



Falkirk  
Community  
Trust

# Annual Report

2020-2021







## Contents



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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**

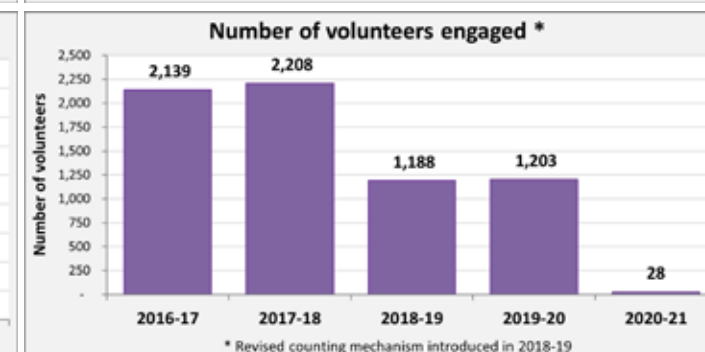
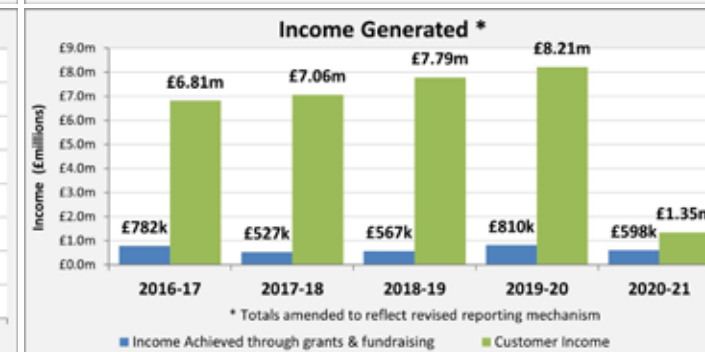
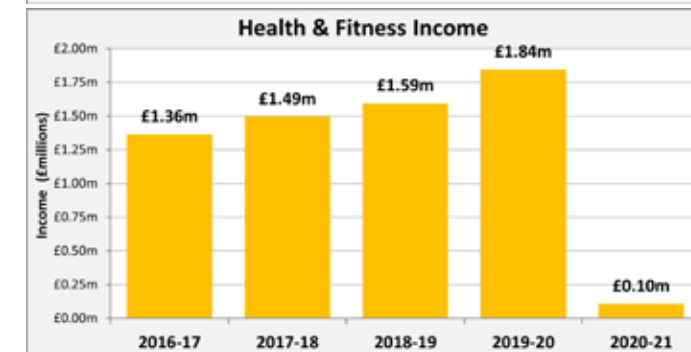
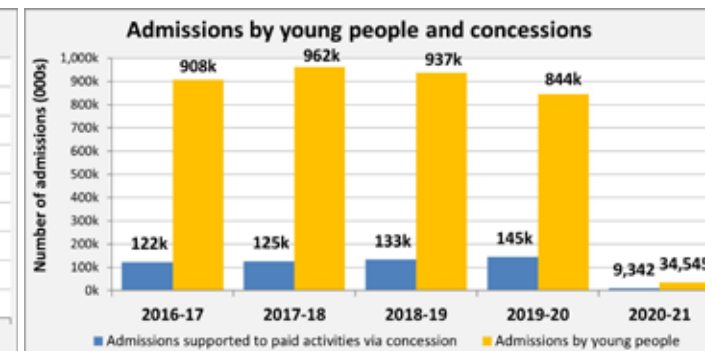
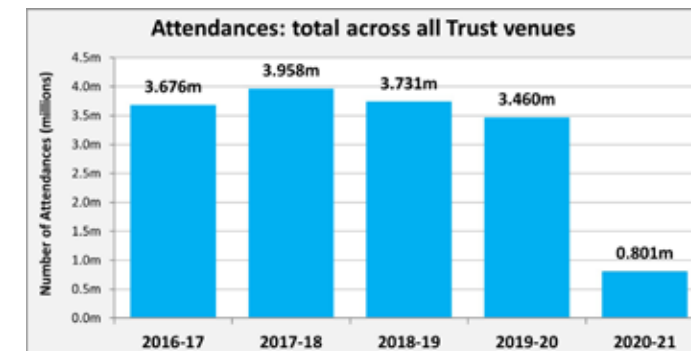
- Delivered a 7.5% growth in followers on social media channels and, thanks to Santa's bedtime stories, a 386.4% increase in reach with content engaging over 1.3 million people
- Our Active Forth and Library Care Words projects, together with volunteer Lyn Boslem, were all shortlisted/finalists at the 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**

Photo by Bobby Gavin/Scottish Athletics



## 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)
- Positively dealt with 14 complaints compared to 64 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.

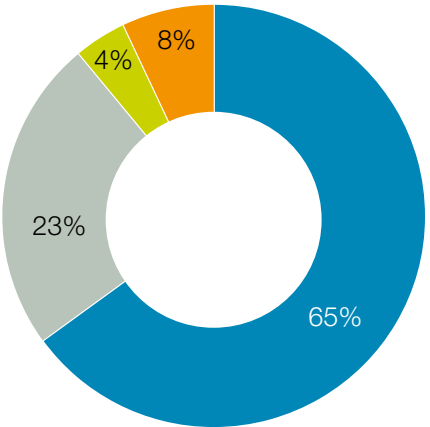
It is expected at this time that 2021-22 will be a year of recovery and a rebuilding of the business, to help meet strategic objectives, whilst remaining true to our values, most notably valuing the difference people make and placing customer needs at the heart of everything we do.

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%

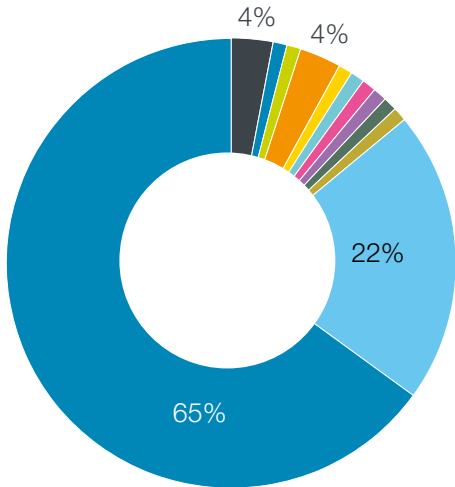
Total	16,845,000	
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### How our income was generated

	£	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%

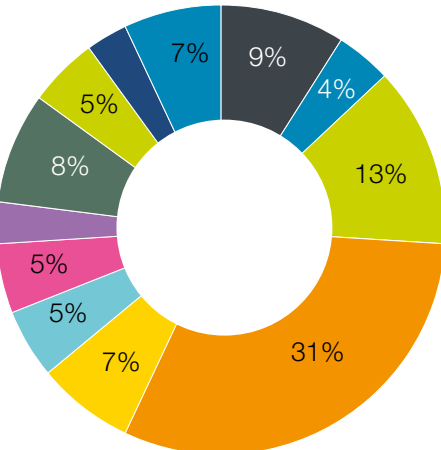
Total	16,845,000	
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### How our resources were spent

	£	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 Mariner Leisure Centre
- 30 Polmont Sports Centre
- 31 Polmonthill Snowsports Centre
- 32 Carron Gymnastics Centre

## Parks

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

## Outdoors

- 38 Outdoors Base

## Community Access Schools

- 39 Bo'ness Academy
- 40 Braes High School
- 41 Denny High School
- 42 Falkirk High School
- 43 Graeme High School
- 44 Grangemouth High School
- 45 St Mungo's High School





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