



Falkirk Community Trust

Annual Action Plan

2017-2018

INTRODUCTION

Maureen Campbell, Chief Executive Falkirk Community Trust

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

In the Plan for 2016-2017 we continued to focus on venues, our customers and our work with partners. With the Council we opened a new Library in Denny town centre, a very bright and modern space with great potential for community activities and involvement. After a lengthy closure the Visitor Centre at Muiravonside reopened following essential works funded by Falkirk Council and the Heritage Lottery Fund. With the nearby café it provides visitors with a good orientation point and can now host a range of community activities related to the Park.

Following an intensive period of feasibility development, an anticipated investment in a new Arts Centre did not materialise and we shifted our focus to re-energising and re-invigorating the programme at FTH. A reworked programme is now evident and we kicked it off with the new Falkirk Live Music Festival working with Jazz Scotland and Creative Scotland.

With the agreement of Falkirk Council we advanced our plans for business growth through the development of a new soft play venture at the Mariner Centre which is set to open in the latter half of 2017.

Another major project is around digital transformation. Our Business Strategy identified the need for much greater use of, and better integrated technology to improve customer experience, drive sales activity, and generate information. Working closely with the Councils' IT team the implementation of this project is a major piece of work in 2017.

This Plan has been built on the continued significant reduction to our core budget. We were asked to make savings of £1.8m, nearly double that of last year, without directly impacting on the facilities that we manage. This has necessitated taking some hard decisions about reduction in service whilst maintaining our facility operations. We were able to identify £0.92m of savings with limited impact on services or facilities. It is short of the level requested and so a greater level of savings must be achieved in the next 2 years.

We developed a revised business approach to help mitigate the likely impacts of continued financial pressures. This requires us to consider facilities that could be managed in partnership with community groups with a view to transfer in part or whole over time, and facilities for us to inject increased energy and new ideas to grow income to reduce our subsidy; both major new areas of work for this Plan.

A challenging year lies ahead but it is critical to ensure that culture and sport can continue to help create a vibrant place, improve health and wellbeing and grow citizenship.

THE SCOPE OF THE 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

Aim

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.

Objectives

Three strategic objectives provide the focus for our work:

- Meeting customer needs
- Organisational development
- Financial sustainability.

Strategic priorities

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 December 2016 we have 487 contracted employees (209 full-time and 278 part-time). This is a 4.5% reduction in employee numbers on 2015 reflecting the budget savings of last year and on-going efficiencies in managing turnover.

We 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 the Council as landlord and the Trust is able to bid to their capital programme for capital project funding. At the time of writing the Council is conducting a strategic review of all its property assets, the results of which may influence future business plans.

FINANCIAL PLAN

We worked with a reduction in our core funding of £1.18m in 2016/17 which was on top of a reduction of £620,000 in 2015/16. In 2017/18 the reduction in funding is nearly £1.25m amounting to a cumulative reduction of some £3.05m over 3 years. Our financial strategy going forward anticipates continued reductions at an increasing scale and this year's Plan includes a number of actions to develop a new approach to income generation and to community engagement in order to achieve the step change that will be required.

We propose to offset the reduction in funding from the Council in 2017/18 as follows:

- Income generation and growth plans: £428,000
- Community engagement/transfer: £25,000
- Efficiencies: £317,000
- Service Reductions: £50,000

In addition to the above savings the Trust is utilising £100,000 from its reserves to reach a total of £920,000.

BUDGET

We currently (March 2017) envisage budget movement between 2016-2017 and 2017-2018 as outlined in Table 1 below.

Table 1: Budget

Budget Heading	2016-17 £'000	2017-18 £'000
Employee Expenses	11,944	11,922
Property Expenses	2,331	2,309
Transport Expenses	209	203
Supplies & Services	3,674	3,691
Third party Payments	314	353
Support Services	806	806
Capital costs	14	14
Total Expenditure	19,292	19,298
Service Payment	11,934	11,433
Other Income	7,358	7,765
Contribution from reserves	-	100
Total Income	19,292	19,298

SAVINGS PLAN

The achievement of the savings in 2017/18 includes some changes to service delivery that will be visible to customers, as outlined below:

- Winter closure of Callendar Park Kiosk

Through the budget process in 2017/18 the Council were able to allocate additional funds to protect services that might otherwise have had to be withdrawn.

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. The 'Go Card' concessionary scheme has proved successful and we continue to review eligibility on an on-going basis. For example Universal Credit is set to be implemented at the end of 2017 and we will want to review ahead of that to ensure alignment.

As reported last year performance in some areas of service suggests that some charges are now at a level that may be impacting on attendances. An average inflationary increase of approximately 1% was implemented to the majority of charges in 2016/17 and we plan that inflationary increase to charges in

2017/18 will be no less than 1%. Given the current financial position, price increases will be placed between 1% - 3%. Such a relatively small increase on many activity charges may have the actual impact of 'freezing' some charges.

A review of Health & Fitness charges has been undertaken and this identified some changes to charges aimed at attracting and retaining members.

- Reducing peak prices
- Increasing off peak prices
- No change to discount charges for 'Corporate', 'Lifestyle' and 'Go Card' members
- Amending conditions of class booking system to give preference to members over casual customers.

The launch of the planned Mariner Centre Soft Play facility will require the introduction of a new set of prices in 2017/18. A review of competitor prices was considered within the Business Case for this project and an update to this work will aid the final setting of prices.

Through all the Trust's fees and charges work the underlying principle of providing good value activity remains and we will monitor implementation across all fees and charges to ensure our key principles are met.

ACTION PLAN

The Action Plan 2017-2018 is the fourth 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 previous three Action Plans to meet objectives, address priorities and respond to opportunities. The Action Plan does not include regular operational activity to deliver our core services.

Table 2: Annual Action Plan 2017- 2018

	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.	<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"> Business case for Steeple end use is prepared following approval of approach by Trust Board and Falkirk Council. Year 4 community engagement programme delivered and plan in place for Year 5.
1.2	Raise the profile of linear tourism and heritage routes that run through the area.	<ul style="list-style-type: none"> The Antonine Wall runs through the area with a number of visible sites and terminates in Bo'ness. A local Corporate Working Group has been established to co-ordinate activity and promotion and the Trust is represented on the national Access and Interpretation Group. The John Muir Way is a Central Scotland wide route, which runs from Dunbar to Helensburgh and passes through Trust sites such as Kinneil Estate and Callendar Park. We seek to ensure that such linear routes contribute to the visitor experience and connect wherever possible to our venues. 	<ul style="list-style-type: none"> A funding bid to HLF is explored by the Antonine Wall national partners. John Muir Way information integrated into our venue promotion.
1.3	Deliver an integrated sports development and active schools programme.	<ul style="list-style-type: none"> Through our Sports Development and Active Schools teams we work across a number of target sports delivering programmes that support young people to progress in sport and as citizens and we aim to get better at supporting young 	<ul style="list-style-type: none"> 5 core sports programmes are delivered.

	Actions	Context /Detail	Milestone/Output
		<p>people to progress into the many sports clubs in the area.</p> <ul style="list-style-type: none"> Swimming is a target sport which is also a fundamental life skill. Uptake of lessons is positive however we must respond to the growing population and high proportion of young people in the area. Incentives to participation include unlimited access to swimming. 	<ul style="list-style-type: none"> - Pool programme is reviewed. - Scottish Swimming National Standards are implemented. - Income targets are achieved.
1.4	Develop and grow audiences for the arts.	<ul style="list-style-type: none"> We will review and refresh arts programming, working across the local arts sector and with national arts agencies to ensure that the cultural offer in Falkirk fully contributes to creating a vibrant place. The area's principal arts venue, FTH, is in need of significant upgrades to the building fabric and modernisation. There are technical constraints for performers and a poor customer experience for audiences and hirers alike. The replacement of FTH with a new Arts Centre in partnership with Forth Valley College was not considered viable and alternative options are to be sought. 	<ul style="list-style-type: none"> - A revised programming strategy for FTH is implemented. - Funding is secured to improve audience experience and programme. - Income targets are achieved. - Options for an Arts Centre are sought.
1.5	Deliver a four year programme - Memorial, Reflection, Restoration - commemorating WW1.	<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 have been engaging older people and promoting intergenerational activity. 	<ul style="list-style-type: none"> - 2018 commemorative activity is led by the Culture & Libraries service.
1.6	Deliver contribution to the Year of History, Heritage and Archaeology in 2017 and plan for 2018 Year of Young People.	<ul style="list-style-type: none"> 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. The third of the Focus Years promoted by Event Scotland presents an opportunity to showcase the Helix and Kelpies highlighting the role of the horse in the area's industrial past with an associated exhibition programme. 2017 also offers an opportunity to highlight the Antonine Wall, the area's premier archaeological feature. 	<ul style="list-style-type: none"> - A year long programme celebrates the area's History, Heritage and Archaeology in 2017 and major themes are iron, Romans and horses. - A major event is held on the Helix. - Plan for the Year of Young People in 2018.

	Actions	Context /Detail	Milestone/Output
1.7	Make a greater contribution to area visitor and tourism development.	<ul style="list-style-type: none"> We want to strengthen partnerships to achieve greater collective value to raise the profile of Falkirk as a destination, contribute to destination marketing and increase understanding of national trends. The Visitor Centre at the Helix is a focus for visitors particularly those from outwith the area and international visitors, and is a key opportunity to connect visitors to the wider Falkirk area. 	<ul style="list-style-type: none"> - Cross organisation marketing activity. - Proactive approach to signposting visitors to venues across the area is evident.
1.8	Communicate widely with key customer groups to engage in developing new business approaches.	<ul style="list-style-type: none"> We developed a new business approach to deal with significant reduction in public funding that seeks a much greater role for local groups with joint collaboration in service delivery. We need to communicate effectively with the wider community about what support we are looking for and how they can get involved. 	<ul style="list-style-type: none"> - Communications inform local people of progress in taking forward our business plan approach.
1.9	Develop an improved customer journey and experience.	<ul style="list-style-type: none"> With support from the Business Gateway Growth Fund we embarked on a development programme with 3 of our main visitor focused teams and engaged frontline staff through facilitated training. We want the learning to help us deliver an excellent service tailored to customer needs that helps attract visitors and generate income. 	<ul style="list-style-type: none"> - Service standards are embedded in the Helix, Callendar House, the Mariner Centre and Grangemouth Sports Complex.
1.10	Develop our digital capacity.	<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 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. In 2017 we intend to commission work to deliver a new website with integrated customer management and point of sales systems. We have secured a capital contribution of £280,000 to assist improve our use of technology. 	<ul style="list-style-type: none"> - Increased engagement through social media platforms continues. - Web traffic increases. - New customer bases are attracted. - Use of online booking increases.
1.11	Focus business growth activity on key customer groups.	<ul style="list-style-type: none"> The SOLD highlights the need to encourage and enable people to stay active throughout life whatever their ability. Our key customer groups of families and older 	<ul style="list-style-type: none"> - Integrated marketing of programme for families through

	Actions	Context /Detail	Milestone/Output
		<p>people remain priorities for focus and we want to work widely with partners to communicate motivational messages effectively.</p> <ul style="list-style-type: none"> • We continue to review our performance and programme for older people and although we have struggled to identify new income generating opportunities we are confident that we offer a wide range of activity. • The 45-65 age range has been identified as a significant focus for us to support the health agenda. Being active and establishing regular participation in life enhancing activities will help to support the next generation of older people to live healthier more active and independent lives. 	<p>'Family Friendly Falkirk' initiative.</p> <ul style="list-style-type: none"> - Motivational messages delivered in tandem with partners in a variety of setting. - A pilot collaboration with a GP practice to bring health and fitness together to support people into exercise.
1.12	Increase opportunities for volunteering.	<ul style="list-style-type: none"> • The Trust and partners engage with many volunteers in various areas of activity. With continued pressure on public sector funding we see the creation and development of volunteers and volunteering opportunities as way of helping maintain culture and sport activity in the community. • 2017 will see an increased focus on embedding volunteer work within service delivery. In doing so we want to ensure that volunteering is valued and loyal volunteers are rewarded through effective training 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"> - Service provision is maintained with the help of volunteers. - Numbers of volunteers increase year on year. - Local clubs and associations are strengthened by the development of good quality volunteers.
<p>Strategic Objective 2 – Organisational Development <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.	<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 2018. - Positive contribution is made to SOA indicators.
2.2	Take forward with partners, an Arts Delivery Plan and implement a Public Art Plan for the area (2016-21).	<ul style="list-style-type: none"> • We led the development of an Arts Plan that took learning from the Creative Place project to build on and develop further collaborative work. • A cornerstone of the Arts Plan is establishing an Arts Network to facilitate joint planning across the local arts sectors/providers 	<ul style="list-style-type: none"> - Year 2 action is initiated and an arts network is operating. - An approach to the support and promotion of Public Art is included in the Local

	Actions	Context /Detail	Milestone/Output
		<ul style="list-style-type: none"> In collaboration with the Council's Development Services, we refreshed the areas Public Art Plan within the context of the Local Development Plan. 	Development Plan (Autumn 2017).
2.3	Deliver a Libraries Development Plan for the area.	<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 Plan considers how to make our libraries more relevant, more connected, more animated and how to address the 'value gap'. Year 1 action included exploration of incorporating a wider range of community services in libraries beginning in Bo'ness. We secured efficiencies though introducing a leaner staffing model from 2016 and will continue to monitor this. 	- Year 2 action is implemented and a continued move is made towards Community Hubs.
2.4	Deliver Kinneil Estate Masterplan.	<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 strong local community of interest is contributing to the oversight and delivery of a number of agreed projects through the Advisory Group. A feasibility study for the development of Kinneil House provided a sound concept for creating this as the critical project. To date it has not been possible for the key players Falkirk Council and Historic Environment Scotland to prioritise resource to take this forward. 	<ul style="list-style-type: none"> Advisory Group oversees priority projects. Funding bids continue to be explored for agreed projects. Funding Strategy for Kinneil House, critical project, continues to be explored.
2.5	Deliver the Heritage Delivery Plan 2015-18 with partners.	<ul style="list-style-type: none"> This plan supports general wellbeing and a sense of identity and encourages active contributions to stewarding the future. Contribution from the local voluntary sector is actively sought and priority actions all offer voluntary sector opportunities. The plan reaches the end of its life in 2018 and during this year we will commence a review of performance and update the plan for 2018 and beyond. 	<ul style="list-style-type: none"> WW1 programme. Year of History, Heritage & Archaeology 2017 programme. Kinneil Estate projects. A draft updated plan is produced for 2018-21.
2.6	Implement an Events Strategy.	<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 have been very successful in attracting support from EventScotland however 	- Strategy is implemented and partners continue to be engaged in delivery.

	Actions	Context /Detail	Milestone/Output
		<p>we still need to maximise our capacity to attract, host and benefit from events, bring clearer focus to our events approach and help prioritise investment and work going forward.</p> <ul style="list-style-type: none"> • We are developing a 2 year strategy which will inform and direct The Helix as a principal event venue, as well as the wider events programme for the Trust. 	<ul style="list-style-type: none"> - Creative Scotland is attracted to support events in the Falkirk area.
2.7	Deliver a Marketing Strategy.	<ul style="list-style-type: none"> • We have a planned marketing approach across the Trust and have identified 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. • We have set quite challenging income generation targets and our marketing resource is prioritised to supporting the achievement of these. 	<ul style="list-style-type: none"> - Marketing plans developed across the Trust ensure planning is the basis of all activity. - Focus on thematic and targeted marketing campaigns continues to increase. - Focus on income generating priorities is maintained.
2.8	Develop, with partners, a Sports Delivery Plan for the area.	<ul style="list-style-type: none"> • There are a large number of sporting groups and interests in the area as well as us – 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. • We are discussing support from sportscotland to develop the plan and they are keen to see a sports hub approach being adopted. Early discussion has been had to explore developing a Grangemouth Hub. 	<ul style="list-style-type: none"> - Draft Sports Delivery Plan approved for consultation by October 2017.
2.9	Deliver a management and forward development plan for Callendar Park in conjunction with relevant partners.	<ul style="list-style-type: none"> • A visitor destination, the Park is a heritage asset both in its own right and as the surrounding to Callendar House. • This plan ensures 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 promotes sustainable management and will support strategic masterplanning across the entire asset. 	<ul style="list-style-type: none"> - Prioritised projects are scoped and matched with potential funding bids. - Project to upgrade Castle Callendar Play area and introduce natural play is progressed.

	Actions	Context /Detail	Milestone/Output
2.10	Deliver a management and forward development plan for Muiravonside Country Park with partners as appropriate.	<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 guides maintenance and management going forward and will build on the externally funded projects that have re-opened the Visitor Centre, improved signage and created a sculpture trail. 	<ul style="list-style-type: none"> - Year 3 action plan is implemented. - Prioritised projects and funding bids are identified.
2.11	Deliver, with partners, a Physical Activity Plan for the area.	<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 has a key contribution to outcome 4 of Strategic Outcomes Local Delivery Plan (SOLD), particularly to encourage and enable the inactive to be more active. We have worked closely with NHS Forth Valley on a Delivery Plan for outcome 4 and have begun to jointly explore closer operational working. 	<ul style="list-style-type: none"> - Year 2017 action plan implemented with a partner action group monitoring performance. - Increase in participation in specific target groups ie older adults, women, teenage girls.
2.12	Prepare, with partners, a forward development plan for the Helix.	<ul style="list-style-type: none"> • There are a number of opportunities, some already identified, for future phases of the development and we have commenced forward planning with the project partners, initially some enhancement works have been implemented through the TIF scheme. 	<ul style="list-style-type: none"> - Scope of work and activity required to continue forward development agreed.
2.13	Monitor and report on performance of the 5 year Business Plan Strategy.	<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 November 2017. - Business Plan and Unit Action Plans regularly and systematically reviewed.
2.14	Recruit to Board Director positions.	<ul style="list-style-type: none"> • The Trust requires to consider how best to manage director turnover to avoid significant loss of knowledge and skills. 	<ul style="list-style-type: none"> - Board continues at full complement with an appropriate mix of skills and expertise.

	Actions	Context /Detail	Milestone/Output
		<ul style="list-style-type: none"> 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. In 2017 two Council directors and three independent directors', including the Chairman, terms of office come to an end. 	<ul style="list-style-type: none"> New chair is appointed.
2.15	Ensure support services are delivered effectively, meet our needs and provide a 'value for money' service.	<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 2017. The Trust has an on-going need to ensure best value and demonstrate its independence. 	<ul style="list-style-type: none"> Performance of short and longer term agreements are monitored and reviewed.
2.16	Develop and implement a Stakeholder Communication Plan.	<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. As we implement our Business Approach in response to significantly reduced funding we will require a high degree of communication across a wide range of stakeholder interest groups including all culture and sport groups and individual customers. 	<ul style="list-style-type: none"> Stakeholder Communications work well. Stakeholders are informed about our business plans. Channels of two way communication are established and managed.
2.17	Develop and deliver a community engagement programme to generate increased involvement of community organisations in service delivery.	<ul style="list-style-type: none"> In response to the significant funding pressures we have developed an approach to spread responsibility and involvement in culture and sport services across a greater number of charitable and community organisations. Good collaborative engagement work and capacity building will be critical to success. On-going work to consider the transfer of Woodlands Games Hall to a community organisation has highlighted many of the issues involved. A project team will be created to grow our internal capacity to plan and deliver activity to support community organisations. 	<ul style="list-style-type: none"> A programme of community engagement and capacity building work is implemented. New levels of community involvement in service delivery are achieved
2.18	Improve Employee Communications.	<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 	<ul style="list-style-type: none"> A monthly informative e-newsletter with increased open and click rates is maintained.

	Actions	Context /Detail	Milestone/Output
		<p>information by word of mouth and via passionate, enthusiastic voices.</p> <ul style="list-style-type: none"> We introduced an informative e-newsletter 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"> Staff are encouraged to visit other Trust sites and be Trust customers.
2.19	Conduct Employee Survey.	<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 2017. 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 is conducted in autumn 2017. Results are reported winter 2017. Action plan is developed by spring 2018.
2.20	Deliver the Employee Development Plan.	<ul style="list-style-type: none"> A cross Trust team with support from HR created a new competency framework. We want to use this to enhance our recruitment, the APDS schemes and in day to day management, and plan to roll the framework out in 2017. The competency framework builds on the Trust's values and covers communication; teamwork; problem solving & decision making; new ideas & better ways of working; achievement; development. We are building in skills development for our teams delivering the new business approach. We know we need to shift our approach to be more entrepreneurial and to facilitate community capacity. 	<ul style="list-style-type: none"> Competency framework support recruitment. Competency framework is utilised in APDS and day to day management. Teams developing new business approaches are supported with skills development.
<p>Strategic Objective 3 – Financial Sustainability</p>			
<p><i>Being efficient and effective and operating within our means.</i></p>			
3.1	Implement the Asset Management Development Plan 17/18 actions.	<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 were completed for 23 key sites (October 2014). Based on these surveys we have updated the condition rank order of facilities to assist prioritisation. We are operating maintenance on an essential repairs only basis and with Falkirk 	<ul style="list-style-type: none"> Forward investment decisions are made by March 2018. Performance of the repairs and maintenance service continues to improve.

	Actions	Context /Detail	Milestone/Output
		Council we are monitoring effectiveness and costs.	
3.2	Implement 2017/18 Council capital funded projects and plan 2018/19 investment proposals.	<ul style="list-style-type: none"> • We have identified 12 essential areas of spend for the capital allocation of £520,000 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 18/19 allocation of £620,000 and develop proposals that support our Asset Management Plan. 	<ul style="list-style-type: none"> - 12 capital projects are delivered at: <ul style="list-style-type: none"> ○ Mariner (2) ○ Bo'ness Town Hall ○ Grangemouth TH ○ Grangemouth Sports Complex (2) ○ Falkirk Town Hall (2) ○ Bo'ness Rec Ctr ○ Grangemouth Golf Course ○ Callendar House ○ Grangemouth Stadium - 18/19 proposals are identified by June 2017.
3.3	Improve sports venue performance.	<ul style="list-style-type: none"> • We have been motivated and encouraged by the increased levels of income that our sports venues have achieved and although we have some way to go to reach the upper half of the ranking for Scottish Statutory returns for cost per admission we are confident in our ability to improve with appropriate investment. • We have identified potential for increased income across a number of our sports venues where we believe there is capacity to increase usage. The small to medium scale investments made at Bo'ness, the Mariner and Grangemouth Stadium along with efficient work practices have made a very positive start. 	<ul style="list-style-type: none"> - Income targets are achieved. - Admissions increase. - Soft play development at Mariner Centre revitalises the whole venue. - Usage and programme at the CATS schools grows.
3.4	Commence implementing an ICT Improvement Plan.	<ul style="list-style-type: none"> • We undertook an exercise to merge our customer databases, and with a programme of training improved capacity to generate reports from our systems. We created a team of system agents to collectively manage our systems and ensure their effective use. This work helps support action 1.10 which is our priority IT 	<ul style="list-style-type: none"> - System agents operate across the Trust. - New telephony system supports

	Actions	Context /Detail	Milestone/Output
		<p>project.</p> <ul style="list-style-type: none"> We have identified opportunities for improvements in our call handling and will work with the Council as they implement their new telephony contract, to make sure that we can make the most of the new system. As we work to integrate customer systems we will also look at how we can make better use of mobile and flexible technology for peripatetic services such as sports coaches as well as to better facilitate homeworking. 	<p>customer service.</p> <ul style="list-style-type: none"> Opportunities for mobile and flexible working are implemented.
3.5	Open a new soft play centre at the Mariner Centre.	<ul style="list-style-type: none"> Building on the investment in the wave machine, we are further redeveloping the Mariner Centre to fully re-establish it as a premier family destination. Soft play is a growth market and we have secured support via Falkirk Council for investment in this along with a new café within the games hall both of which will also deliver an improved customer experience for all visitors to the Mariner Centre. 	<ul style="list-style-type: none"> Works are completed by early Autumn 2017. Mariner Centre team is geared up to operating new business activity. Soft Play centre is marketed and opens to the public in Autumn 2017.
3.6	Implement a Health & Fitness Plan.	<ul style="list-style-type: none"> With the opening of Stenhousemuir Gym we are shifting our focus to planning forward development of all our gyms. Health and Fitness development needs to be competitive to attract paid members and generate income and be balanced with ensuring health and wellbeing programmes, particularly aimed at those most in need, are delivering community health benefits. 	<ul style="list-style-type: none"> Implement year 1 Health & Fitness Plan.
3.7	Maintain improvement in Trading Company performance.	<ul style="list-style-type: none"> The Trading Company has continued to improve its overall financial performance and we have managed efficiencies to tackle loss making activity. The focus will continue be to maximise the performance of the Helix Visitor Centre, grow the business at Callendar House tea room and launch the trading offer at the new soft play development in the Mariner Centre. 	<ul style="list-style-type: none"> The Trading Company makes a net profit that can be passed on to the main charity, or reinvested in trading activity.
3.8	Implement Fundraising Strategy.	<ul style="list-style-type: none"> We want to support our work by generating income from a range of funders, 	<ul style="list-style-type: none"> £1.75m of external funds

	Actions	Context /Detail	Milestone/Output
		<p>sponsors and donors and have been growing our capacity to do so which is reflected in our Strategy for 2016-19.</p> <ul style="list-style-type: none"> • Although external funding continues to be competitive we have uplifted our targets for growth although availability of match funding, capacity and time to develop bids can be challenging. • We had hoped a priority project at Kinneil Estate may have attracted significant levels of funding but this has not come to fruition and so we have reconsidered our priority and will look for funding associated with a redevelopment of Grangemouth Sports Complex. 	<p>awarded in 2016/19.</p> <ul style="list-style-type: none"> - Including a high value one-off award of between £500,000 and £1m in 2016/19. - Level of donations increased.
3.9	Maintain focus on income and develop new income generating activity.	<ul style="list-style-type: none"> • Our approach to the business plan identified 15 venues across culture and sport with good additional income generating potential and we set targets based on the likelihood of achieving uplift. Achieving this will require new ideas across programme, customer service, marketing and investment within the venues. • Building on our successful approach to the soft play project a team will undertake research and development and bring forward business propositions for review by the senior management team. • It requires us to have robust monitoring systems in place and the ability to be adaptable with programme and marketing interventions. 	<ul style="list-style-type: none"> - New income generating proposals are explored. - Income monitoring processes are robust and targets are met.
3.10	Secure Energy Management Savings.	<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. • We have identified the opportunity to utilise the asset base to generate renewable energy and discussion with the renewables sector points to good potential to offset costs and yield income. 	<ul style="list-style-type: none"> - Improvement projects are identified to reduce energy consumption. - A feasibility study for generation of renewable energy is undertaken.

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 (at end-Q3 16/17)	Performance 13/14	Performance 14/15	Performance 15/16	Performance 16/17 (Q1-3 only)	Target 17/18
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 expect to see an increase in uptake in 17/18 with the role out of the Universal Credit scheme and changes to Go Card criteria.	120,779	114,540	116,423	86,371	122,000
	2. Number of admissions by young people across all our venues and programmes	A priority in our marketing strategy is Families; performance has increased and we expect to see a further increase in uptake in 17/18 through developing a new business approach.	789,750	762,617	805,759	626,163	925,000
	3. Number of older people holding a Go Card membership	A priority in our marketing strategy is Older People; a new baseline will be set in 17/18.	n/a	n/a	n/a	n/a	TBC
	4. Number of adult admission to all sport and leisure venues	Performance increased during 15/16 following investment in facilities and was maintained in 16/17; we expect to maintain performance in 17/18.	745,357	638,638	770,322	547,897	720,000
	5. Number of juvenile admissions to all sport and leisure venues	Following recent declines in performance, admissions increased in 15/16 following investment in facilities and was maintained in 16/17; we expect to maintain performance in 17/18.	536,969	496,094	509,121	355,373	470,000

Strategic Objective	Performance measure	Performance context (at end-Q3 16/17)	Performance 13/14	Performance 14/15	Performance 15/16	Performance 16/17 (Q1-3 only)	Target 17/18
	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 expect to see an increase in uptake in 17/18 with the role out of the Universal Credit scheme and changes to Go Card criteria.	81,902	76,789	83,271	57,029	85,000
	7. Attendance at sport and recreation development programmes	Performance has been rising; we expect an increase in 17/18 following refocused priorities for Sports Development.	201,672 ¹	213,860	247,494	248,225	336,000
	8. Number of visits to libraries	Visits have been decreasing for some time and at best we expect to maintain performance in 17/18 following the opening of a new facility in Denny.	630,110	563,912	513,720	395,332	500,000
	9. Number of active borrowers from libraries	The number of active borrowers was relatively static during 16/17 but no increase is evident as yet; at best we expect to maintain the number of active borrowers in 17/18.	25,718	27,560 ³	25,891	25,151	25,000
	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 during 17/18.	893,354	836,281	774,379	555,243	720,000
	11. Number of admissions to arts venues	Performance decreased during 16/17 due to changes in the admissions recording process; (no separate count for Park Gallery) we expect an increase in performance in 17/18 with new programme development.	101,861	97,400	110,591	51,027	82,000
	12. Attendance at arts development programmes	This measure was revised from 14/15 and reset totals going forward. Performance decreased during 16/17 due to a reduction in externally funded activity; we expect to maintain attendances in 17/18.	60,005	156,649	177,925	104,103	150,000
	13. Number of visits to	Performance has been gradually rising for	38,343	38,382	51,222	39,609	45,500

Strategic Objective	Performance measure	Performance context (at end-Q3 16/17)	Performance 13/14	Performance 14/15	Performance 15/16	Performance 16/17 (Q1-3 only)	Target 17/18
	heritage venues	some time. We expect to maintain performance in 17/18 with a refreshed approach to programme and trading activity.					
	14. Attendance at heritage development programmes	Performance decreased in 16/17 following service restructuring; we expect a further decrease in performance in 17/18 following withdrawal of part of the heritage learning service.	9,870	14,030	10,784	tbc	tbc
	15. Number of complaints received	The number of complaints gathered was relatively static in 16/17; we hope to maintain the level during 17/18.	118	81	122	86	Maintain
	16. Number of volunteers engaged	Performance increased in 16/17 following the appointment of a volunteer co-ordinator. We expect performance to increase further in 17/18 with a focus on embedding volunteer work within service delivery.	855	1,027	1,684	Work in progress	Increase
	17. Number of clubs and organisations worked with	Performance in 16/17 saw a small increase; we expect a further increase in 17/18 with engagement work with partner clubs and organisations.	Work in progress	193	207	Work in progress	Increase
	18. Sickness Absence - % days lost	The sickness absence rate reduced slightly in 16/17. The aim is to maintain this below 4% in 17/18.	4.13%	4.72%	4.28%	3.46%	4% or less
	19. Staff Turnover - % turnover	Aim to reduce staff turnover.	10.60%	10.30%	18.14%	7.5% ⁴	Reduce
Financial Sustainability	20. Customer income raised	Aim to increase income with a new business approach to income generation.	£5,380,000	£5,225,000	£5,876,000	£4,987,000	Increase
	21. Grant income secured ²	Aim to maintain income with a new business approach to income generation.	£703,000	£1,070,000	£794,953	£584,000	Maintain
	22. Funds awarded from competitive grants and	Funding is competitive; we aim to maintain position during 17/18.	£664,186	£541,180	£759,207	£154,570 ⁵	Maintain

Strategic Objective	Performance measure	Performance context (at end-Q3 16/17)	Performance 13/14	Performance 14/15	Performance 15/16	Performance 16/17 (Q1-3 only)	Target 17/18
	donor sectors						

¹ Excluding Community Recreation and Ranger Service activities – included from 14/15.

² Includes grant income secured from partners (e.g. Youth Music Initiative (YMI) and Active Schools,) plus competitive grants secured.

³ Revised calculation following new Library Management System during 14/15.

⁴ Figure is for 6-month period to end-September 2016 (data not available for 9-month position at time of publishing).

⁵ Figure is to end October 2016.

RISK MANAGEMENT

The Trust has a Strategic Risk Management Policy and we review and update our Strategic Risk Register as part of the business planning process. Currently in March 2017 there are 5 main risk descriptions in this register which is supported by a comprehensive operational risk register containing circa 50 risk descriptions. Significant risks associated with this Plan are summarised in Table 4 below.

Table 4: Risk Summary

Risk Level	Risk Description	Mitigation/ Comment
High	Risk Category: Property & Assets 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. This risk is at a maximum score due to consequential impact on attracting new customers to facilities and income generation.
High	Risk Category: Finance Funding from the Council to the Trust is reduced due to other Council priorities and budget constraints impacting on the quality and range of services delivered.	The Trust has been pursuing a strategy of income growth to shift reliance on Council funding in the medium term. The speed of reduction in core funding is moving at a pace that is outstripping our ability to grow income. Mitigation is being pursued through new growth opportunities to stimulate increased business. This risk is at a maximum score owing to savings proposals for 17/18 reducing the quality and range of services delivered.
High	Risk Category: Information 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.	Capital funds have been secured to help improve ICT. The scale and complexity of the problem is challenging to resolve and work has commenced on a Digital Transformation project which is a priority for taking forward in 17/18.
Medium	Risk Category: Finance Failure to meet income targets with potential for the Trust not to continue to be financially viable.	Income targets are continuing to prove challenging to achieve. Market pressures, the vagaries of the weather and the continuing impact of the recession are contributing factors. Mitigation is through increased focus on monitoring and review of customer income, and cautious approach to charges as well as development of new growth opportunities.
Medium	Risk Category: Finance Uncertainty of cost of implementing future savings proposals which may require further savings to be found in order to pay any redundancy costs arising with potential for delay, and staff time input deflecting from core business.	Contingency sum has been built into the reserves strategy and dedicated support will be sought from HR and Finance advisors to support implementation.

OUR PLANNING FRAMEWORK AT A GLANCE

The 10 year area wide Strategy

“Inspiring Active Lives” A Culture and Sport Strategy for Falkirk”

*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*

Participation	Motivation	Venues	Partnership
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Our 5 year Business Strategy

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.

Our Objectives for 5 years

Meeting Customer Needs

People are at the heart of everything we do, be they customers or potential customers

Organisational Development

Growing up, getting stronger and maturing is critical if we are to live up to stakeholders’ expectations

Financial Sustainability

Being efficient and effective and operating with our means

Our Priorities for 5 years

Marketing

ICT

Venues & Programmes

People & Organisation

Planning Together

Our 5 Annual Business Action Plans

2014-2015

2015-2016

2016-2017

2017-2018

2018-2019

Our Unit Action Plans and Business Strategies

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

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
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