outdoor learning sessions per day. These were light and entertaining, such as exploring the outdoors, den building, toasting marshmallows, and fun outdoor games and were delivered to support environmental learning. During these strange times for the children, they provided relief from confusion and the absence of attending school in the usual way.

As schools returned, the Education programme was re-established with a five-week recovery programme. New sessions were created, which gave teachers a new avenue for delivery. Outdoor Learning was a tailored session tackling two issues: dealing with the new normal; finding a vehicle for maintaining the learning to meet the requirements of a curriculum for excellence. It resulted in good partnership working and created opportunities for, due to on-site delivery, some whole year group sessions.

## Running Outdoor Fitness Classes

We launched our Outdoor Fitness class programme in August from Grangemouth Stadium. Offering fitness sessions outdoors meant we could ensure customer safety. There was no need for equipment and there was plenty of space to ensure social distancing. The take up was excellent, with classes often fully booked. To begin with, we offered this outdoor programme to our members on a complimentary basis, introducing a charge from March 2021.

## Great Place Cycling Routes

We worked closely with the Active Travel Hub and Forth Bikes to develop new cycling routes for the Falkirk Explored app. Two new routes were created: The Big Falkirk Loop, which allows cyclists to see the best of Falkirk in one single, traffic-free route (including the Helix, Falkirk Wheel, and Callendar Park), and the Skinflats route, which highlights the local heritage and wild landscapes near Grangemouth, South Bellsdyke and Carronshore.



The Great Place Walk (26 Sept – 11 Oct 2020) was a scaled-down version of our original plans. The team created a fantastic programme that could be run within the restrictions, and which caught the imagination of those who had rediscovered the wonder of new places within walking distance.

Activities included the Family Friendly discovery trail at Callendar Park, a geo-caching event directed via the Falkirk Explored app and an online photography competition encouraging participants to photo-journal their walks. In partnership with Scottish Orienteering, we also staged online events for walking, active citizenship, and the protection of our environment, as well as a beginner's orienteering course.

***"We went today following your app and was a lovely afternoon adventure with the kids!" Facebook user, on walking the Torwood Castle Trail.***

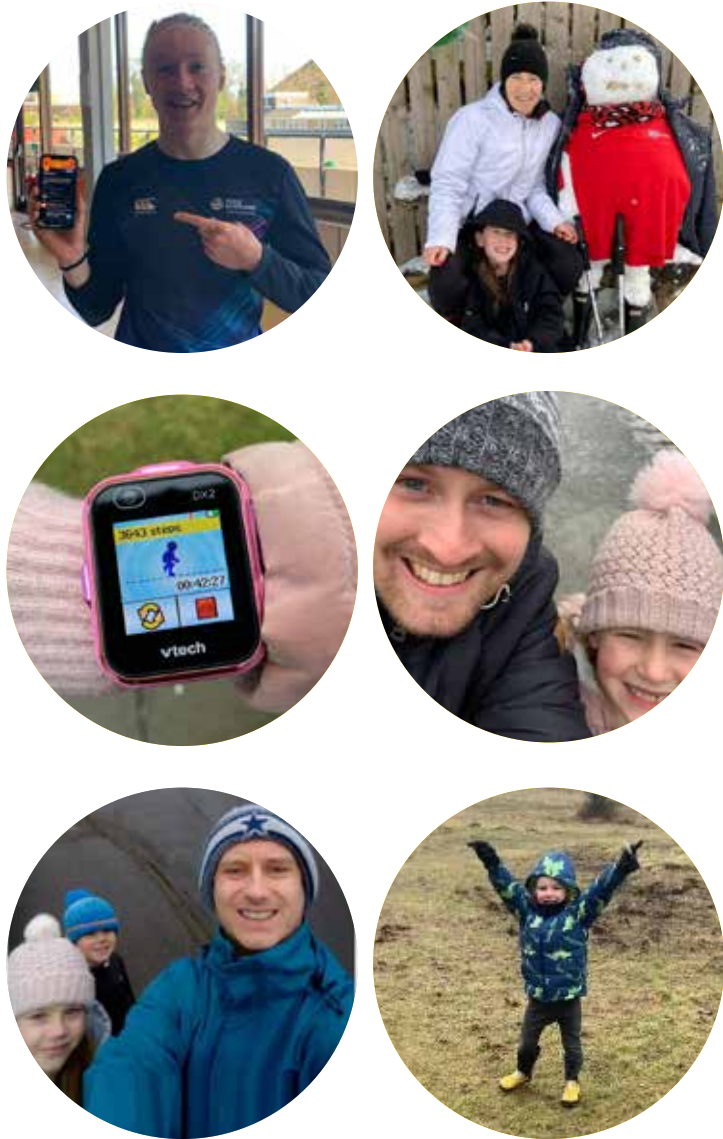


# Keeping our Children Active

## Keeping our community fit, virtually

Our vision is to ensure that Falkirk's Communities are the most active they can be, and our Health & Fitness offer is key to achieving this. It was therefore a priority to explore opportunities to provide fitness activities and support differently to our community whilst our facilities operated at reduced capacity or remained closed. We were keen to maximise engagement and to continue to help our customers reach their fitness goals and virtual solutions. To help achieve this we have included live streaming fitness sessions (with an uptake from 2,951 participants in Q4) and On Demand digital fitness classes (with an update of 4,461 participants in Q4).

Our Sports team has adapted by taking their programmes online where possible, and we have developed various digital projects and campaigns to help keep families in Falkirk active. Projects such as the Co-ordinator Challenges, How Are You?, 12 Days of Fitmas, Active Every Day and Train like a Champion with Team Scotland, were all successful. They encourage fitness and drive engagement, and we've made the most of the high levels of digital engagement to celebrate the excellent network of volunteers and participants involved with Falkirk Community Trust. The 'Trust Us' Podcast, Women and Girls in Sport Vlog' and Volunteer Champions are just some examples of how the team used Twitter to raise the profile of what we do. The team have evolved their strategic approach to both online and 'in person' projects through close collaboration with our key partner SportScotland, aligning with their monthly national themes.



## Key Worker Hubs

In partnership with Falkirk Council, the Active Schools Team took over the management and running of the Hubs/ Childcare for Key Workers' children in June 2020. We ran three central hubs for over 500 pupils during the six-week school holidays. The team co-ordinated the group of volunteers, teachers, and early years staff to provide activities for the children. They also collaborated with Under the Trees, Cycling Scotland, and Falkirk Community Trust's Outdoor Team to deliver content and activities. The Summer Activity Hubs staff expressed that they felt it was a real privilege to support key workers and vulnerable people in the delivery of this essential service provision.

***"To be able to turn this idea into a reality would not have been possible were it not for the work of the Active Schools team. The flexibility and 'can do' attitude have been wonderful to work with and is a true reflection of the willingness for the service to do the best it can for our Falkirk families."***

Leigh Watson, Team Manager – Senior Phase, Falkirk Council.

## #ActiveEveryDay

As the restrictions were extended, people were looking for new and different ways to stay physically active. While schools were closed and many sports were unable to occur, the Falkirk Active Schools Team, with support from the Community Sports Hub Officer, created online resource packs with a range of daily activities that primary school children could do at home. sportScotland's #ActiveEveryDay campaign inspired us. The aim was to stress the importance of making physical activity part of a daily routine, which can have a significant positive impact on mental health and wellbeing. The age-specific resource packs were sent out weekly and included seven challenges to complete each week. The project was highly successful, with the resource packs registering over 7,000 views.



## 12 Days of Fitmas

The Active Schools team ran a 12 Days of Fitmas competition for primary schools across Falkirk in December. The COVID-19 restrictions meant that schools were unable to deliver their usual Christmas activities and so the Active Schools team stepped in to bring some festive cheer to pupils. The schools were challenged to complete 12 festive fitness challenges across 18 days. To show that they had completed the tasks, schools had to upload their evidence to Twitter, tagging @FalkirkSport using the hashtag #12DaysofFitmas. Over 40 schools signed up for the programme, and Falkirk Sport's Twitter account was inundated with pictures, videos, and montage footage of various fun and creative ideas. The best entries from each category and the schools who completed all 12 challenges were rewarded with bags of sports equipment as their prize. It was great fun getting into the Christmas spirit, and the Active Schools team are keen to run the '12 Days of Fitmas' campaign again in 2021.



### Campaigning to be Fit for Life

Our Fit for Life campaign was developed as a direct consequence of the pandemic. Appreciating the potential benefits that being in good health, both physically and mentally, could have in helping to combat COVID-19, we aimed to create as many opportunities as possible for our community to engage in an active lifestyle.

Lockdown 'threw down the gauntlet', and we accepted with vigour and determination. With our Health & Fitness facilities temporarily closed, we developed three strands under the overarching Fit for Life campaign: Online, Outdoor Fitness Classes and Head Outside, a self-led element with promotion funded by the Scottish Government.

We continued to promote Fit for Life as restrictions were eased, showcasing the many activities provided by the Trust to help keep our community healthy and happy. With over 12,423 page views, there was a natural appetite to engage with our offer.



### Launching Les Mills On-Demand

The Health & Fitness team launched Les Mills On-Demand, offering free access to online classes and workout guidance for a two-month period. After the initial two months' free, we continued to provide this Les Mills product for a significantly discounted price and delivering 20% off monthly membership fees.



### Developing the Falkirk Community Trust's Health & Fitness App

In December 2020 we launched our own Trust Health & Fitness mobile app with our own live streaming classes, an On-Demand library offering extensive fitness class options and easy online booking for in-venue activities. This new product supported the local community to keep physically active. We initially offered the app at no cost, to support customers as well as enabling them to experience this new way to exercise.

The restrictions posed some of the most significant challenges to our venues. The process for reopening was complex, requiring us to align with Falkirk Council's programme for essential building checks and, understandably, increased demand from their team across the area's property portfolio. Working together, we successfully reopened most of our venues for at least a short amount of time.







## Reopening our indoor sports venues

Denny and Polmont Sports Centres reopened in September, and the gyms at Mariner and Stenhousemuir reopened on 14 September 2020 and remained open until Christmas 2020. We temporarily resumed our fitness class programme on 14 December for two weeks before restrictions were re-imposed. During this period, we welcomed 15,472 swimming admissions at the Mariner Centre which reopened in September and a further 1,589 individual admissions and 582 family swim admissions at the Grangemouth Sports Complex, which we re-opened at the end of November. In December, we reopened Bo'ness Recreation Centre.

In Grangemouth Sports Complex, we moved our entire gym into Sports Hall One, creating a fantastic new 55 station gym that

fully accommodated the 2-metre social distancing requirements, enabling customers to exercise safely.

Carron Gymnastics Centre provided access to specialist gymnastics facilities and coaching during the restrictions due to the age groups of those using the facilities.

Large numbers of local children experienced a confidence-building activity in a safe environment. Our partnerships with other gymnastic clubs proved a strength in the running of the facility, further cementing the importance of collaboration and partnership working as one of our core values.

It was necessary to adapt all our services and venues to comply with COVID-19 restrictions. This involved restructuring opening times and reconfiguring layout, among other measures.





## KEEPING OUR COMMUNITY CREATIVE

### Taking Hippiest Online in 2021

With continuing uncertainty around reopening cinemas, we decided to deliver the 2021 Hippiest digitally. Our primary funders, Screen Scotland, were supportive, as were our other festival partners.

Developing and delivering a festival entirely online was an exciting opportunity that the Hippiest team embraced. We partnered with the INDY Cinema Group who hosted our film programme on indyondemand.com, powered by



Shift72: an internationally recognised viewing platform for film festivals and events. The line-up included over 30 musicians, composers, silent film specialists and industry professionals. We built on the D/deaf accessibility provision of previous years, with all pre-recorded content being captioned and the live aspects (except for the quiz) having British Sign Language interpretation and live subtitling. Across the five-day festival, we presented ten screenings with musical accompaniment

alongside illustrated talks, virtual tours, a cookery workshop, post-screening Q&As, a silent film quiz, a chess tournament and guest-curated Spotify playlists.

We recorded introductions to ten screenings at locations across the Falkirk area, continuing the festival's ongoing aim to encourage attendees to explore local visitor attractions these were presented alongside guest-speaker introductions.

In total, 5,599 hours of content were streamed by virtual visitors to the event, and we reached audiences that exceeded the maximum capacity of the Hippodrome, in some cases doubling it. Audience members positively received the new format:

***"Most enriching 5 days since COVID-19 started. It felt a very special and exciting experience. The hub I loved - made me feel like I was at an actual festival, in fact I interacted more with others than I do face to face at my local annual film festival!"***

***"It was wonderful, I miss the atmosphere buzz and community of the in-person event, but you got as close as possible to this - extremely well done. Loved the online extras."***

***"Thank you and well done everyone! Missing being together at the Hippodrome but a brilliant online alternative, showcasing Bo'ness worldwide across the airwaves! The whole family found 'Chess Fever' hilarious and just like lockdown! 'Underground' and 'The Eagle' also revelations. All the musicians were phenomenal. Great talks and walks!"***

### Telling Falkirk's Story in less than 500 Words

In Winter 2020/21, our Great Place 500 Words Story Telling competition got a marvellous response. The high standard of writing and wide range of subjects explored made the judges' task difficult. The winning submission, a wonderfully written observation on place and belonging, inspired by Brockville, was awarded to Sandra O'Donnell. The teen category winner was for an incredible re-imagining of youthful aspiration, inspired by the Battle of Falkirk, who was announced as Marie Hefe, who submitted her story from her home in Hungary. The competition demonstrated that our area's imagination had no boundaries.

### Taking the Initiative with Music

Our in-school Youth Music Initiative (YMI) programme came to a pause in March 2020. We improvised new plans for the remaining part of the YMI year, working with our freelance tutors to create a bank of online music activities and resources that teachers could use while teaching classes remotely.

We established a Falkirk YMI YouTube channel to make content easily accessible, and our tutors networked our area into nationwide collaborations such as the MPEG Over the Rainbow Project and the Royal Scottish National Orchestra (RSNO) weekly challenge. Over the Easter school holidays, two of our YMI tutors delivered in-person music activities to the children of key workers in the Hub schools.

When schools reopened in Autumn 2020, external service providers were still not permitted to work in schools. In response, we established work bubbles for tutors – creating three teams to work together to create a series of minute videos that were uploaded to YouTube that teachers could access at any time and work through with their classes.

***"The lessons have been really well received. Fantastic work from the tutors!"***

***"I think that they are very valuable. The children in my class are fully engaged and the lessons are pitched at the perfect level. My only complaint is that we would love***



***for them to last longer because the children and I don't want them to end. They have so much fun and learn a lot too."***

***"They enjoy the rhymes and actions. They lessons are flexible and can be used when it suits the class and can be revisited easily when needed to support other subjects."***

**Quotes from Teachers, December 2020**

Our YMI Trad offer was also delivered virtually, with pupils having the option to continue their music tuition with their tutor online. Most pupils were keen to continue, and many have commented

that the one-to-one nature of the tuition helped their music development. We also transitioned the Trad Ensembles' weekly rehearsals to online and, while live performance opportunities were prohibited, the groups did produce some incredible online showcases.

During the school summer holidays, several Trad pupils signed up to participate in one of our Great Place initiatives. In the Lads O' the Fair project, Trad ensemble pupils created, recorded, and filmed a new piece of music based on the traditional tune by internationally acclaimed musician and composer Falkirk Bairn, Brian McNeill.





### Hippodrome and Falkirk Town Hall Theatre

With cinemas and theatres closed, we shared other providers' content to keep our social media followers entertained with a host of different performances. The 'Shows Must Go On', a series of Andrew Lloyd Webber stage musicals hosted on free-to-view channel YouTube, was one such feature, offering classics such as Jesus Christ Superstar, The Phantom of the Opera and The Sound of Music. The National Theatre also delivered live streams which included Antony and Cleopatra and Coriolanus, which we shared. Curzon Home Cinema programmed a series of Q&A with filmmakers speaking from lockdown that audiences could tune into after a communal viewing which were also popular with our audience. Our Cultural Co-ordinators added to this by creating a series of History Slices, giving insight into some of the more unusual objects within Callendar House, as well as quizzes and brain teasers for our online audience to enjoy.

### Bringing Local art to Local People

Making the most of increased visitors to our parks, we put a call out to local artists in the Forth Valley to submit works for a new exhibition in the Park Gallery at Callendar House. The Winter Exhibition included works from 13 artists based in our area. Unfortunately, just four weeks after opening, we had to close, but we extended the run to June 2021 to ensure as many people as possible could enjoy the exhibition.

### Treading the online boards with Falkirk Youth Theatre

We retained contact with our youth theatre participants primarily through sharing online theatre productions and youth theatre online activity opportunities. In 2021 we consulted Falkirk Youth Theatre (FYT) members about their interest in attending weekly online sessions and the type of content that these sessions might include. The response was very positive, and in February, we brought the young people back together, and FYT Online was born. Sessions have included drama, improvisation, dance, singing, costume-making, and song-writing.

### Supporting local visual artists and craft makers

In partnership with Creative Scotland, we helped to re-align the VACMA (Visual Artist and Craft Maker Awards) scheme to respond to the situation that artists and craft makers were finding themselves in through the impact of COVID-19.

We made seven awards, totalling £4,000, in February 2021, supporting local artists and craft makers to develop their practice through a variety of methods, including exploring new techniques and materials, attending training courses, accessing new sources and research materials, and developing more environmentally sustainable approaches to creating their work.

The Forth Valley Visual Artist and Craft Makers Awards is a partnership between Creative Scotland, Falkirk Community Trust, Stirling Council and Clackmannanshire Council.





**Making sure Santa’s magic would reach the children of Falkirk**

When it came to Christmas, we were determined that COVID-19 would not be denting the Christmas spirit. To spread festive cheer across the area, we reopened the Hippodrome cinema with a feast of festive favourites and welcomed audiences to almost sell-out (at 2m social distancing) screenings of It’s a Wonderful Life, Elf and The Snowman.

Although Santa was unable to visit in person, he did manage to magically deliver a special on-screen message for our younger audience members.

Before Christmas, Artist David Powell donated a stunning bespoke, locally crafted unicorn sculpture to the Helix Park, home of the Kelpies. Part of the Meet Your Maker project run by Historic Environment Scotland and Craft Scotland, the unicorn has been named Spirit of Scotland and is made of the metal armature and woven with white willow.



Staff at Callendar House also worked hard to sprinkle Christmas magic, and the House looked seasonally spectacular, welcoming over 600 customers to enjoy our Festive Afternoon Tea offer.

We could not deliver the Callendar House Christmas Adventure, but Santa Claus and Mrs Claus kindly took time out from their busy Christmas preparations to record readings of various stories, including The Stick Man and The Gruffalo’s Child and The Gruffalo’s Wean by the outstanding Julia Donaldson. Santa then asked our team to

ensure his stories reached as many children as possible by sharing them on Falkirk Community Trust’s social media channels. Within days over 1.3 million children (and possibly their parents too) had enjoyed Santa’s bedtime stories.

**“Me and my daughter love watching these.” Facebook**

**“They are wonderful. Thank you so much for doing this for us.” Facebook**





# Bringing Books to the Bookworms

## Boosting our digital and online library access

Throughout 2020-21 when our physical collections were locked behind closed doors, Library Services could still provide books, magazines, and audio items through our e-collections.

Starved of books, many people needed a means to join the library to access these e-collections. Due to copyright restrictions, typically, people need to visit the building with a form of ID to join. We collaborated with our key suppliers to waive these requirements because of the exceptional circumstances. We quickly implemented a temporary online membership procedure, and when we reopened our doors, these new customers, over 300 of them, were invited to join up officially. We also evolved what was a temporary measure into a new online membership procedure.

Issues of our e-digital content have continued to increase throughout the year, with access to e-books for adults rising by 190% and for children by 212%. E-audiobooks were also popular online with a 51% increase in downloads, and e-magazines saw the most significant surge in access with an additional 21,174 downloads on the previous year, a 70% increase. We have recently upgraded our services with a new supplier (Libby) with minimal disruption, and customers are continuing to use this service in high numbers.

**“Love it and easy to use, a library right in my hands.”**

**“Impressive selection of magazines. There are so many to choose from, happy days.”**

## Helping bring Library Services to the most Vulnerable

Over the past year, the Home Library Service (HLS) team have worked hard to provide a service to hundreds of vulnerable library users. Usually, the HLS delivers bags of personally selected books and audiobooks every three weeks to nearly 280 customers who cannot attend a branch library, usually because of old age, physical frailty, or disability. Since COVID-19 restrictions were introduced, HLS has continued to support these customers and many new to our service who were unable to access our physical libraries after being instructed to shield.

Staff quickly realised that their service was more in demand than ever from isolated community members most at risk from COVID-19.

**“In addition to their usual task of choosing books and audiobooks to meet our customers’ requirements, the Home Library Service team have done a fantastic job signposting services for those who were isolated at home and unable to access their normal support networks, as well as delivering hearing aid batteries, chasing up overdue vaccination appointments and accessing extra sources of support, straight to those who needed them. Our staff have gone above and beyond in making sure that vulnerable community members have been as supported as possible in this difficult time.”** Naomi Kenny, Home Library Service Manager

The Home Library Service worked hard as a team to meet those needs and care for their customers when many of their usual sources of support were not available to them. They even found time to deal with a very unusual request.

An 11-year-old boy with autism was missing his regular library visits so much that his mum reached out to the Home Library Service to ask if he could get a delivery to help lift his mood during the lockdown. The team were happy to help, and his mum said afterwards:

**“Thank you so much for the delivery to F. He was so excited; it really made his day to get a great selection of books to read to keep him going until libraries reopen.”**



## Innovating with Click & Collect and Personal Library Shoppers

A reduced team of three library staff, working from home, was busy supporting the library customers and developing and launching a whole new Click & Collect service from scratch.

Inspired by online retailers and using our team’s vast knowledge of books and authors to find the best books for our customers, they developed a series of simple questions to help them understand what customers would enjoy and as if by magic, our team found books that matched their interests (and had not previously been borrowed by them). Customers were then contacted to book a collection time, where they could visit the library to collect their new books.

**“I picked up my second lot of Click & Collect books, and I can’t wait. So much more exciting someone picking the books for you!”** LG on Facebook

Setting up a new service in the middle of a pandemic was not easy. As well as putting in place measures to keep our customers and staff safe (including 72-hour quarantine for all returned books), we created new procedures and trained the team returning from furlough in how Click & Collect would work. It’s been a lot of work, but incredibly worth it to provide this new personal shopper service for library customers.

The Click & Collect service delivery required departments across the Trust to collaborate to make a new service run smoothly. Libraries worked closely with the Marketing team to maximise awareness and ensure that further website information was available for customers. The Trust’s Booking & Sales team co-ordinated the delivery of online booking on the website. It was a genuine team effort to ensure our customers received the very best service we could give.





## Mounting the Great Place Exhibition, remotely

Deciding to create and install an exhibition during a pandemic lockdown seemed like a great challenge and a real opportunity to be creative.

The Great Place Falkirk team had been building their local history website, Our Stories, and the exhibition created the opportunity for this work to have a physical presence, allowing us to generate a virtually created, co-curated exhibition.

Volunteers were recruited and, while Callendar House staff had previously worked on co-creation, this was different. Our volunteers were now sourced from all over the country, as the location was no longer a barrier, and furlough gave people more time to indulge in their passion for history. The volunteers selected their research area based on their interests, and from this, they developed the text. Our Curator provided guidance, but a house writing style was avoided to allow the volunteers' personalities and passion to come across.

The museums' online collections database was used to pick out the images and objects on show. A backup list was created in case any items couldn't be accessed. Extra

labels were made so things could be easily substituted. Large objects were avoided to allow a one-person install and retrieval from the museum store, and it also avoided problems if third party transport was not allowed. We chose not to use video or audio clips to make it a touch-free exhibition, using QR codes to let visitors have safe access to interpretations on their own devices and encourage traffic to the Great Place website for exploring at home.

Whilst the curation for the exhibition 'Our Stories – Views from the Past' took place in 20/21, it opened on Wednesday 28 April, just as Callendar House opened its doors again to the public following the relaxation of COVID-19 guidelines.

The experience was an upward learning curve, but we now know that successful co-curation can be done remotely, that exhibitions can be installed safely during a pandemic, and that digital access to collections is more than a nice to have. More importantly, COVID-19 restrictions haven't faded peoples' passion for history and desire to learn about our past.





# KEEPING OUR COMMUNITY SAFE

## Creating Hubs at the Heart of the Community

The centrality and importance of the town halls, Falkirk, Grangemouth, and Bo'ness, to the community during 2020 and 2021 cannot be under-emphasised. They were the only Falkirk Community Trust buildings to remain fully operational during the pandemic, providing varied and essential community support while public use was severely restricted. The halls were used for everything from vaccination centres to foodbanks, proving their value as important hubs for keeping our community safe and well. We were even able to help accommodate the local church in Bo'ness to resume religious services safely for their congregation using our more spacious facilities.

## Hosting Emergency Foodbanks

In early 2020 we received a request to host an emergency food bank at Bo'ness Town Hall. Volunteers in Bo'ness from Falkirk & District CVS ran this facility from April to early August. To support this service, we provided full use of the building with our caretaker staff.

## Supporting NHS Forth Valley through the Pandemic

Since Autumn 2020, Falkirk Community Trust has been supporting several NHS Forth Valley programmes, including Flu Vaccination, COVID-19 Vaccination, Mobile Testing Units, and a Fixed Asymptomatic Test Site involving several Trust operated sites including our town halls in Falkirk Grangemouth and Bo'ness.

### Facilitating Essential Blood Transfusion Sessions

Sessions for the Blood Transfusion Service were maintained as best as possible, and procedures were put in place to ensure blood donor sessions ran within the new guidelines.

### Delivering the Seasonal Flu Vaccination Programme

The three Town Halls operated by the Trust (Falkirk Town Hall, Grangemouth Town Hall, and Bo'ness Town Hall) were all utilised by the NHS as Seasonal Flu Vaccination centres. Both Trust and NHS staff required a great deal of preparation and planning to

deliver a vaccination centre for those over 50 years of age, the elderly and the vulnerable. This was in non-clinical surroundings and under exceptional operational circumstances. Trust staff were asked to return from furlough to prepare and operate the facilities.

Risk assessments were developed in partnership with the NHS, and practical joint operational tasks were provided by the NHS and the Trust to successfully deliver the Winter programme, alleviating additional pressure on the NHS. A forerunner of what was to come, this proved the viability and readiness of the buildings for use as COVID-19 vaccination centres.

Following the success of the Seasonal Flu Vaccination Programme, the NHS requested our assistance with their COVID-19 Vaccination centres in the same locations. Trust staff were, once again, asked to return from furlough and provided with the required training.

As the Government strategy evolved to vaccinate more people quickly, Falkirk's Forth Valley College Campus was established as a large-scale facility that could also be utilised as an additional Vaccination Centre for the area. Trust staff were asked to undertake the role of marshals, and approximately 80 staff



volunteered. Their support has been much appreciated by everyone who attended the centre and NHS Scotland medical staff.

Marshalled throughout by Trust staff, not even the wintery February weather disrupted the sessions. We ensured all paths were cleared and gritted to allow the determined patients and NHS staff, some who had walked miles to attend, safe access to the building.

Falkirk Council Roads section ensured side streets and the pathways were adequately treated, and the programme reflected the co-operation and team spirit of all the organisations involved and Falkirk Community Trust's ability to play a central role.

"Working at the Forth Valley College Vaccination Centre was a rewarding experience, I got to see how hard

the staff at the NHS work and how well the whole clinic worked overall. I also gained valuable experience working with people from all walks of the community and thoroughly enjoyed helping, caring, and calming patients. As I return to my job at The Great Mariner Reef Soft Play, I will be taking with me this valuable experience and a new set of skills, including better communication skills and more experience dealing with the public, who I've really missed working with. I will also take with me a thorough understanding of the restrictions which have been necessary, how important the vaccination programme is and the guidance in place to protect our staff and customers."

Victoria Binnie, Soft Play Assistant at the Mariner Centre

### Accommodating the Mobile Testing Units (MTUs)

Over the winter, as UK infection rates climbed and high infections were recorded throughout the Forth Valley, NHS Forth Valley introduced 'Mobile Testing Units' (MTUs).

The Trust accommodated all the requests to establish these rapidly activated mobile testing sites, often at short notice. The MTUs were set up in facility car parks and staffed by NHS paramedics.



### Providing Fixed Asymptomatic Test Sites

In addition to the MTUs, and recognition of the relatively high number of positive test results within the Forth Valley area, the need to establish a 'Fixed Asymptomatic Test Site' (ATS) was identified by NHS Forth Valley. The Trust proposed Polmont Sports Centre and, upon inspection by military personnel who were also providing support to Forth Valley NHS, it was approved for use. The facility was set up and operated by military personnel with a week's notice from 24 March, handing over to Trust staff to run on 7 April. Trust staff operated this ATS on behalf of NHS Forth Valley until it closed at the end of May 2021.

*"Working at the Polmont site was a great experience as ever, it is fabulous to work as part of a larger Trust team of staff. Working in this role is a real privilege and part of my job is to occasionally inform residents who are waiting for their result that they have a negative test result. This I enjoy, knowing I am helping to make a difference when we do have the occasional positive result, meaning we can help stop the spread of the virus."*

Steve Higson, Tour Guide at the Kelpies



# PARTNERSHIPS

## Collaborating to innovate

This year our approach to partnerships and collaborative working reached a new and more dynamic level. Like so many organisations, the pandemic created the need to innovate rapidly and effectively, which required close collaboration with existing partners and suppliers and new partnerships.

Partnership working has always been an essential part of our culture. Each year we strive to explore other collaborations which enhance customer experiences and support the longer-term development of the organisation. The partnerships forged during the pandemic have, we believe, created stronger bonds and innovative solutions that will serve us well in the years to come and as we seek to re-integrate our services into Falkirk Council.

## Partnering with Camphill Blair Drummond

In 2020 the Trust developed a new partnership with Camphill Blair Drummond (CBD). Together we delivered activities for Falkirk residents with physical and learning difficulties at Muiravonside Country Park, based out of their Visitor Hub. The team from CBD are looking forward to supporting Falkirk Community Trust's Countryside Ranger in practical tasks around the park, improving access to the park and conserving nature, and taking part in rural crafts and learning employability skills.

## Keeping our minds active with digital partnerships

Libraries offered extra digital content to keep our customers entertained during lockdown through our library suppliers and partnerships. Ulverscroft, from whom we usually purchase physical audiobooks, provided temporary free access to their ULibrary of 500 digital audiobook titles.

Medici TV provides streaming of classical, opera and dance performances. We were able to provide free access to this for library members for the duration of the first lockdown. We also offered our library members free digital access to Ancestry, the world's most extensive online library of family history information. It usually is only available in a library building, and we were delighted to offer this additional service during lockdown.



## Caring for our furry friends

Volunteers at Newparks Farm worked in partnership with our small team of stockkeepers to care for the animals at Muiravonside Country Park during lockdowns. They have also been instrumental in reopening the farm as a visitor attraction, signposting the one-way system, welcoming visitors, and giving them vital information for their safe trip around the farm, restocking hand sanitiser and encouraging people to donate to Falkirk Community Trust as a charity to support our work on site.





# Securing the future of our cultural and heritage offering through partners

## Funding our recovery

Creative Scotland, Screen Scotland, Film Hub Scotland (FHS) and the Federation of Scottish Theatres (FST) all provided invaluable support in connecting cultural venues, practitioners, and programmes; providing or signposting opportunities for financial support and helping areas navigate their way through the changing COVID-19 guidelines and the impact on our cultural offering.

We made successful applications for resilience and recovery funding for our main cultural venues, Falkirk Town Hall Theatre, the Hippodrome and Callendar House. We supplemented these applications with some targeted project funding to support those areas of our community most adversely affected by the impacts of the COVID-19.

## Developing new audiences

We were invited to join the Young Audiences Generation programme, a UK-wide initiative to support young people aged 16 – 25 years to engage more fully with independent cinemas. Through the Film Hub Scotland Amplify programme, we are currently benefitting from external support through Mustard Studios to develop a three-year business plan for the Hippodrome.

## Supporting grass roots cultural activities

We have aimed to support our area's local voluntary arts and heritage sector through a partnership approach. Although most groups and organisations paused their activity indefinitely in March 2020, we were pleased to continue to meet representatives at the monthly FAN (Falkirk Arts Network) meetings. We have also continued to work with Classic Music Live! Falkirk (our classic music programme partners at Falkirk Town Hall Theatre) focused on supporting classical musicians and ensembles to deliver online concerts. This includes their Chamber Music Scotland commission, Soundtracks by Euan Stevenson, which premiered in Falkirk in April 2022.



## Protecting our heritage

The Great Place team have maintained online contact with the Falkirk Heritage Network (established as part of the Great Place programme) and have provided support for those groups that have remained active.

## Securing the Bairns' history in a digital archive

Following our exhibition, Falkirk FC: A Fan's View at Callendar House in 2018, developed in partnership with several of the club's supporters, our Archives team worked with Falkirk Football Club to enable the ongoing care, cataloguing and transfer of the club's archive to the Falkirk Council archives (managed by Falkirk Community Trust).

This initiative was made possible by a successful funding application for a Business Archives Council Cataloguing Grant for a Business Archive Relating to Sport. Both the club and our Archives team were delighted in May 2021 when the archiving was complete, as the collection is now accessible to members of the public.

# GOVERNANCE

Falkirk Community Trust is a company limited by guarantee and does not have a share capital. Falkirk Council is the sole member of the Company. The Company commenced trading on 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, environmental and learning sectors. Five Directors are nominated Elected Members of Falkirk Council. There is provision for an Employee Director nominated by Trust staff which is not presently filled.

The Board can 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 the Independent Directors.

Directors	
David White (Chair)	Re-appointed 28/08/20
Derek Easton	Re-appointed 28/08/20
Cllr Jim Flynn	
Cllr Lorna Binnie	
Cllr Joan Coombes	
Andrew Roberts	Re-appointed 28/08/20
Alan Stewart	
Cllr Niall Coleman	
Cllr Robert Spears	Appointed 01/10/20
Simon Rennie	Resigned 09/03/21
Chief Executive	
Maureen Campbell	
Company Secretary	
Shepherd and Wedderburn	
Registered Office	
Suite 1A, The Falkirk Stadium, 4 Stadium Way, Falkirk, FK2 9EE	
Auditors	
Wylie & Bisset LLP	
Solicitors	
Shepherd and Wedderburn	
Bankers	
Royal Bank of Scotland, 2 Newmarket Centre, Falkirk FK1 1JX	
Charity number	Company number
SC042403	400657

# FINANCIAL PERFORMANCE

## Accounts

Income from customers, for the year to 31 March 2020 totalled £1,354,595, which represents a reduction of 83.6% of that generated in the previous year 2019/20.

Additional income of £597,808 was secured through grants and fundraising. The overall funding received from Falkirk Council of £10,927,125 which is a slight increase from the £10,898,581 provided in 2019/20. Grant funding of £3,682,705 from the UK Government's 'Coronavirus Job Retention Scheme' was successfully secured.

Gross expenditure of £16,215,000 decreased from the previous year by 20.4%, due to COVID-19 related closures of venues and withdrawal of services.

The impact of the global COVID-19 pandemic significantly affected the overall 2020-21 year-end performance, both in terms of income generated and customer participation levels. Most Trust operated venues and services were withdrawn from 18 March 2020.

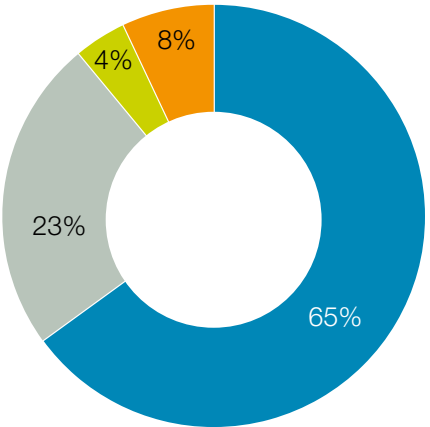
It is expected at this time that 2021-22 will be a year of recovery and a rebuilding of the business, to help meet strategic objectives, whilst remaining true to our values, most notably valuing the difference people make and placing customer needs at the heart of everything we do.

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

### How we were funded

	£	20/21
Falkirk Council	£10,927,000	65%
Grants	£3,965,597	23%
Fundraising	£597,808	4%
Income	£1,354,595	8%

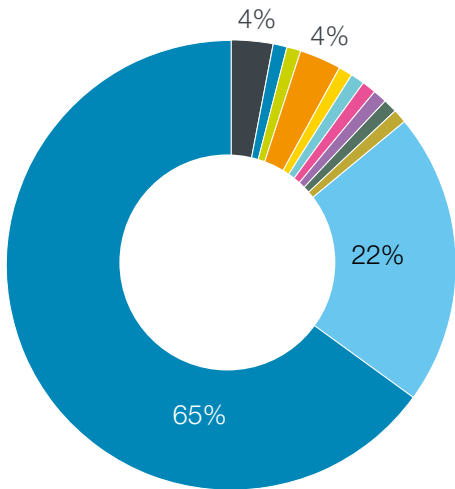
Total	16,845,000	
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### How our income was generated

	£	20/21
Arts	£755,000	4%
Heritage	£12,000	0%
Libraries	£3,000	0%
Sport	£615,000	4%
Fitness	£121,000	1%
Helix	£137,000	1%
Parks & Golf Courses	£170,000	1%
Outdoors	£45,000	0%
Business Development	£162,000	1%
Trading Activities	£215,000	1%
Job Retention Scheme	£3,683,000	22%
Falkirk Council Service Fee	£10,927,000	65%

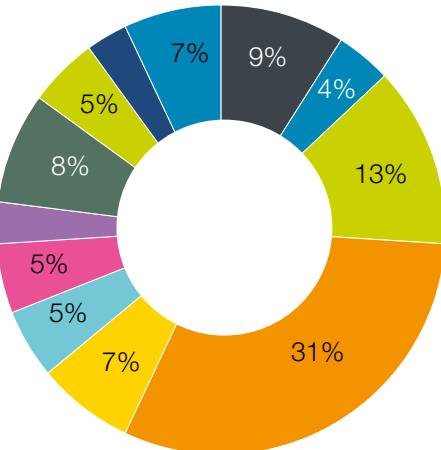
Total	16,845,000	
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### How our resources were spent

	£	20/21
Arts	£1,468,000	9%
Heritage	£702,000	4%
Libraries	£2,100,000	13%
Sport	£5,290,000	31%
Fitness	£1,103,000	7%
Helix	£1,028,000	5%
Parks & Golf Courses	£833,000	5%
Outdoors	£542,000	3%
Business Development	£1,388,000	8%
Trading Activities	£190,000	5%
Governance & Management	£517,000	3%
Falkirk Council Service Payments	£1,054,000	7%

Total	16,215,000	
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# 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 and provided a charitable donation of £293,070, this represents the subsidy achieved by the company in 2019/20

The Trading Company Generated a surplus of £25,537 in 2020/21, despite unfavourable trading conditions and all the surpluses generated will be distributed to the Charity in 2021/22 to help sustain and improve culture and sport services.

It's no secret that the hospitality industry has been one of the hardest hit by the COVID-19 pandemic. Within a few weeks of the crisis, the thought of going for an Afternoon Tea or a coffee and cake became a foreign concept. The main source of income over this period was our commercial agreements with the external catering providers within Falkirk Community Trust operated parks. These operators provided a service to our customers throughout much of the period when restrictions prevented our own operations from trading, providing a much-needed service within these locations.

When government guidelines allowed and our catering outlets could reopen, there were new regulations to adhere to, including social distancing measures leading to reduced capacity, and enhanced hygiene and safety measures.

### Retail

The closure heavily impacted the Helix and Callendar House retail offer. Plans include developing an online retail offer selling UK wide initially. Buyer trends are unchanged, although average spend is slightly up for many of our customers. This may be the first holiday they've enjoyed in two years, so we continue to stock a selection of high quality, UK and Scottish made gift items to appeal to our visitors. The introduction of a traditional sweet stand at the Helix Visitor Centre has been a runaway success.

### Catering

Callendar House Tearoom adapted to closure by introducing a Bake Away takeaway service, allowing customers to continue to enjoy their Tearoom favourites. Upon reopening, the Tearoom and Drawing Room offered Festive Afternoon Teas at the end of 2020.

The Plaza café and the Helix Visitor Centre café initially offered customers takeaway options before opening to a reduced capacity.

### Looking forward

We will continue to respond to the relaxing of restrictions and opening our trading venues in the context of the new normal where customer expectations may be punctuated by health, hygiene, and safety concerns.

We will respond to customer demand and changed buying behaviour, and we will test new product offerings with a particular focus on provenance. We have plans to introduce an app that customers can use to place their food orders.

Income	
Turnover *	£215,543
Expenditure	
Cost of sales	£155,349
Administration expenses	£34,657
Charitable payment **	£25,537

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

\*Charitable donation of £25,537 will be paid to the Charity in financial year 21/22 and amount paid in 20/21 to the Charity was £293,070 in respect of previous year surplus. The Charitable donation is paid in the financial year following any surplus that is made.



## The following organisations supported the work of the Trust during 2020/21 either through a grant award, sponsorship or providing in kind support.

- Action Earth  
CILIPS (Chartered Institute of Library and Information Professionals, Scotland)  
Coach Academy  
Creative Scotland  
Diageo  
EB Scotland funds distributed by Falkirk Environment Trust  
EventScotland  
Falkirk Delivers  
Falkirk Environment Trust  
Falkirk Council  
Film Hub Scotland  
Forth Rivers Trust  
Goethe Institute Glasgow  
Historic Environment Scotland
- Hobart Charitable Trust  
IFLI  
INDY Cinema  
Inner Forth Futures Fund  
JTH Charitable Trust  
LEADER  
London Australian Film Festival  
Museums Galleries Scotland  
McCorquodale Charitable Trust  
National Lottery Community Fund  
National Lottery Heritage Fund: Great Place and Rediscovering the Antonine Wall  
Scottish Book Trust
- Scottish Forestry  
Scottish Government – Scotland Loves Local  
Screen Scotland  
SLIC (Scottish Library and Information Council)  
SportScotland  
Tesco  
The MacRobert Trust  
US Embassy Small Grants Programme  
Visit Falkirk  
Yorkshire Silent Film Festival  
Young Start  
...and generous donations from the public

# OUR VENUES AND SERVICES

With a turnover of £215,543, and as at the end of March 2021, 441 employees of which 275 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 can 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 pitches in neighbourhood areas.

## FalkirkCommunity Trust

- 1 Head Quarters / Bookings & Sales

## Arts

- 2 FTH (Falkirk Town Hall Theatre)
- 3 Hippodrome
- 4 Bo'ness Town Hall
- 5 Grangemouth Town Hall

## Heritage

- 6 Callendar House
- 7 Callendar Park
- 8 Muesum Store
- 9 Kinneil Museum

## Libraries

- 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

## Fitness

- 18 Health & Fitness  
- Grangemouth Sports Complex
- 19 Health & Fitness  
- Bo'ness Recreation Centre
- 20 Health & Fitness  
- Mariner Centre
- 21 Health & Fitness  
- Stenhousemuir

## Sport

- 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

## Parks

- 34 Kinneil Estate
- 35 Muiravonside Country Park
- 36 Zetland Park – amenities
- 37 Dollar Park – amenities
- 38 Helix Park

## Outdoors

- 39 Outdoors Base

## Community Access Schools

- 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



we  
are



Falkirk  
**Community  
Trust**