



Falkirk Community Trust

Business Strategy

2019-2024

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INTRODUCTION

This Strategy is about how the Trust position's itself to make the best possible contribution to improving quality of life for all communities in the Falkirk area. We operate in an ever changing world and it is intended to help us adapt to meet challenges and opportunities that lie ahead.

Developed by the Board, the document sets out our Business Strategy for 2019-2024. Whilst it picks up the objectives and many of the priorities of the previously published Strategy for 2014-2019, we have in the interim reviewed our business approach to respond to the changing context in which we are now, four to five years on, operating. We are transitioning towards playing a more facilitating role in the community, expecting that we will soon be operating with much less funding and from fewer venues.

The Trust is a community organisation with a governance structure that places it at the heart of Falkirk's communities. Our primary purpose is to serve the people of this area to the very best of our ability and this Business Strategy has been developed to help us to do that.

The value of what we do is, we firmly believe, ever more important at a time when a preventative agenda is necessary to help alleviate some of the many pressures on diminishing public funds such as for healthcare and social services. Helping people to help themselves to better health through easy access to all the life-enhancing activities that we have on offer is a key thrust of our Strategy.

Evidence points to deprivation, poverty and equalities issues being important factors in individuals' health and wellbeing. To help address these issues we must maintain, or better still, enhance services, which may be facility-less, for those most in need. We know we need to continue to be effective but to do so with reducing means. Our approach is to increase the income generating ability of selected venues to reduce or remove their subsidy, thereby enabling funds to protect the equally important but less income-driven services.

We are a leader for culture and sport but we are by no means the only organisation with an interest in culture and sport in the Falkirk area. There are a plethora of organisations, large and small, which either deliver services, through clubs for example, or value the contribution made to quality of life, such as community planning partners. Our approach is to shift some of our focus from managing a large number of facilities to leading and facilitating others. Only by spreading responsibilities wider across a greater number of charitable and community organisations can we hope to sustain all that is great about culture and sport.

Effective partnership, particularly with Falkirk Council but increasingly with others such as health partners, will be critical to success and we look forward to fruitful collaboration over the next five years.



David White
Chair, Falkirk Community Trust

ABOUT US

Who we are and what we do

Falkirk Community Trust is a charitable organisation. Our mission is to lead culture and sport to enrich people's lives in the Falkirk area. We deliver a wide range of culture and sport services on behalf of Falkirk Council and we want Falkirk's communities to be the most creative and active they can possibly be.

Our services include arts, heritage, libraries, sports, recreation and events and we manage over 80 sites across the area which range from the world renowned Helix and Kelpies, unique heritage attractions of Grade A listed Callendar House and the Hippodrome Cinema, three large historic parks, specialist facilities such as the regionally significant Grangemouth Indoor Athletics Centre to local libraries, sports venues and pitches in neighbourhood areas.

Our values demonstrate the importance we place on people:

- **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

Our Achievements

In four financial years of our first Business Strategy we achieved a 28% increase in customer income, a 29% increase in participation by young people, a massive turnaround in our trading activity and reduction in our reliance in funding from Falkirk Council, down from 69% - 60%. This was with a 17.5% reduction in our annual core funding from the Council.

We did this through introducing thematic marketing plans focusing on families, older people and those with less means and increasing our use of digital communications. We invested in new technology in our libraries and moved towards a new online sales capacity. We introduced new activities in arts, sport and trading and improved our asset base. We grew our organisational profile and embedded our culture, values and ethos and offered new opportunities for volunteers to work with us. We helped our people to be more customer focussed, project driven and innovative and we looked to working more closely with stakeholders and community groups as the way forward.

A brief review of our journey over the last four years can be found on page 12.

Our Ambition

Our ambition is for people to be the most creative and active they can be, to be inspired and motivated to participate, enjoy new experiences and to take part in activities that are relevant, affordable and accessible. Our first Business Strategy set out this ambition in 2014 and we have been journeying towards it since then. Whilst much progress has been made the ambition remains as relevant now as it was.

By 2024 as a result of this five year Strategy:

Falkirk Community Trust will be operating from venues that people want to use, with a more responsive programme offering high 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 Strategy

This document sets out a framework to guide action over the next five years to help us to carry on delivering culture and sport that enriches people's lives and creates a vibrant place.

In autumn 2016 the Trust Board agreed that although the then Business Strategy was still relevant, they wanted to take a longer term view and the Business Plan Approach was developed in response to increasing funding pressures. It outlined a three year programme of work that was intended to protect and modify service delivery and assumed a significant reduction in Council funding over a five year period from 2017. It set out a number of shifts and a forward route plan through:

- Community engagement and involvement so that facilities could be managed in partnership with community groups with a view to transferring them in part or whole over time;
- Sustaining community infrastructure through facilities that don't yet have an identifiable community support mechanism but make a significant contribution to meeting need;
- Generating income in facilities that have the potential to grow to reduce subsidy while still contributing to the area's strategic objectives.

We have developed this second Business Strategy mindful of the route plan outlined above, and the progress made and learning from it to date, and the Strategy 2019-2024 focuses on three important areas:

Customers

- improving our understanding of what communities' value
- helping motivate people who will benefit the most to participate
- inspiring and accessible programmes
- welcoming more customers

Viability

- finding new ways to grow income
- sharing responsibilities with partners
- using smarter contracting methods
- operating high performing assets

Leadership

- inspiring others to work with us
- establishing genuine community partnerships
- equipping employees and volunteers with community development skills
- communicating confidently

OUR STRATEGIC CONTEXT

We are the lead body for culture and sport in the Falkirk area and we believe passionately that participation in culture, sport and physical activity makes a positive and valuable contribution to the health and wellbeing of individuals and the whole community. Over the last five years we have been laying the foundation for this Strategy which as before is intended to help create possibilities that will make the most positive impact over the next five years.

What's changed

However over the past four years we have had to respond to significant budget reductions which when taken cumulatively amount to approximately £4 million and are having a serious impact on our viability. As the Council's financial position has become more constrained this is placing greater pressure on non statutory services such as those being delivered by the Trust. This ongoing reduction in funding is happening at a time when there is a growing recognition of the contribution that culture and sport makes to statutory service delivery. The boundary between statutory and non statutory service is becoming more blurred and the social return on investment, for example, in services that promote health is much more widely recognised. The impact on the health and well-being of the community, the local economy and indeed the overall loss of Falkirk's 'sense of place', if funds continue to reduce is immeasurable and should not be underestimated.

The need for collective effort is picked up in other plans and strategies operating at a local level most of which are new since we created the first Business Strategy:

- A Thriving Forth Valley – NHS FV Health Improvement Strategy 2017-2021
- Falkirk Community Planning Partnership – Strategic Outcomes and Local Delivery Plan 2016-2020 (SOLD)
- The Council Corporate Plan – Our Council, Our Area, Our Services 2017-2022
- Establishment of Falkirk Health and Social Care Partnership – the Integrated Joint Board
- Inspiring Active Lives – a Culture and Sport Strategy for Falkirk 2014-2024

One of the most significant factors that has emerged is an increasing focus on improving mental wellbeing. The Health Improvement Strategy seeks to tackle preventable illness, reduce the inequality gap and promote physical and mental wellbeing. It highlights how mental health and wellbeing is a national priority and to achieve good mental health requires a systematic approach to prevention and early intervention. It flags the links to deprivation and seeks to target specific groups of children and young people known to have poorer mental health.

The Community Planning Partnership has placed a particular focus on improving mental health and wellbeing in the Falkirk area as well as addressing the impact of poverty on young people which is to be given the greatest attention. These are in addition to seeking to improve the health of the local population and, reflecting an ageing demographic, that people can live full, independent and positive lives within supportive communities. Increasing physical activity levels is an action within the SOLD which the Trust is leading on.

The Council's Corporate Plan recognises the period of significant change is continuing and looks to balance aspiration and ambition with ability to achieve. The priorities of this Plan encompass

People, Place and Partnership and areas of particular focus that are of relevance to our Strategy include children and young people, reducing the impact of poverty on families and working with the third sector and communities to help them thrive by delivering services differently. The Plan sets an agenda for modernisation, change and organisational transformation. The Plan also highlights the role for “Inspiring Active Lives” in improving the outcomes for citizens and communities.

The Integrated Joint Board’s Strategic Plan, whilst focusing on an ageing population, also places an emphasis on reducing poverty, equality of access, health and wellbeing. It aims to enable individuals, carers and families to manage their own health, care and wellbeing.

The common themes across partners’ strategic plans that are particularly important for culture and sport can be summarised as:

- Reducing inequality
- Reducing poverty
- Promoting health and mental wellbeing
- Giving children and young people the best possible start
- Working with communities

Under the Council’s Place priority we also play a role in growing the area’s economy, attracting inward investment and promoting vibrant town centres. Callendar House and the Helix, both VisitScotland 5 star attractions, have a key role in the area’s tourism development. The Trust works closely with partners through VisitFalkirk to implement tourism initiatives.

“Inspiring Active Lives”: A Culture and Sport Strategy for Falkirk 2013-2023

The Trust led the creation of this Strategy that helps guide our own work and that of partners for a ten year period. It takes account of the issues facing the area, culture and sport specifically and sets the direction for all local culture and sport organisations. It looks to the Trust to lead the implementation of the Strategy through Delivery Plans created with relevant partners.

The two main aims are:

- To increase and broaden participation in culture and sport
- To help secure recognition for the Falkirk area as a vibrant place

“Inspiring Active Lives” is organised round four themes:

Participation: Improving sense of wellbeing, enriching lives of people of all ages and ensuring co-ordinated structures are in place to enable participation from the ‘grass roots’.

Motivation: Connecting with people and motivating them to take part in opportunities that are relevant, accessible, affordable and meet expectations.

Venues: Providing a focal point for participation and community cohesion, attracting visitors, enhancing the image of the area and ensuring fit for purpose venues that meet expectations.

Partnership: Making sure all forward plans are aligned to partner expectations.

All of the above has been an influencing factor in determining our business priorities over the next five years. But of particular importance are Health and Wellbeing and Inequalities. Maintaining services for those most in need may not require major facility provision. Currently two local Community Sports Hubs operate in a range of community settings; we deliver services directly in Care Homes; and activities in the outdoors such as buggy walks take place on local path networks. In this document we describe such services as facility-less.

OUR OBJECTIVES

We will achieve our five year ambition through three strategic objectives:

- Meeting our customers' needs
- Ensuring our financial viability
- Growing our leadership and community development capacity

Meeting our customer's needs

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

Good progress has been made in improving our technology to help us know more about our customers and markets and now we will use this to reach and respond to the widest audience.

Working to this objective will require:

- Understanding what communities value
- Use of technology to motivate and communicate
- Accessibility and value for money
- Growing customer loyalty
- Targeted approaches to engage those most in need

Ensuring our financial viability

Being efficient, effective and operating with reducing means

We are becoming less reliant on Council funding but we are unable to move at the same pace of change as the ever reducing levels of funding. With the Council's support we need to quickly shift to a portfolio of diverse facilities, management models, service delivery options and sources of income. Decisions taken need to be based on robust evidence for investment that secures the best outcome for the whole area.

Working to this objective will require:

- A smaller core of high performing assets
- Income generation to maintain and invest in service provision
- Strategic use of surpluses
- Partnership
- Smart contracting and borrowing

Growing our leadership and community development capacity

Some of our focus needs to move from managing to leading and facilitating

We want to lead and support the shift from entitlement to community responsibility and from service provision to community enablement and education.

Working to this objective will require:

- Leadership that guides and supports others
- Engaged and motivated volunteers
- Employees with community development skills
- Excellent communications that inspire confidence
- Responsibilities spread across a greater number of charitable and community organisations

OUR PRIORITIES

We have identified six strategic priorities. These are areas of work which are of significant importance to the future of the Trust and the services we deliver and will make considerable contribution to “Inspiring Active Lives”. Although taking broadly the same direction as our previous Strategy we have made some additions to reflect the need to refocus our direction of travel. They are priorities for the Trust but implementation is very dependent on our ability to lead and influence others as shown below.

Planning and Working Together

To be an effective contributor we need to be involved in genuine partnerships that move from planning together to working smarter together. With fewer resources, this is the step change needed to make a positive impact for communities. There is also a need to strike an appropriate balance between centralised and decentralised provision of building based services. All the area’s plans describe this changing landscape across the public and third sectors but success will depend on growing the capacity of people to work in this way.

Over the next five years we will:

- Identify how we could better support community groups to programme and manage venues either by themselves or working alongside us;
- Ensure we engage at ‘grassroots’ level with our communities of interest, and make best use of existing mechanisms such as locality planning to work with geographic and neighbourhood communities;
- Take a lead role in co-ordinating programme provision with others, be willing to innovate more and introduce new content, taking measured risks where considered manageable;
- Engage with partners to share any available research that would help us better understand community needs and be open to joint commissioning of research;
- Improve how we build in accessible opportunities from the outset for engagement of communities and customers in our planning for new initiatives;
- Work with the Council and cultural organisations to identify a way forward for a new arts venue for the area;
- Develop our organisation to help support the objectives of funding partners.

Encouraging Health & Wellbeing

To fully play our part we need to be more focussed on supporting health priorities. National and local plans highlight mental wellbeing as a major issue. Working with partners to identify those who will benefit most, we need to motivate people to do more to help themselves and be more active. Success will depend on targeted funding and a systematic and joined up approach that can support at an individual level as well as across whole communities.

Over the next five years we will:

- Engage with the appropriate community health services to identify and develop joint funded programmes and initiatives;
- Promote the mental health and wellbeing benefits from engaging, whether as an active participant or an audience, in all the services we offer;
- Promote workplace health, active travel to, and healthy eating in, our venues;

- Work to motivate the least active across the population to participate and continue to develop specific activity that meets their needs;
- Make sure we develop programmes that allow geographic access, create thematic content and encourage people to progress, maintaining a balance of both facility based and development activity and populist with more challenging content;
- Focus on increasing physical activity levels of adults over 45 years to help minimise the future health burden from the projected increase in older adults in the population;
- Engage parents/carers in the most deprived areas to increase the numbers participating in activities for under 3's and work to increase the participation of all children living in poverty in our programmes.

Raising Image & Profile

To develop our organisation and be an effective leader we need to celebrate our successes and be a great communicator. By being widely recognised and valued we can use our visibility to create a healthier business that helps create a more vibrant place and contribute to the area's economic and tourism growth. Success will depend on a positive attitude, effective branding and messaging that makes best use of technology.

Over the next five years we will:

- Celebrate and communicate success widely, with employees, communities and partners;
- Ensure that growing our brand awareness is something that everyone in the organisation and communities can contribute to and become champions for the services we deliver;
- Support area wide placemaking and an internationalisation agenda, particularly through the visitor destinations that we manage;
- Work with an increased range of local and national partners, including businesses, who ideally will describe us as excellent partners to work with;
- Explore new ways of deriving funds through, for example, expanding our competitive funding base and developing new forms of funding;
- Continue to develop our digital communications and engagement tailored to a wide range of audiences.

Generating Income

To remain viable we need to find discrete and attractive new income streams. As a charity we generate funds to deliver front line services to the community. To help address poverty and equality issues we must maintain services, which may be facility-less, for those most in need; funding this by increased income to reduce or remove subsidy in selected venues. Which venues and where services are to be delivered is business critical. Success will depend on commercial acumen, innovation and wise investment.

Over the next five years we will:

- Deliver a programme to refresh our major venues ensuring they contribute effectively to an excellent customer experience;
- Monitor and respond to trends and identify opportunities for new programmes and uses of venues where return on investment can be optimised;
- Take forward a number of business growth initiatives that will widen opportunities for more people to be active more often, projects identified (2018) include at Grangemouth Sports Complex, the Mariner Centre and the Helix;

- Introduce smarter contracting and borrowing routes, making greater use of strategic frameworks and partnering with leisure developers;
- Take a prioritised and project driven marketing approach that delivers return on our investments and meets business case objectives;
- Seek ways to better integrate our customer sales activity and increase cross sell, building this into our plans for implementing events, programmes and venue promotion.

Creating Business Efficiency

To be efficient we need to modernise. We must capture and use information and market intelligence, grow membership and loyalty base and drive business costs down. Success will depend on making technology easy for customers and staff to engage with.

Over the next five years we will:

- Make best use of improved customer information to provide a stronger evidence base for decision making;
- Continue to improve our electronic point of sales systems to generate information that drives service delivery improvement;
- Continue to use ICT investment to move the business forward by responding to how customers expect to access information and better engage with the Trust;
- Encourage and support a mobile and flexible approach to the work environment;
- Review SLAs to ensure we have the appropriate mix and blend of effective and value for money support services to meet our business needs.

Developing People

To be the best we can be we need the right people, with the right skills in the right places. We must grow our knowledge and skills base especially in income growth and community engagement. Recognising we need to increase the pace of change, success will depend on motivating our people and externalising more to gain skills to address project driven challenges.

Over the next five years we will:

- Support and encourage staff to take entrepreneurial and collaborative approaches that meet Trust objectives;
- Recruit and develop a workforce that demonstrates excellence in customer service at its core;
- Develop skills within our workforce to enable staff to grow capacity and empower communities to do more for themselves;
- Consider how we can tap in to internships or other external resources to add specialist resource to specific projects;
- Offer increased levels of volunteering that enhance service delivery ensuring through co-ordination and training that a quality standard is set and maintained and that volunteers' expectations can be met;
- Match volunteering opportunities so that volunteer effort helps those who need help most.

DELIVERY

Delivery of this Strategy will be dependent on making best use of available resources, developing competencies, having robust action plans and effective monitoring of our progress.

Financial Strategy

Our financial planning is currently governed by an expectation that public sector funding will continue to decline at an unprecedented level. Funding from the Council (2017/18) makes up 60% of the income we receive therefore sustained reduction will carry on having a significant impact. We plan to continue to offset this through a combination of income generation, efficiencies and service reductions. However the scale of savings, when considered over five years is such that the focus of our financial strategy may have to place greater consideration on service reduction proposals.

To minimise the financial impact on services our strategy is to grow income where we can in order to protect valuable services which do not have income generating capacity particularly from customers. We are doing this through business growth projects. Currently in 2018, projects in development are:

- Improved customer facilities at the Hippodrome
- Introducing professional pantomime at FTH
- Expanding the afternoon tea offer at Callendar House
- Conversion of a sports centre to a specialist gymnastics centre
- Partnering with leisure developers to optimise investment opportunities in sports facilities

These changes will appeal to customers and generate more income. However it has taken time to get projects off the ground, and we must act quickly, along with the Council, if we are not to put services at greater risk of reduction.

Our approach is also to review with stakeholders those assets and services where changes to management arrangements or reductions could be made and to focus our attention on those core assets which make the greatest contribution to income and / or to “Inspiring Active Lives”.

Annual Action Plans

We will deliver the objectives and priorities described in this Strategy through a series of annual action plans. Each action plan will be part of our annual submission to Falkirk Council in respect of our Funding Agreement and will be published in April following conclusion of each year’s funding settlement. The annual Action Plans will consist of action that directly contributes to this Strategy and will not include routine operating activity.

Delivery Resources

Effective marketing is essential to deliver the Strategy. This is dependent on making better use of market intelligence and customer data as well as building our profile and brand awareness. We need to review our employee skills mix to ensure we have income generation and community capacity building competencies. Both are priorities in the Strategy.

Monitoring our Progress

We will monitor and report on our progress. A suite of performance indicators will be set out in the annual Action Plans. Strategic indicators to measure the success of this Strategy over the next five years are set out below.

The results to date demonstrate that we are a well performing organisation. Note that fundraising levels tend to be variable, being subject to peaks and troughs. Employee survey results are quite static and so developing people is an important aspect of the Strategy.

Table 1: Strategic Indicators

Objective	Strategic Indicator	Context
Meeting our customers' needs	Increase: customer admissions	In 2017/18 measurable admissions were 3.9 million This is increasing from 2.3 million in 2012/13
	Increase: customer satisfaction level	In 2016 our 2 nd high level survey result was 89%. This is improving on 2012 when it was 86%
Ensuring our financial viability	Improve: the ratio of customer income to that secured from Falkirk Council	In 2017/18 our funding was 60% from Falkirk Council, 35% from customer income and the remainder from grants and fundraising. This is improving from 2012/13 when our funding was 69% from Falkirk Council, 26% from customer income and the remainder from grants and fundraising.
	Improve: the ratio of customer income to gross expenditure	In 2017/18 customer income was £6,735,000 and gross expenditure was £18,976,000 Income was nearly 1/3 of expenditure. This is improving from 2012/13 when income was just over 1/4 of expenditure.
	Increase: the level of income received from grants, fundraising and donations	In 2017/18 we secured £843,000 This is declining from 2012/13 when we secured £941,000.
Growing our leadership and community development capacity	Employee perception and engagement	In 2017 there was a 29% return rate to the 3 rd employee survey. This is declining from 2012 which was 38%. In 2017 69% of respondents enjoyed working for the Trust. This is an increase from 2012 which was 67%.
	Stakeholder perception	In 2015 we had a low response rate when we asked stakeholders what they thought of us, those that responded were positive. We will ask again in the life of this Strategy.
	Increase: number of local clubs and organisations we work with	In 2017/18 we worked with over 200 local clubs and organisations. This is increasing from 2012/13 when we worked with over 100
	Increase: number of community partnerships established (new indicator)	In 2017/18 we helped establish 1 community partnership to manage Woodlands Games Hall and established 2 community sports hubs (Camelon and Grangemouth)

OUR JOURNEY

Delivering the Strategy 2014-2019

All that we do ultimately contributes to delivering services in response to the themes of “Inspiring Active Lives” and we report against these themes in our Annual Reports which can all be found on www.falkirkcommunitytrust.org/about

In the Business Strategy 2014 - 2019 we set six quite focussed priorities with tasks, and delivery progress is summarised in the tables below. They show where we have achieved specific tasks, highlight where a task is to be developed further in the Strategy 2019-2024 or where we may have reprioritised efforts or need to increase focus.

Marketing we said we would:	Our progress
<ul style="list-style-type: none"> Become more efficient by making use of marketing budgets more flexibly across the Trust 	achieved
<ul style="list-style-type: none"> Make use of customer information, where it can be generated, to provide a stronger evidence base for decision making 	commenced
<ul style="list-style-type: none"> Implement thematic marketing plans around customer bases with a focus on families, older people and those with less means 	achieved continuing activity
<ul style="list-style-type: none"> Seek ways to better integrate our customer sales activity and increase cross selling, building this into our plans for events, programmes and venues 	good progress
<ul style="list-style-type: none"> Ensure that growing our brand awareness is something that everyone in the organisation can contribute to and become champions for the services that we deliver 	commenced will uplift focus
<ul style="list-style-type: none"> Develop our digital communications and engagement appropriate to a range of audiences 	achieved continuing development

Information and communications technology we said we would:	Our progress
<ul style="list-style-type: none"> Address the critical capacity of our Library Management System 	achieved
<ul style="list-style-type: none"> Enable customers to book online prioritising services such as theatre and cinema ticket sales and sport and fitness courses and classes 	achieved (by end 2018)
<ul style="list-style-type: none"> Ensure a priority for improvement is our electronic point of sales systems, which allow us to chart customer usage across our services 	good progress
<ul style="list-style-type: none"> Develop a clear understanding of our future needs and create a prioritised plan that allows us to improve our working culture, make best use of creativity and innovation, and manage information 	good progress
<ul style="list-style-type: none"> Allocate resource to drive our ICT improvements forward and give careful consideration to the implications of our plans on financial resources and systems support services 	achieved continuing development
<ul style="list-style-type: none"> Complete an ICT Strategy to plan and prioritise all of the above 	commenced

Venues and programmes we said we would:	Our progress
<ul style="list-style-type: none"> Be a key player at the Council’s Asset Management group and active in our advisory role 	achieved continuing development

<ul style="list-style-type: none"> Develop a fully costed and prioritised Asset Management Plan that will cover our venue leases 	good progress
<ul style="list-style-type: none"> Monitor and respond to trends and identify opportunities for new programmes and uses of venues where roi can be optimised 	good progress
<ul style="list-style-type: none"> Make sure we develop programmes that allow geographic access, create thematic content and encourage people to progress, maintaining a balance of both facility based and development activity and populist with more challenging content 	good progress
<ul style="list-style-type: none"> Take a lead role in co-ordinating programme provision with others, be willing to innovate more and introduce new content, taking risks where considered manageable 	good progress

People and the Organisation we said we would:	Our progress
<ul style="list-style-type: none"> Embed and grow the company culture, values and ethos 	achieved
<ul style="list-style-type: none"> Roll out employee development action that fully engages all employees and supports them to meet the Trust's objectives 	commenced
<ul style="list-style-type: none"> Implement performance management more robustly across the organisation 	commenced
<ul style="list-style-type: none"> Offer increased levels of volunteering to provide preparatory work experience for young people, to benefit those seeking to change employment prospects, and enhance older people's community contribution and wellbeing 	achieved continuing development
<ul style="list-style-type: none"> Ensure we have the appropriate mix and blend of effective and value for money support services to meet our business needs 	no progress

Planning Together we said we would:	Our progress
<ul style="list-style-type: none"> Seek to gain a better understanding of our social return on investment 	completed by others shifted focus to health & wellbeing
<ul style="list-style-type: none"> Engage with partners to share any available research that would help us better understand community needs and be open to joint commissioning of research 	good progress
<ul style="list-style-type: none"> Work with an increased range of local and national partners who ideally will describe us as excellent partners to work with 	good progress
<ul style="list-style-type: none"> Ensure a wide range of views and contributions are taken account of in the Delivery Plans to implement "Inspiring Active Lives" 	achieved
<ul style="list-style-type: none"> Build in accessible opportunities for engagement of communities and customers in our planning for improvement from the outset 	commenced
<ul style="list-style-type: none"> Grow our presence and influence within the community planning framework 	achieved

We are pleased with the progress that we've made but the second Business Strategy places a greater emphasis on upping the pace of change and transforming the organisation more fundamentally to better fit and respond to the world in which we operate now.

A new Business Approach

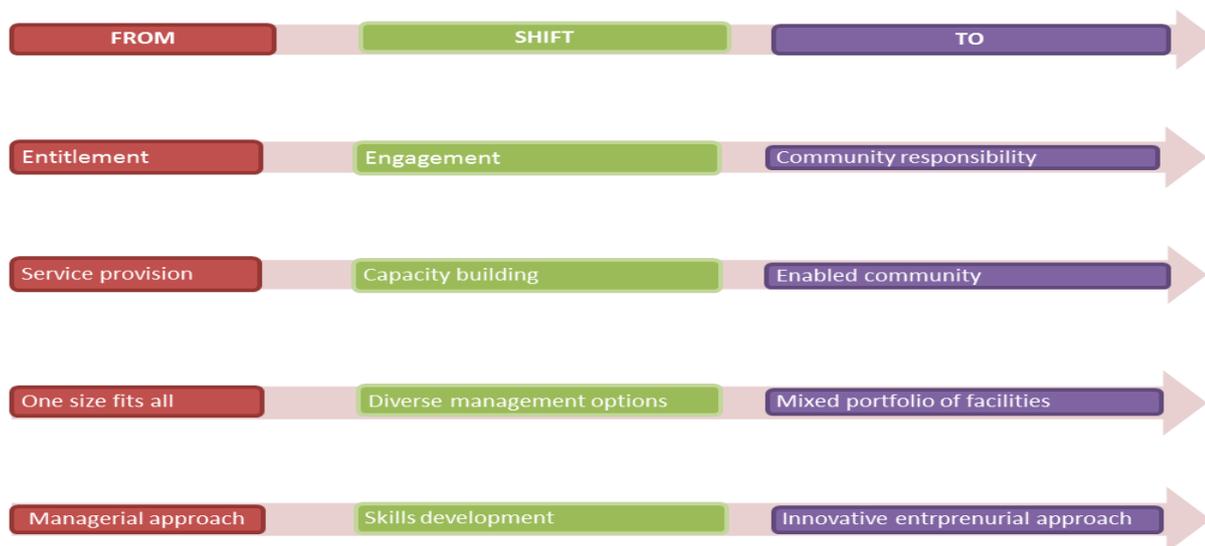
We and many other organisations that work within or on the fringes of the public sector are experiencing very challenging times. We are working in a world we cannot control, with funding we cannot guarantee and with constantly evolving technology in an ever more digitally driven community. Core funders, in our case Falkirk Council, are often beholden to Scottish and UK Governments for funding settlements and the public purse is very stretched to meet the demands of many competing voices.

So the picture is one of continued austerity, reduction in our core funding, a decline in asset condition and out of date technology. Despite this we have demonstrated growth in our customers and customer income and customer loyalty is strong and sustained.

Against the background described above, in 2016 we took action to look at ways we could adapt and transform – both the work we do and the way we work with others. We examined the prevalent context we were operating in and saw a system (internally and externally) that was not sufficiently innovative or flexible to be able to exploit opportunities emerging in this changing world. We looked forward at the future horizon and visualised what these opportunities could be and how we needed to transform in order to create new systems through new ways of working.

We were guided through this work using “Transformative Innovation” tools developed by the International Futures Forum (IFF). A Three Horizons Model was created and from it we developed and published our Business Plan Approach in 2017 (The Approach).

In The Approach we summarised the shifts that are required to transform as illustrated in the diagram below.



The two key strands for implementing The Approach are Community Engagement and Income Focus. These areas of focus came about following an in-depth review of facility performance and the role each facility played in the community. We concluded that there was potential for both greater community involvement and for securing untapped income growth. The alternative to this approach was to reduce the asset base through withdrawal.

We believe The Approach we identified is pragmatic. It spreads responsibility and involvement across a greater number of charitable and community organisations, allows the Trust as lead body on culture and sport to focus on developing core services and growing leadership and community development capacity. We also believe The Approach is not an ‘easier option’, it could be argued that it is more complex. What is of appeal is that it presents the most viable option for protecting key services for people in the Falkirk area.

We've made progress in both Income Focus and Community Engagement since we published The Approach and indeed when looking back over the life of our first Business Strategy we can identify that seeds of change were already emerging in 2014. We've captured the essence of this in the diagram on page 16.

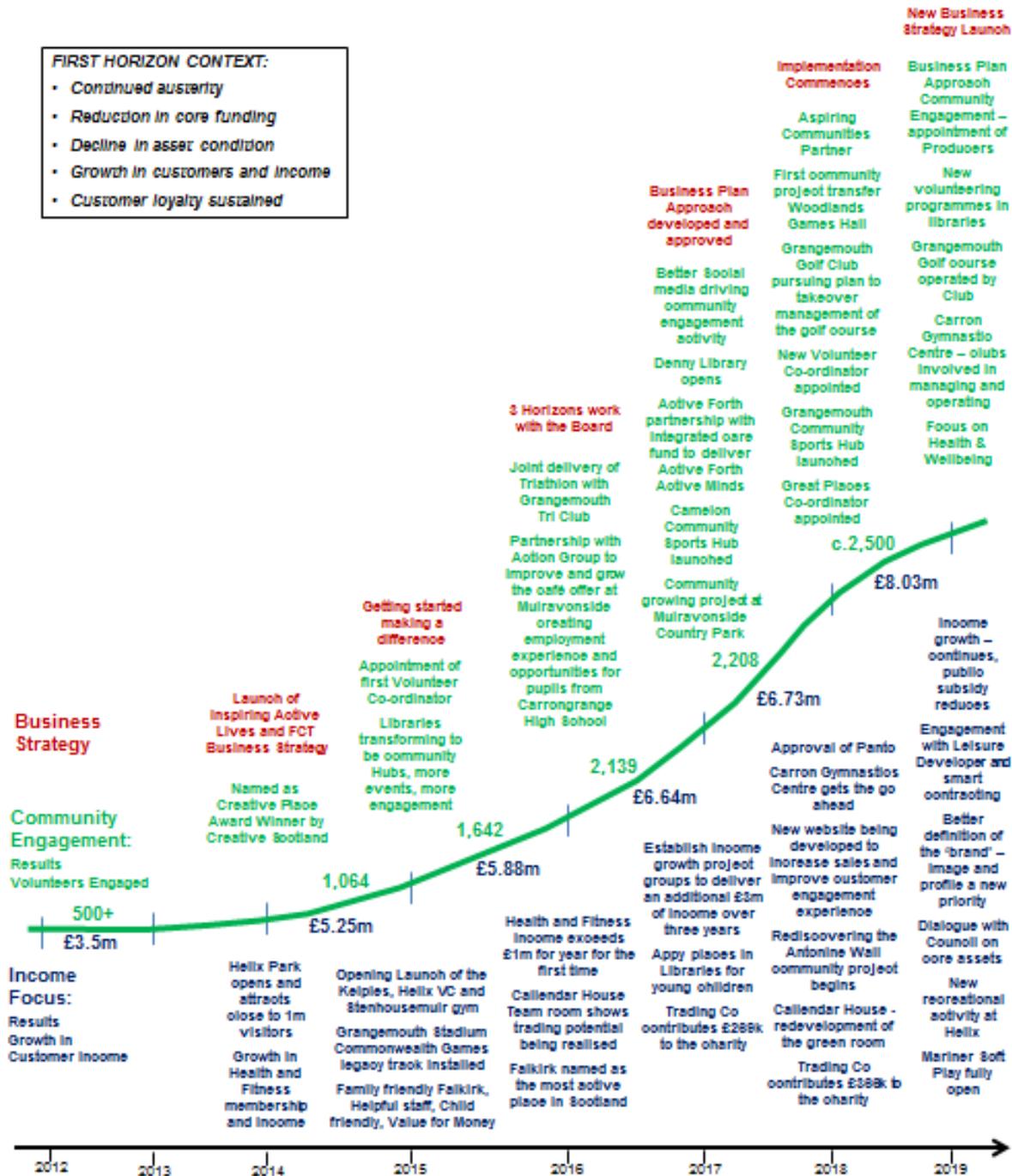
What we've learned

Ten key learning points that have driven direction for the development of the Strategy 2019-2024 are set out below:

1. Time spent planning with partners has been invaluable but the success of this will be evidenced through joint work that addresses community needs;
2. That tough decisions require to be made on the future of built assets and all opportunities should be thoroughly assessed against the widest community need;
3. Good business ideas are abundant, getting them converted to reality must become much faster to deliver on business growth targets by focussing on fewer but more lucrative options;
4. Commercial acumen and sound investment decisions drive robust business cases and seeking external skills and advice is worthwhile;
5. Flexibility and creativity in new programme development has attracted increased participation but may not be reaching those who would benefit most;
6. Time and resource invested in new technology is set to bring business benefits and needs to be kept up to date to be easy for all to use and work to maximum capacity;
7. There is a widespread appetite for volunteering that provides a great foundation for community engagement;
8. Taking volunteering to the next level of involvement in facility management is a big ask but patience and good support levels help;
9. Learning through collaborating with community organisations is helping develop a wider perspective and build engagement skills of some staff but is patchy across the Trust;
10. Recognising and celebrating achievement must not be undervalued and is a great motivator for all.

FCT : Inspiring Active Lives

- FIRST HORIZON CONTEXT:**
- Continued austerity
 - Reduction in core funding
 - Decline in asset condition
 - Growth in customers and income
 - Customer loyalty sustained



KEY: This diagram is created in the style of the SHINE project narrative to illustrate the progress over time in a number of key areas for Falkirk Community Trust – Business Approach, Community Engagement and Income Focus. The scale is illustrative, however the income and volunteer figures are actual

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="714 360 2038 395"> <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 2024: <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 Our Customer ‘s Needs <i>People are at the heart of everything we do, be they customers or potential customers</i></p>	<p>Ensuring Financial Viability <i>Being efficient and effective and operating with our means</i></p>	<p>Growing our leadership and community development capacity <i>Some of our focus needs to move from managing to leading and facilitating</i></p>								
<p>Our Priorities for 5 years</p>	<p>Planning & Working Together</p>	<p>Encouraging Health & Wellbeing</p>	<p>Raising Image and Profile</p>	<p>Generating Income</p>	<p>Creating Business Efficiency</p>	<p>Developing People</p>					
<p>Our 5 Annual Business Action Plans</p>	<table border="1" data-bbox="714 1082 2038 1200"> <tr> <td>2019-2020</td> <td>2020-2021</td> <td>2021-2022</td> <td>2022-2023</td> <td>2023-2024</td> </tr> </table>						2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
2019-2020	2020-2021	2021-2022	2022-2023	2023-2024							
<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>										

Falkirk Community Trust gratefully acknowledges the support of Falkirk Council