

The background of the slide features the Falkirk Council Coat of Arms. It is a shield divided into four quarters. The top-left quarter shows a saltire (X-shaped cross) on a blue field. The top-right quarter shows a stag's head facing left on a red field. The bottom-left quarter shows a three-masted sailing ship on a blue field. The bottom-right quarter shows a crowned eagle with wings spread on a red field. Above the shield is a crown with four fleurs-de-lis. A ribbon scrolls across the bottom of the shield with the motto 'AWE FOR A'.

# **Agenda Item**

**6**

**Following the Public Pound: Falkirk  
Community Trust**

**Falkirk Council**

**Title:** **Following the Public Pound: Falkirk Community Trust**

**Meeting:** **Scrutiny Committee (External)**

**Date:** **16 November 2017**

**Submitted By:** **Chief Executive**

**1. Purpose of Report**

- 1.1 The purpose of this report is to provide the Committee with an update of the performance of Falkirk Community Trust (the Trust) in line with Following the Public Pound guidance and Council procedures. The report covers the performance of the Trust for the two periods - 1 April 2016 to 31 March 2017 and 1 April 2017 to 30 June 2017.

**2. Recommendation**

- 2.1 It is recommended that the Committee considers the performance of the Trust, and select a course of action from the following options:
- (1) Approve the report and acknowledge progress by the Trust in meeting Council priorities;
  - (2) Request further information on specific aspects of the service provided; or
  - (3) Request a follow-up report for future Scrutiny Committee consideration.

**3. Background**

- 3.1 Each organisation that the Council funds or that is considered an Arms Length External organisation is subject to monitoring in line with 'Following the Public Pound' guidance. The Council must ensure that the funding it allocates is being used for the purposes allocated and that it represents best value in terms of supporting the Council achieve its priorities and outcomes.
- 3.2 The Council's corporate plan contains three priorities, these are:
- People: raising aspiration and ambition, and reducing the impact of poverty on children and their families;
  - Place: growing our economy, improving the neighbourhoods we live in, and promoting vibrant town centres; and
  - Partnership: working with communities to deliver better services, empowering and enabling people to be self reliant, and promoting stronger, more self reliant communities.

- 3.3 The corporate plan also notes six outcomes and the part organisations such as the Falkirk Community Trust play in achieving these. The Trust provides help to progress these outcomes by encouraging local people to become more active and improve their own wellbeing and confidence. This in turn can help them make a more positive contribution to their communities. It is hoped that more active lifestyles will mean that people are less likely to experience illness and be able to remain fit and active as they grow older.
- 3.4 The Trust provides cultural, recreation, sports and library services on behalf of Falkirk Council. The provision of these services is set out in a 25 year agreement between the Council and the Trust established in 2011. The Council provided support of £11.9m in 2016/17 and has 5 members on the Board of the Trust.
- 3.5 As well as providing the services noted above, the Trust also has responsibility for:
- The provision of sports, heritage and arts development programmes, health and fitness and outdoor learning, and delivery of the active schools programme;
  - The development and lead delivery of strategies and plans in respect of culture, sports, strategic parks and library services. The Trust also contributes to wider Council policy development, where appropriate;
  - Leading on the development of the following strategies for the Council:
    - The Culture and Sports Strategy – 2014 to 2024;
    - The Arts Delivery Plan – 2016 to 2021;
    - The Public Arts Strategy;
    - The Heritage Delivery Plan for Falkirk – 2015 to 2018;
    - The Physical Activity and Wellbeing Strategy;
    - The Library Service Development Plan – 2016 to 2020; and
    - Master planning for major sites and Management Plans for each strategic park.




#### **4. Considerations**

- 4.1 The performance monitoring reports attached give an overview of the service provided by the Trust, the agreed objectives or outcomes performance information during the reporting period and a financial overview set out. The Committee should consider these reports and then determine from the options set out in para 2.1 any further information or action required.
- 4.2 The Council's Chief Finance Officer is the key liaison officer with the Trust. This role includes meeting with the Trust's Chief Executive on a quarterly basis and responsibility for monitoring provision of service.

4.3 The Trust provides quarterly and annual performance reports to its Audit and Performance Sub Group. This provides the source of information for this report. The reports covering the following periods are appended to this report:

- Appendix 1 - 1 April 2016 to 31 March 2017; and
- Appendix 2 - 1 April 2017 to 30 June 2017

4.4 The following table provides a summary of Trust performance against targets over these reporting periods. A traffic light system is used within the table and the supporting appendices to categorise how well performance has met target. Explanation of each indicator is set out in more detail in the appendices.

Reporting Period	Within 5% or above target performance 		5% to 10% below target performance 		10% or more below target performance 	
	No. of indicators	% of total	No. of indicators	% of total	No. of indicators	% of total
April 2016 to March 2017 (32 indicators)	18	56%	7	22%	7	22%
April 2017 to June 2017 (32 indicators)	28	88%	4	12%	0	0%

4.5 Some of the Trust's performance highlights during 2016/17 include the following areas, which significantly exceeded target:

- Participants in programmed activity at the Helix;
- Out of hours admissions to community use schools;
- Active schools participant sessions;
- Rounds of golf played;
- Visits to Callendar House and Muiravonside Country Park; and
- Targets for Stenhousemuir and Bo'ness gyms.

4.6 Some of the areas where performance was not as forecast include:

- Helix visits;
- Falkirk Town Hall admissions;
- Heritage education workshop participation;
- Participation in outdoor activities; and
- Kelpies tour ticket sales.

4.7 Trust performance in the first quarter of 2017/18 highlights the following:

- An increase in the use of Grangemouth health and fitness club
- An increase in Hippodrome attendances
- Additional participation in healthy lifestyle programmes
- Increases in out of hours admissions to community use schools
- An increase in sports development participation
- Increases in participants and sessions in active schools

4.8 Some of the areas where performance was lower than expected during the first quarter of 2017/18 include:

- Admissions to the Grangemouth complex
- Admissions to neighbourhood sports centres
- Visits to Kinneil museum
- Participation in outdoor activities

4.9 A copy of the Trust's Financial Reports and Statements is attached at Appendix 3. The surplus on charitable activities for 2016/17 is £817,000. Income for the period totalled £19.5m, of which £11.9m is funding from the Council and is a £0.2m increase compared to 2015/16. In addition the Trust's wholly subsidiary, Falkirk Community Trading Limited, achieved break even for the year. The reserves at 31 March 2017 were £1.53m, with £270,000 set aside to cover severance costs. The Trust's overall costs reduced by £0.2m during the year.

## **5. Consultation**

Nil

## **6. Implications**

### **Financial**

6.1 An assessment of the financial implications for the Trust is summarised at 4.9, and in more detail at Appendix 3.

### **Resources**

6.2 An assessment of the resource implications for the Trust is included within Appendix 3.

### **Legal**

6.3 The Trust must continue to meet the requirements of the Scottish Charities Regulator, OSCR.

## **Risk**

- 6.4 If services are not provided by the Trust, then there is a risk of not being able to attain our outcomes.

## **Equalities**

- 6.5 Nil.

## **Sustainability/Environmental Impact**

- 6.6 Nil.

## **7. Conclusions**

- 7.1 This report has been prepared in accordance with the requirements of Following the Public Pound. It demonstrates the continuing performance the Trust is achieving against most of its key indicators and its financial performance.

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Chief Executive

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Date - 24 October 2017

## **APPENDICES**

Appendix 1 – Falkirk Community Trust Performance: 1 April 2016 to 31 March 2017;

Appendix 2 – Falkirk Community Trust Performance: 1 April 2017 to 30 June 2017

Appendix 3 – Falkirk Community Trust Financial Reports and Statements 2016/17

## **List of Background Papers:**

**The following papers were relied on in the preparation of this report in terms of the Local Government (Scotland) Act 1973:**

- Following the Public Pound guidance

## Falkirk Community Trust

**Subject:** April 2016 – March 2017 12-month Performance Report  
**Meeting:** Audit and Performance Sub-Group  
**Date:** 11<sup>th</sup> May 2017  
**Authors:** Team Leader Performance Review




## 1. Introduction

- 1.1 This is the 2016-17 quarter four report on our performance indicators and covers the 12-month financial period April 2016 – March 2017. The report flags relevant current activity or planned action in support of achieving the Trust's strategic objectives.

## 2. Performance Statement

- 2.1 Attached is a statement with indicator performance presented in the form of graphs with contextual commentary. Indicators are flagged at the end of each quarter using a red-amber-green traffic light system. **Each flag measures performance against target.**
- 2.2 This performance report is presented in a format which aims to enhance clarity and provide a concise report of quarterly indicator performance. Graph trendlines (detailed in red) reflect the recent performance trend of each indicator. Information presented numerically alongside each graph enables an 'at a glance' summary including:
- annual target for current year;
  - year-end performance including variance compared to the previous year; and,
  - year-end performance achieved against annual target.

- 2.3 The flagging status for this period is summarised below:

Green 	This PI is on or above target (within 5% of target or above target)	There are <b>18</b> green-flagged indicators.
Amber 	This PI is slightly below target though performance may be improving (5-10% below target)	There are <b>7</b> amber-flagged indicators.
Red 	This PI is significantly below target and performance is not improving (10% or more below target)	There are <b>7</b> red-flagged indicators.

- 2.4 Performance for the 2016-17 year was generally positive. Over half of indicators were green-flagged at year-end meaning they exceeded or achieved very close to their targets. Seven indicators were flagged amber having achieved within 10% of target at year-end, while a further seven indicators fell over 10% below target and were flagged red. The areas of concern where indicators were flagged red and amber includes the main leisure centres and – with the exception of Callendar House – the Arts and Heritage indicators.
- 2.5 Performance in the fourth quarter was largely good with the majority of indicators performing well against target. Compared to the Q3 report there was one less green-flagged indicator, the same number of amber-flagged indicators, and one additional indicator flagged red against target. Five indicators had a change in flagging compared to at end-Q3 and are listed below, with comments made throughout the report to highlight where these changes occurred:
- PI 1: Bo'ness Recreation Centre improved from red to amber flagging;
  - PI 4: Grangemouth Stadium dropping from green to amber flagging;

- PI 20: Public Access Terminal usage in Libraries improving from amber to green;
- PI 26: Heritage Education Workshop participants changing from green to red flagging;
- PI 31: Kelpie Tour tickets sold dropping from amber to red flagging.

2.6 The key year-end performance highlights against target include the following:

- Participants in programmed activity at the Helix (PI 32) achieving 184% of target;
- Out of hours admissions to Community Use Schools (PI 11) 134% of target;
- Active Schools participant sessions (PI 16) with 122% of target achieved;
- Round of golf played (PI 12) achieving 119% of target;
- Visits to Callendar House (PI 27) with 114% of target achieved;
- Muiravonside Park visits (PI 13) exceeded target with 112% of target achieved;
- Stenhousemuir Gym (PI 8) and Bo'ness Gym (PI 5) with 112% and 108% of target achieved respectively.

2.7 Performance lowlights for year-end performance against target include:

- Helix Visits (PI 30) falling 26% short of target at year-end;
- Falkirk Town Hall admissions (PI23) fell 17% short of target;
- Heritage Education Workshop participation (PI 26) achieved 16% under target;
- Participants in Outdoor Activities (PI 29) short of target by 14%;
- Kelpies Tour ticket sales (PI 31) at 11% below target.

2.8 Performance information, including the current and all previous quarterly performance reports, is available to view on the Falkirk Community Trust website:  
<http://www.falkirkcommunitytrust.org/about/performance.aspx>.

2.9 A report on the period April – June 2017 will be made at the next meeting of the sub group on 17<sup>th</sup> August 2017.

### **3. Recommendation**

3.1 Directors are asked to note the following:

- Progress made throughout the fourth quarter of 2016-17;
- Performance at year-end 2016-17;
- Actions to address areas requiring improvements in the forthcoming year.



**Alistair Mitchell**  
**Team Leader Performance Review**



## 1) Admissions to Bo'ness Recreation Centre

Indicator flagging  
(against target)



Annual target

142,000

Year total

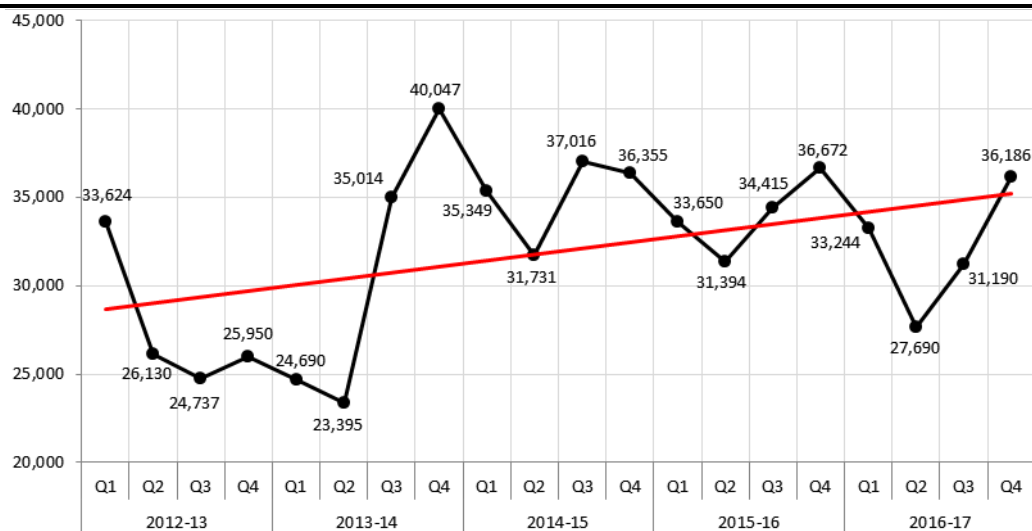
128,310

Year total vs last  
year

↓ 5.7%  
- 7,821

Year total vs  
annual target

90.4%  
achieved



Admissions at year-end did not meet expectations and fell short of target for admissions and income, with total admissions falling 5.7% below last year's total. The lack of lighting on the AstroTurf pitches for 7 months over the autumn/winter period was a major concern and resulted in approx. £13k of lost income. Income at year-end was 23% short of target with £179k achieved (against £235k target). Revisions to the pool timetable introduced during Q1 have proved successful with good attendances at early morning swimming sessions between 7am and 9am. The new pool inflatable is also proving a success.

Admissions for Q4 alone nearly matched Q4 last year despite AstroTurf pitches being unavailable for much of the period. Swimming income was higher than Q4 last year and may continue with new clubs being added to the swimming timetable going forward. A new income source in Q4 was the use of the car park for a funfair, which proved successful.

The trend in admissions remains upward. Next quarter will include promotion of the AstroTurf following replacement lighting fitted in February with bookings commencing again. The successful funfair hire is expected to reoccur several times during the year, generating additional income for the centre.

## 2) Admissions to Grangemouth Sports Complex

Indicator flagging  
(against target)



Annual target

285,000

Year total

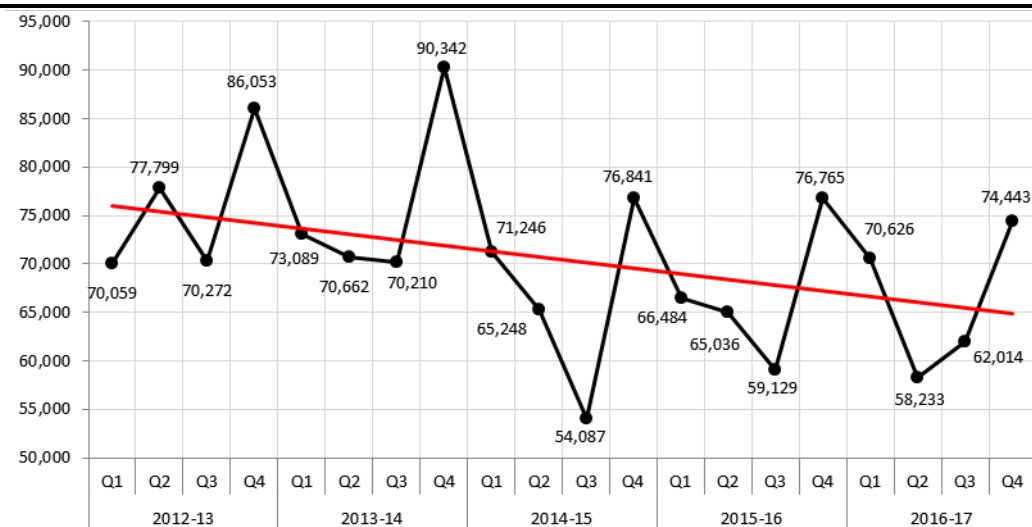
265,316

Year total vs last  
year

↓ 0.8%  
- 2,098

Year total vs  
annual target

93.1%  
achieved



Admissions for 2016-17 fell just short of matching the totals for the past two years and also just short of target, ending the year 19,600 admissions below target and resulting in an amber flagging. Delays in the flume refurbishment, the removal of the squash court to accommodate the new spin studio and the closure of facilities for the EU referendum count all affected admissions. Highlights of the year include the continuous improvement and development of the Learn to Swim programme and the range of activities and event bookings throughout the year.

Q4 performance alone was 3% down on the same quarter last year, with reductions in crèche admissions (-30%) following reduced opening hours, swim/aquatic club admissions (-13%), sports clubs (-27% mainly attributed to roller derby) and a 35% reduction in school swimming.

Looking ahead to next year, a revised pool timetable will commence from mid-April following the Easter programme. Some loss of admissions is expected for the centre closure in May and June for elections.

3)

### Admissions to Mariner Centre

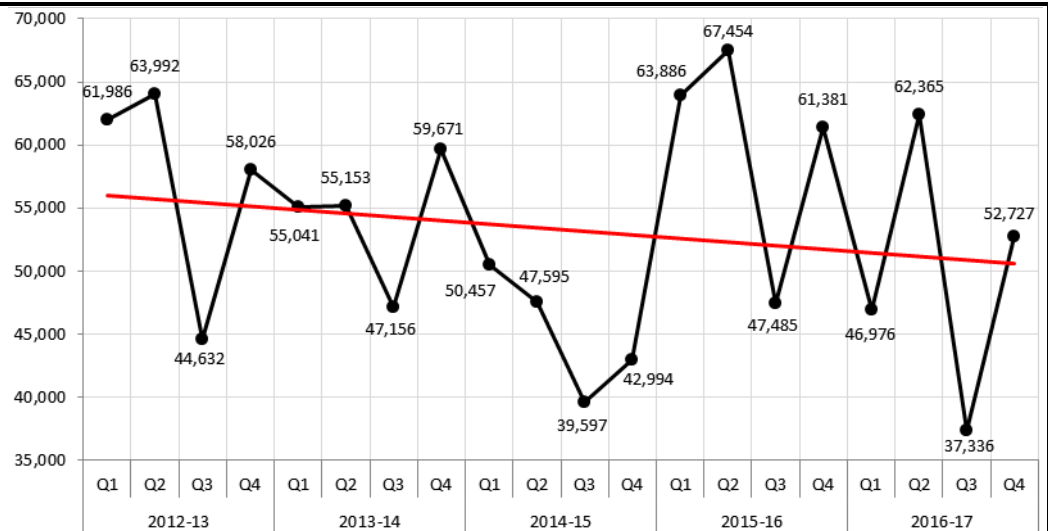
Indicator flagging  
(against target)

Annual target

220,000

Year total

199,404

Year total vs last  
year↓ 17.0%  
- 40,802Year total vs  
annual target90.7%  
achieved

Admissions at year-end were 17% lower than last year and fell 9% short of target, resulting in an amber flagging against target. The key factors influencing this year's performance were the transfer of swimming lessons to St Mungo's HS and resulting drop in admissions and income, several unplanned pool closures, and the timing of Easter this year meaning the busier Easter period fell within 2017-18 Q1 rather than the usual position in Q4. The reduction in admissions is mirrored in income with the year-end income total falling 9% short of target (£403k vs £433k target).

Q4 admissions were 14% lower than the same period last year, equating to 8,600 fewer admissions and largely due to the timing of Easter this year. Highlights included: basketball +148%, table tennis +70%, crèche +48% and badminton +18%.

Plans for 17-18 Q1 include the Easter holiday programme in April and the launch of additional weekend pre-school swimming lessons to meet demand.

4)

### Admissions to Grangemouth Stadium

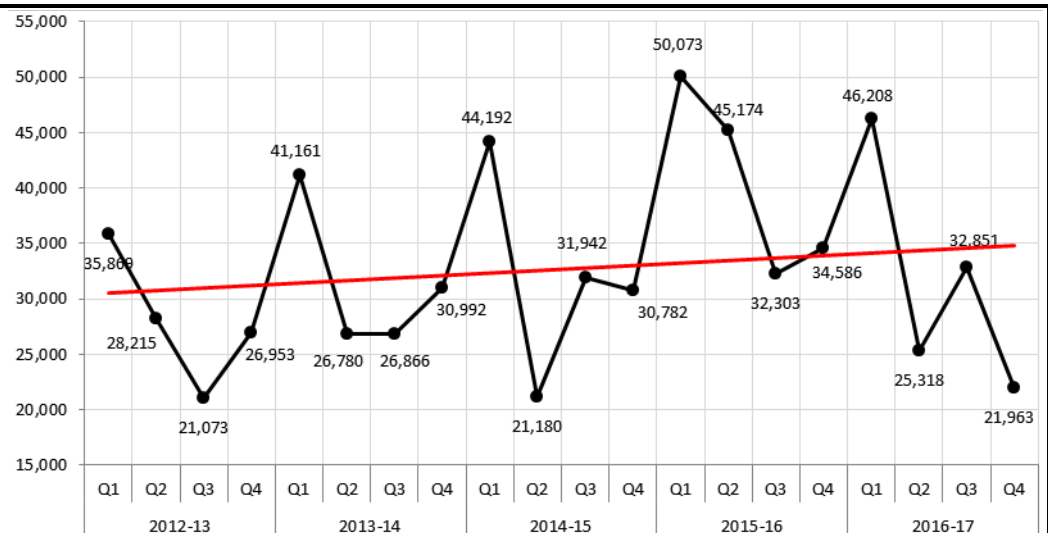
Indicator flagging  
(against target)

Annual target

140,000

Year total

126,340

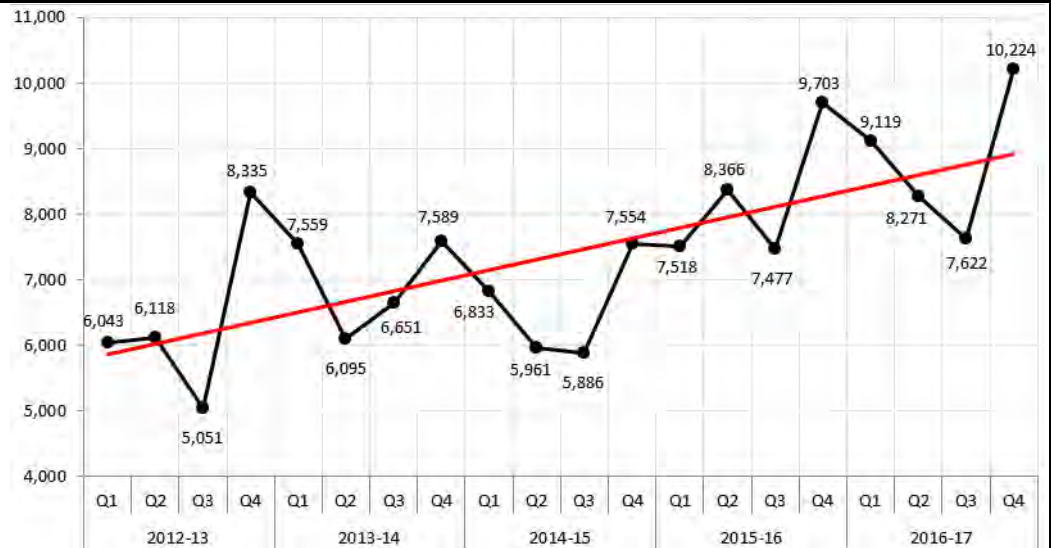
Year total vs last  
year↓ 22.1%  
- 35,796Year total vs  
annual target90.2%  
achieved

Year-end performance fell short of target, while income remained above target at year-end despite the drop in admissions and restricted facility option due to refurbishment works. Indoor refurbishment works commenced in Q4 to replace the indoor track surface and, with the associated changing area refurbishments, will further enhance the customer experience following reception and entrance hall refurbishment earlier in 16-17. Delays to works commencing resulted in larger disruption and reduced services to customers than anticipated with the resulting effect on reduced admissions. Income of £164k was achieved against a target of £158k, 3.6% over target. Admissions for the year, although below target, remain in line with previous year totals with the exception of the successful 2015-16 year which followed installation of the new outdoor running surface. Highlights for the year include successful athletics and non-track events and the continuation of popular gymnastics club sessions.


Next quarter is the busiest of the year with a large athletics events season including the Round The Houses, Scottish Athletics events, Active Schools P6 & 7 events, and many league matches and regional school championships. Expectation is for admissions to recover following completion of indoor refurbishment works.

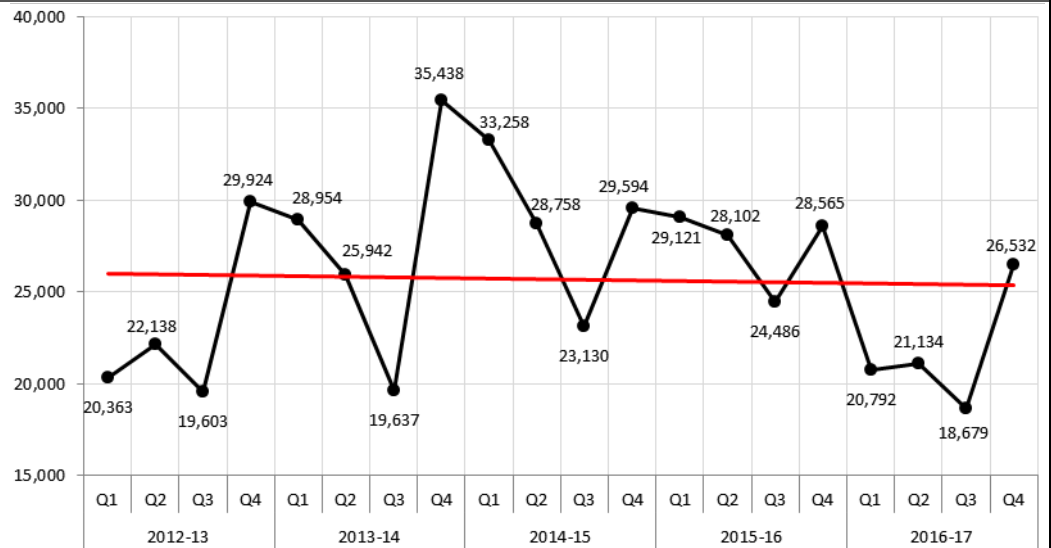
### 5) Admissions to Bo'ness Health & Fitness Club

Indicator flagging (against target)	
Annual target	32,500
Year total	35,236
Year total vs last year	↑ 6.6% + 2,172
Year total vs annual target	108.4% achieved




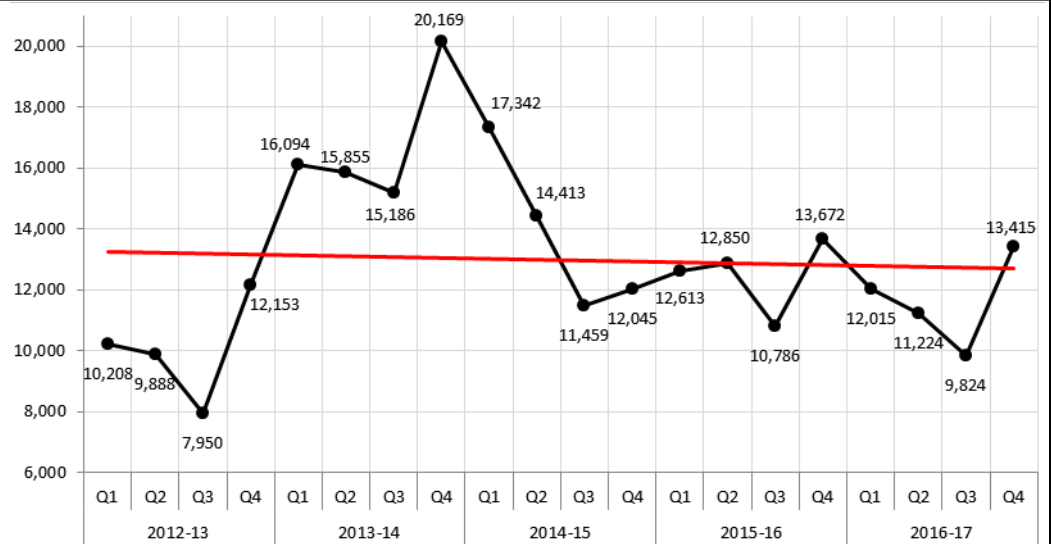
### 6) Admissions to Grangemouth Health & Fitness Club

Indicator flagging (against target)	
Annual target	110,000
Year total	87,137
Year total vs last year	↓ 21.0% - 23,137
Year total vs annual target	79.2% achieved



### 7) Admissions to Mariner Health & Fitness Club

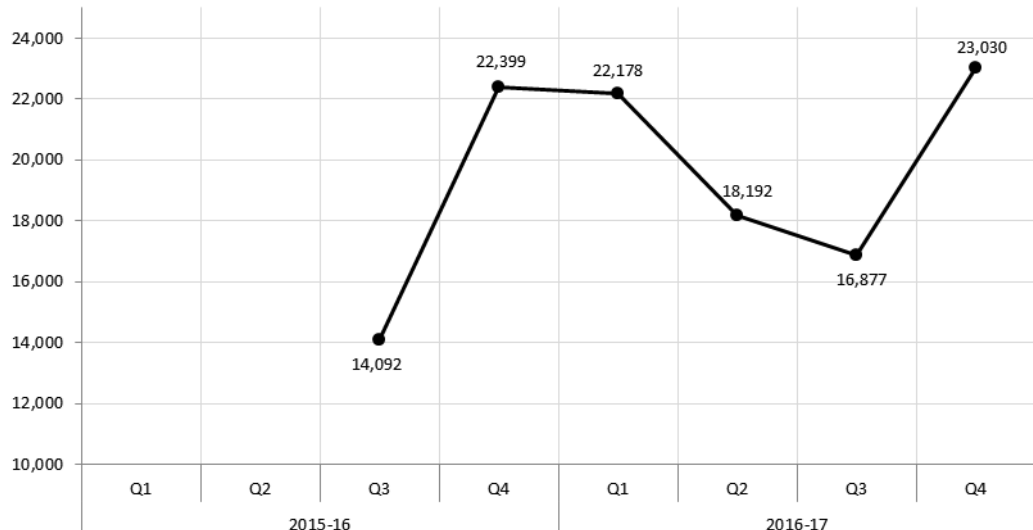
Indicator flagging (against target)	
Annual target	49,000
Year total	46,478
Year total vs last year	↓ 6.9% - 3,443
Year total vs annual target	94.9% achieved



Commentary on all Health & Fitness Club performance follows indicator # 8 on next page.

## 8) Admissions to Stenhousemuir Health & Fitness Club

Indicator flagging (against target)	
Annual target	72,000
Year total	80,277
Year total vs last year	N/A
Year total vs annual target	111.5% achieved



Performance across Health & Fitness in 2016-17 was largely positive, with significant achievements in both income and admissions. Income growth of 27% compared to last year was achieved, missing the increased target by just 2% at year-end. Admissions collectively across all four sites increased by 1% (+1,489 admissions) compared to last year, demonstrating growth in overall fitness usage, while individual sites had mixed performance.

Bo'ness: year-end usage increased by 6.6% (+2,172) compared to last year, exceeding target by 8.4% and continuing the recent upward trend. This indicator retained a green flagging.

Grangemouth: usage for Q4 was 7.1% lower than the same quarter last year, while overall admissions for the 16-17 year were 21% reduced in comparison and 20% below target. This is partly attributed to ongoing improvements which led to some disruption while works were completed in the toilets, changing areas and the new spin studio. A 5-day closure in December reduced usage while new gym equipment was installed. Ongoing issues with the onsite recording of admissions by the IT system has caused an unknown degree of under-reporting of usage, with the successful income achievements not being accurately reflected in usage figures. Solutions are currently undergoing testing which should remedy this.

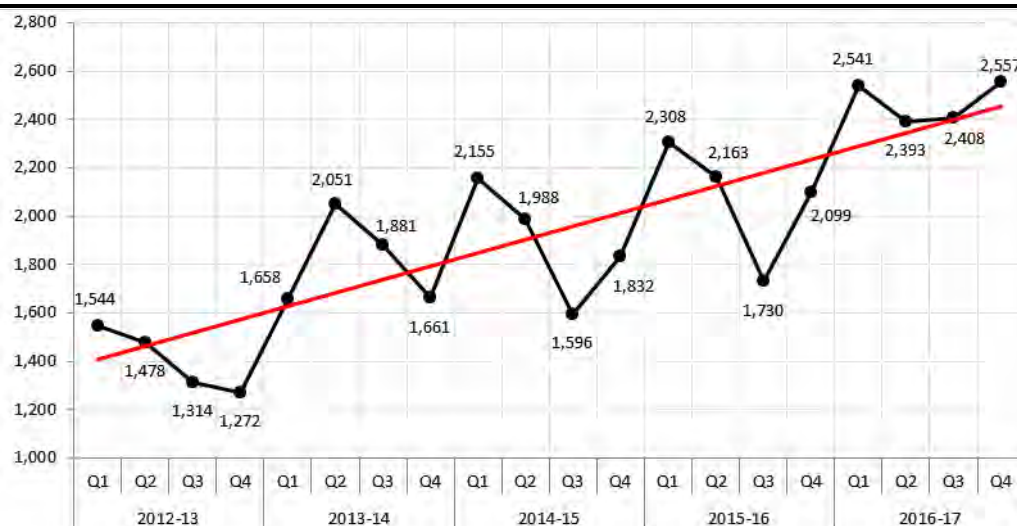
Mariner: overall usage at year-end was 7% lower than last year; however, usage in Q4 was similar to the same quarter last year. This follows the opening of the Trust's successful Stenhousemuir Gym last year with many members using this facility in place of the Mariner. Performance was very close to achieving a green-flagging at year-end.

Stenhousemuir: growth continued in 16-17 following the opening of this venue partway through 15-16, with year-end usage exceeding target by 11.5% (8,277 above target). Compared to Q4 last year, usage increased by 3% (+631 admissions).

Looking ahead, a development plan for Health & Fitness is being prepared detailing the key priorities for the next three years. A focus on customer engagement early in 17-18 will be assisted by the use of customer engagement software due for installation shortly. The new fitness class timetable and membership campaign was launched at the start of May.

## 9) Health & Fitness Programme Initiative participation

Indicator flagging (against target)	
Annual target	9,200
Year total	9,899
Year total vs last year	↑ 19.3% + 1,599
Year total vs annual target	107.6% achieved

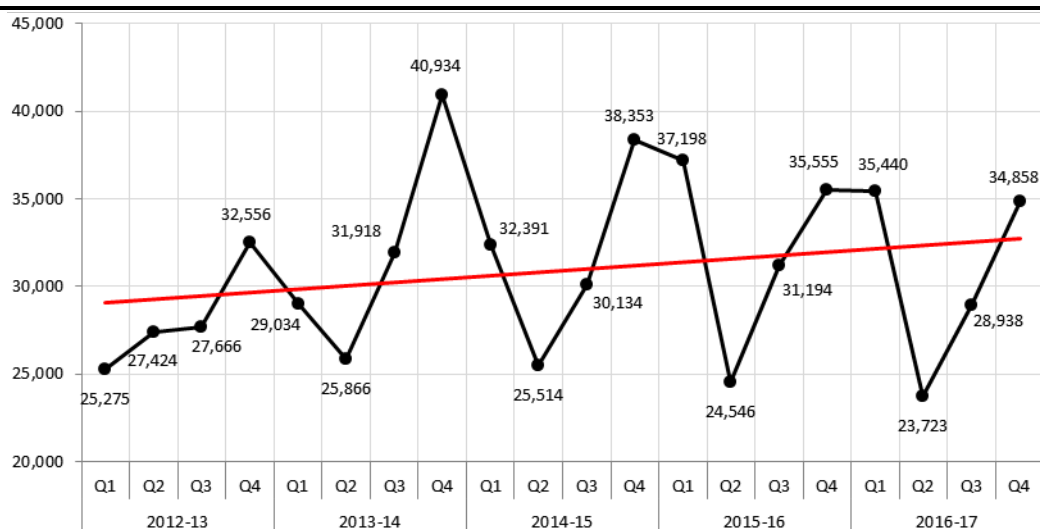


Note: this is a new indicator which better reflects the work of the Fitness team in initiatives outwith the boundaries of the 4 health and fitness clubs. This scope of this indicator includes Step Forth, Buggy Walks, Helix Walks and Walking Events.

Overall participation during 16-17 exceeded target for the year, achieving a 19% increase in participation compared to the previous year. Buggy Walks have increased in both number of walks and number of participants per walk with new walks proving popular, Stenhousemuir being a particular highlight. Nordic walking continues to be popular with three training courses and new daytime walks enhancing the provision. Helix walks saw a 26% increase from last year. A Paths for All pilot on walker engagement and retention is underway, with positive feedback from walkers so far. Barbara McConnell, the Trust's Paths To Health Development Officer, won Paths For All's prestigious Volunteer Manager of the Year in recognition of her work.

## 10) Admissions to Neighbourhood Sports Centre

Indicator flagging (against target)	
Annual target	126,500
Year total	122,959
Year total vs last year	↓ 4.3% - 5,534
Year total vs annual target	97.2% achieved



Year-end performance achieved close to target, falling short by less than 3,500 admissions and retained a green flagging. Income achieved close to target (£251k) with £231k achieved at end of the year. Admissions successes included new weekend tennis bookings at Polmont SC, additional badminton bookings at Denny SC, greater use of Bankier SC for 5-a-side bookings, and increase use at Stenhousemuir by Larbert High School and Carron Primary School. Uncertainty about the long-term future of centres – now resolved with no closures for 17-18 – resulted in some regular bookings relocating to alternative venues and a resulting loss in admissions and income.

Q4 admissions at Neighbourhoods Centres fell only 2% short of last year's figure for the same period, with this year's more clement weather contributing to clubs moving from indoor centres to outdoor facilities earlier in the year.

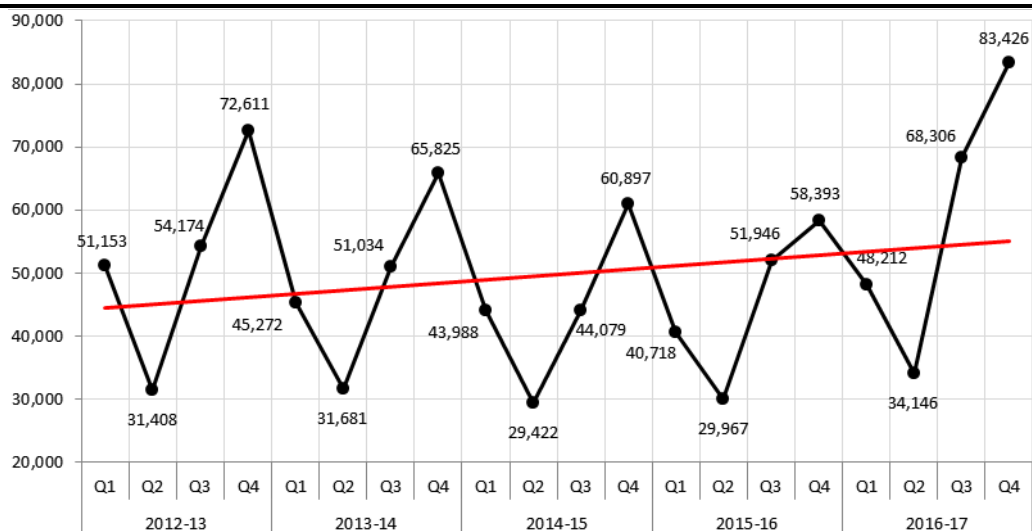
Looking ahead to Q1 17-18, the new AstroTurf pitch at Woodlands Games Hall is expected to attract late evening and weekend bookings, contributing both admissions and income. Hallglen Sports Centre has additional gymnastics bookings and a dance competition while Denny Sports Centre welcomes a new fencing booking.



11)

## Out of hours admissions to Community Use High Schools

Indicator flagging (against target)	
Annual target	175,000
Year total	234,090
Year total vs last year	↑ 29.3% + 53,066
Year total vs annual target	133.8% achieved



Year-end performance of Community Use High Schools was extremely positive, exceeding target by over 30% with 53,000 extra admissions compared to last year. The biggest factor has been the introduction of swimming lesson programme at four schools, complementing the programme held at two schools only in previous years. Income at year-end fell approx. 26% short of target.

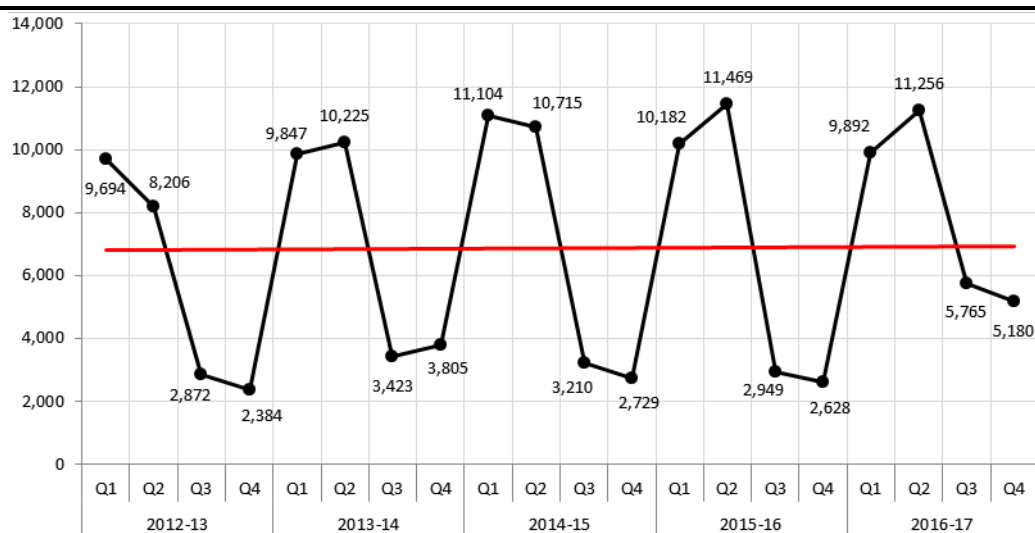
Admissions for Q4 were higher than the same quarter last year for all schools with the exception of Falkirk HS (-29%). Increases were: Braes HS (+83) with new swimming programme and significant Falkirk Football Foundation use of pitches; Denny HS (+45%) with special events and football bookings; Grangemouth HS (+43%) following the introduction of swimming lessons on Sundays, and Falkirk & Linlithgow Hockey club using it as their home venue; St Mungos HS (+91%) with swimming lessons and additional NRG dance shows contributing to admissions; and Larbert HS (+27%) following the introduction of swimming lessons.

Plans for the next quarter include progressing discussions on extended facility access on Saturday mornings during holiday periods which will assist Trust Sports Development programmes and public access.

12)

## Rounds of golf played

Indicator flagging (against target)	
Annual target	27,000
Year total	32,093
Year total vs last year	↑ 17.9% + 4,865
Year total vs annual target	118.9% achieved



The combined number of rounds played at the Trust's two golf courses in 2016-17 exceeded target by almost 20%, with over 4,800 additional rounds played compared to last year. This increase occurred solely at Grangemouth GC with a 24% increase (+5,616 rounds) over last year, with Callendar Park Par 3 having a 20% decrease (-751). While golf performance is highly dependent on good weather, much of the success at Grangemouth GC is due to improvements in winter playability carried out by the greens-keeping team, the popularity of the offers trialled throughout the year, and the excellent value for money offered.

Q4 highlights at Grangemouth GC were the efficient management of replacement cabling for the sprinkler system, conducted without noticeable disruption to course playability and contributing to the 97% increase in rounds played compared to the same period last year. Callendar Park Par 3 remained closed during Q4 for its winter shutdown.

Looking ahead, Q1 golf is expected to maintain recent good performance if the weather is clement. The aging infrastructure and national decline in golf as a sport are both areas of concern. A promotional programme initially focussing on season tickets before switching to seasonal offer and special promotions aims to keep the brand visible within the marketplace and attract new golfers.

13)

### Visits to Muiravonside Country Park

Indicator flagging (against target)



Annual target

120,000

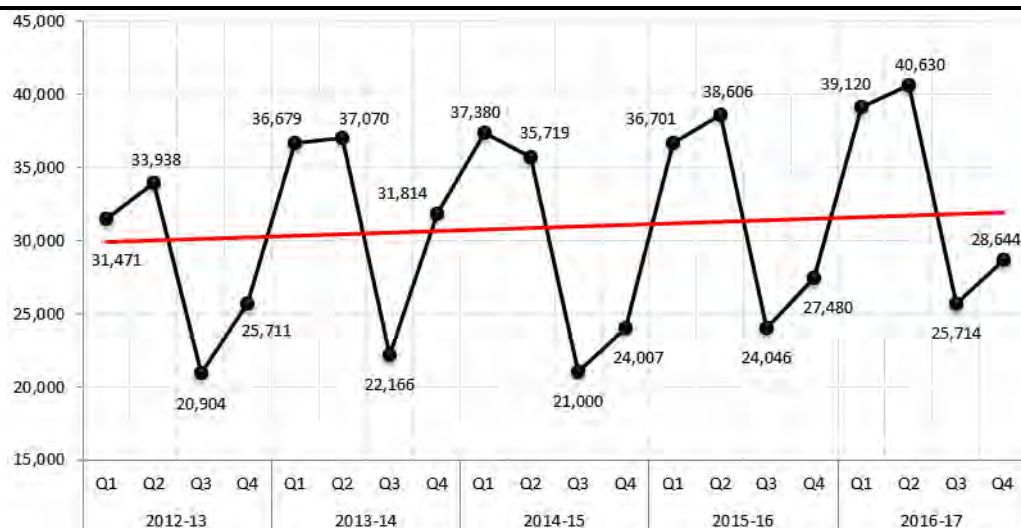
Year total

134,107

Year total vs last year

 ↑ 5.7%  
+ 7,274

Year total vs annual target

 111.8%  
achieved


Note: this indicator is based on the number of vehicles visiting the park, recorded by an electronic vehicle counter and using the nationally accepted formula of an average of 2.4 visitors per vehicle to calculate the number of visits.

Visits during 2016-17 exceeded target achieving a 6% increase (+7,274) in visits on last year, continuing the upward trend. Improvements are constantly being made throughout the park and this year included the reopening of the visitor centre after a three-year closure, redecoration of the café and enhancements to the car park. Newparks Farm has seen recent changes including relocation of the pigs to a more visible enclosure, the introduction of pygmy goats and new Shetland ponies, and resurfaced paths and new signage to increase ease of access for families. Avian flu restrictions during Q4 required relocating all birds indoors and left empty outdoor enclosures, but this does not seem to have impacted heavily on visitor numbers. Relatively mild winter weather may have contributed to the improved Q4 visits.

Plans for the year ahead include focussing on areas which attract families – the farm and the play facilities. Investment in the play offer on site, made possible through external funding, will commence this summer. New interpretation signage for the farm is being designed to increase public interaction through advertised grooming sessions and feeding sessions.

14)

### Sports Development participant sessions provided

Indicator flagging (against target)



Annual target

134,000

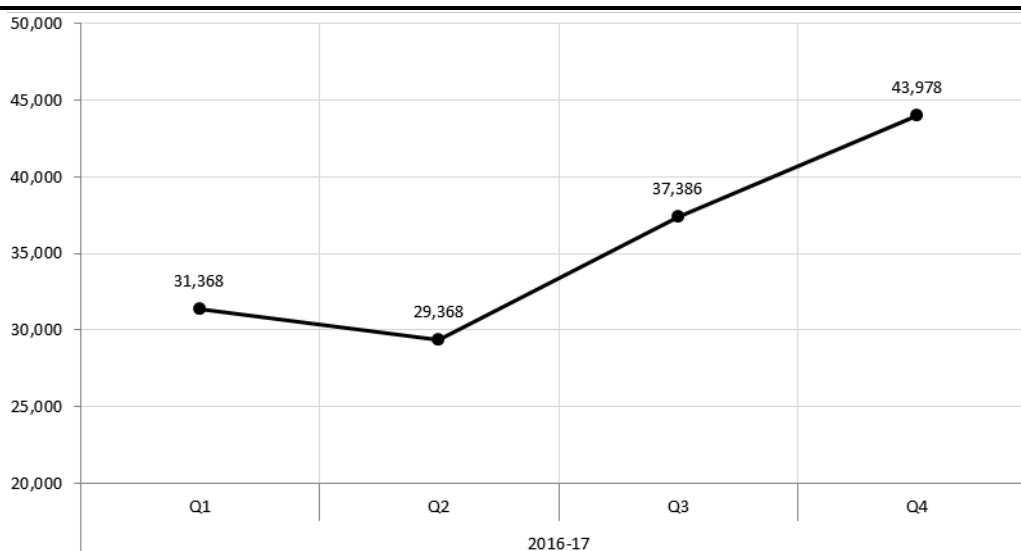
Year-to-date

142,100

Year-to-date vs last year

N/A

Year total vs annual target

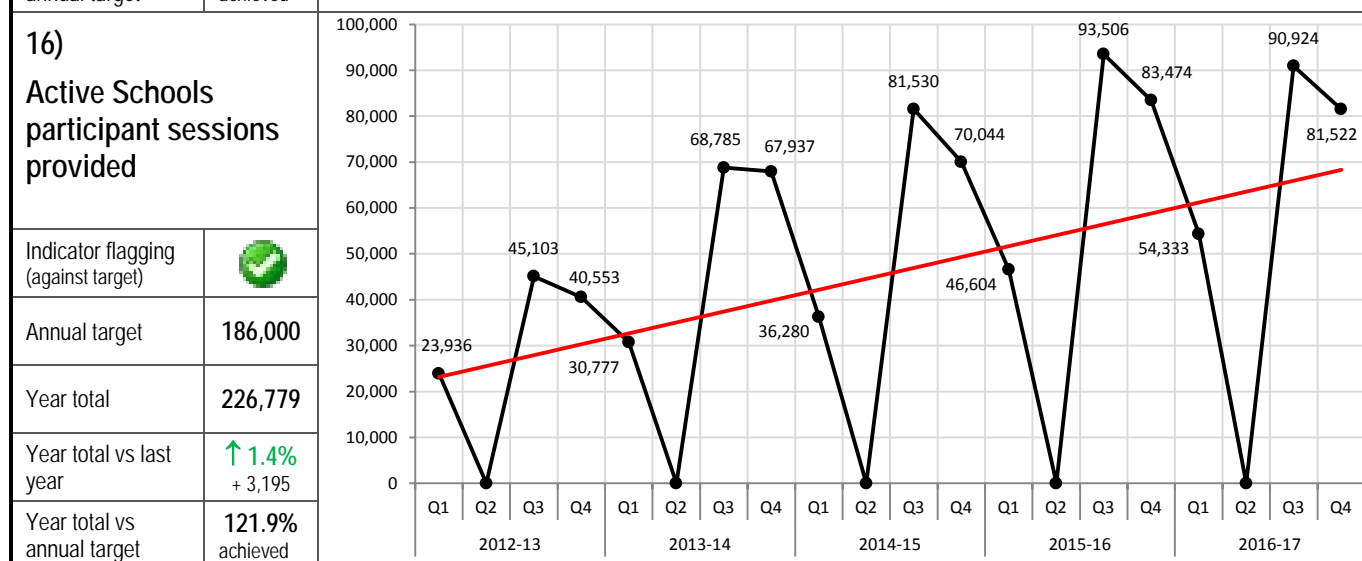
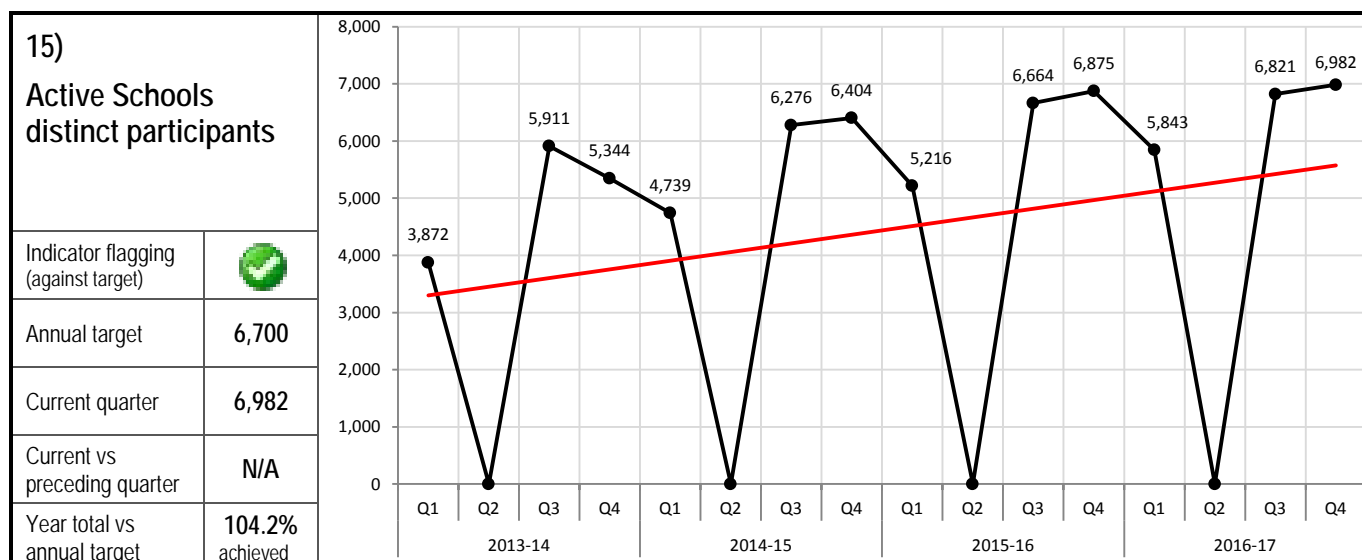
 106.0%  
achieved


Note: this indicator was introduced from 2016-17 Q1 onwards and provides a better representation of Sports Development. Participant sessions are interactions or sessions where a customer receives coaching via a Sports Development coach.

Overall year-end performance exceeded target by 6%. Although not all individual sports achieved their target (badminton, football, gymnastics, swimming and tennis), all were only a small number away from achieving them. Swimming achieved 93% (91,876 sessions) of its 99,000 target. Q4 performance was – like overall performance – largely positive in meeting target with the majority of sports exceeding their quarterly target. Q4 has the greatest number of weeks of Sports Development tuition which is reflected in the higher expected number of sessions.

Income at year-end exceeded target by 31% (+£63k above target).

Looking ahead to next year, the Easter programme forms a significant part of coach delivery. A large focus on efficiencies will be made to fill vacant spaces to maximise class capacity and income from existing resources, with a particular focus on progressing participants to more advanced class where appropriate.



Active Schools performance indicators are closely related: changes in the number of participant sessions is largely mirrored in the number of distinct participants attending sessions.

16-17 year-end performance of both indicators was positive, exceeding both annual targets and recording the highest figures on record to continue the overall upward trend. Key to this has been the constant and ongoing reviewing of programmes and club offers across the 59 participating schools. The new reporting system linked to the Council's Seemis system, introduced for Q3, ensures greatest accuracy and allowing more detailed analysis. Q4 highlights included the Transition Dance event and Cross Country, two examples of authority wide programmes with children representing all eight clusters taking part.

Active Schools staff are currently working on new initiatives for the 17-18 academic year with a focus on workforce recruitment and development, and investigating possible links with further education organisations and parents to attract new volunteers.



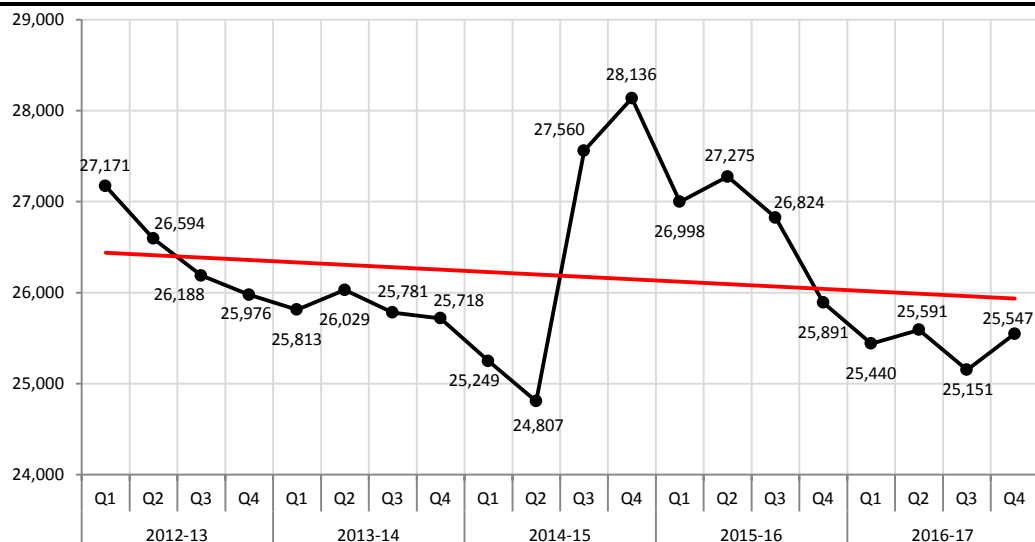
17)

**Active borrowers at public libraries**Indicator flagging  
(against target)

Annual target

**25,000**

Current quarter

**25,547**Current vs  
preceding quarter**↑ 1.6%**  
+ 396Year-end vs  
annual target**102.2%**  
achieved

The number of active borrowers has remained reasonably constant throughout 16-17 although down by just under 5% on last year's average. At year-end it was 1.6% higher than the preceding quarter, an increase of 396 active borrowers. Denny reported a 23% increase in adult and junior membership this quarter following the opening on the new library in December, equating to 463 additional borrowers.

Note: the new Library Management System (LMS) introduced during Q3 2014-15 uses a different method to calculate active users; hence, comparisons with previous totals prior to this should be treated with caution.

18)

**Issues from public libraries**Indicator flagging  
(against target)

Annual target

**725,000**

Year total

**739,276**Year total vs last  
year**↓ 4.5%**  
- 35,103Year total vs  
annual target**102.0%**  
achieved

The total number of issues from Falkirk's libraries at year-end exceeded target by 2% (14,276 above target), retaining a green flagging. Total issues for 16-17 were 35,000 less than last year, with the withdrawal of the mobile library at end of 15-16 accounting for over 14,000 of this.

Q4 performance achieved close to last year's figures; the opening of the new library in Denny in December 2016 contributed 3,446 additional issues compared to the same period last year (14,668 v 11,222). Analysis shows that customers are borrowing slightly less, with an average of 28 issues per customer in 16-17 compared to 29.6 in 15-16 and 29.7 in 14-15.

Next quarter includes a number of events which will help towards the number of issues including World Book Night on 22<sup>nd</sup> April, new reading groups at Falkirk and Slamannan, introducing a Coding Club in Larbert in May, and 'Appy' sessions planned for Grangemouth and Falkirk throughout the quarter.

19)

### Visits to public libraries

Indicator flagging  
(against target)

Annual target

500,000

Year total

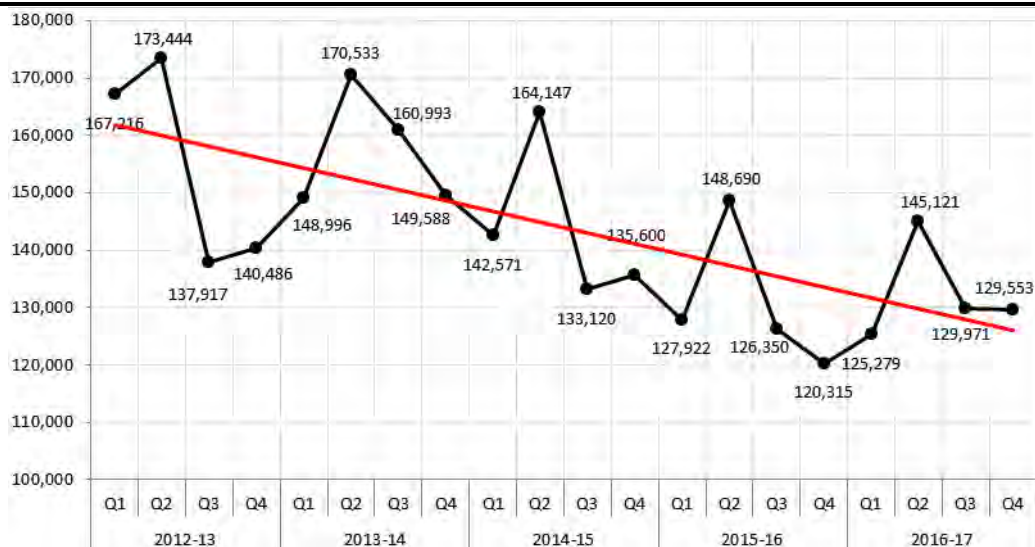
529,924

Year total vs last  
year

↑ 1.3%  
+ 6,647

Year total vs  
annual target

106.0%  
achieved



The 16-17 year-end total saw the first increase in the number of library visits for several years, with 6,647 additional visits compared to last year. This improvement can be attributed to the introduction of bus pass applications at Falkirk accounting for over 4,000 visits since July 2016, and to the opening of the new library in Denny with increased visits for Q4.

Visits during Q4 were 7.6% higher (+9,238) than the same quarter last year. These are mostly at Denny and the increased bus pass applications at Falkirk, but increases were also recorded at Larbert and Meadowbank. Successes included local primary schools visiting libraries as part of the First Minister's Reading Challenge, with 38 out of 50 Falkirk primary schools signed up, and World Book Day at the start of March providing a boost to visits.

Q1 17-18 will include an Easter programme of activities for younger borrowers as well as events for all including "Writer's Rammy" hosted by a local Denny author for World Book Night on 22<sup>nd</sup> April. The Scottish Book Trust's Bookbug Big Giggle Week is holding a flagship event at Callendar House on 17<sup>th</sup> May which should attract many younger people.

20)

### Usage of public access terminals in libraries

Indicator flagging  
(against target)

Annual target

90,000

Year total

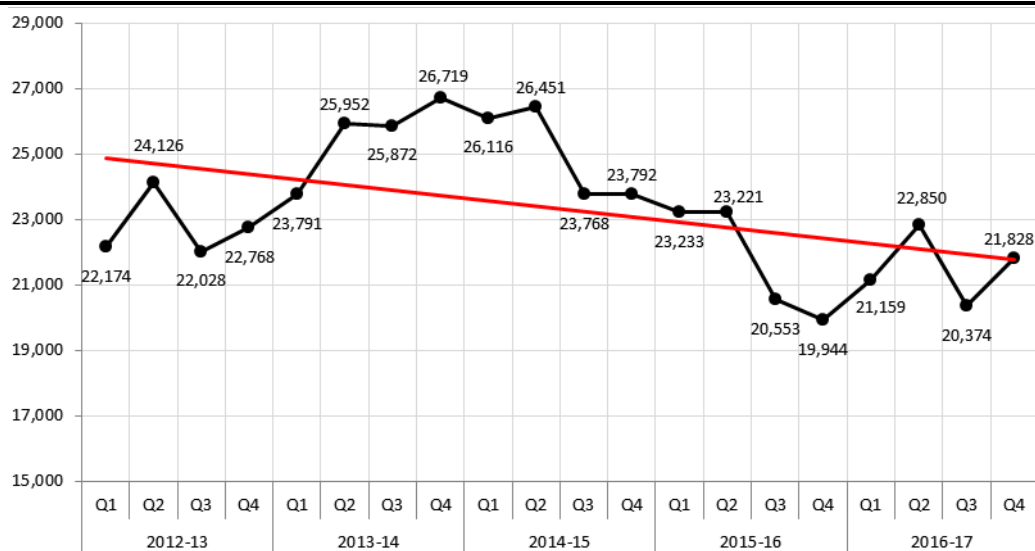
86,211

Year total vs last  
year

↓ 0.9%  
- 740

Year total vs  
annual target

95.8%  
achieved



Year-end performance achieved close to target with approx. 3,800 uses below the target of 90,000 and ending the year flagged green. Ongoing problems with reporting usage since a refresh of the WiFi hardware in June 2016 resulted in under-reporting throughout 16-17 which has now been resolved. Usage of public access PCs is very similar to last year's total. There was a drop in the number of unique users from 9,465 in 15-16 to 9,157 this year, suggesting that core users looking for PCs are using them slightly more often than previously.

At present there remains limited demand for PC and internet sessions by members of the public in the majority of libraries. However, it remains a vital service for those without alternative access to PCs or the internet. The greater use of mobile devices and the increasing usability of mobile apps reduce the need for fixed public PC usage, but they remain an important provision for those who need them most.

A new initiative during next quarter is the introduction of an 8-week Coding Club at Larbert Library, utilising public access computers. Continued support will be provided to benefit applicants as part of the partnership with the DWP.

21)

## Resources added to library stock – Adult

Indicator flagging (against target)



Annual target

19,000

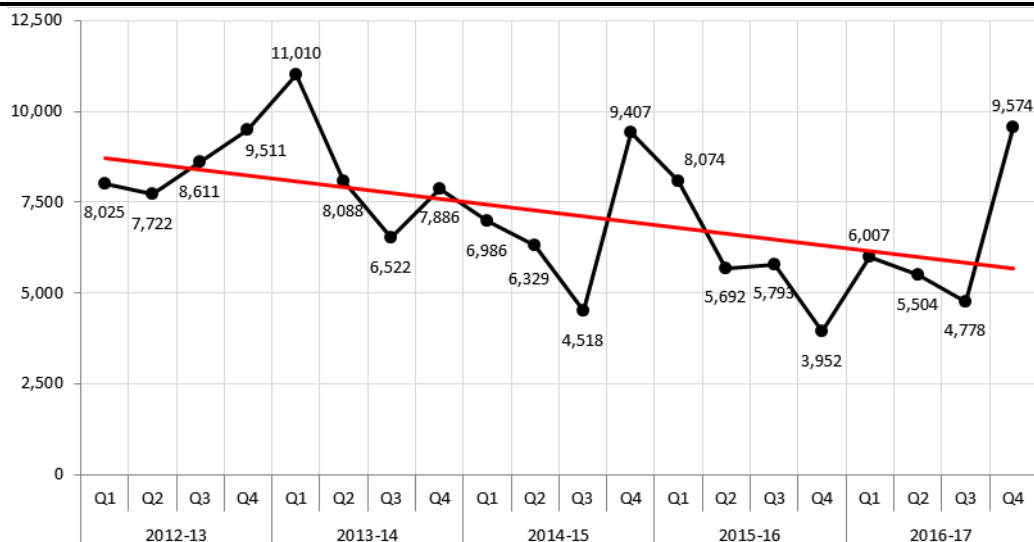
Year total

25,863

Year total vs last year

↑ 10.0%  
+ 2,354

Year total vs annual target

136.1%  
achieved

22)

## Resources added to library stock – Junior

Indicator flagging (against target)



Annual target

4,500

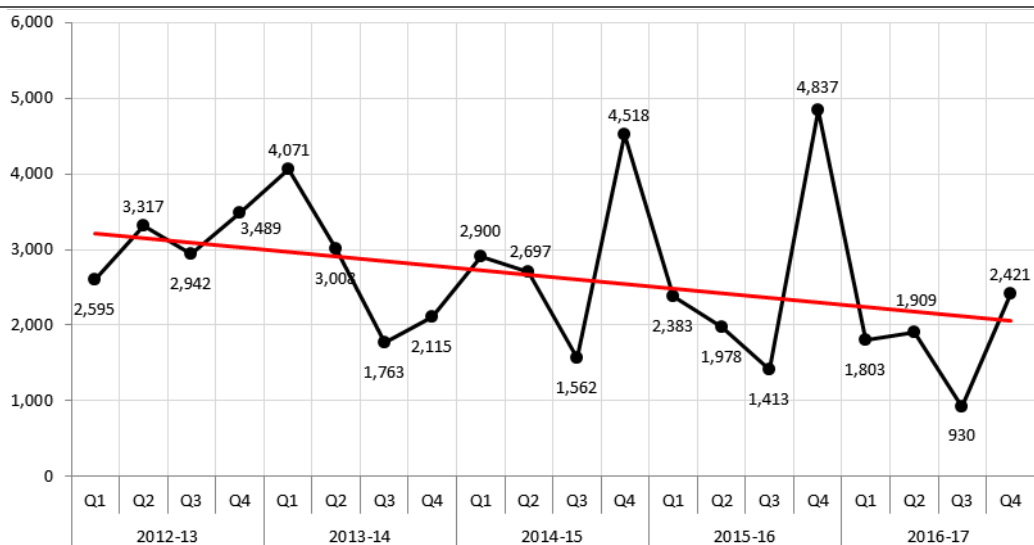
Year total

7,063

Year total vs last year

↓ 33.4%  
- 3,548

Year total vs annual target

157.0%  
achieved

Although fewer junior resources were added to library stock during 16-17 than last year, performance is in line with reduced budget and targets. This reduction in budget limits comparison with previous performance with performance against target being the more relevant measure. An additional £6,000 spend on stock from capital budget was used to supplement the new stock at the new Denny Library.

Our book-stock has shown a huge improvement since the introduction of evidence-based stock management; we now have 1,408 items of stock per head of population which, coupled with our high issue figures (4<sup>th</sup> in Scotland after Orkney, Shetland and Stirling) demonstrates that our book stock is up-to-date and fit for purpose.

Q4 spending focussed on Adult, Large Print, Junior and Spoken Word resources. Purchases were made to support our Reading Group offer, to supplement core titles obtained through subscription plans for Large Print and spoken Word, and junior resources to support the introduction of Coding Clubs, Appiness and Lego events planned for 17-18.

Both Adult and Junior additions to stock targets have been raised for the 17-18 year.

23)

### Admissions to Falkirk Town Hall

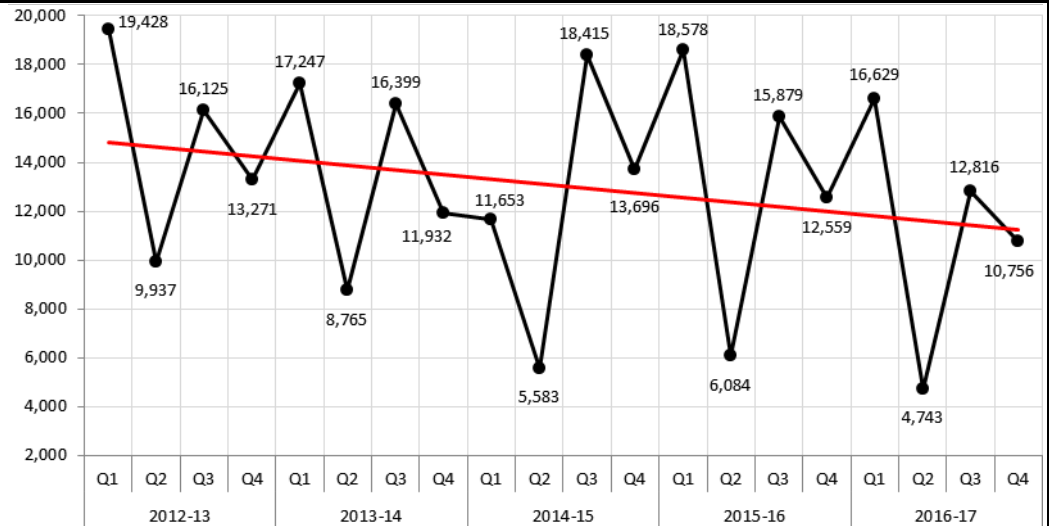
Indicator flagging  
(against target)

Annual target

54,000

Year total

44,944

Year total vs last  
year↓ 15.4%  
- 8,156Year total vs  
annual target83.2%  
achieved

Income for FTH at year-end exceeded target by 8.5%, although visits for 2016-17 fell short of target by 16.8% (-9,056 admissions). Overall performance at FTH during 16-17 was lower than the previous year, being very much a transition year. Moving forward, we are encouraged by the initial response to our new approach to programming. The year ahead requires consolidation of operations/service delivery and focus resource on widening the reach of promotional and marketing activity to build sustainable audiences for an ambitious new approach to programming at FTH.

Although admissions during Q4 were lower than the same period last year there were a number of highlights including: a sell-out performance of The Dolls', well attended Legends of American Country Tribute Show, and King of Pop – Navi. A number of events did not meet expectations, for example, Oh Carol – Musical Story of Neil Sedaka and Howard Greenfield. Identifying where demand sits is a key challenge in 2018-19 to realise FTH growth ambitions.

The Q1 17-18 programme has a family-friendly content including live performances of Horrible Histories, The Very Hungry Caterpillar, Sarah and Duck, with The Gruffalo, Stick Man and Hairy Maclary and Friends later in the year. Other highlights include the Opera Boys, Pride and Prejudice and Joe Longthorne. Pre-sales for Trust-organised performances are currently positive.

24)

### Admissions to the Hippodrome

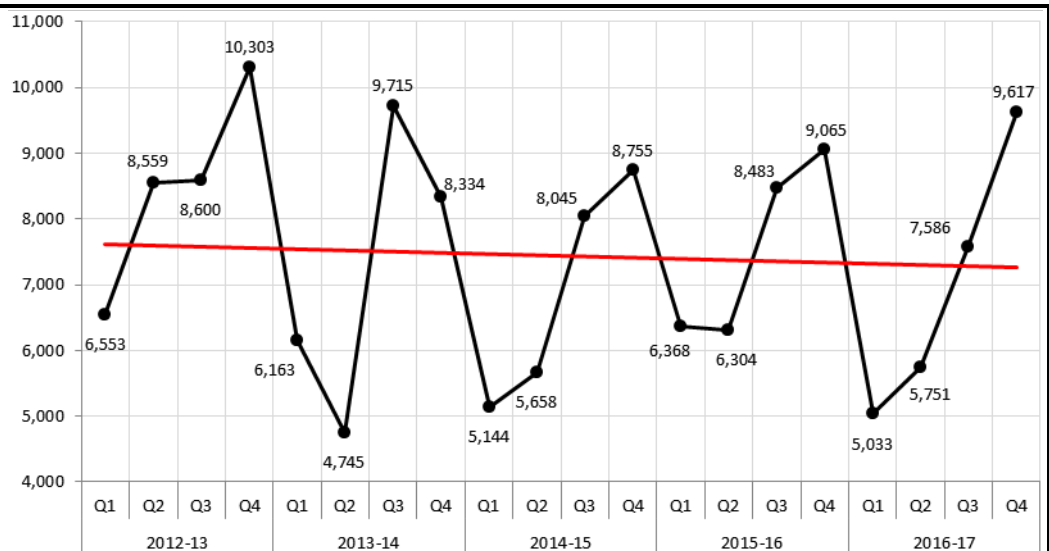
Indicator flagging  
(against target)

Annual target

30,000

Year total

27,987

Year total vs last  
year↓ -7.4%  
- 2,233Year total vs  
annual target93.3%  
achieved

Year-end admissions fell slightly short of target (-2,013 below) while income exceeded target by 21% (£21k above). Year highlights included popular showings of cinema releases such as Jungle Book, Finding Dory, The BFG, Rogue One: A Star Wars Story, La La Land and T2: Trainspotting. A varied programme of screen events attracted some significant attendances through the year. NT Live screenings continued to be popular and included Miss Saigon and Deep Blue Sea. The Hippodrome featured as part of Luminate – the Festival of Creative Aging in Q3, while the Hippodrome Silent Film Festival (Hippfest) was a highlight of Q4.

Q4 attendances were higher (+552) than the same quarter last year and were the highest Q4 attendances since the Hippodrome's centenary year in 12-13. This quarter's programme was very successful featuring many high profile cinema releases. Over 2,100 attended Hippfest 2017, generating ticket sales of £13,646 and surpassing box office targets. Less successful screenings included the majority of NT Live / RSC screenings and the new titles, Passengers and Fences.

17-18 starts with an Easter screening programme including the new Disney film of Beauty and the Beast and DreamWorks' Boss Baby, with extra programme slots to accommodate the expectations of a holiday audience. A special Laurel and Hardy triple bill with live music in mid-April was scheduled to meet demand generated by the screening at Hippfest 2017.

25)

### Participants in Cultural Services activities

Indicator flagging (against target)



Annual target

170,000

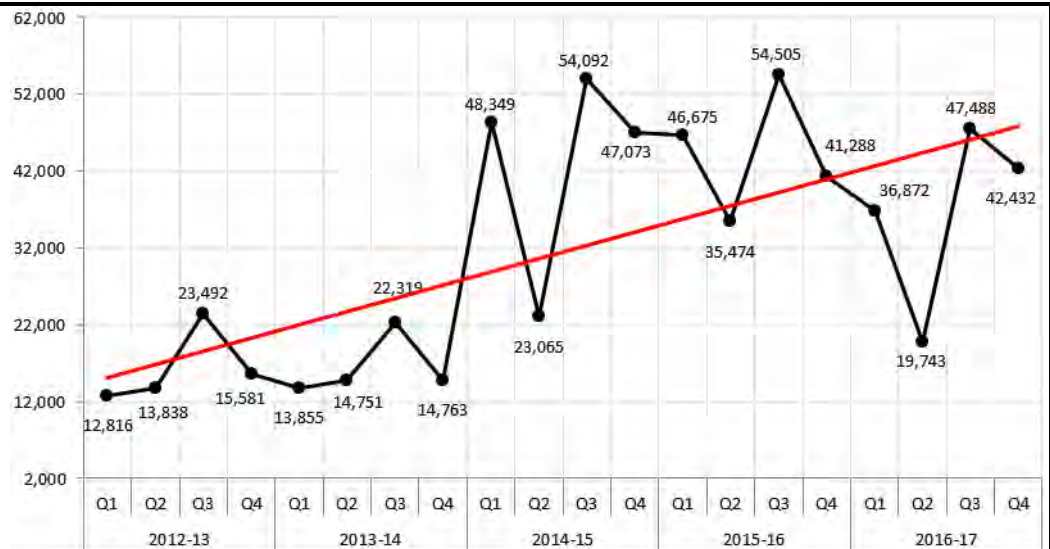
Year total

146,535

Year total vs last year

↓ 17.7%  
- 31,407

Year total vs annual target

86.2%  
achieved

Performance of this indicator at year-end fell short of target and also short of last year's level of participation. Two major projects which contributed to the 15-16 participation figures, Are You Dancing and Arts Champions, plus an additional element to YMI, did not run in 16-17.

This is a fluid programme which varies in scale from year to year depending on partnership opportunities and external funding secured; activities that generate the majority of attendances for this indicator are primarily YMI, Falkirk Youth Theatre and Reaction Youth Theatre. The balance is made up of participatory activity (workshops, talks, projects, etc) across our cultural programmes such as Sing Forth Community Choir, and our talks and activities programme at Callendar House, workshops linked to the performance programme at FTH and the screening programme at the Hippodrome.

26)

### Participants in Heritage Education Workshops

Indicator flagging (against target)



Annual target

4,500

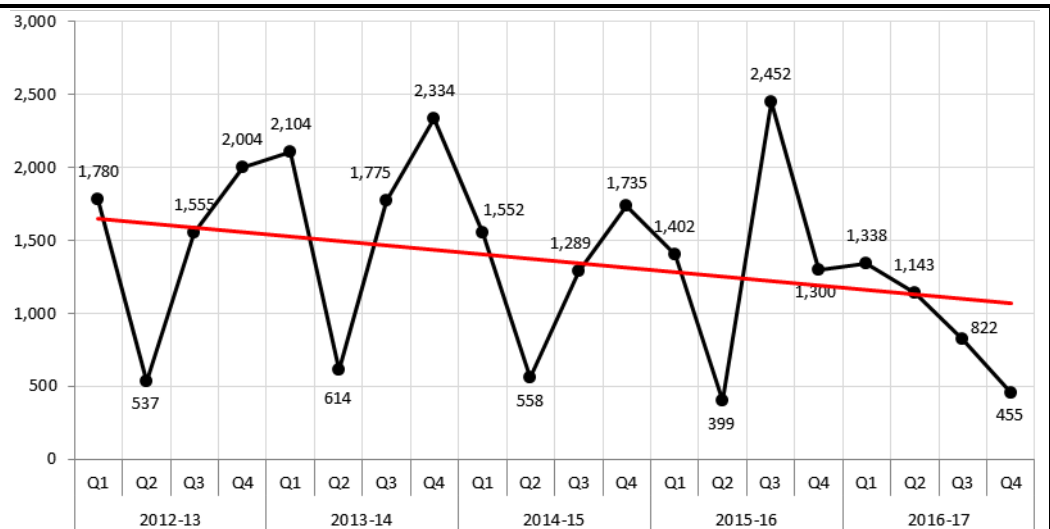
Year total

3,758

Year total vs last year

↓ 32.3%  
- 1,795

Year total vs annual target

83.5%  
achieved

Year-end performance fell short of target, ending the year 16.5% (742 participants) short of the 4,500 target. This follows restructuring of the Arts and Heritage services and a reduced programme for quarters three and four.

Attendances in Q4 were 845 less than the same quarter last year; however, the programme of activity in 15-16 was more expansive. It is noteworthy that the team has been on reduced capacity in 16-17 and as such, there were a number of significant workshops and activities undertaken last year which did not go ahead this year. A programme of supporting activity ran alongside the 'Deeds Not Words' exhibition at Callendar House.



27)

### Visits to Callendar House

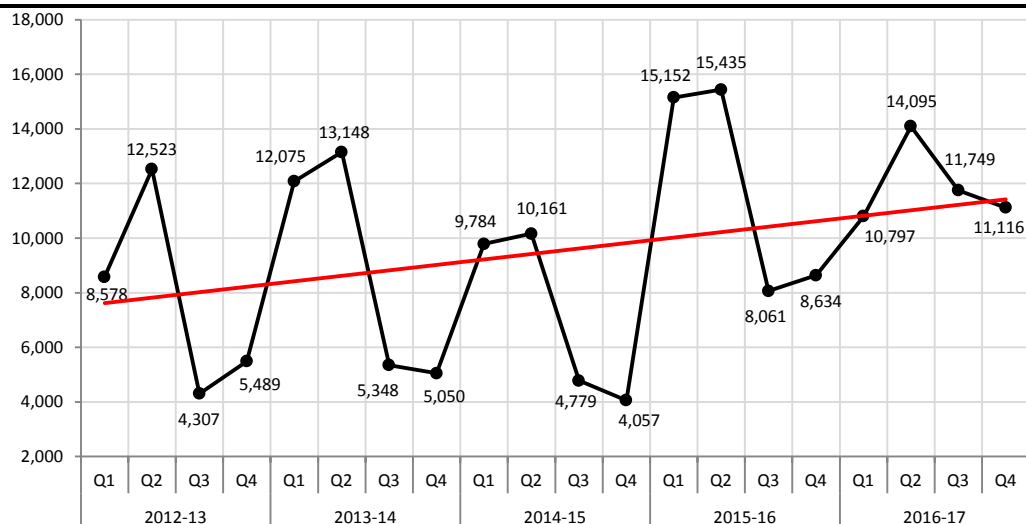
Indicator flagging  
(against target)

Annual target

42,000

Year total

47,757

Year total vs last  
year
↑ 1.0%  
+ 475
Year total vs  
annual target
**113.7%**  
achieved


Callendar House visits for the 16-17 year exceeded target by over 5,700 visits, and makes this year the highest annual figure on record. This followed a slow start in Q1 which may have been due to the revised opening hours introduced on 1 April which have subsequently proved successful, with Q2 showing a recovery while Q3 and Q4 recording higher figures than for previous years. Highlights for the year included the diversity of the Callendar House offer, popular exhibition programmes, the re-launched and refurbished Teashop, and conference hires. The Christmas 2016 programme was a significant development in delivering a new programme and new audiences to Callendar House.

Q1 17-18 includes Easter activities in April, Festival of Museums in May, an exhibition programme with supporting activity to celebrate the Year of History, Heritage and Archaeology, and the continued attraction of the Teashop.

28)

### Visits to Kinneil Museum

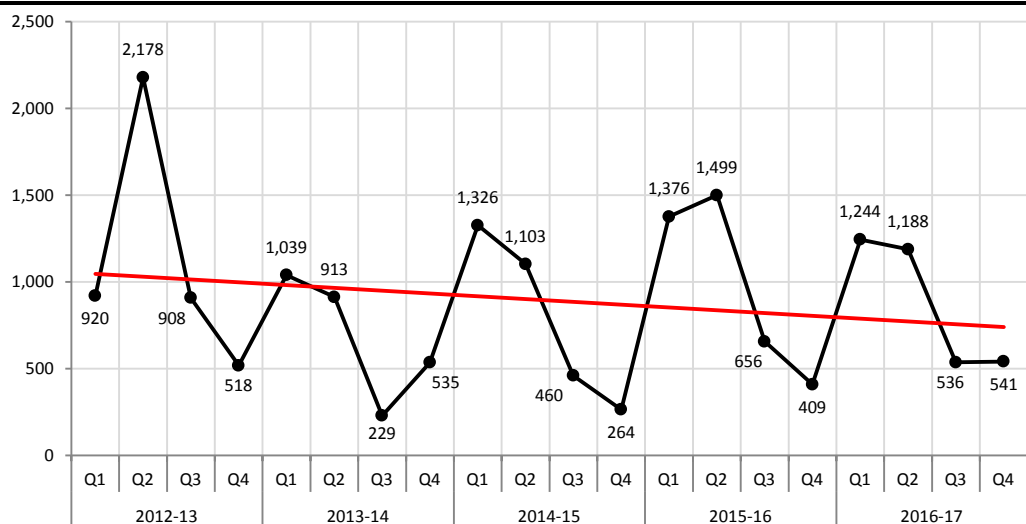
Indicator flagging  
(against target)

Annual target

3,750

Year total

3,509

Year total vs last  
year
↓ 10.9%  
- 431
Year total vs  
annual target
**93.6%**  
achieved


Visits to Kinneil Museum during Q4 this year was the highest fourth quarter figure so far recorded with 541 visits, a 33% increase on last year. Approximately 200 of this figure is accounted for by Friends of Kinneil activity delivered over two weekends.

Overall year-end performance fell slightly short of target, with a resulting amber flagging against this year's raised target compared to last year. Activity by Friends of Kinneil is the dominant factor in Kinneil's figures, accounting for approximately 50% of the total figure. The programme of activity has remained the same over the years, but continues to attract an audience.

The main activities for Q1 of 17/18 are the Kinneil House openings, with support activity in the Museum, for Easter in April and Festival of Museums in May.

29)

### Participation in Outdoor Activities

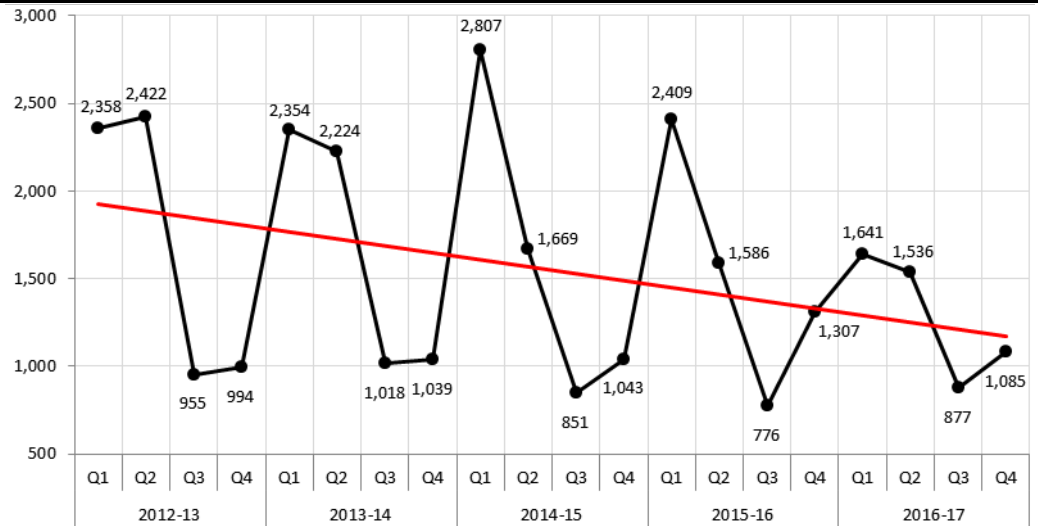
Indicator flagging  
(against target)

Annual target

6,000

Year total

5,139

Year total vs last  
year↓ 15.4%  
- 939Year total vs  
annual target85.7%  
achieved

Year-end participant numbers were reduced compared to the preceding year, ending the year 14% below target. Note that comparisons with preceding years are limited due to the timing of the school orienteering festivals changing, which resulted in no festival falling within the 16-17 year and the resultant loss of 700 participants.

Income targets continue to be met with income up compared to last year and significantly exceeding this year's target. Good levels of bookings for the winter programme in particular contributed to this, despite milder conditions with the whole outdoors industry suffering due to the lack of snow conditions restricting delivery and opportunities to teach skills and training. Conversely, milder conditions drew more participants to other programmes during Q4.

Q1 of 17-18 is expected to be challenging with only a reduced programme being able to be delivered as a result of the saving proposals affecting planning and preparation for the 17-18 year.

30)

### Visits to the Helix

Indicator flagging  
(against target)

Annual target

800,000

Year total

591,250

Year total vs last  
year↓ 13.2%  
- 89,988Year total vs  
annual target73.9%  
achieved

Park visit numbers at year-end 16-17 missed target by 26% (209,000 below) and fell short of last year's total by 17% (90,000 less visits). Park visits are largely dependent on the weather, cold and inconsistent weather was experienced throughout the year. Relatively kind weather during Q4 helping towards an increase compared to Q4 last year. Events play a strong role in maintaining visitor numbers and are a very strong marketing hook for the Park as a whole.

Q4 performance was improved compared to the same period last year with the Visitor Centre sustaining visit numbers throughout the winter months. A third party operator was trialled for the opening of the Plaza Café over the winter period with success at weekends but limited use during the week.

An ambitious target has been set for 17-18 and early indications suggest a positive start to the year with Easter falling in April and coinciding with a period of clement weather.

31)

### Kelpies Tour tickets sold

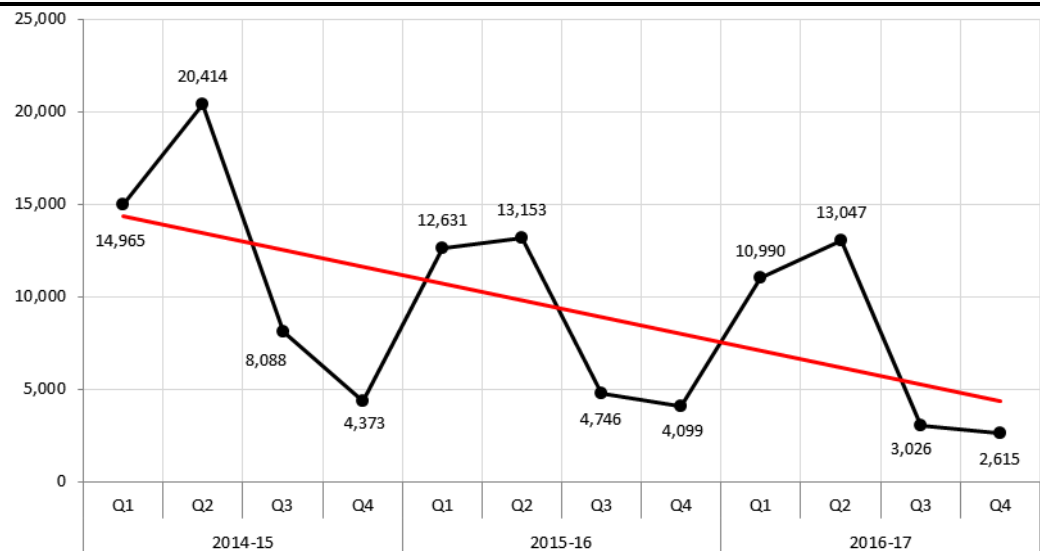
Indicator flagging  
(against target)

Annual target

33,220

Year total

29,678

Year total vs last  
year↓ 14.3%  
- 4,951Year total vs  
annual target89.3%  
achieved

Kelpies Tour tickets sold during 16-17 fell short of target (3,542 tours short), a decrease on last year's total tours sold. Tours continue to receive excellent reviews on TripAdvisor but the realistic expectation is that tours would drop off annually due to the 'novelty' factor being diminished for local park users on repeat visits who tend to use the park for recreation and catering only, having already been on a tour. The timing of the Easter weekend – falling within 17-18 Q1 rather than Q4 like it did last year – partly contributed to this decrease.

The tour has been re-developed following customer feedback to make it more accessible with less walking distance and being 15 minutes shorter. Early indications suggest this has improved the public's willingness to take a tour. New advertising within the Visitor Centre café and window signage was put in place in April.

32)

### Participants in programmed activity at the Helix

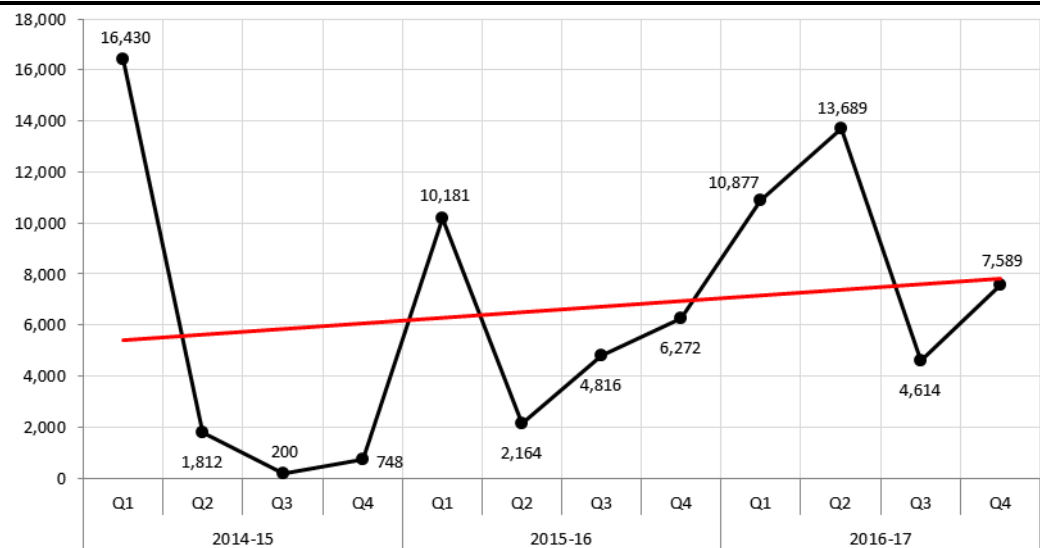
Indicator flagging  
(against target)

Annual target

20,000

Year total

36,769

Year total vs last  
year↑ 56.9%  
+ 13,336Year total vs  
annual target183.8%  
achieved

Overall performance has exceeded target due to the popularity of the event programme both with regard to ticketed and free events at The Helix. As the Park and the event programme develops we can see a clear demand for onsite activity, and it is vital that this activity matches expectations, suits site infrastructure and is in keeping with the planned event strategy.

Q4 tends to be a quieter time with less programmed activity; however, Fire and Light on 1<sup>st</sup> January capitalised on this quiet period with a sold-out event delivered to over 6,000 paying attendees. Visitor feedback was positive and shows a clear appetite for future activity at this time of year. A limited number of animations and small events took place onsite during this period including: Big Garden Birdwatch, Valentines Dinner at the Visitor Centre, Earth Hour and a third party site hire.

Programmed activity on the Helix becomes more frequent moving into Q1. The Emergency Services Day, now in its 4<sup>th</sup> year, is increasingly popular and saw approximately 8,000 attendees on 5<sup>th</sup> April. Further Easter activity includes a visit from Forth Environment Link and the RSPB. The Helix will host Cycling Scotland's Wee Jaunt on 7<sup>th</sup> May and Swimming Scotland's Open Water Swim sessions on 20<sup>th</sup> May, followed by The Helix Triathlon on 28<sup>th</sup> May. June welcomes a host of third party events including Strathcarron's Walk'N'Rock and The Bloodhound Challenge.



## ***A strong, sustainable and valued organisation***

Indicator	2013/14 total	2014/15 total	2015/16 total	2016/17				
				Q1	Q2	Q3	Q4	Year Total
Sickness Absence - % days lost	4.03%	4.72%	4.28%	3.46%	3.32%	3.46%	N/A	3.73% to end February
Staff Turnover	10.6% equates to 51 staff	10.3% equates to 50 staff	18.2% equates to 88 staff	4.6% equates to 21 staff	7.5% equates to 13 staff	10.0% equates to 12 staff	N/A	N/A
Number of Accidents involving staff and customers	468	387	318	87	107	63	95	352
Number of complaints and formal enquiries received and dealt with	118	81	122	26	27	33	18	104
Number of hits on Trust website	580,642	659,796	708,341	165,727	182,599	175,235	207,339	730,900

### Sickness Absence

Days lost due to sickness absence cumulatively for the 16-17 year to the end of February was 3.73%. Complete 16-17 year data was not available at time of report production but signs are encouragingly showing a reduction in staff absence compared to previous years. The Trust remains committed to further reducing staff absence rates.

### Staff Turnover

Staff turnover for the 3-month period to end-March was unavailable at time of this report and will be included in the next report. The most recent data for the 3-month period to end-December (Q3) included 12 leavers for the period: nine resignations, one end of temporary contract, one voluntary severance and 1 retirement.

The Trust attempted to recruit to 27 posts during Q3 (Oct-Dec) and a further 78 posts in Q4 (Jan-Mar), with 40 of these 78 posts being for casual positions.

The Trust's headcount at 31<sup>st</sup> March 2017 was 488 employees, working a total of 12,549 hours per week. This equates to 339 FTE (full-time equivalent) staff. The headcount is split between 196 full-time and 292 part-time staff, with 434 positions being permanent and the remaining 54 temporary positions.

### Accidents Reported

A total of 95 accidents involving staff and customers were reported to the Trust's Health, Safety and Risk Management Group during 2016-17 Q4, an increase of 27 compared to the same period last year. Of these accidents, 87 involved members of the public and customers with eight involving staff.

The 16-17 year total number of accidents increased by 10.7% (+34) compared to last year but remains well below previous years.

### Complaints Received

18 complaints and formal enquiries were received and dealt with during Q4 16-17 with all being dealt with at Frontline Resolution. This compares to 22 complaints received for the same period last year.

Overall for the 16-17 year there were 18 fewer complaints received compared to the previous year.

## Website Performance

Trust website hits during the quarter were 207,339, a 15% increase compared to the same Q4 period last year which equates to an additional 27,000 website visits for the 3-month period. This may be attributed to increased interest in the Trust's fitness offer and Easter holiday programme.

These website visits were carried out by 104,816 unique public visitors, the highest number recorded for any quarterly period to date.

## Falkirk Community Trust




**Subject:** April – June 2017 Quarter One Performance Report  
**Meeting:** Audit and Performance Sub-Group  
**Date:** 17<sup>th</sup> August 2017  
**Author:** Team Leader Performance Review

### 1. Introduction

- 1.1 This is the 2017-18 quarter one report on our performance indicators and covers the 3-month financial period April – June 2017. The report flags relevant current activity or planned action in support of achieving the Trust's strategic objectives.

### 2. Performance Statement

- 2.1 Attached is a statement with indicator performance presented in the form of graphs with contextual commentary. Indicators are flagged at the end of each quarter using a red-amber-green traffic light system. **Each flag measures performance against target.**
- 2.2 This performance report is presented in a format which aims to enhance clarity and provide a concise report of quarterly indicator performance. Graph trendlines (detailed in red) reflect the recent performance trend of each indicator. Information presented numerically alongside each graph enables an 'at a glance' summary including:
- annual target for current year;
  - year-to-date performance including variance compared to the previous year; and,
  - year-to-date performance achieved against annual target.
- 2.3 The flagging status for this period is summarised below:

Green 	This PI is on or above target (within 5% of target or above target)	There are <b>28</b> green-flagged indicators.
Amber 	This PI is slightly below target though performance may be improving (5-10% below target)	There are <b>4</b> amber-flagged indicators.
Red 	This PI is significantly below target and performance is not improving (10% or more below target)	There are <b>0</b> red-flagged indicators.

- 2.4 Predictions of performance for the year made after the first quarter should be treated with caution; much of the Trust's activity is seasonal or programme driven with performance varying across the year. A clearer indication of performance against target will be possible following the second quarter to the end of September.
- 2.5 Appropriate target setting is a key factor in performance analysis. A review of 2016-17 year-end performance helped inform the setting of final targets for 2017-18 to ensure they remain both challenging and realistic.
- 2.6 Performance in the first quarter was generally positive with successes in several areas. The key performance highlights for Q1 2017-18 include the following (comparisons against the same quarter last year):
- Grangemouth Health & Fitness Club, 22% increase in usage.

- An increase in Hippodrome attendances of 27.9%
- Healthy Lifestyle programmes, an extra 14.3% participants.
- 17% increase in out of hours admissions at Community Use High Schools.
- 18% increase in rounds of golf played at Grangemouth Golf Course and Callendar Park Par 3 courses.
- Muiravonside Country Park visits increased by 15%.
- A 15% increase in Sports Development participant sessions delivered.
- Active Schools increases in distinct participants (+3%) and participant sessions provided (+11%).
- Falkirk Town Hall admissions increased 14%, recording the highest quarterly admissions for over five years.
- Participation in programmed activity at the Helix increased by 23%.

2.8 Performance which was lower than expected during Q1 includes:

- Grangemouth Complex 17% decrease in admissions.
- Neighbourhood Sports Centre admissions decreased by 8.3%.
- Kinneil Museum visits decreased by 10%.
- Outdoor Activities participants reduced by 41%.
- Kelpies ticket sales 42% reduced.

2.9 Performance information, including the current and all previous quarterly performance reports, is available to view on the Falkirk Community Trust website as follows:  
<http://www.falkirkcommunitytrust.org/about/performance.aspx>.

2.10 A report on the period July - September 2017 will be made at the next meeting of the sub group on 23<sup>rd</sup> November 2017.

### **3. Recommendation**

3.1 Directors are asked to note:

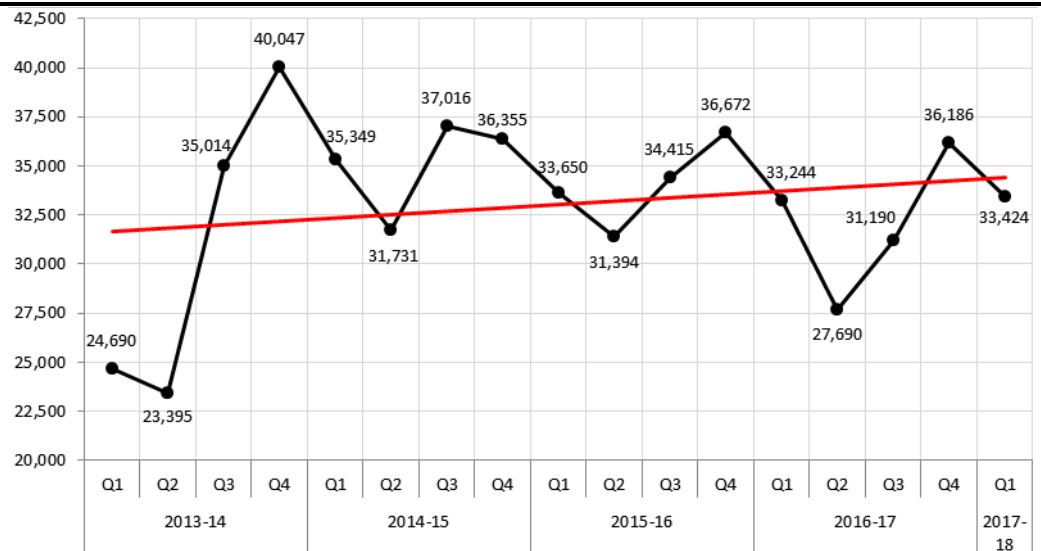
- Progress made throughout the first quarter of 2016-17.



**Alistair Mitchell**  
**Team Leader Performance Review**

## 1) Admissions to Bo'ness Recreation Centre

Indicator flagging (against target)	
Annual target	143,000
Year-to-date	33,424
Year-to-date vs last year	↑ 0.5% + 180
Year total vs annual target	23.4% achieved




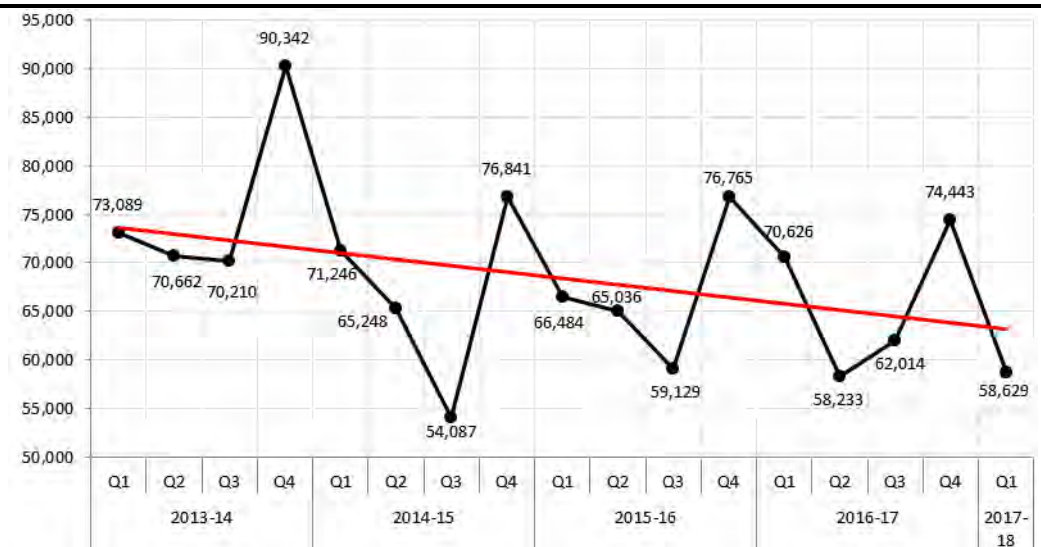
Q1 admissions to Bo'ness Recreation Centre were marginally higher than the same period last year with 180 extra admissions. Highlights include outdoor AstroTurf usage increasing by 32% with the £1 per player offer proving popular. Party bookings have remained steady while next quarter should show an increase in events with additional dog shows already booked. Financial figures – although showing income to be 4% below the quarterly target at £44.5k – are improved with expenditure 10% reduced and income remaining stable.

Installation of diving boards in the swimming pool in August are hoped to increase admissions and income for the swimming pool. Swimming admissions are also anticipated to be boosted by improvements to the swimming lesson programme being rolled out.

At this early stage in the 17-18 year this indicator is anticipated to achieve close to the admissions target at year-end and is currently flagged green.

## 2) Admissions to Grangemouth Sports Complex

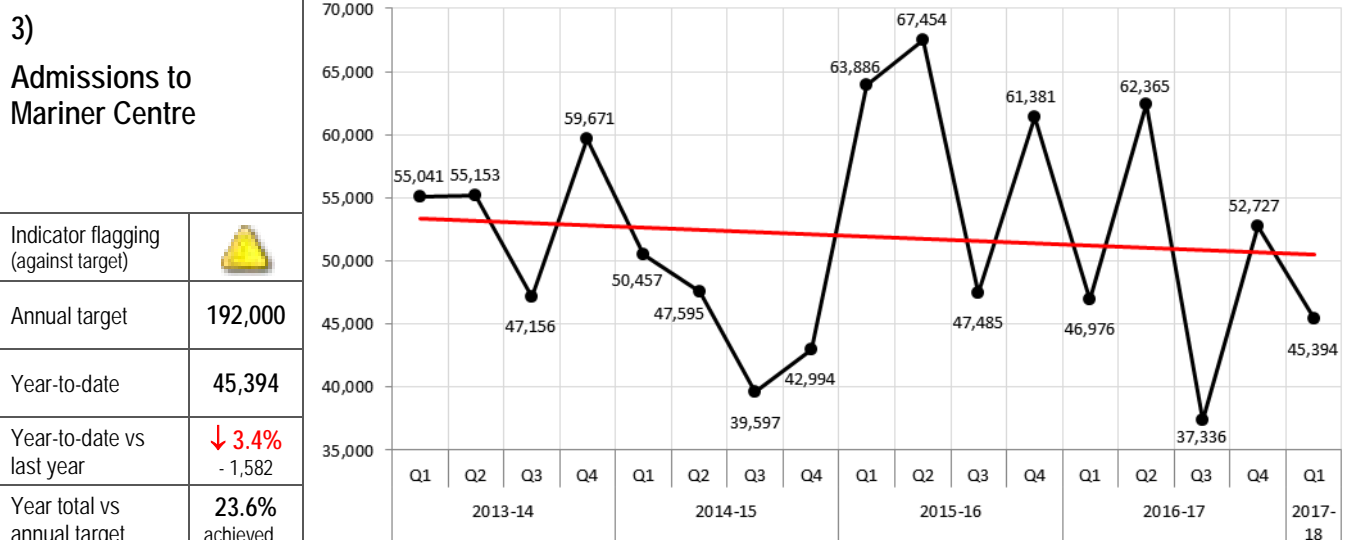
Indicator flagging (against target)	
Annual target	240,000
Year-to-date	58,629
Year-to-date vs last year	↓ 17.0% - 11,997
Year total vs annual target	24.4% achieved



Grangemouth Sports Complex usage during Q1 was 17% lower than last year. This was mixed across different areas of the centre with increases in general swimming admissions (+6.5%) and basketball and volleyball bookings (+375%). Facility closure and booking restrictions for the local government elections in May and parliamentary election in June contributed to admissions reductions, with mini gyms (-53%) and 5-a-side football (-17%) being affected. A review of mini-gym activity and programmes are currently underway with changes to be implemented for the October term. Swimming lesson admissions were 19% lower than the same period last year due to pre-school classes being re-located to the Mariner Centre.

The main focus for Q2 is the summer programme and the revised swimming lesson programme recommencing in August.

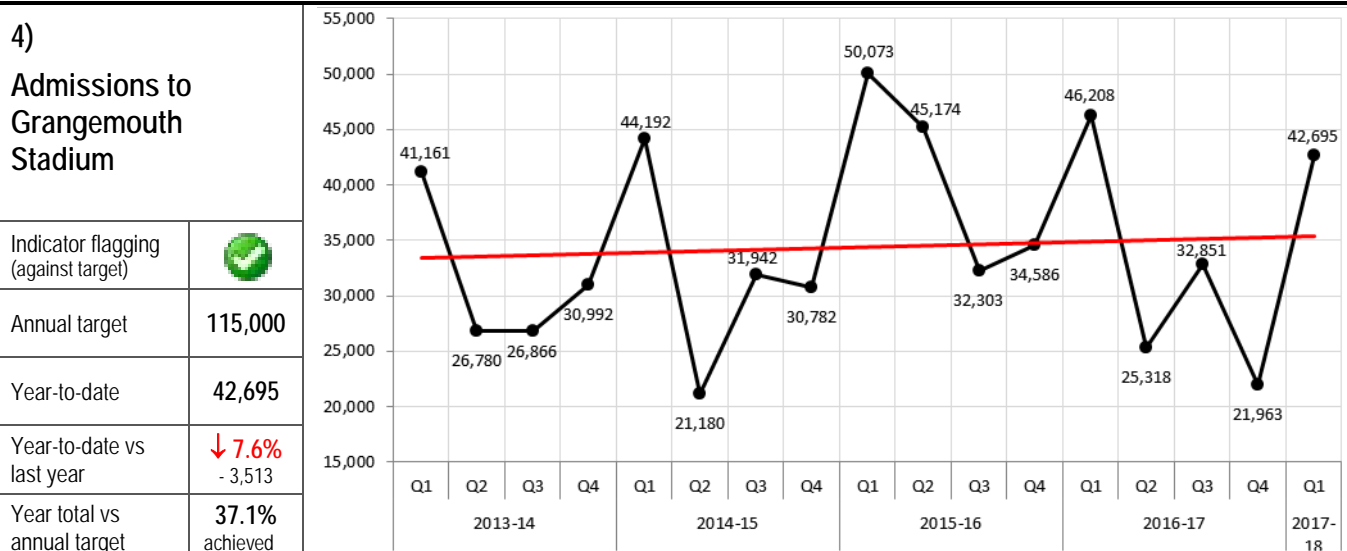
Based on Q1 performance alone, year-end prediction is for admissions to fall short of the 240,000 target hence an amber flagging has been made at this early stage.



Q1 performance at the Mariner Centre was 3.4% down on the same period last year. In preparation for softplay construction works sports hall bookings have been relocated to other Trust venues. Unfortunately delays to the project mean the sports hall remains open but with very limited usage. Although general admissions are down overall, there are many areas of improvement: general swim admissions (+3%), swimming lessons (+158%), and birthday parties (+68%) being the main highlights. Pool inflatable sessions introduced have proved to be very popular and a welcome addition. A 41% reduction in casual basketball bookings follows Fury's relocation to their new home at Grangemouth Sports Complex.

Income for the quarter was below target with £2,200 from lost pool admissions alone (excluding associated retail and trading income) resulted from four periods of enforced pool closures from customer contamination of the swimming pool water. However, swimming lesson income exceeded target by over £9k.

Going forward, admission comparisons with previous years will be less valid with the loss of sports hall and event admissions following the changing use of the sports hall to softplay. An amber flagging has been applied due to extended delays in the delivery of the softplay project which is expected to impact negatively on admissions.



Grangemouth Stadium admissions for Q1 17-18 decreased compared to the same period last year. Several events took place with some excellent attendances (Scottish Schools events and Scottish Athletics East District Track and Field Championships). Active School's Track and Field Championships for P6 & P7 pupils had increased uptake compared to last year. Decreases arose from a reduction in numbers entering the Round The Houses event with the additional cancellation of the family 2km fun run. Replacement of the indoor track saw some events move to other locations and limited some training schedules which had an impact on admissions for the quarter. Customer feedback on the areas of refurbishment has been universally positive.

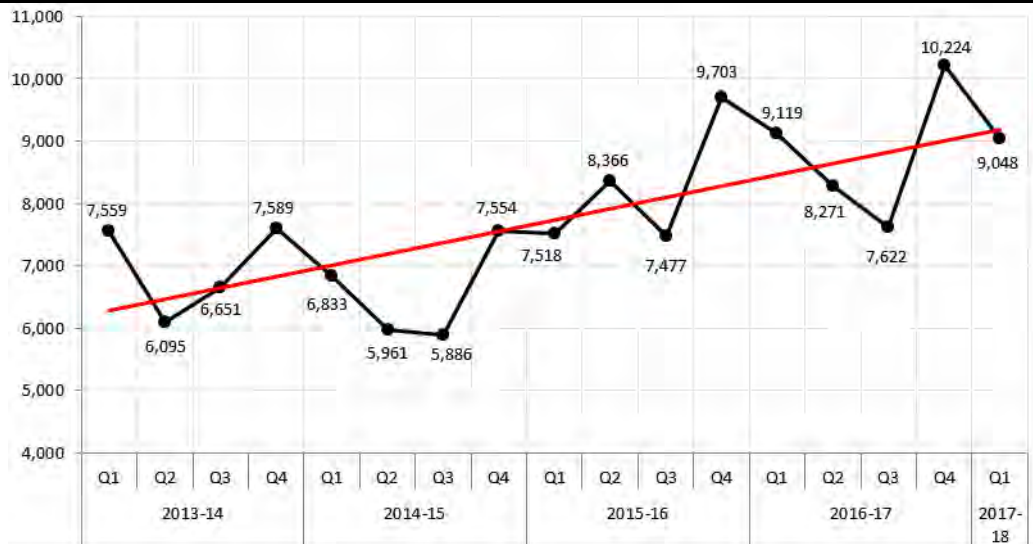
Income for the quarter achieved over target (+4%) despite the restrictions in facility operation while the indoor track replacement was ongoing. This was however 5% down on the same period last year due to the disruption of major project work.

Q2 includes a number of large events including Youth Development League and Forth Valley League Finals, a new event from Inoes, family fun day, and Scottish Athletics Senior and U17 championships including a visit from the Queen's Baton Relay.

Admissions and income are – at this early stage – anticipated to achieve close to target by year-end.

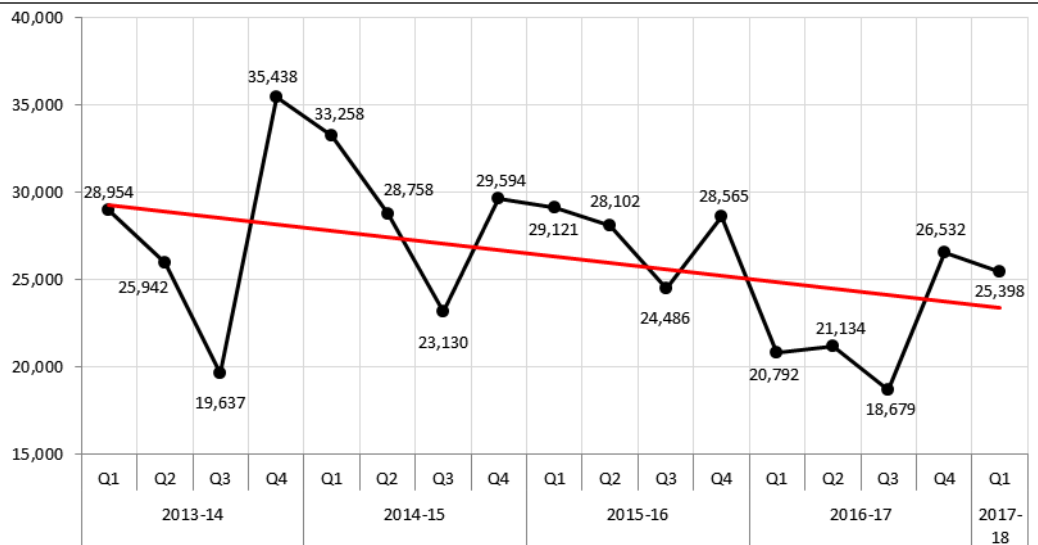
5)  
Admissions to  
Bo'ness Health &  
Fitness Club

Indicator flagging (against target)	
Annual target	35,000
Year-to-date	9,048
Year-to-date vs last year	↓ 0.8% - 71
Year total vs annual target	25.6% achieved



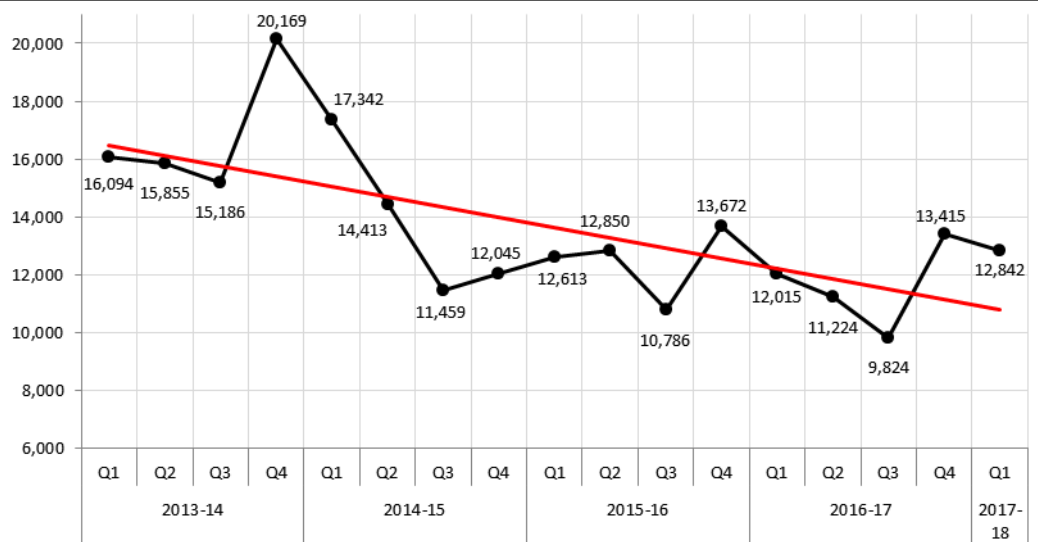
6)  
Admissions to  
Grangemouth Health  
& Fitness Club

Indicator flagging (against target)	
Annual target	81,000
Year-to-date	25,398
Year-to-date vs last year	↑ 22.2% + 4,606
Year total vs annual target	31.4% achieved



7)  
Admissions to  
Mariner Health &  
Fitness Club

Indicator flagging (against target)	
Annual target	45,000
Year-to-date	12,482
Year-to-date vs last year	↑ 6.9% + 827
Year total vs annual target	28.5% achieved

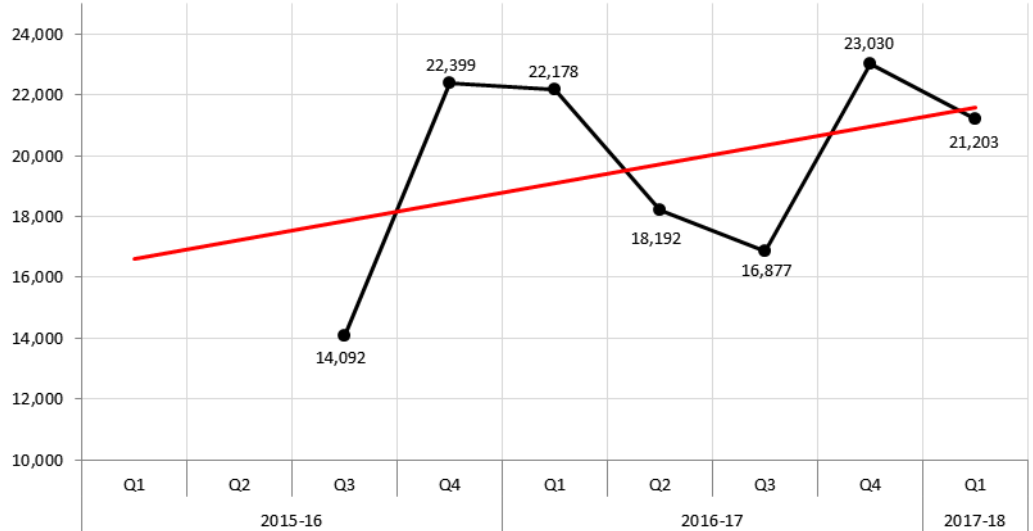


Commentary on all Health & Fitness Club performance follows indicator # 8 on next page.

8)

## Admissions to Stenhousemuir Health & Fitness Club

Indicator flagging (against target)	
Annual target	75,500
Year-to-date	21,203
Year-to-date vs last year	↓ 4.4% - 975
Year total vs annual target	28.1% achieved



Combined 17-18 Q1 visits to all 4 health and fitness clubs was 6.7% higher (+4,387) compared to Q1 last year, continuing the upward trend in health & fitness venue usage.

- Bo'ness: usage was near-identical to the same period last year with 71 fewer admissions (equating to a 0.7% reduction).
- Grangemouth: recorded admissions increased by 22.2% with an extra 4,606 visits to the facility.
- Mariner: usage of 25,398 was a 6.9% increase on Q1 last year.
- Stenhousemuir: a small decrease of 4.4% (-975 admissions) was recorded.

The Trust's health and fitness clubs had a successful May membership campaign, achieving 107% of target equating to 429 membership sales during the month. This provides a strong start to the financial year with the quarterly income target being achieved. However this may be offset by reduced income in Q2 due to the popularity of the 'refer a friend' campaign where members receive a free month's membership.

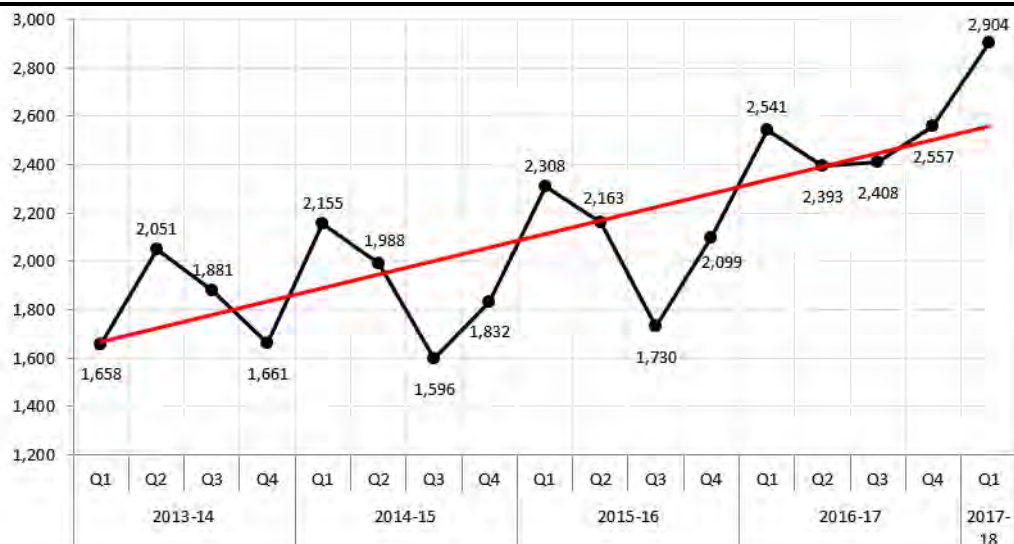
Q2 activities include health and fitness's first Member Reward initiative with all off-peak members being offered a complimentary upgrade, predominantly as a thank you to valued members. Analysis will follow to determine any additional peak membership sale upgrades resulting from this. A new fitness class timetable will be launched on 1<sup>st</sup> September, increasing the number of classes across all 4 clubs. This will also include the launch of new Les Mills fitness class music releases with an anticipated 200 attendances at a launch event at Grangemouth.

Current expectations at this early stage in the year are for admissions and income targets to be met at all health & fitness clubs.



## 9) Health & Fitness Programme Initiative participation

Indicator flagging (against target)	
Annual target	11,000
Year-to-date	2,904
Year-to-date vs last year	↑ 14.3% + 363
Year total vs annual target	26.4% achieved



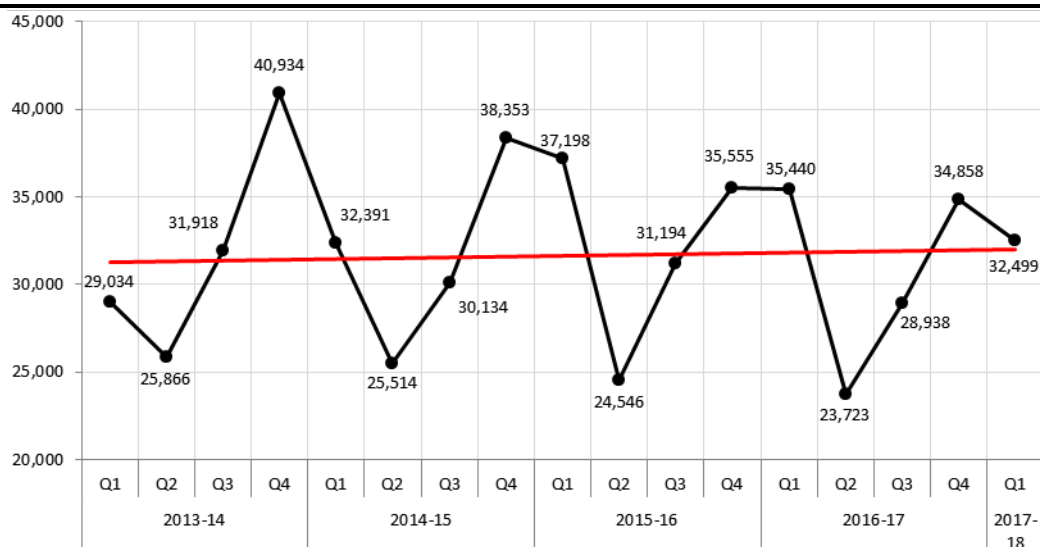
This indicator reflects the work of the Fitness team in initiatives outwith the boundaries of the 4 health and fitness clubs and includes Step Forth, Buggy Walks, Helix Walks and Walking Events.

Overall performance was 14.3% higher than the same period last year. Increases occurred in all aspects with the exception of Step Forth remaining static. Buggy walks recorded a 134.1% increase (+295), Helix walks a 13.7% increase (+77) and walking events a 12.1% increase (+7).

During Q2 a further Nordic walking course is planned and will feed new members into existing groups and maintain the high numbers currently participating. A new walk is planned on a monthly, starting from the Milk Barn above Glen Village, piloting a 'Dads Walk'.

## 10) Admissions to Neighbourhood Sports Centre

Indicator flagging (against target)	
Annual target	110,000
Year-to-date	32,499
Year-to-date vs last year	↓ 8.3% - 2,941
Year total vs annual target	29.5% achieved



Overall Q1 admissions to Neighbourhood Centres were down 8.3% compared to the same period last year, however performance remains – at this early stage – on course to exceed target at year-end. Admissions varied across centres with increases at Denny SC (+3.4%, +123), Denny Football Centre (+28.3%, +258) and Hallglen (+19.3%, +1,892). Additional bookings at Denny Football Centre, new fencing club bookings at Denny SC and 3 new cheering classes at Hallglen contributed to these increases. All other centres recorded lower admissions than Q1 last year.

Financially, neighbourhood centres are 6% behind target at the end of Q1. Although expenditure has been reduced by 12% on the same period last year, income is down 21% resulting in the net downwards position.

Q2 includes additional gymnastics classes starting at Hallglen SC from August, and archery bookings start back at Woodlands from September.

11)

### Out of hours admissions to Community Use High Schools

Indicator flagging (against target)



Annual target

205,000

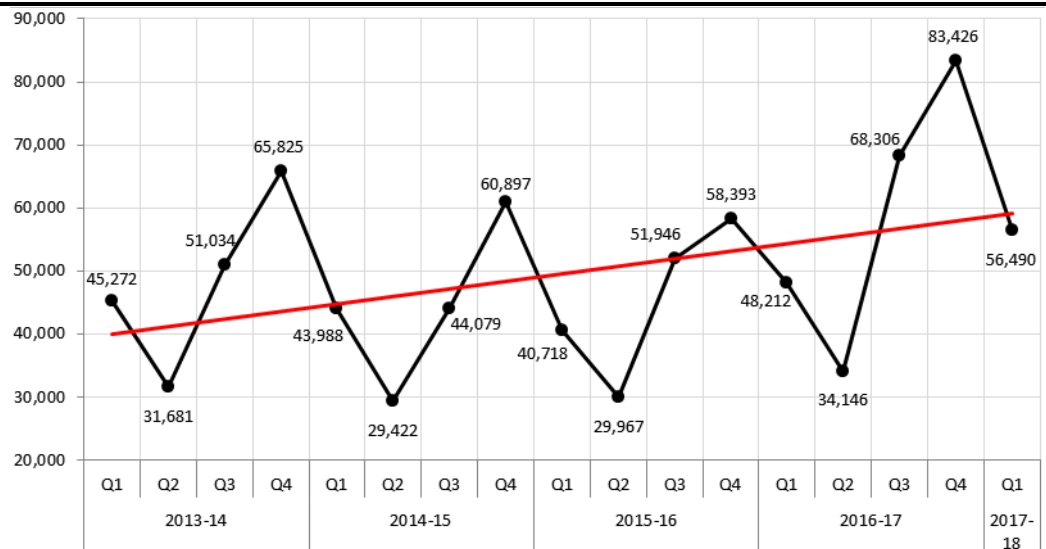
Year-to-date

56,490

Year-to-date vs last year

↑ 17.2%  
+ 8,278

Year total vs annual target

 27.6%  
achieved


Q1 performance overall was positive, exceeding last year's Q1 total by 17.2% equating to 8,278 additional admissions. Almost all community access venues had improved performance compared to last year: Denny HS +39.0% (+6,383) with successful NRG dance shows; Grangemouth +24.4% (+1,430) with additional hockey matches at the venue following the merger between Falkirk Hockey Club and Linlithgow Ladies Hockey Club; Larbert +119.5% (+2,554); and St Mungos HS +12.2% (+1,003) with extended swimming lessons. Braes HS had a small reduction of 2.4% (-192) while Falkirk HS had a larger decrease of -37.4% (-2,900). There is no obvious explanation for these reductions with no change to the main usage at the venues apparent.

Community access schools are 9% behind target for quarter one. Expenditure is up 4% and income is also up by 16%, with this success varying across all venues.

Looking ahead, the Q2 period covers the school holidays and is traditionally the quietest quarter of the year for community access. Grangemouth HS swimming pool will be closed for the summer holiday period while Falkirk and Denny have reduced opening hours to accommodate seasonal bookings.

12)

### Rounds of golf played

Indicator flagging (against target)



Annual target

27,500

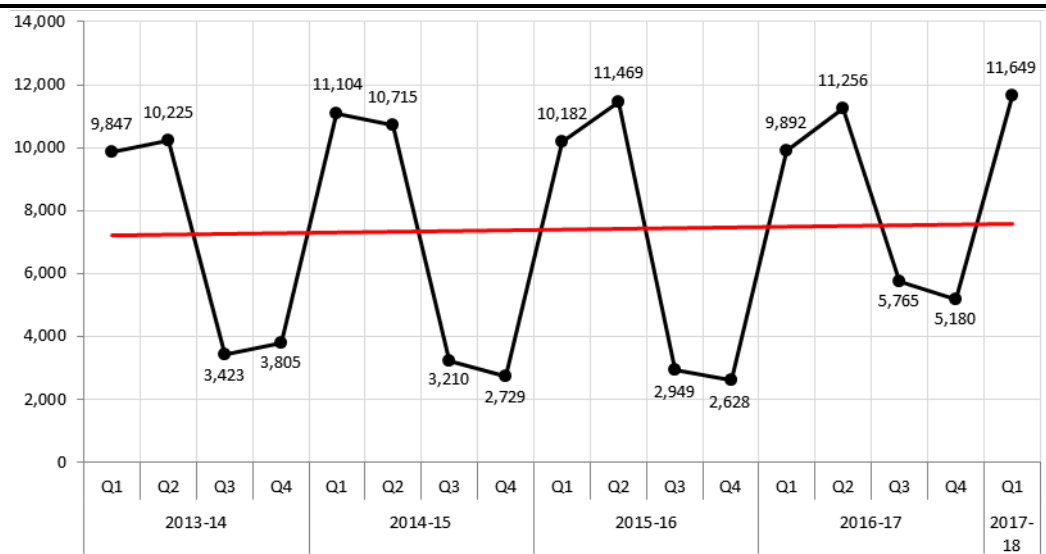
Year-to-date

11,649

Year-to-date vs last year

↑ 17.8%  
+ 1,757

Year total vs annual target

 42.4%  
achieved


The combined number of rounds played at the Trust's two golf venues increased by 17.8% with 1,757 additional rounds played in Q1 17-18 compared to Q1 last year.

Grangemouth Golf Course: an additional 1,331 rounds of golf were played between April and June, a 15.2% increase on last year and is partly a reflection of the pleasant weather this year. More active promotion of the golf offer via Facebook with increase social media interaction (sharing of videos, photos and updates from the greenskeepers) has been made. Additional communication with customers appears to be raising satisfaction levels with season ticket holders. It is hoped this strong performance can be maintained throughout Q2, traditionally the busiest time for the course over the summer period. Improvement work will continue through the quarter to increase the winter playability of the course for later this year.

Callendar Park Par 3: the course reopened at the start of April following its first 6-month winter closure. Admissions for Q1 increased by 38.2% (+426 additional rounds played).

13)

### Visits to Muiravonside Country Park

Indicator flagging (against target)



Annual target

139,000

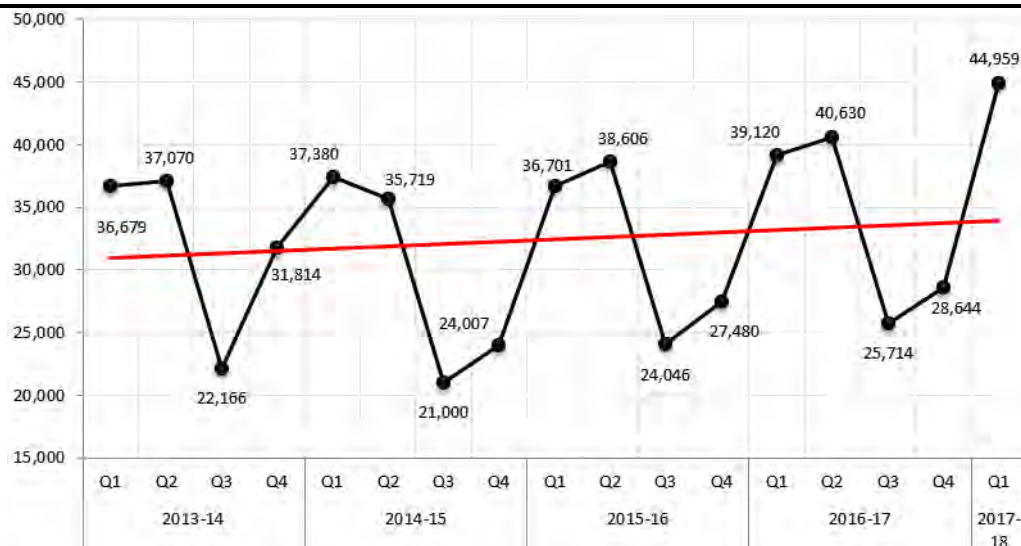
Year-to-date

44,959

Year-to-date vs last year

 ↑ 14.9%  
+ 5,839

Year total vs annual target

 32.3%  
achieved


This indicator is based on the number of vehicles visiting the park, recorded by an electronic vehicle counter and using the nationally accepted formula of an average of 2.4 visitors per vehicle to calculate the number of visits.

Visits during 17-18 Q1 continued the increasing trend with an additional 5,800 visits to the park, 14.9% higher than the same period last year. This growth is largely due to the good weather over this period, while continued improvements to the park and new animals at Newparks Farm maintain the appeal to customers. Improvements to the park will continue with the installation of a play and trim trails at the park over the coming months, and path network upgrades are planned.

14)

### Sports Development participant sessions provided

Indicator flagging (against target)



Annual target

120,000

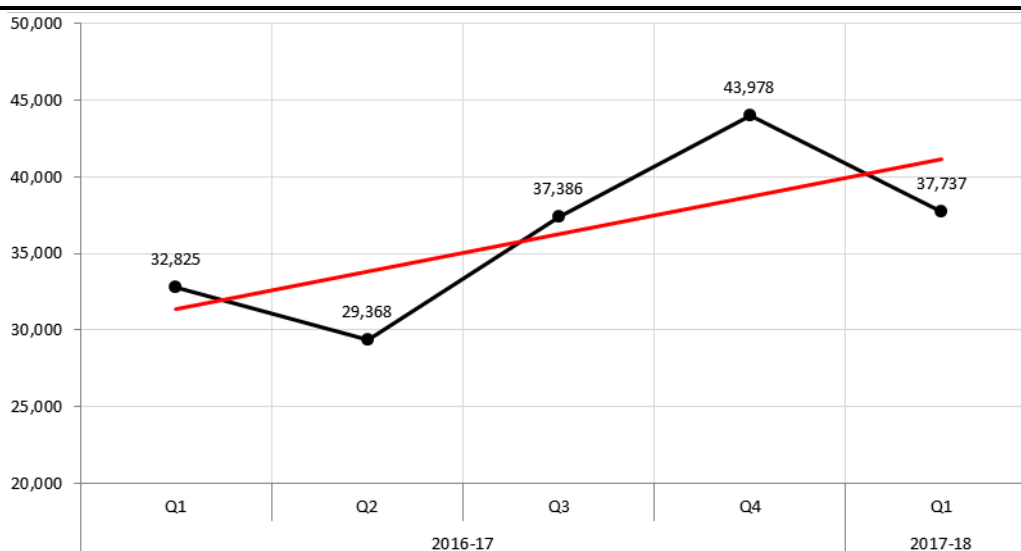
Year-to-date

37,737

Year-to-date vs last year

 ↑ 15.0%  
+ 4,912

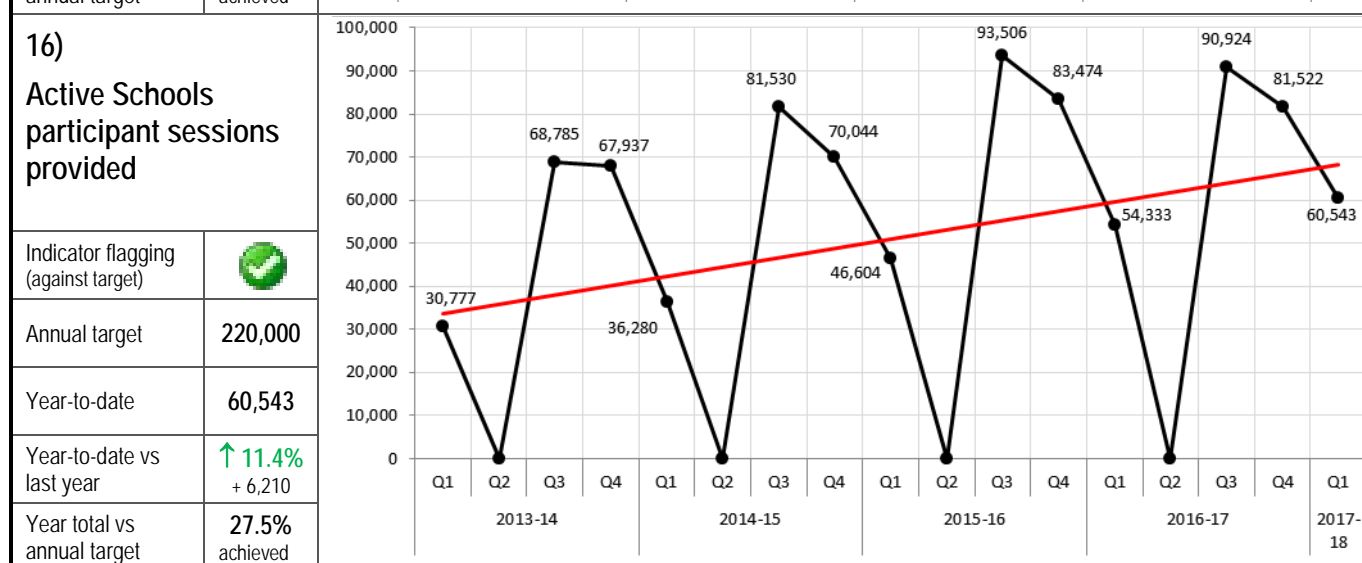
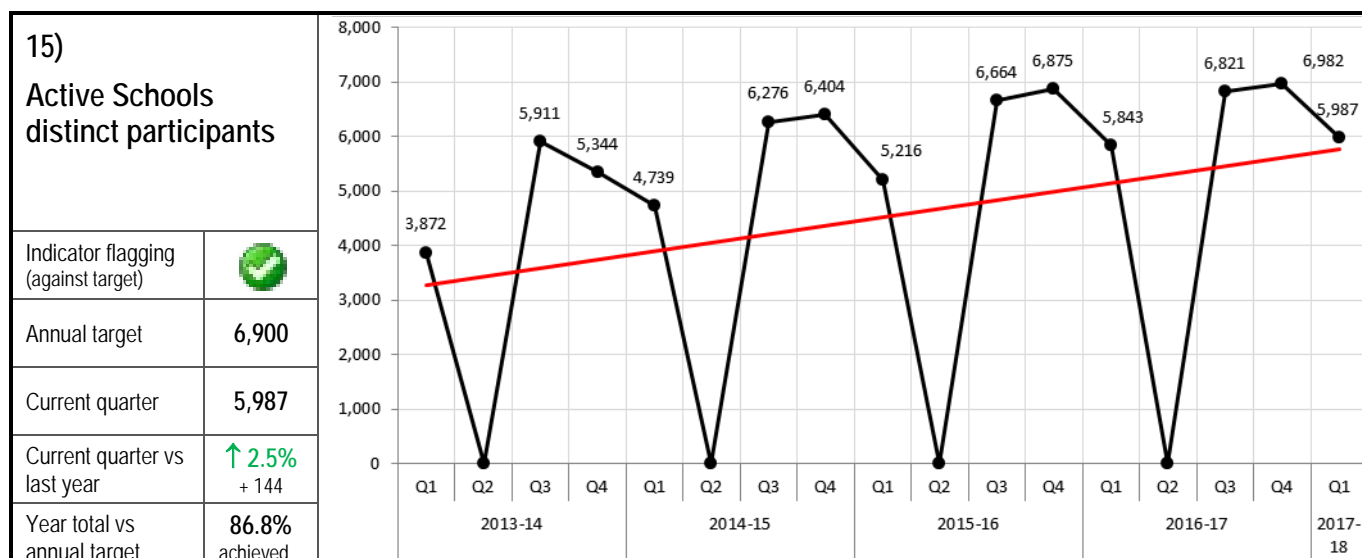
Year total vs annual target

 31.4%  
achieved


Note: this indicator was introduced from 2016-17 Q1 onwards and provides a better representation of Sports Development. Participant sessions are interactions or sessions where a customer receives coaching via a Sports Development coach.

An additional 4,900 participant sessions were delivered during Q1 this year, a 15% increase on the same 3-month period last year. With the exception of gymnastics, all sports programmes saw increases: badminton +5.1% (+31), basketball +19.1% (+194), football +9.6% (+452), swimming +32.6% (+6,672) and tennis +144.3% (+1,858). Success in tennis followed the opening of new tennis courts at Dollar Park, with a number of weekly coached sessions as well as school tournaments and coach-led taster sessions for local schools. Swimming increases follow the introduction of 120 new classes across Trust venues with the introduction of an improved Learn to Swim programme. Rugby is no longer part of the Sports Development programme, having previously contributed over 4,900 sessions to this period. Income for the quarter totalled £103k for swimming plus £27.5k for the other programmes and is currently slightly behind target.

Q2 activity includes delivery of the summer programme alongside promotion of coaching programmes ahead of classes resuming in late August. Current expectations are for admissions to exceed target at year-end, hence a green flagging at this time.



Active Schools performance indicators are closely related: changes in the number of participant sessions is largely mirrored in the number of distinct participants attending sessions.

17-18 Q1 performance was positive with both indicators recording increases compared to the same quarter last year. Having established strong programmes in all clusters earlier in the academic year, participation levels in Q1 remained high following the Easter break. Several year-long programmes culminated in festivals such as primary basketball. Alongside this has been several large-scale events including Primary and Secondary Athletics which drive participation in clubs with schools and pupils looking to train prior to the events.

As per previous years Q2 covers the summer holiday period with no reported activity for Active Schools. Active Schools staff will use this time to plan for Q3 onwards and supporting the delivery of other Trust programmes such as the Summer Programme.

Expectation after Q1 is that year-end targets remain within reach. Changes within Active Schools staff and an associated transition period are being managed during the Q2 period where it will have least impact on delivery of participant sessions.

17)

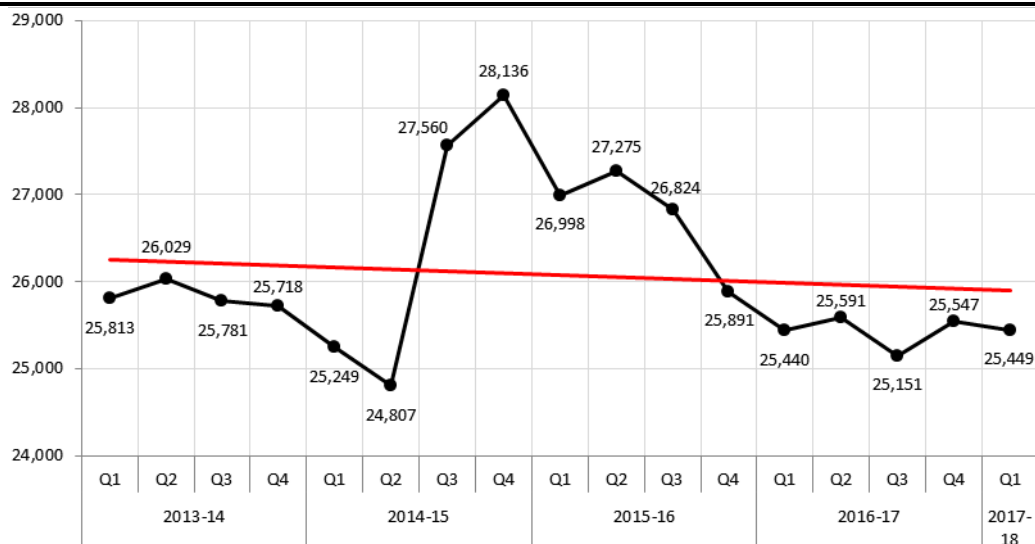
**Active borrowers at public libraries**Indicator flagging  
(against target)

Annual target

25,000

Current quarter

25,449

Current vs  
preceding quarter↑ 0.4%  
+ 98Year-end vs  
annual target101.8%  
achieved

The number of active borrowers at end-Q1 was very slightly higher than the preceding quarter, an increase of 98 active borrowers. However, it should be noted that digital borrowers have not been included for this quarter due to reporting issues following a library system update. It is expected that digital borrower figures will become available for the next report.

Increases in borrowers occurred at Bonnybridge, Denny and Meadowbank libraries, with Denny showing the largest increase from 1,953 to 2,674 (+721) following the opening of the new library in December 2016 (Q3 16-17).

Note: the new Library Management System (LMS) introduced during 2014-15 uses a different method to calculate active users; hence, comparisons with previous totals prior to this should be treated with caution.

18)

**Issues from public libraries**Indicator flagging  
(against target)

Annual target

720,000

Year-to-date

181,971

Year-to-date vs  
last year↓ 2.6%  
- 4,919Year total vs  
annual target25.3%  
achieved

Although the number of issues from libraries during Q1 17-18 was 4,900 lower (-2.6%) than the corresponding quarter last year, issues still exceeded the quarterly target of 180,000. Denny Library saw a marked increase with issues totalling 14,122 for the quarter, compared with 11,581 for the same period last year.

Q2 includes the launch of the Summer Programme events for children with craft sessions, Lego stop-frame animation, coding clubs, taster 3D printer sessions, and drama club using green screen technology. Also planned are visits from Macastory performers and Zoolab animal handling sessions and it is hoped that people taking part in events will also be encouraged to take out books, CD's and DVD's.

At this early stage expectations are, given the recent trend, that the number of issues should achieve close to target at year-end.



19)

### Visits to public libraries

Indicator flagging  
(against target)

Annual target

500,000

Year-to-date

143,898

Year-to-date vs  
last year
↑ 14.9%  
+ 18,619
Year total vs  
annual target
**28.8%**  
achieved


Visits to public libraries during the first quarter of 16-17 were 14.9% higher than the same period last year with over 18,000 additional visits recorded. It should be noted that, due to the way that counts are recorded (weekly), there was an extra week in this quarter compared to Q1 16-17 which accounted for an additional 10,449 visits. Increases occurred at all libraries with the largest increase being Denny (+66.9%, +5,634) following the opening of the new building.

This increase could be attributable to a number of events held including World Book Night on 22<sup>nd</sup> April, Local History Week events across all libraries in May, and the successful Scottish Book Trust's Bookbug Big Giggle event held in Callendar House in May (1404 visits included in PI 27). Also, we started new reading groups at Falkirk and Slamannan, a Coding Club in Larbert and 'Appy' sessions at Grangemouth and Falkirk; with Bookbug sessions moving from monthly to weekly, there were a total of 3,495 attendances at events in Q1 which contribute to the overall number of visits to our libraries.

The Tesco Summer Reading challenge and summer programme were launched at in-store events at Tesco's Central Retail Park store which will help encourage library visits throughout the summer.

20)

### Usage of public access terminals in libraries

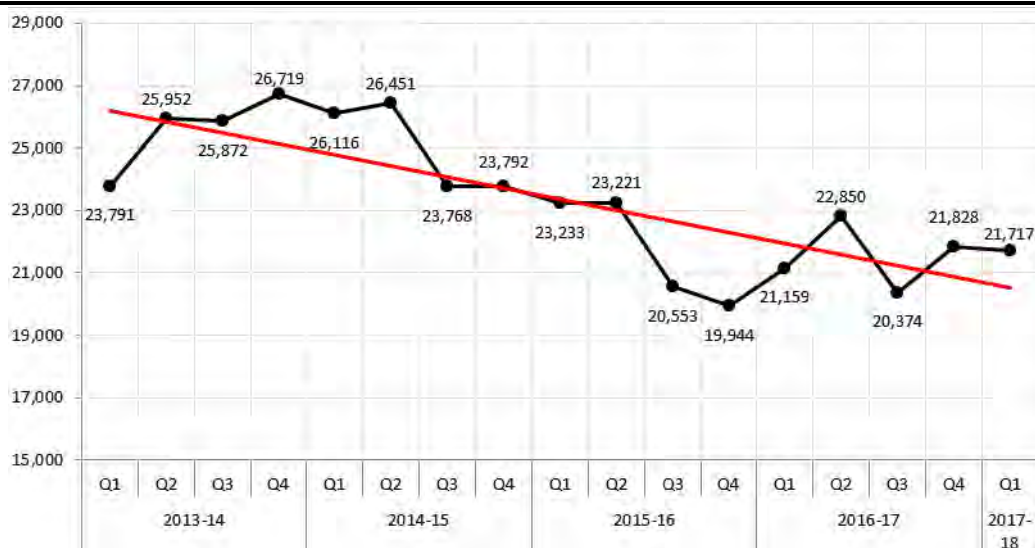
Indicator flagging  
(against target)

Annual target

80,000

Year-to-date

21,717

Year-to-date vs  
last year
↑ 2.6%  
+ 558
Year total vs  
annual target
**27.1%**  
achieved


Q1 17-18 usage of the public access PCs in libraries increased slightly compared to the same period last year. Indicator performance has varied over recent years with a downward trend emerging. The largest increases occurred at Denny and Grangemouth libraries, while Bo'ness and Falkirk libraries recorded small drops in use.

Increased use of mobile devices and the increasing usability of mobile apps reduces the need for access to fixed public-access PC's. There were 3,766 wifi sessions in Q1 this year had compared to 2,513 for the same quarter last year, an increase of 1,253 (50%). This illustrates the increased usage of smartphones and tablets to access social media, internet and streaming.

Activity in Q2 includes the roll out of additional coding clubs at Grangemouth Library in September which is hoped will increase the usage of PCs. Standardisation of ICT taster sessions is being investigated to meet current and future digital needs of users.

At this early stage performance is above target for the year to date. Year-end target should be achievable if the current performance continues.

21)

## Resources added to library stock – Adult

Indicator flagging (against target)



Annual target

20,000

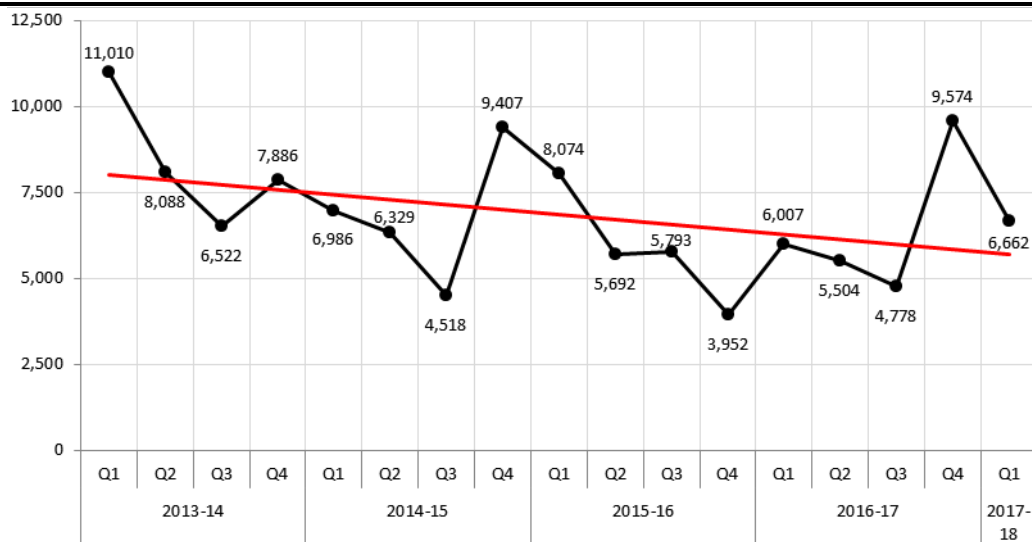
Year-to-date

6,662

Year-to-date vs last year

↑ 10.9%  
+ 655

Year total vs annual target

33.3%  
achieved


22)

## Resources added to library stock – Junior

Indicator flagging (against target)



Annual target

5,000

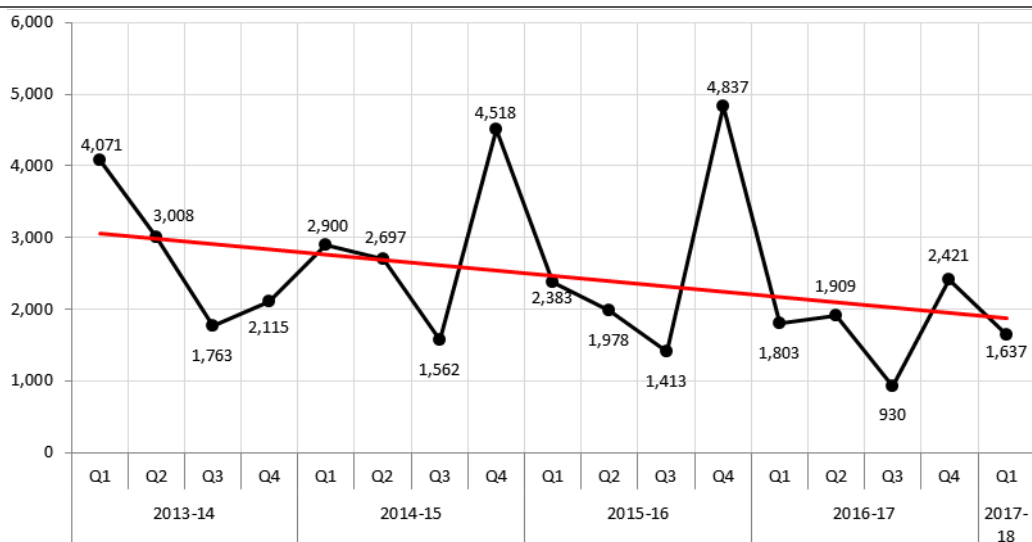
Year-to-date

1,637

Year-to-date vs last year

↓ 9.2%  
- 166

Year total vs annual target

32.7%  
achieved


Indicators for library resource additions are dependent on stock budgets, hence comparisons with previous performance are not valid.

The number of resources added for both adult and junior stock are on target at the end of Q1. Although spending is not split equally across all four quarters, performance is such that almost one third of annual target for stock acquisitions has been achieved after one quarter only.

Looking ahead to the next quarter, the Reader Development Officer is leading a co-ordinated approach to expand the availability of Reading Group Collections and may result in multiple copies of titles being purchased. Orders are placed 3 months in advance of publication which can affect additions for the next.

Both indicators are on track to achieve targets by year-end at this stage.



23)

### Admissions to Falkirk Town Hall

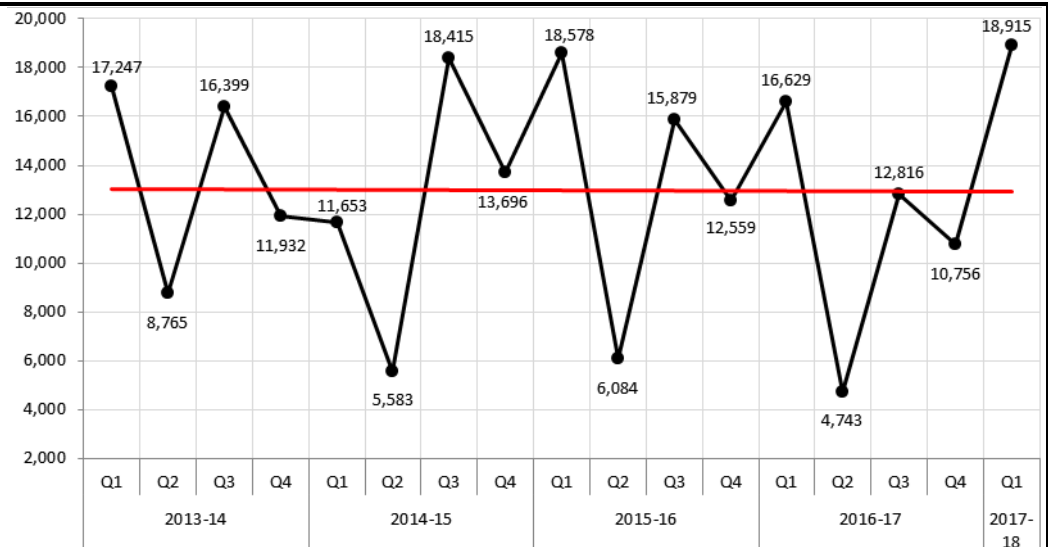
Indicator flagging  
(against target)

Annual target

54,000

Year-to-date

18,915

Year-to-date vs  
last year
↑ 13.7%  
+ 2,286
Year total vs  
annual target
**35.0%**  
achieved


Admissions to FTH during Q1 were 14% higher than the same period last year with a significantly larger arts programme than the same period last year. With the exception of 185 attendances for non-arts related bookings, attendances at FTH this quarter were all arts events organised by the Trust, voluntary or independent arts sectors. This resulted in the highest quarterly admissions total for over five years. Income was behind target for the quarter despite the excellent admission figures with 56% uptake achieved against target. The programme included a mix of accessible and high quality children's and family shows (Horrible Histories, The Very Hungry Caterpillar, Sarah and Duck) as well as a range of theatre, comedy and music (Pride & Prejudice, The Opera Boys, Grant Stott).

The ambitious programming approach continues in Q2 with shows such as Trainspotting Live, The Gruffalo, Stick Man, and Les McKeown (former Bay City Roller). The programme includes a number of tribute music shows which are expected to be popular as well as piloting a new area of programme with murder mystery evenings.

This positive start to 17-18 has given some confidence that the yearly admissions target – raised from last year – will be achieved at year-end.

24)

### Admissions to the Hippodrome

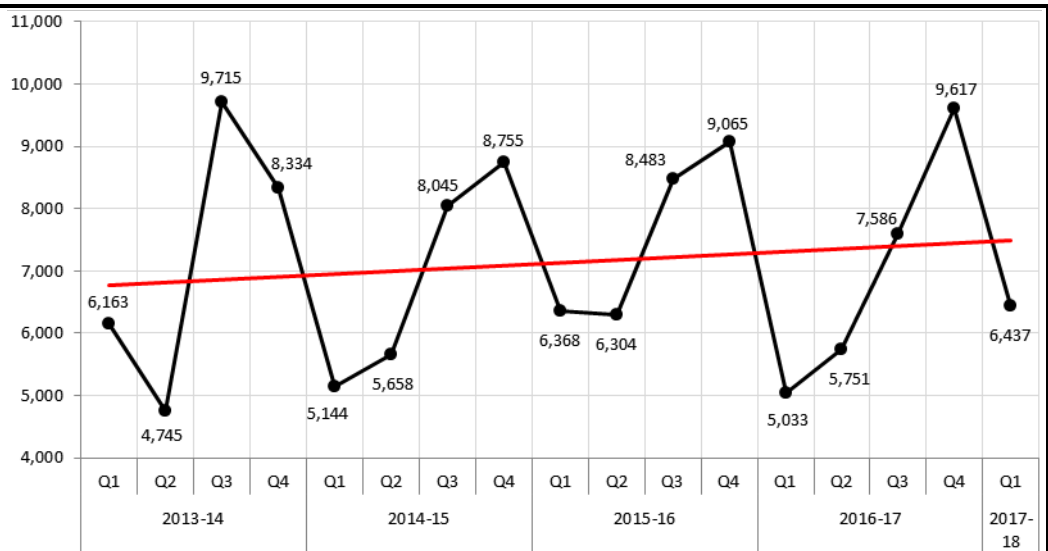
Indicator flagging  
(against target)

Annual target

28,000

Year-to-date

6,437

Year-to-date vs  
last year
↑ 27.9%  
+ 1,404
Year total vs  
annual target
**23.0%**  
achieved


The successful Q1 performance at the Hippodrome of 6,437 admissions exceeded the quarterly target of 5,880 by 9%; it is the highest Q1 total recorded since the Hippodrome's centenary year (12-13) and is 28% higher than the same period last year. A balanced Q1 programme comprised blockbuster films, arthouse, and foreign language titles, aiming to meet the demands of all ages and tastes. The Easter blockbuster releases (Beauty & The Beast and The Boss Baby) had excellent attendances, while the NT/RSC Live screenings had less success with no screening achieving 100+ admissions. Special events included the Laurel and Hardy triple bill with live piano accompaniment by Jane Gardner, and a screening of Mad To Be Normal during Mental Health Awareness Week (May 2017) including a short film (Mental Health Bubble) by a local film maker. Income exceeded the quarterly target by over £20k with an expectation that year-end financial targets remain achievable at this stage.

Q2 includes the summer programme with screenings of the latest holiday/family releases including Despicable Me 3 and Transformers: The Last Knight. While these are the focus of this quarter's programme there are a number of other 'must sees' including A Man Called Ove, Baby Driver and Hampstead. At this early stage year-end admissions are expected to achieve target following the successful start to the year.

25)

### Participants in Cultural Services activities

Indicator flagging (against target)



Annual target

140,000

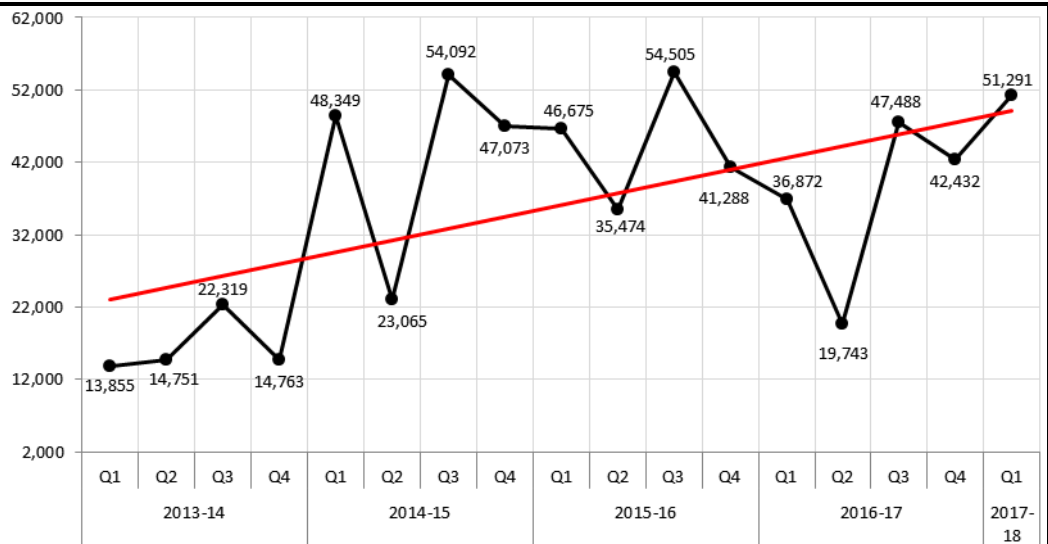
Year-to-date

51,291

Year-to-date vs last year

↑ 39.1%  
+ 1,404

Year total vs annual target

 36.6%  
achieved


Q1 performance exceeded target for the quarter with an additional 1,400 participants compared to the same period last year. In addition to YMI sessions, participatory activity during Q1 included two one-off events: Bookbug on 17<sup>th</sup> May in partnership with Falkirk Libraries and Book Trust Scotland, and the Travelling Gallery exhibition 'Eat, Sleep, Work, Repeat' which visited Callendar House on 12<sup>th</sup> May as part of their week in the Falkirk area. Combined these two events generated c. 1,600 participants. Activity supporting Callendar House exhibitions included a number of talks based around 'Being Female' and 'Deeds Not Words'.

Additional planned activity in Q2 includes an expansive programme of activity supporting the Roman Frontiers exhibition which continues until September.

Note: the majority of this indicator comprises YMI, Falkirk Youth Theatre and Reaction Youth Theatre, with the balance made up of participatory activity (workshops, talks, projects, etc.) across our cultural programmes such as Sing Forth Community Choir, and our talks and activities programme at Callendar House, workshops linked to the programme at FTH and Hippodrome.

26)

### Participants in Heritage Education Workshops

Indicator flagging (against target)



Annual target

4,500

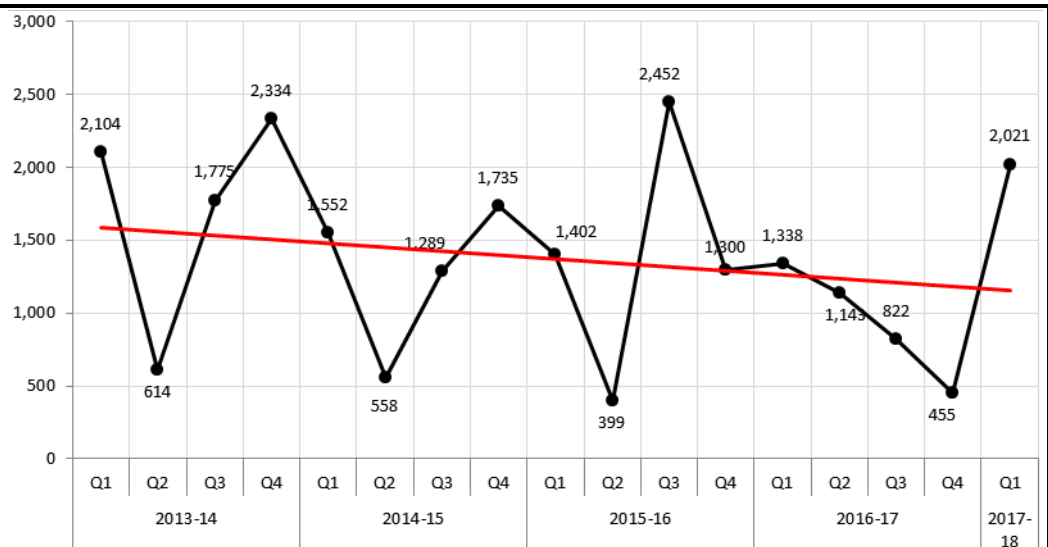
Year-to-date

2,021

Year-to-date vs last year

↑ 51.0%  
+ 683

Year total vs annual target

 44.9%  
achieved


Comparisons with previous performance should be treated with caution due to changes in model of service of delivery within the Arts and Heritage areas. This follows reduced capacity of the learning team following the proposed deletion of this service as part of the 17-18 budget savings which were subsequently reversed. Going forward this indicator includes: supporting activity for the temporary exhibitions programme at Callendar House, delivery of schools workshops, usage of loan boxes, and other programmed work including holiday programmes at Easter and Summer.

Q1 activity included the delivery of 10 schools workshops, compared to 18 for the same period last year. Loan box usage for Q1 17-18 was 360 compared to 676 last year. Other work undertaken included development and delivery of the Easter programme at Callendar House; development and delivery of supporting activity for Callendar House and Park Gallery exhibitions thus forming a subset of PI 25 above.

27)

### Visits to Callendar House

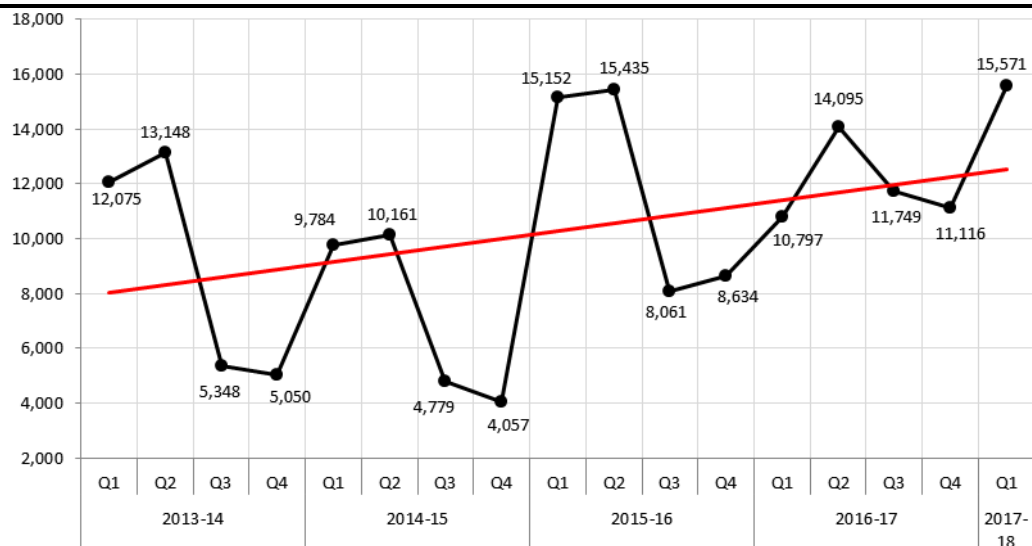
Indicator flagging  
(against target)

Annual target

42,000

Year-to-date

15,571

Year-to-date vs  
last year
↑ 44.2%  
+ 4,774
Year total vs  
annual target
**37.1%**  
achieved


Visits to Callendar House during Q1 were 44% higher than the same period last year, continuing the general upward trend and recording the highest quarterly admissions seen so far at Callendar House. Visit trends are positive following the revised opening times introduced in 16-17, while the Teashop refurbishment, Sunday opening and the programme have contributed too. Q1 highlights included Easter activities, World Heritage Day, weddings and group visits, the 'Gongoozler' exhibition opening, and the Festival of Museums/Roman exhibition launch. The Book Bug event in April – in partnership with Libraries – saw an attendance of 1,404 which is the highest daily admission figure ever recorded.

Activities and events for Q2 are focussed around two exhibitions: Workhorse and Roman Frontiers, including Big Roman Week in September. Both of these are part of the Year of History, Heritage and Archaeology programme, with the signature event – Horsepower – taking place at the Helix on 9<sup>th</sup> September.

Expectations are for the 42,000 admissions target to be significantly exceeded at year-end if the current trend continues.

28)

### Visits to Kinneil Museum

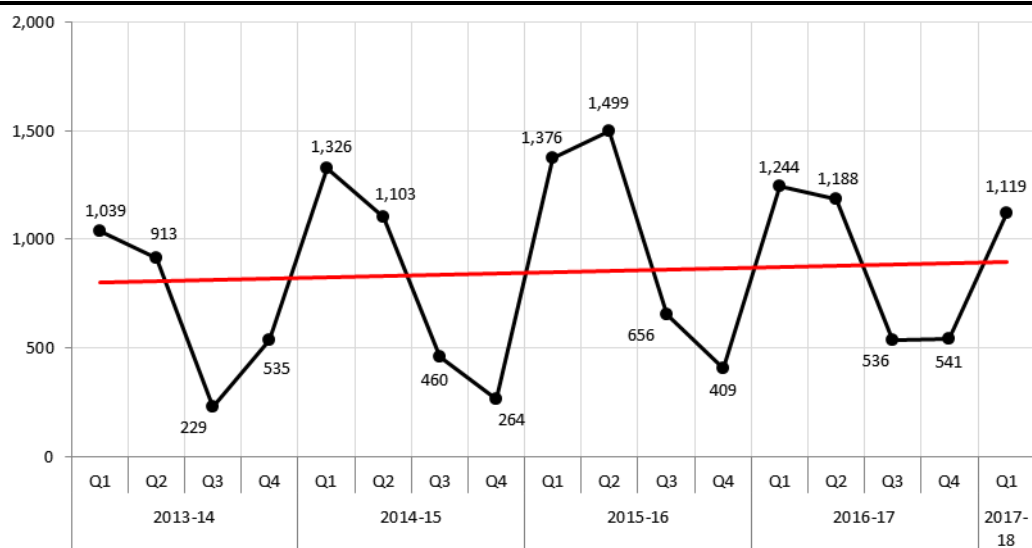
Indicator flagging  
(against target)

Annual target

3,500

Year-to-date

1,119

Year-to-date vs  
last year
↓ 10.0%  
- 125
Year total vs  
annual target
**32.0%**  
achieved


Kinneil Museum visits during Q1 were slightly lower than the same period in 16-17, although the trend of slow growth continues. Highlights for the quarter resulted from Friends of Kinneil's opening of the House on 19<sup>th</sup> and 21<sup>st</sup> May and 25<sup>th</sup> June where daily admissions figures move from single figures into double or even triple figure totals.

Q2 includes further openings of Kinneil House on 27<sup>th</sup> August and 16<sup>th</sup> September.

Current expectations are that the annual admissions target may be achieved by year-end but will require an improvement in performance to do so. An amber flagging has been made at this time pending improved performance.

29)

### Participation in Outdoor Activities

Indicator flagging  
(against target)

Annual target

3,550

Year-to-date

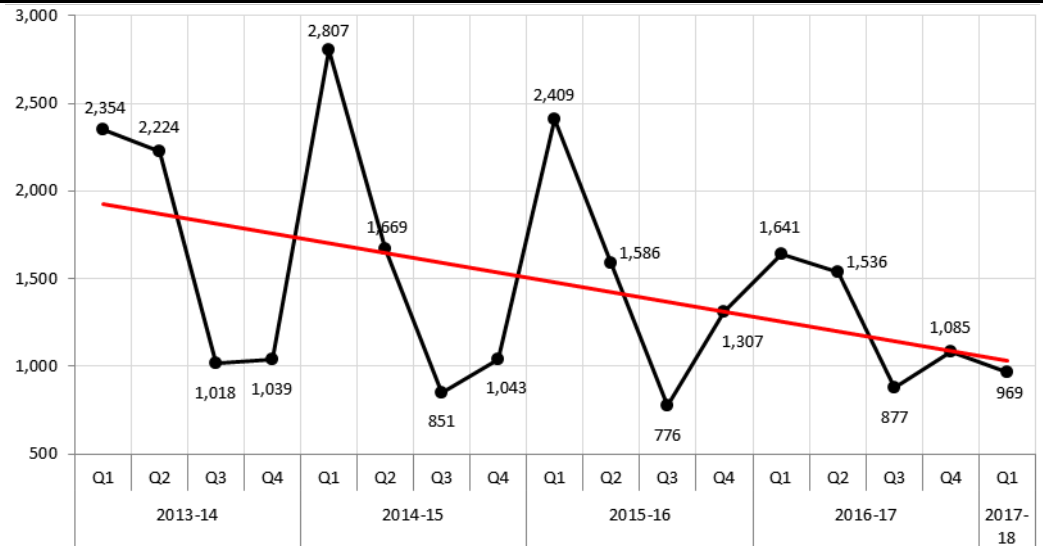
969

Year-to-date vs  
last year

↓ 41.0%  
- 672

Year total vs  
annual target

26.9%  
achieved



Q1 17-18 participation was understandably significantly lower than the same period in previous years. This follows a reduced programme only being able to be delivered as a result of the saving proposals earlier in 2017 affecting planning and preparation for the year. Targets have been adjusted accordingly and performance against target for the quarter was positive. Income met the quarterly target and is also expected – at this early stage – to achieve target by year-end. Q1 highlights included 87% uptake of the Easter programme with only a small reduction in capacity compared to last year. Education programmes have been affected by the loss of the Orienteering festival and by some primary schools making other external arrangements for the delivery of outdoor activities.

Looking ahead, Q2's summer programme had high numbers of advance bookings and is expected to achieve close to capacity. Reduced staffing is temporarily affecting the capacity to deliver a larger programme with recruitment currently underway.

30)

### Visits to the Helix

Indicator flagging  
(against target)

Annual target

850,000

Year-to-date

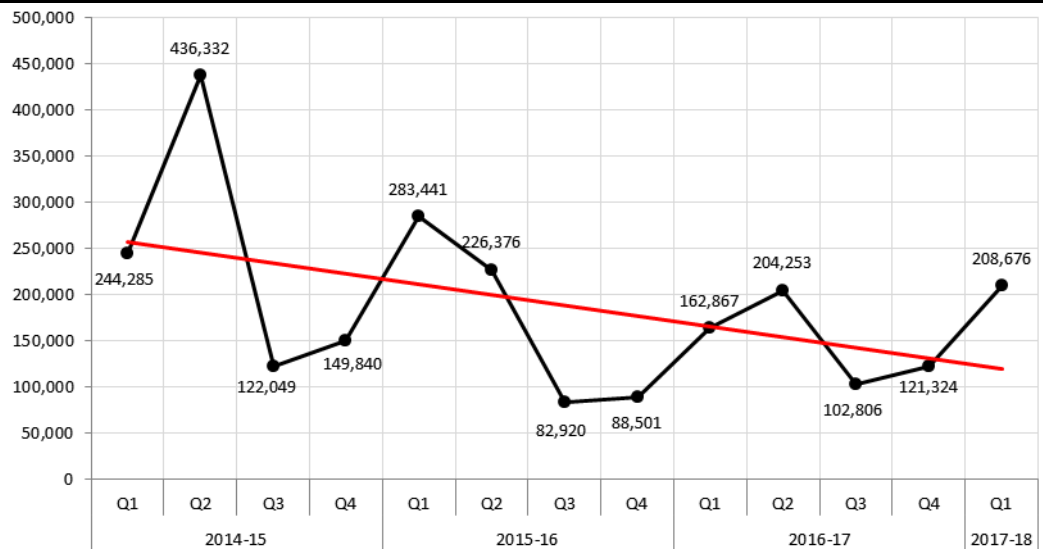
208,676

Year-to-date vs  
last year

↑ 28.1%  
+ 45,806

Year total vs  
annual target

24.6%  
achieved



Visits are 28% higher in Q1 this year compared to the same period last year. Although the weather has been inconsistent, visitor numbers have been resilient, buoyed by the strong events programme and marketing messages. The Helix and Kelpies have a strong social media presence across multiple channels and these strengths are what helps continue to attract new and returning visitors.

Next quarter includes the summer holiday period and expectations are for a high number of visitors to the Helix, with the caveat that visit numbers are very much linked to weather. A number of high profile events has ensured the Kelpies and the Helix are at the forefront of visitors mind. The continued strong events programmed for the year will ensure there are strong new vibrant activities available. With a focus on the quality of experience combined with strong marketing, expectations are that visitor numbers may achieve year-end target, with the position becoming much clearer following Q2.

31)

### Kelpies Tour tickets sold

Indicator flagging  
(against target)

Annual target

28,000

Year-to-date

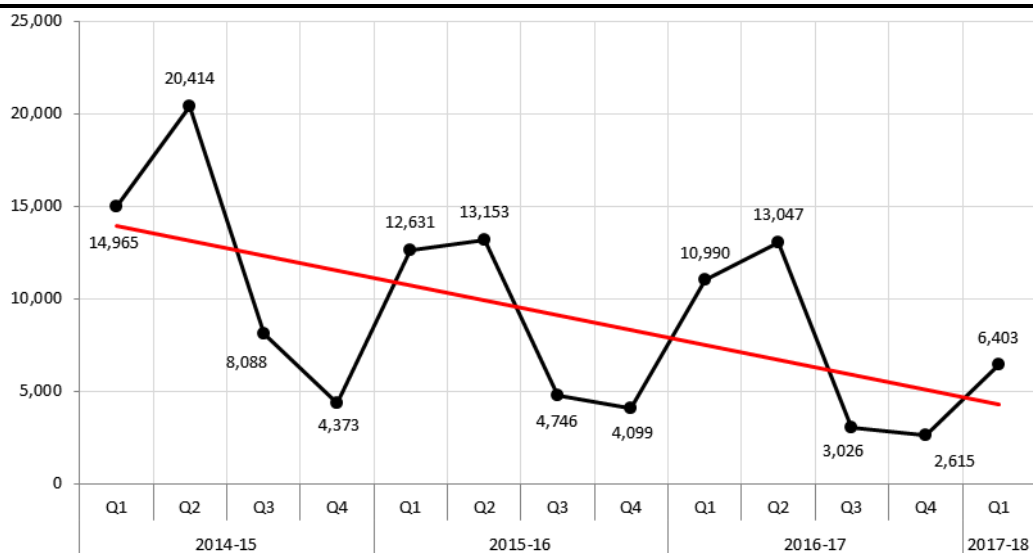
6,403

Year-to-date vs  
last year

↓ 41.7%  
- 4,587

Year total vs  
annual target

22.9%  
achieved



Kelpies Tours continue to receive high levels of appreciation, however tickets sold during Q1 this year were down 42% on last year. In recognition of the previous decline in tours numbers, time was spent over the winter to restructure the tours, however ticket sales have not reflected this. There is a perception that the local audience has now experienced the tour and without new features within the Kelpies themselves there is no reason to repeat the tour. Income from tours for the Q1 period was 15% behind target.

With continued strong marketing messages and a focus on the quality of experience, there is hope to improve ticket sales but performance is unlikely to fulfil target by year-end. An amber flagging has been made at this early stage.

32)

### Participants in programmed activity at the Helix

Indicator flagging  
(against target)

Annual target

38,000

Year-to-date

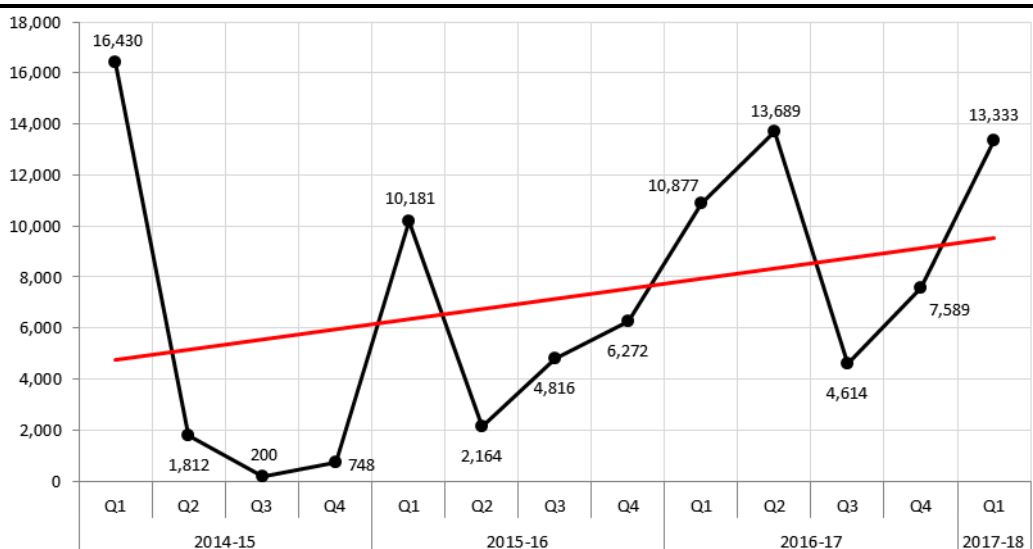
13,333

Year-to-date vs  
last year

↑ 22.6%  
+ 2,456

Year total vs  
annual target

35.1%  
achieved



Compared to Q1 16/17 figures, participants in programmed activity at The Helix have increased. The programme of small/medium and third party events has grown with the annual Emergency Services Day as popular as ever, attended by over 8,000 people. In addition, other programmed activity highlights from Q1 included the Wee Jaunt cycling event led by Cycling Scotland, and STEM at the Helix: a science, technology, engineering and mathematics competition for S1 pupils in Falkirk. Unfortunately a number of events expected for Q1 were cancelled by the organisers due to reasons out with the Trust's control.

A busy summer programme of activity is planned with many exciting events including: two outdoor theatre performances, The Big Helix Picnic, a visit from the Queens Baton Relay, Horse Power and the Helix Duathlon. The Royal Visit at the start of July was well received with a significant amount of positive media coverage that has highlighted The Helix and Falkirk globally. Participant numbers are expected to exceed Q2 last year with the usual caveat that weather will always remain a determining factor.

Following last year's success, the annual target for 17-18 was almost doubled to 38,000. This target – although ambitious and reliant on yet-to-be-confirmed funding for major events – is currently expected to be met by year-end.

## ***A strong, sustainable and valued organisation***

Indicator	2014/15 total	2015/16 total	2016/17 total	2017/18				
				Q1	Q2	Q3	Q4	Year Total
Sickness Absence - % days lost	4.72%	4.28%	3.42%	n/a*				
Staff Turnover	10.3% equates to 50 staff	18.2% equates to 88 staff	11.9% equates to 61 staff	n/a*				
Number of Accidents involving staff and customers	387	318	352	67				
Number of complaints and formal enquiries received and dealt with	81	122	104	26				
Number of hits on Trust website	659,796	708,341	730,900	179,505				

\* Figures unavailable in time for report and will be reported in future report.

### Sickness Absence

Days lost due to sickness absence for the complete 16-17 year was 3.42%. This is an encouraging reduction in staff absence compared to previous years and almost matches the lowest annual total since the Trust was formed (3.34% in 11-12). The Trust remains committed to further reducing staff absence rates.

Sickness absence figures for Q1 17-18 were unavailable at time of this report and will be updated in the next report.

### Staff Turnover

Staff turnover for the 12-month period April 2016 to March 2017 was 11.9%. This equates to 61 staff and included: 45 resignations, 4 end of temporary contracts, 4 retirements, 2 early retirements and 6 for other reasons. The Trust attempted to recruit to 182 posts during 16-17.

Staff turnover and recruitment data for Q1 17-18 was unavailable at time of reporting.

The Trust's headcount at 30<sup>th</sup> June 2017 was 500 employees, working a total of 12,417 hours per week. This equates to 336 FTE (full-time equivalent) staff. The headcount is split between 198 full-time and 302 part-time staff, with 429 positions being permanent and the remaining 71 temporary positions.

### Accidents Reported

A total of 67 accidents involving staff and customers were reported to the Trust's Health, Safety and Risk Management Group during Q1 17-18, a decrease of 20 compared to the same period last year. Of these accidents, 60 involved members of the public and customers with 7 involving staff.

### Complaints Received

26 complaints and formal enquiries were received and dealt with during Q1 17-18 with all being dealt with at Frontline Resolution. This was the same number of complaints received for the same period last year.

## Website Performance

Trust website hits during the quarter were 179,505, an 8.3% increase compared to the same Q1 period last year and equating to an additional 14,000 website visits for the 3-month period. This may be attributed to increased interest in the Trust's fitness offer and Summer holiday programme.

These website visits were carried out by 92,204 unique public visitors.





**Falkirk Community Trust limited**

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report and  
financial  
statements

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**2017**



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# REFERENCE AND ADMINISTRATIVE INFORMATION

YEAR END 31 MARCH 2017

## Falkirk Community Trust Limited

### **Directors**

Ruth Morrison (Chair)	
Suzanne Arkinson	(Appointed 1 <sup>st</sup> July 2017)
Councillor William Buchanan	
Councillor Lorna Binnie	(Appointed 7 <sup>th</sup> June 2017)
Councillor Joan Coombes	(Appointed 28 <sup>th</sup> June 2017)
Derek Easton	(Appointed 1 <sup>st</sup> July 2017)
Colette Filippi	(Appointed 1 <sup>st</sup> July 2017)
Councillor Dennis Goldie	(Term of Office ended 7 <sup>th</sup> June 2017)
Councillor Linda Gow	(Resigned 5 <sup>th</sup> May 2017)
Councillor Jim Flynn	(Appointed 7 <sup>th</sup> June 2017)
Alex McQuade	(Term of Office ended 30 <sup>th</sup> June 2017)
Councillor Cecil Meiklejohn	(Appointed 7 <sup>th</sup> June 2017)
Steve Mackie	
Councillor Pat Reid	(Term of Office ended 7 <sup>th</sup> June 2017)
Simon Rennie	
Ian Scott	(Term of Office ended 30 <sup>th</sup> June 2017)
Councillor Robert Spears	(Term of Office ended 7 <sup>th</sup> June 2017)
Robert Tait	(Term of Office ended 30 <sup>th</sup> June 2017)
David White	

### **Senior Management Team**

Maureen Campbell	Chief Executive
Neil Brown	General Manager
Jane Clark	Business Development Manager
Paul Finnie	Sports & Recreation Manager
Lesley O'Hare	Culture & Libraries Manager

### **Registered Office Auditors**

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

### **Solicitors**

Shepherd & Wedderburn  
191 West George Street  
Glasgow  
G2 2LB

### **Bankers**

Clydesdale Bank  
1 Bank Street  
Falkirk  
FK1 1NB

### **Charity number**

SC042403

### **Company number**

SC400657

## GROUP STRATEGIC REPORT

YEAR ENDED 31 MARCH 2017

### ***Main activity***

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

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

### ***Public Benefit***

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

### ***Going Concern***

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

### ***Business objectives***

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

- Meeting customer needs
- Organisational development
- Financial sustainability

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

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

## GROUP STRATEGIC REPORT

YEAR ENDED 31 MARCH 2017

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

### ***Risk Management***

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

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

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

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

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

## GROUP STRATEGIC REPORT

YEAR ENDED 31 MARCH 2017

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

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

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

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

### ***Financial Review***

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

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

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

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

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

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



## GROUP STRATEGIC REPORT

YEAR ENDED 31 MARCH 2017

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

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

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

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

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



Ruth Morrison  
Chair of the Board  
Falkirk Community Trust Limited

Date: 31 August 2017

## GROUP DIRECTORS' REPORT

YEAR ENDED 31 MARCH 2017

### Structure, Governance and Management

#### *Charitable status*

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

#### *Board of Directors*

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

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

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

#### *Trading Subsidiary*

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

The Director details are as follows:

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

#### *Induction and training of directors*

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

#### *Governance structure*

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

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

## GROUP DIRECTORS' REPORT

YEAR ENDED 31 MARCH 2017

### *Reserves Policy*

The Trust has the following three reserves:-

#### **Unrestricted Income Fund**

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

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

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

#### **Restricted Funds – Helix**

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

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

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

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

### *Employees*

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

### *Auditors*

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

### *Information for Auditors*

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



Ruth Morrison  
Chair of the Board  
Falkirk Community Trust Limited

Date: 31 August 2017

## STATEMENT OF DIRECTORS' RESPONSIBILITIES

YEAR ENDED 31 MARCH 2017

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

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

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

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

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

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

**YEAR ENDED 31 MARCH 2017**

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

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

## **Respective responsibilities of directors and auditors**

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

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

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

## **Scope of audit of the financial statements**

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

## **Opinion**

In our opinion:

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

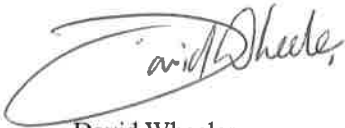
INDEPENDENT AUDITORS' REPORT TO THE DIRECTORS AND MEMBERS OF FALKIRK  
COMMUNITY TRUST LIMITED

YEAR ENDED 31 MARCH 2017

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

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

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



David Wheeler  
Senior Statutory Auditor

For and on behalf of

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

Date: 22/9/17

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

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

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



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

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

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

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

Company No.: SC400657

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

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



Ruth Morrison  
Chair of the Board  
Falkirk Community Trust

**CONSOLIDATED CASH FLOW STATEMENT  
FOR THE YEAR ENDED 31 MARCH 2017**

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

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

**1. Statutory Information**

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

**2. Accounting policies**

**Basis of accounting**

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

**Basis of Preparation – Going Concern**

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

**Basis of consolidation**

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

**Funds**

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

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

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

**Incoming resources**

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

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

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

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

**Resources Expended**

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

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

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

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

**2. Accounting policies (continued)**

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

**Stocks**

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

**Fixed Assets**

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

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

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

**Fixed Asset Investments**

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

**Taxation**

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

**Pensions**

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

**Provisions**

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

**Cash and Cash Equivalents**

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

**3. Donations and Legacies**

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

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

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

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

**5. Income from Other Trading Activities**

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

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

**6. Investment Income**

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

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

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

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

**8. Auditor Remuneration**

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

**9. Staff numbers and costs**

The remuneration and associated costs of the company were:-

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

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

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

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

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

**Management Team Remuneration**

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



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

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

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

\* The figures above do not include Casual Seasonal staff

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

**10. Tangible fixed assets**

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

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

**11. Fixed asset investments**

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

**12. Stock**

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

**13. Debtors**

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

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

	<b>Group 2017 £'000</b>	<b>Charity 2017 £'000</b>	<b>Group 2016 £'000</b>	<b>Charity 2016 £'000</b>
Trade creditors	440	346	517	434
Amounts due to related parties	985	939	-	-
Social security costs and other taxes	151	142	428	421
Annual Leave accrual	184	184	164	164
Other creditors and accruals	282	279	467	465
	<b>2,042</b>	<b>1,940</b>	<b>1,576</b>	<b>1,484</b>

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

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

**15. Reconciliation of Movements in Funds**

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

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

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

**17. Summary of Movement in Funds**

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

Unrestricted Funds

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

Restricted Fund

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

Helix Fund

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

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

**18. Restricted Grant Funds**

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

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

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

**Hippodrome Festival**

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

**Youth Music Initiative**

Creative Scotland Grant for the development of music within schools.

**Active Schools**

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

**Swimming Programme**

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

**Acts of Discovery**

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

**Kinneil Bike Project**

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

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

**Callendar Park Projects**

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

**Helix Event**

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

**19. Notes to the cashflow statement**

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

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

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

**20. Pension Scheme**

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

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

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

**21. Related Party Transactions**

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

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

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

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

**22. Contingent Liability**

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

**23. Ultimate Controlling Party**

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

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

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

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

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

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

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



