



Falkirk Community Trust

Annual Action Plan

2015-2016

INTRODUCTION

This Action Plan is the second of our new plans to deliver our 5 year Business Strategy which sets a direction of travel for the Trust through to 2019.

In our 2014 - 2015 Plan we made the most of a number of special events and anniversaries (*Commonwealth Games, Homecoming, WW1 Commemoration and The Steeple 200th*) to promote our services and motivate people to participate. We were lead organisation for delivering the Queen's Baton Relay events in the area and the international launch of the Kelpies, demonstrating excellent collaboration with partners and celebrating the wealth of sporting and recreational opportunities that the Falkirk area has to offer. Work with the Townscape Heritage Initiative and on co-ordinating a WW1 programme, placed a strong emphasis on community engagement and voluntary sector partnership which we aim to build on further and extend across the organisation.

We also made significant progress towards creating Delivery Plans to guide service improvement and initiatives in culture and sport sectors across the Falkirk area. Progress included community and stakeholder consultation on a Master Plan for Kinneil Estate, one of a number of our capital priorities. Following approval from Falkirk Council we hope the Master Plan will help attract significant external funding.

Currently we face considerable funding constraints. Whilst we have a strong track record of delivering excellent results with diminishing core funding (customer income increased by 18% in 13/14) we will need to build on this success and up our pace of change to find ways to mitigate against anticipated reductions in public sector funding.

Our budget planning approach to making savings in 2015-2016 considered all our areas of income generation and expenditure to seek to improve levels of income generated and better manage our expenditure. As a consequence we have been able to plan for a £620,000 reduction in funding from Falkirk Council this year, that has the least impact on our existing customers and continues to support those with the greatest needs. However it is almost certain that more significant reductions lie ahead in future years and so it is vital for our sustainability that we prepare now.

Building on our successful Business Case for a new Gym, set to open in summer 2015, a more entrepreneurial approach will be pursued to implement Delivery Plans. Continued 'good housekeeping' is paramount - we need increased monitoring of on-going operational costs and improving our IT must remain a priority. With the Council, we have nearly completed an asset maintenance costing exercise which tells us that circa £5.3m, excluding pitches & pavilions, is required to bring culture and sport venues to a suitable standard for communities to enjoy in future years. Fundamentally our ability to grow income and provide quality services will reduce if we cannot invest in improving venues.

Despite the difficulties, there continues to be much to look forward to. We will commence operating a new Visitor Centre at the Kelpies and a new Gym at Stenhousemuir; continue to grow the Festival of Silent Cinema; build on commonwealth legacy sports programmes and the investment in a new track at Grangemouth Sports Stadium; work with community groups to complete the Creative Place programme and deliver year 2 of the WW1 programme; promote digital access in libraries and take forward initiatives at Muiravonside Country Park.

Maureen Campbell, Chief Executive

November 2014

SCOPE OF THE ACTION PLAN

This is a high level plan for enhancing and protecting services and so does not encompass regular operational activity to deliver our core services. It is guided by our Business Strategy and *Inspiring Active Lives* – the 10 Year Strategy for Culture & Sport in the Falkirk Area. Unit Action Plans for all our business functions as well as project plans for developing key initiatives, ensure delivery of the Action Plan throughout the organisation.

FIVE-YEAR BUSINESS STRATEGY

We have created a 5 year strategy for business improvement. Our aim is that by 2019:

Falkirk Community Trust will be operating from venues that people want to use, with a more responsive programme offering better quality for our customers. We will be a trusted and valued organisation, secure in our role as a leader for culture and sport and with diminishing reliance on Council funding; we will be more flexible, entrepreneurial and commercially minded. We will have created champions for culture and sport and have loyal volunteers and a workforce who motivate a huge cross section of the community to take part in culture and sport that improves their lives.

Three strategic objectives provide the focus for our work:

- Meeting customer needs
- Organisational development
- Financial sustainability.

Five strategic priorities are of significant importance and are a focus for our Action Plans over the next 5 years:

- Marketing
- Information & Communications Technology
- Venues and Programmes
- People and the Organisation
- Planning Together.

ASSETS and RESOURCES

As at September 2014 we have 525 contracted employees (238 full-time and 287 part-time) and manage over 80 sites across the Falkirk Council area. Managing and caring for buildings, natural resources, equipment and collections in a well-planned and sustainable way is the bedrock for delivering our services. Our Asset Management Plan 2013-2019 sets out our approach to managing and maintaining these assets on behalf of Falkirk Council. Responsibility for capital investment rests with Falkirk Council as owners of the assets and the Trust is able to bid to the Council's capital programme for capital project funding.

Robust financial management is critical to our success and integral to our forward planning. We are planning for a £2.1m reduction in our revenue funding from Falkirk Council over the next 3 years. We have responded in 2015-2016 with a plan that facilitates a budget reduction of £620,000. We propose to offset the reduction in funding from the Council as follows:

- Income generation and growth plans £480,000
- Securing efficiency savings £56,000
- Service reductions £84,000.

We intend to secure further savings over the next 2 years as follows:

- 2016/17 - £688,000
- 2017/18 - £799,000

We currently (December 2014) envisage budget movement between 2014-2015 and 2015-2016 as outlined in Table 1 below.

Budget Heading	2014 - 2015	2015 - 2016
Employee Expenses	11,730	11,909
Property Expenses	2,400	2,458
Transport Expenses	254	255
Supplies & Services	3,529	3,433
Third Party Payments	40	50
Support Services	891	806
Total Expenditure	18,844	18,911
Service Payment	13,238	12,660
Other Income	5,606	6,251
Total Income	18,844	18,911

FEES and CHARGES

The Trust is a charitable company and it is important that we are able to continue to fully meet our charitable purposes. A key principle is to ensure delivery of affordable and discounted prices that support those least able to pay. We introduced our new 'Go Card' concessionary scheme in 2014/15 to enable a wider range of discounted activity which offset an above inflationary increase of approximately 5% across the majority of Trust charges. However, the generation of additional income through increased charges assumes that the level of customer usage does not fall. Recent reports in sport facilities in particular may suggest that the charges are now at a level that may be impacting on attendances given the current economic climate. Therefore an average increase in charges of 3% for 2015-2016, which is close to the inflation rate, has been factored in to our income generation proposals. Our shift towards membership driven programmes has yielded uplifts in fitness and swimming income and further improvement in both these areas has also been included in 2015-2016. We will monitor implementation across all fees and charges throughout the year to ensure key principles are met.

ACTION PLAN

The Action Plan 2015-2016 is the second of 5 annual plans for delivering our 5 year Business Strategy and is structured under each of our 3 strategic objectives. It sets out actions that follow on from our first Action Plan to meet the objectives, address our priorities and respond to opportunities. The Action Plan does not include regular operational activity to deliver our core services.

Table 2: Annual Action Plan 2015-2016

	Actions	Context /Detail	Milestone/Output
Strategic Objective 1 – Meeting Customer Needs			
<i>People are at the heart of everything we do, be they customers or potential customers.</i>			
1.1	Deliver a heritage engagement programme including end use options for the Steeple	Older People/intergenerational activity <ul style="list-style-type: none"> Part of the Townscape Heritage Initiative, led by Falkirk Council, which has attracted national investment from HLF and Historic Scotland worth £5m over 5 years to 2018; Delivered in partnership with Falkirk Local History Society and Falkirk Council the engagement programme is to improve understanding of the heritage value of the town centre as well as provide opportunities for debating/imagining its future use. 	<ul style="list-style-type: none"> A design group identifies end use options for the Steeple Year 2 community engagement programme delivered, including Talking Tenements.
1.2	Promote the John Muir Way and how it connects to Trust venues	Families <ul style="list-style-type: none"> This initiative is a Central Scotland wide route, the John Muir Way, which runs from Dunbar to Helensburgh and passes through Trust sites such as Kinneil Estate and Callendar Park; We aim to participate as part of a John Muir Way stakeholder group to raise the profile of the 	<ul style="list-style-type: none"> Contribution to the Area Tourism Strategy Through walkers at Kinneil

	Actions	Context /Detail	Milestone/Output
		route and this areas contribution.	Estate and Callendar House and Park.
1.3	Deliver legacy activity to build on success of Glasgow 2014	<p>Families</p> <ul style="list-style-type: none"> • We worked with a wide range of local and national partners to celebrate the commonwealth, the sport and culture opportunities in the area, and generate enthusiasm for Glasgow 2014 last year; • It is an excellent opportunity to inspire people of all ages to be more active and promote the work of the Trust and the partnership with the Council to a wide audience and we will build on this through programmes as well as promoting outputs from the Commonwealth Games such as our new track at Grangemouth Stadium. 	<ul style="list-style-type: none"> - Primary schools supported to create a legacy plan to build on success and grow participation in sport - Increased use and new participants attracted to Grangemouth Stadium.
1.4	Commence operating the Visitor Centre at the Kelpies	<p>Families</p> <ul style="list-style-type: none"> • The opening of the Visitor Centre will mark a final stage in the completion of the Helix and will be a focus for visitors particularly those from outside the area including international visitors; • It will be a key opportunity to connect visitors to the wider Falkirk area as well as to the diverse programme of opportunities available across the Helix site throughout the year. 	<ul style="list-style-type: none"> - The Visitor Centre opens in October 2015 - 50,000 visits to the paid for Kelpie tour.
1.5	Deliver a four year programme - Memorial, Reflection, Restoration - commemorating WW1	<p>Older People/intergenerational</p> <ul style="list-style-type: none"> • Commemoration programme running from July 2014, 100 years after the start of WW1, to November 2018; • Working with community interest groups and co-ordinating activity, we believe there is great opportunity to engage older people and promote intergenerational activity. 	<ul style="list-style-type: none"> - A programme of exhibitions, workshops and screenings that raises awareness.
1.6	Plan for the year of Innovation, Architecture and Design 2016	<p>Brand Awareness and Families</p> <ul style="list-style-type: none"> • The second of the post-Winning Years, Focus Years promoted by Event Scotland is the Year of Innovation, Architecture and Design in 2016; • We want to ensure a link between local and national promotional priorities (2015-18) and make the connection with the key achievements in the area's industrial past and present; • We have identified an opportunity to showcase the Helix and Kelpies and deliver an event / events under this theme growing on the success and learning from Helix Day and Home. 	<ul style="list-style-type: none"> - A biennial major event on the Helix in 2016. - A year long programme celebrating the Year of Innovation Architecture and Design in 2016.
1.7	Make a greater contribution to area visitor and tourism	<p>Brand Awareness</p> <ul style="list-style-type: none"> • We want to strengthen partnerships to achieve greater collective value to raise the profile of 	<ul style="list-style-type: none"> - Increase in visits from outwith the area to key venues

	Actions	Context /Detail	Milestone/Output
	development	<p>Falkirk as destination, contribute to destination marketing and increase understanding of national trends;</p> <ul style="list-style-type: none"> • VisitFalkirk is a key partnership and we want to work within this partnership to promote a family friendly Falkirk. 	- Improvement in Trading Company performance.
1.8	Implement the Customer Consultation and Engagement Strategy	<p>Customer Knowledge</p> <ul style="list-style-type: none"> • We engage and consult with customers at a number of levels, from a 4 yearly high level survey to capturing verbal comments on the front line; • We developed a strategy to improve our planning and consistency of process across the organisation to help us anticipate customer needs and respond to customer demands. This strategy will be implemented across the Trust. 	- A range of consultation activity generates feedback from customers and monitors customer perceptions of Trust performance.
1.9	Plan high level Customer and Non Customer Survey	<p>Customer Knowledge</p> <ul style="list-style-type: none"> • We undertook a first survey in Spring 2012 across our main facilities and off site with non-customers, which we found very helpful in preparing the Culture and Sport Strategy and it gave us a baseline measure of our customer service performance and a better understanding of the barriers to participation; • Research is fundamental for helping evidence based decision making, informing strategy development and improving knowledge of our customer as well as non-customer profiles will help us to meet their needs. 	- Survey completed by end of June 2016.
1.10	Implement Web and Social Media Development Strategy	<p>Customer knowledge</p> <ul style="list-style-type: none"> • We need to develop the website, online facilities and social media presence to be effective in both business to audience marketing as well as peer-to-peer marketing and grow reputation with stakeholders. Activity will support a digital engagement of customers for consultation purposes; • This must also be in tandem with ICT plans as we require adequate infrastructure and capacity to support the ease we are aiming for e.g. online booking and systems identifying cross-service users. 	<ul style="list-style-type: none"> - Continuing increased engagement through social media platforms - Increased web traffic - Build new customer bases - Implementation of new systems which are fit for purpose digitally.
1.11	Roll out a performance review framework	<p>Customer knowledge</p> <ul style="list-style-type: none"> • We decided that a thematic cross Trust approach to review would generate customer 	- Review findings support

	Actions	Context /Detail	Milestone/Output
		<p>focussed information as well promote collaborative working across teams;</p> <ul style="list-style-type: none"> We commenced this approach with a review of our service provision on a geographic basis and for the key customer group of children and families, to identify gaps and potential overlaps of provision. This work will inform programme development in 16/17 onwards. 	<p>families programme development and integrated marketing;</p> <ul style="list-style-type: none"> - Review of service provision for older people with monitoring framework established.
1.12	Implement a volunteer development policy with partners	<p>Champions</p> <ul style="list-style-type: none"> The Trust and partners engage with many volunteers in various areas of activity and there are many processes and procedures used across the organisation. We want to ensure that volunteering is valued and loyal volunteers are rewarded through effective training; Our policy is to create a common approach when working with volunteers ensuring that there are a standard set of measures and checks in place and that we are able to develop effective volunteers who can get the most out of the opportunities offered. 	<ul style="list-style-type: none"> - Policy implemented and monitoring framework established - Increased numbers of volunteers year on year - Local clubs and associations strengthened by the development of good quality volunteers.
1.13	Develop the Helix volunteering programme	<p>Champions</p> <p>Volunteering as part of the Helix project has generated a great deal of interest, volunteers have grown and developed through the capital phase of the project and are enthusiastic and motivated champions;</p> <p>Working with partners we want to ensure volunteering opportunity continues to develop and utilising the experience of the Helix champions we will implement a number of volunteer programmes; a priority is to secure funding for a volunteer co-ordinator.</p>	<ul style="list-style-type: none"> - Volunteer Co-ordinator in place - Volunteer champions leading new strands of work.
<p>Strategic Objective 2 – Organisational Development</p> <p><i>Growing up, getting stronger and maturing is critical if we are to live up to stakeholders' expectations.</i></p>			
2.1	Monitor the Culture and Sport Strategy	<p>Policy Development</p> <ul style="list-style-type: none"> <i>Inspiring Active Lives</i> is an overarching 10 year Strategy being delivered through a series of sector specific partnership Delivery Plans; We need to ensure that we have appropriate monitoring and evaluation in place and that output contributes to the areas Single Outcome Agreement (SOA). 	<ul style="list-style-type: none"> - Partnership progress is reported to stakeholders in March 2016 - Positive contribution to SOA indicators.

	Actions	Context /Detail	Milestone/Output
2.2	Prepare, with partners, an Arts Delivery Plan and a Public Art Plan for the area (2015-20)	<p>Policy Development</p> <ul style="list-style-type: none"> • A draft Arts Plan developed in 2014/15 will take learning from the Creative Place project to build on and develop further collaborative work; • Art in public spaces is a key element of our approach to engaging communities, it is proposed that a separate Public Art Plan follows on from and is directed by the Arts Plan, but also responds to public spaces and built heritage plans and strategies; • An example of good practice in integrating public art with wider regeneration plans is on-going at Denny. 	<ul style="list-style-type: none"> - Arts Plan consultation process leads to approval by Falkirk Council - Year 1 action initiated - Draft Public Art Plan created by August 2016 for consultation.
2.3	Launch and implement a Libraries Development Plan for the area	<p>Policy Development</p> <ul style="list-style-type: none"> • Library usage is falling in Falkirk but rising in some other places; there are powerful national lobbies and arguments in favour of libraries; • This new Plan considers how to make our libraries more relevant, more connected, more animated and how to address the 'value gap'; • Year 1 action will include exploring moves towards the creation of community hubs and identifying opportunity to combine with arts or other facilities. 	<ul style="list-style-type: none"> - Development Plan approved by Falkirk Council - Year 1 action initiated.
2.4	Launch and implement Kinneil Masterplan	<p>Policy Development</p> <ul style="list-style-type: none"> • The Estate's built and natural heritage mixed offer requires an integrated approach to planning and projects will be developed and appropriately packaged to attract potential external funding; • A feasibility study for the development of Kinneil House provided a sound concept for creating this as the critical project around which to build significant phase 1 funding packages for wider development of the Estate; • A strong local community of interest exists and contributed to the Masterplan development, the next stage is to engage communities of interest in advising on implementation of the Masterplan. 	<ul style="list-style-type: none"> - Masterplan approved by Falkirk Council - Masterplan advisory group established - Phase 1 funding bids explored.
2.5	Implement the Heritage Delivery Plan 2015-18 with partners	<p>Policy Development</p> <ul style="list-style-type: none"> • We led development of this plan to support general wellbeing and a sense of identity and to encourage active contributions to stewarding the future; 	<p>Following Council approval of the Plan, priority actions delivered:</p>

	Actions	Context /Detail	Milestone/Output
		<ul style="list-style-type: none"> Contribution from the local voluntary sector is actively sought and priority actions all offer voluntary sector opportunities. 	<ul style="list-style-type: none"> WW1 programme Year of Innovation Architecture and Design 2016 programme Kinneil Estate projects.
2.6	Develop and implement an Events Strategy	Policy Development <ul style="list-style-type: none"> FCT supports a diverse programme of events. The events may be at community, local or national level and some are of international significance; We need to maximise our capacity to attract, host and benefit from events and bring clearer focus to our events approach and help prioritise investment and work going forward. 	<ul style="list-style-type: none"> Strategy implemented and partners engaged in delivery.
2.7	Implement Marketing Strategy	Policy Development <ul style="list-style-type: none"> We have begun to embed a sound well planned marketing approach across the Trust and identify areas where niche activity could be developed, as well as geographic areas where market penetration is low; This allows more calculated targeting, robust and systematic planning and supports the development of exciting new product. 	<ul style="list-style-type: none"> Marketing plans developed across the Trust ensure planning is the basis of all activity Increased new customer participation and spread of users across the area Increased focus on thematic and targeted marketing campaigns.
2.8	Deliver, with partners, a Sports Delivery Plan for the area	Policy Development <ul style="list-style-type: none"> There are a large number of sporting groups and interests in the area as well as ourselves – many regional and local clubs, national governing bodies and sportscotland; This Plan seeks to address the priorities of all these interests and consider how collectively we minimise duplication of effort, work together to develop our skill base and increase participation in sport at all levels. 	<ul style="list-style-type: none"> Phase 1 review of sports facilities completed.
2.9	Deliver a management and forward development plan for Callendar Park in conjunction	Policy Development <ul style="list-style-type: none"> A visitor destination, the Park is a heritage asset both in its own right and as the surrounding 	<ul style="list-style-type: none"> Year 1 action plan implemented and contribution

	Actions	Context /Detail	Milestone/Output
	with relevant partners	<p>to Callendar House;</p> <ul style="list-style-type: none"> This plan will ensure that management and forward development of the green space is sympathetic to the heritage, integrated with the House, addresses the infrastructure needs of a strategic destination and meets the needs of local people and visitors alike. It will contribute to and support strategic masterplanning across the entire asset. 	made to master plan.
2.10	Deliver a management and forward development plan for Muiravonside Country Park with partners as appropriate	<p>Policy Development</p> <ul style="list-style-type: none"> Popular with families and for walking this large rural site is in need of investment to ensure it continues to be attractive for people to be more active and engaged in planning park improvements, outdoor activities and environmental learning ; This plan is to guide maintenance and management going forward and help seek new opportunities for development through attracting external funding. 	- Year 1 action plan implemented.
2.11	Seek approval of Sports Pitch Strategy	<p>Policy Development</p> <ul style="list-style-type: none"> We commissioned a Sports Pitch Strategy for the area which identifies the need for provision of a network of up to six 3G synthetic pitches across the area to minimise pressures on deteriorating and unsustainable grass pitches; The Council's Executive Committee took a decision in July 2014 to refocus their approach and encourage clubs to be involved in the development of 3G provision through bidding for funds from the Council. The Trust in its advisory role will support this process in collaboration with clubs, sportscotland and the SFA. 	<ul style="list-style-type: none"> Sports Pitch Strategy approved by Board and subsequently Falkirk Council Club led bids for funding supported by the Trust.
2.12	Deliver, with partners, a Physical Activity Plan for the area	<p>Policy Development</p> <ul style="list-style-type: none"> This Plan aims to increase levels of participation in entry level physical activity and wellbeing programmes, with a particular focus on those who do not currently participate and those for whom the health benefits of participation will be greatest; The Plan will ensure there is a cohesive link to the development of the Forth Valley Physical Activity Plan to ensure health services have an integrated approach; The Plan has a key contribution to the Single Outcome Agreement, and will ensure effective use of resources and support funding applications. 	<p>Following approval by the Council:</p> <ul style="list-style-type: none"> Year 1 action plan implemented with partners and a monitoring framework established Increase in participation in all specific areas of activity.
2.13	Prepare, with partners, a forward development plan for	<p>Policy Development</p> <ul style="list-style-type: none"> There are a number of opportunities, some already identified, for future phases of the 	- Scope of work and activity

	Actions	Context /Detail	Milestone/Output
	the Helix	development and we have commenced forward planning with the project partners.	required to continue forward development agreed.
2.14	Monitor and report on performance of the 5 year Business Plan Strategy	<p>Sound Governance</p> <ul style="list-style-type: none"> We need to ensure implementation is managed, progress is reported to our stakeholders and planning for delivery is integrated throughout the organisation; All annual action plans include performance targets which are reviewed regularly by our Board and reported to Falkirk Council. 	<ul style="list-style-type: none"> Performance reported to the Trust's Audit & Performance Group quarterly Following the Public Pound reported to Falkirk Council in October 2015 Business Plan and Unit Action Plans regularly and systematically reviewed.
2.15	Review Board Director Recruitment plans	<p>Sound Governance</p> <ul style="list-style-type: none"> The term of office for 7 directors will conclude during 2015/16. Most are eligible for reappointment for a final term and the Trust will require to consider how best to manage director turnover to avoid significant loss of knowledge skills at the end of the third term; At each opportunity for refresh the Board will consider the appropriate mix of skills and experience that it considers to be necessary for the next phase of the company's development. 	<ul style="list-style-type: none"> Board continues at full complement with an appropriate mix of skills and expertise.
2.16	Ensure support services are delivered effectively, meet our needs and provide a 'value for money' service	<p>Sound Governance</p> <ul style="list-style-type: none"> 10 SLAs currently exist to provide our support services by the Council which are due to end in June 2015 and an improvement plan was agreed in 2013 by both parties; The Trust has an on-going need to ensure best value and demonstrate its independence. 	<ul style="list-style-type: none"> Support service arrangements reviewed and in place by June 2015.
2.17	Further develop and implement Stakeholder Engagement Plan.	<p>Organisational Culture</p> <ul style="list-style-type: none"> Stakeholders, such as Falkirk Council, are vital to our work. Effective communication ensures that we optimise the potential to maximise the contribution we make to each other's work; Our stakeholders' engagement plan will be implemented to ensure that all stakeholders are appropriately engaged. We will listen to their feedback in future programme developments or improvements. 	<ul style="list-style-type: none"> Stakeholder Communications work well A stakeholder survey is conducted.

	Actions	Context /Detail	Milestone/Output
2.18	Improve Employee Communications	<p>Organisational Culture</p> <ul style="list-style-type: none"> Our own employees are one of our most important resources – in terms of the vital work they carry out on a day-to-day basis but also as ambassadors for the work of the Trust within the community. As such, their understanding of and ability to communicate the Trust’s key messaging is an excellent way of spreading information by word of mouth and via passionate, enthusiastic voices; We aim to build staff knowledge of other services and indeed as our own best customers; enabling greater knowledge between teams of the Trust about overall product/offering is vital. 	<ul style="list-style-type: none"> - More engaging and informative e-newsletter – increased open and click rates - Feasibility for inter-team “getting to know you” events explored - Staff encouraged to visit other Trust sites.
2.19	Conduct Employee Survey	<p>Employee Development</p> <ul style="list-style-type: none"> Our second employee survey was undertaken in 2014 to ensure our employees are engaged, feel valued and to provide an indication of employee satisfaction, the next survey will be in early 2016; The results are shared across the Trust and an action plan is developed and agreed through consultation with teams. 	<ul style="list-style-type: none"> - Employee survey conducted by April 2016 - Results reported by June 2016 - Action plan developed by September 2016
2.20	Implement an Employee Development Plan	<p>Employee Development/Empowerment</p> <ul style="list-style-type: none"> Our achievement and Personal Development Scheme is well embedded within the majority of the organisation. We want to maintain this momentum through the implementation of the Employee Development Plan; We are considering skills to develop and grow the business as the next focus for development; The customer experience is critical to our future growth. Employees have a critical role in contributing to that experience and therefore we want to support everyone to increase their awareness and understanding accordingly. 	<ul style="list-style-type: none"> - Training sessions held for key staff groups to build Customer Care skills and entrepreneurial awareness - Focussed Training for senior managers in relationship to management and leadership.
Strategic Objective 3 – Financial Sustainability			
<i>Being efficient and effective and operating within our means.</i>			
3.1	Deliver a thematic community	Investment	- Additional Museum based

	Actions	Context /Detail	Milestone/Output
	engagement programme to support Kinneil Museum development	<ul style="list-style-type: none"> Following on from improvements to displays on the ground floor we will continue engagement to animate the Museum and encourage community activity; Critical to community engagement are the Friends of Kinneil who are a valuable partner and capable of opening up engagement opportunities within the community. 	<p>activity</p> <ul style="list-style-type: none"> Increased volunteering from the Bo'ness Community.
3.2	Review development plans for Callendar House and Stables Block	<p>Investment</p> <ul style="list-style-type: none"> Our application to HLF in 2013 was unsuccessful and we need to revisit the concept and plan with Falkirk Council and HLF; Emergency works to the Stables Block have been undertaken and we now need to consider works to further buildings within this complex, within the wider Asset Management Plan. 	<ul style="list-style-type: none"> Revised approach agreed with all parties by March 2016.
3.3	Implement the Asset Management Development Plan 15/16 actions	<p>Investment</p> <ul style="list-style-type: none"> Our Asset Management Plan to optimise the use of our venues is being developed through a number of actions undertaken in conjunction with Falkirk Council to inform long term decision making and enable investment planning through a costed plan; Condition surveys completed for 23 key sites (October 2014) identify the need for £5.3m spend and the Sports Pitch Strategy identified need for £3.5m spend both by March 2018; With Falkirk Council we are taking action to improve repairs and maintenance arrangements including monitoring of effectiveness and costs. 	<ul style="list-style-type: none"> Forward investment decisions made by March 2016 Improved performance of the repairs and maintenance service.
3.4	Implement 2015/16 Council capital funded projects and plan 2016/17 investment proposals	<p>Investment</p> <ul style="list-style-type: none"> We have identified 3 critical areas of spend for the capital allocation of £550,000 to meet the Council's criteria of considering bids of 'inescapable high priority' and support our 5 year Business Strategy ; We want to make best possible use of the 16/17 allocation of £550,000 and develop proposals that support our Asset Management Plan. 	<ul style="list-style-type: none"> 3 capital projects delivered: <ul style="list-style-type: none"> Mariner wave machine Grangemouth Pool flumes IT infrastructure improvements 16/17 proposals identified by September 2015.
3.5	Explore feasibility for new use of venues	<p>Investment</p> <ul style="list-style-type: none"> Many of our Neighbourhood Sports Centres are underutilised and for a number of reasons are 	<ul style="list-style-type: none"> Delivery options identified by

	Actions	Context /Detail	Milestone/Output
		<p>not performing as well as they might; they are very valuable local assets and could offer more attractive services for local people;</p> <ul style="list-style-type: none"> We want to explore options for delivery of new activities from venues and will begin dialogue with external suppliers to understand what opportunities may exist and test feasibility in consultation with key interest groups. 	September 2015.
3.6	Improve our approach to planning ICT	<p>Investment</p> <ul style="list-style-type: none"> Systems are out of date, incompatible with each other, do not meet the basic needs of customers and constrain evidence based decision making and marketing. Many procedures and processes are paper based, bureaucratic by nature and limited by the current infrastructure; It will be costly to update and we need to begin a planned and structured approach to improvement to take advantage of up to date technology that ensures the most effective information support systems are identified. 	<ul style="list-style-type: none"> Audit and analysis of existing systems undertaken and compared with a needs analysis by Sept 2015 Priorities determined and approach to longer term strategy development and funding by January 2016.
3.7	Open a new gym in Stenhousemuir	<p>Investment / Income Generation</p> <ul style="list-style-type: none"> Falkirk Council approved £1m of development funds from their 'spend to save' initiative with the intention of generating additional levels of income; Trust has agreed to the Council receiving a 60% share of net annual surpluses and will wish to seek a review of the terms in due course. 	<ul style="list-style-type: none"> New health and fitness facility opened by Summer 2015.
3.8	Maintain improvement in Trading Company performance	<p>Income Generation</p> <ul style="list-style-type: none"> The Trading Company has continued to improve its overall financial performance. The integration of Helix activity has significantly boosted results as a consequence of better than expected performance in the 2014 summer season. An improvement in purchasing has reduced the cost of sales which in turn has improved the gross margin. The focus for 2015/16 will be greater analysis of the winter season, to make decisions about the level of service offered at the outdoor venues. Further improvement and efficiencies of Callendar House retail will also be explored. 	<ul style="list-style-type: none"> The Trading Company makes a net profit that can be passed on to the main charity.
3.9	Implement externally funded project at Muiravonside	<p>Income Generation</p> <ul style="list-style-type: none"> We received constructive feedback from HLF for our pre-application proposal for funding to 	<ul style="list-style-type: none"> Funding secured and project

	Actions	Context /Detail	Milestone/Output
	Country Park	<p>improve Visitor Centre interpretation and signage as a part of works to re-open this venue, if successful we expect to complete works in 15/16;</p> <ul style="list-style-type: none"> • Linked to our work to implement a Management and Development Plan for the park we see this bid, also utilising £52,000 of Council capital, as a first phase of securing investment for this site. 	<p>delivery plan executed by October 2015.</p>
3.10	Implement Fundraising Strategy	<p>Income Generation</p> <ul style="list-style-type: none"> • We want to support our work by generating income from a range of funders, sponsors and donors and have been growing our capacity to do so through our first 3 year strategy which is due for review and updating in 15/16; • Although external funding continues to be competitive we have uplifted our targets for growth in relation to match funding, capacity and time to develop bids and intend to move forward a priority project at Kinneil Estate to a point where it may begin to attract significant levels of funding. 	<ul style="list-style-type: none"> - £500,000 of external funds awarded in 2015/16 - Including 2 one-off awards of over £50,000, one of which to be £150,000 or over in 2015/16 - Strategy for 2016-2019 created.
3.11	Implement a Procurement Strategy	<p>Efficiencies</p> <ul style="list-style-type: none"> • Improvements have been made in our procurement processes. There is a better understanding of the scope to improve our approach to procurement and a new strategy will drive this area of work. 	<ul style="list-style-type: none"> - Better procurement realises cashable savings.
3.12	Secure Energy Management Savings	<p>Efficiencies</p> <ul style="list-style-type: none"> • We are a high energy user particularly on many of our large sites. Work to date with the Council on improving our plant and equipment, modernising lighting and pool covers for example has delivered tangible savings. We will continue this work which is becoming more critical as energy costs rise and budgets reduce. 	<ul style="list-style-type: none"> - Improvement projects identified to reduce energy consumption.

MONITORING AND EVALUATION

Performance Management

We measure and evaluate our performance in two ways:

- Numerical performance measures routinely collected over a period of time
- Customer, employee and stakeholder perceptions - on-going and through planned survey work.

Table 3: Numerical Performance Measures

Strategic Objective	Performance measure	Performance context	Performance 12/13	Performance 13/14	Performance 14/15	Target 15/16
Meeting Customer Needs	1. Number of concessionary admissions across all Trust services	The 'Go Card' concessionary scheme was launched at the start of 14/15; we saw a small unexpected decrease in 14/15 and expect to see an increase in uptake in 15/16.	92,273	120,779	114,540	125,000
	2. Number of admissions by young people across all our venues and programmes	A priority in our marketing strategy is Families; we expect to see an increase in uptake in 15/16 following investment in swimming pool attractions.	717,826	789,750	762,617	810,000
	3. Number of programmes and activity sessions for older people across all Trust services	A priority in our marketing strategy is Older People; an action in 15/16 is to gather new baseline information to inform future monitoring.	n/a	n/a	n/a	Work in progress
	4. Number of adult admission to all sport and leisure venues	Performance has decreased during 14/15; we expect an increase in performance in 15/16 following investment in swimming pool attractions.	627,536 ¹	745,357	638,638	730,000
	5. Number of juvenile admissions to all sport and leisure venues	Performance has declined and we expect an increase in performance in 15/16 following investment in swimming pool attractions.	591,306 ¹	536,969	496,094	550,000
	6. Number of concession admissions to all sport and leisure venues	The 'Go Card' concessionary scheme was launched at the start of 14/15; we saw a small unexpected decrease in 14/15 and expect to see an increase in uptake in 15/16.	80,793 ¹	81,902	76,789	85,000

Strategic Objective	Performance measure	Performance context	Performance 12/13	Performance 13/14	Performance 14/15	Target 15/16
	7. Attendance at sport and recreation development programmes	Performance has been rising; we expect a slight reduction in 15/16 following refocused national priorities for Active Schools. Community Recreation and Ranger Service programmes were added into this measure from 14/15.	125,951 ²	201,672 ²	213,860	200,000
	8. Number of visits to libraries	Visits have been decreasing for some time and at best we expect to maintain performance in 15/16 while we implement improvement action.	619,063	630,110	563,912	580,000
	9. Number of active borrowers from libraries	The rate of decline is slowing but no increase evident as yet and we expect to maintain the number of active borrowers in 15/16.	25,976	25,718	27,560 ⁴	27,000
	10. Number of issues including digital material	The rate of decline is slowing but no increase evident as yet; we expect a small reduction and to continue to slow the rate of decline	927,074	893,354	836,218	840,000
	11. Number of admissions to arts venues	Performance has decreased during 14/15; we expect an increase in performance in 15/16.	119,287	101,861	97,400	105,000
	12. Attendance at arts development programmes	A revision to the scope of this measure from 14/15 will reset totals going forward. We expect to increase performance in 15/16 subject to agreement on YMI.	63,258	60,005	156,649	140,000
	13. Number of visits to heritage venues	Performance has been rising for some time. Revised data collection at Callendar House at the start of 15/16 will reset a baseline.	36,769	38,343	38,382	Work in progress
	14. Attendance at heritage development programmes	Strong performance in 14/15 resulted from one-off activity in 14/15; performance is expected to decrease back to previous levels in 15/16.	9,507	9,870	13,451	9,750
	15. Number of complaints received	A revised complaints handling system introduced during 14/15 may reset a baseline.	94	118	81	Maintain

Strategic Objective	Performance measure	Performance context	Performance 12/13	Performance 13/14	Performance 14/15	Target 15/16
	16. Number of volunteers engaged	Performance increased in 14/15 from the baseline established in 13/14. We expect performance to increase further.	500 est	855	1,027	Increase
	17. Number of clubs and organisations worked with	A new baseline will be established; based on 13/14 estimates we expect this to increase .	100 est	Work in progress	193	Increase
	18. Sickness Absence - % days lost	The sickness absence rate increased slightly. The aim is to reduce to below 4%	4.03%	4.13%	4.56% ⁵	4% or less
	19. Staff Turnover - % turnover	Aim to reduce staff turnover.	8.60%	10.60%	3.30% ⁵	Reduce
Financial Sustainability	20. Customer income raised	Aim to increase income.	£4,540,000	£5,380,000	£5,214,000	£5,832,000
	21. Grant income secured ³	Aim to increase income.	£941,000	£703,000	£1,070,000	Increase
	22. Funds awarded from competitive grants and donor sectors	Funding is competitive and dependent on match we aim to increase on 14/15 position.	£144,053	£664,186	£541,180	£500,000

¹ Excluding figures for Polmonthill Ski Centre, Grangemouth Golf Course and Callendar Park Par 3 – breakdown into adult/juvenile/concession unknown for these periods.

² Excluding Community Recreation and Ranger Service activities – included from 14/15.

³ Includes grant income secured from partners (e.g. Youth Music Initiative (YMI), Active Schools, Fairer Scotland Fund, National Governing Body contributions) plus competitive grants secured.

⁴ Revised calculation following new Library Management System during 14/15.

⁵ Figures are as of end-February 2015 for 11-month period only (data not available for full year at time of publishing).

PERCEPTION INDICATORS

We gather customer and visitor perception through feedback and survey systems both venues based and via digital media. Our second employee survey was conducted in 2014 and demonstrated that 73% of results were more positive than in 2012, 12% were the same and 15% were more negative. Our second high level customer survey and our first stakeholder survey are planned for 2015.

RISK MANAGEMENT

The Trust has a Risk Management Policy and we review and update our Risk Register as part of the business planning process. Currently in October 2014 there are 50 risk descriptions in the register. Significant risks for this Plan are summarised in Table 4 below.

Risk Level	Risk Description	Mitigation/ Comment
High	Funding is not available to maintain buildings or the Council has pressing need for investment elsewhere in its portfolio.	This is a universal risk shared with the Council and the Trust is working with the Council to implement an Asset Management Plan. The high levels of investment required are unlikely to be met from the Council's capital programme.

Risk Level	Risk Description	Mitigation/ Comment
High	Funding from the Council to the Trust is reduced due to other Council priorities and budget constraints.	The Trust is pursuing a strategy to shift reliance on Council funding in the medium term.
High	Over reliance on out of date IT systems and network which is not focussed on Trust's business does not provide adequate service to customers or business information.	This risk has been increased to a high level due to increased probability of negative business impact. Capital funds sought for 15/16 to improve ICT. Online booking to improve customer point of sales experience is identified as a priority.

OUR PLANNING FRAMEWORK AT A GLANCE

<p>The 10 year area wide Strategy</p>	<p>“Inspiring Active Lives” A Culture and Sport Strategy for Falkirk” <i>A plan with four key themes for action across all culture and sport sectors that will be implemented through a series of partnership Delivery Plans led by the Trust</i></p> <table border="1" data-bbox="736 408 2042 448"> <tr> <td>Participation</td> <td>Motivation</td> <td>Venues</td> <td>Partnership</td> </tr> </table>					Participation	Motivation	Venues	Partnership	
Participation	Motivation	Venues	Partnership							
<p>Our 5 year Business Strategy</p>	<p>Our aim is that by 2019: <i>Falkirk Community Trust will be operating from venues that people want to use, with a more responsive programme offering better quality for our customers. We will be a trusted and valued organisation, secure in our role as a leader for culture and sport and with diminishing reliance on Council funding; we will be more flexible, entrepreneurial and commercially minded. We will have created champions for culture and sport and have loyal volunteers and a workforce who motivate a huge cross section of the community to take part in culture and sport that improves their lives.</i></p>									
<p>Our Objectives for 5 years</p>	<p>Meeting Customer Needs <i>People are at the heart of everything we do, be they customers or potential customers</i></p>	<p>Organisational Development <i>Growing up, getting stronger and maturing is critical if we are to live up to stakeholders’ expectations</i></p>	<p>Financial Sustainability <i>Being efficient and effective and operating with our means</i></p>							
<p>Our Priorities for 5 years</p>	<p>Marketing</p>	<p>ICT</p>	<p>Venues & Programmes</p>	<p>People & Organisation</p>	<p>Planning Together</p>					
<p>Our 5 Annual Business Action Plans</p>	<table border="1" data-bbox="736 1158 2042 1198"> <tr> <td>2014-2015</td> <td>2015-2016</td> <td>2016-2017</td> <td>2017-2018</td> <td>2018-2019</td> </tr> </table>					2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
2014-2015	2015-2016	2016-2017	2017-2018	2018-2019						
<p>Our Unit Action Plans and Business Strategies</p>	<p><i>A suite of plans for individual business operating areas and cross cutting plans for Trading, Programmes & Events, Marketing and Helix are guided by the Business Strategy, Annual Business Action Plans, Marketing Strategy and Fundraising Strategy</i></p>									

OUR PURPOSE

Our Vision

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

Our Mission

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

Our Values

Valuing the positive
difference people
make

Acting with
integrity

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

Being **proud** of
what we can achieve
together

Falkirk Community Trust gratefully acknowledges the support of Falkirk Council