



Falkirk Community Trust

Annual Action Plan

2014-2015

Company Registration No. SC400657 | Charity No. SC042403

JANUARY 2014

INTRODUCTION

This Action Plan is for our third full year of operating and is the first of new annual plans that will deliver our 5 year Business Strategy which was approved by the Trust Board in November 2013. Until now our focus has been on putting in place the necessary foundations for the Trust to thrive however a change agenda is forming a new more dynamic organisation. Since July 2011 we have made good progress with positive results including income generation and the introduction of new activities. We embedded our commitment to supporting those in most need through our fees and charges key principles and began a programme of strategic planning for culture and sport in this area.

The year ahead will be memorable and busy. As well as leading the creation of a number of partnership plans we will be delivering 'Memorial, Reflection, Restoration', a programme to commemorate WW1 and ahead of the Commonwealth Games organising the community celebration for the Queens Baton Relay visiting the area. The Helix, a major new site that we took over elements of in September 2013 will become fully open and we are planning the international launch of the Kelpies as part of the Year of Homecoming. The iconic Falkirk Steeple will celebrate its 200th anniversary and presents an opportunity to highlight our work with partners on the prestigious Falkirk Townscape Heritage (THI) initiative.

We will also focus on our Trading Company ensuring that its success in reducing net operating costs continues. This is one of several strands of income generation, including growing our programme, that are vital to our business if we are to continue to develop services for the communities in the area. Our response to a reduction in revenue funding is to generate more income and be more efficient in how we use our resources. Only by doing this can we continue to deliver all the accessible services we offer where cost is not a barrier to participation. This approach has also allowed us to minimise reduction to service provision however the extent of the funding challenge means that we have had to reduce opening in some of our facilities.

Our work with Falkirk Council on the Asset Management Plan is crucial as is the implementation of our Marketing Strategy. IT is critical and this year we will focus on replacing the Library Management System, exploring a way forward to improving the point of sales system and undertaking a full audit of all our systems.

With new events, activity and programmes the year ahead promises to be challenging and demanding. We will balance that with a strong focus on our core business activity, providing excellent services for our customers. We recognise the wider pressures on the Council and will work closely with partners to seek to maintain momentum in improving quality of life in the Falkirk area.

Maureen Campbell Chief Executive
November 2013

SCOPE OF THE ACTION PLAN

This is a high level plan for enhancing and protecting services and so does not encompass regular operational activity to deliver our core services and along with the Five Year Business Strategy replaces our previous annual Business Plan. Unit Action Plans for all our business functions as well as project plans for developing key initiatives ensure delivery of the Action Plan throughout the organisation.

FIVE-YEAR BUSINESS STRATEGY

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

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

3 strategic objectives provide the focus for our work:

- Meeting customer needs
- Organisational development
- Financial sustainability.

We have identified 5 strategic priorities which are of significant importance and will roll out implementation plans over the next 5 year. Priorities are:

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

ASSETS and RESOURCES

As at December 2013 we have 490 contracted employees (222 full-time and 268 part-time) and manage over 80 sites across the Falkirk Council area. Managing and caring for buildings, natural resources, equipment and collections in a well-planned and sustainable way is the bedrock for delivering our services. Our Asset Management Plan 2013-2019 sets out our approach to managing and maintaining these assets on behalf of Falkirk Council. Responsibility for capital investment rests with Falkirk Council as owners of the assets and the Trust is able to bid to the Council's capital programme for capital project funding.

Robust financial management is critical to our success and integral to our forward planning. We are planning for a £1.9m reduction in our revenue funding from Falkirk Council over the next 3 years. We have responded in 2014-2015 with a plan that facilitates a budget reduction of £605,000. We propose to offset the reduction in funding from the Council as follows:

- Income generation and growth plans £318,000
- Securing efficiency savings £226,000
- Service reductions £61,000.

We currently (January 2014) envisage budget movement between 2013-2014 and 2014-2015 as outlined in Table 1 below.

Table 1: Budget 2014-2015

Budget Heading	2013-2014	2014-2015
	£,000's	£,000's
Employee Expenses	10,880	11,181
Property Expenses	1,885	2,090
Transport Expenses	252	252
Supplies & Services	3,318	3,797
Third Party Payments	50	50
Support Services	857	891
Total Expenditure	17,242	18,261
Service Payment	12,495	13,161
Other Income	4,747	5,100
Total Income	17,242	18,261

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. A review of our concessions scheme undertaken in 2013-2014 proposes a number of actions to attract more of those who are in greatest need of financial support and enable access to a wider range of discounted activity. A general increase in charges of 5% for 2014-2015 has been factored into our income generation proposals. We are shifting towards membership driven programmes that will build loyalty and offer a better customer service. In 2014-2015 we will introduce a swimming lesson membership. We will monitor the implementation of both the concessions scheme and the general increase of charges throughout 2014-2015 to ensure our key principles are met.

ACTION PLAN

The Action Plan 2014-2015 is the first of 5 annual plans for delivering our 5 year Strategy and is structured under each of our 3 strategic objectives. It sets out year one actions to meet these objectives, address our priorities and respond to opportunities. The Action Plan does not include regular operational activity to deliver our core services.

Table 2: Annual Action Plan 2014-2015

	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 a celebration of the Steeple 200 th anniversary	<p>Older People/intergenerational activity</p> <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; Delivered in partnership with Falkirk Local History Society and Falkirk Council the engagement programme will improve understanding of the heritage value of the town centre as well as providing opportunities for debating/imagining its future use. 	<ul style="list-style-type: none"> A celebratory event raises profile of the Steeple and its place in the town centre and Community engagement programme in Year 1.
1.2	Deliver John Muir Festival and John Muir Events Programme – across the Falkirk Council area	<p>Families.</p> <ul style="list-style-type: none"> This initiative will be part of a Central Scotland wide launch of the John Muir Way which runs from Dunbar to Helensburgh; UZ Arts has been commissioned to produce a festival running from 21-26 April 2014 which will be preceded by 'Home' (see 1.6 below). 	<ul style="list-style-type: none"> Curated artists' programme and associated community involvement by 23rd April Community engagement programme attracts 500 participants.

1.3	Host with partners, a day long visit of the Queens Baton Relay in the Falkirk Area	<p>Families</p> <ul style="list-style-type: none"> • The event will bring together a wide range of local and national partners to celebrate the commonwealth, the sport and culture opportunities in the area and to look forward to the Commonwealth Games in Glasgow; • It is an excellent opportunity to inspire people of all ages to be more active and promote the work of the Trust and the partnership with the Council to a wide audience. 	<ul style="list-style-type: none"> - An event programme on 24th June involving many of the school children in the area - An evening community celebration event at the Helix - National media coverage.
1.4	Commence operating the Kelpies Visitor Centre	<p>Families</p> <ul style="list-style-type: none"> • The opening of the Visitor Centre will mark a final stage in the completion of the Helix and will be a focus for visitors particularly those from outside the area including international visitors; • It will be a key opportunity to connect visitors to the wider Falkirk area as well as to the diverse programme of opportunities available across the Helix site throughout the year. 	<ul style="list-style-type: none"> - The Kelpies Visitor Centre opens in August 2014 and attracts 50,000 visits to the paid for programme.
1.5	Deliver a four year programme - Memorial, Reflection, Restoration - commemorating WW1	<p>Older People/intergenerational</p> <ul style="list-style-type: none"> • Commemoration programme will commence in July 2014, 100 years after the start of WW1; • Working with community interest groups we believe there is great opportunity to engage older people and promote intergenerational activity. 	<ul style="list-style-type: none"> - A programme of exhibitions, workshops and screenings.
1.6	Deliver 'Home' – the international launch of the Kelpies and Helix	<p>Brand Awareness</p> <ul style="list-style-type: none"> • This initiative has attracted national investment from EventScotland (part of the Signature Programme for Homecoming 2014) and Creative Scotland; • The event will celebrate the next stage in the completion of the Helix site and the partnership between the funders, Project Partners and site operators to create Scotland's newest tourist attraction. 	<ul style="list-style-type: none"> - Evening event held over 2/3 nights in April 2014; - Creation of series of memorable images for promoting Falkirk as a cultural place.
1.7	Plan for Year of Food and Drink 2015	<p>Brand Awareness</p> <ul style="list-style-type: none"> • This is the first of the post-Winning Years, Focus Years promoted by EventScotland; • We want to ensure a link between local and national promotional priorities (2015-18) and make the connection with the Trust trading elements. 	<ul style="list-style-type: none"> - Opportunities identified by April 2014 and if feasible commence planning thereafter.
1.8	Make a greater contribution to area visitor and tourism development	<p>Brand Awareness</p> <ul style="list-style-type: none"> • We want to strengthen partnerships to achieve greater collective value to raise the profile of Falkirk as destination, contribute to destination marketing and increase understanding of national trends; • VisitFalkirk is a key partnership. 	<ul style="list-style-type: none"> - Increase in visits from outwith the area to key venues - Improvement in Trading Company performance.

1.9	Implement the Customer Consultation and Engagement Strategy	<p>Customer Knowledge</p> <ul style="list-style-type: none"> • We engage and consult with customers at a number of levels, from a 3 yearly high level survey to capturing verbal comments on the front line; • We developed a strategy to improve our planning and consistency of process across the organisation to help us anticipate customer needs and respond to customer demands. This strategy will be implemented across the Trust. 	<ul style="list-style-type: none"> - 3 sports facility focus groups established by October 2014 - Priorities for programme / venue exit surveys identified - Digital Engagement Strategy developed March 2015.
1.10	Plan high level Customer and Non Customer Survey	<p>Customer Knowledge</p> <ul style="list-style-type: none"> • We undertook a first survey in Spring 2012 across our main facilities and off site with non-customers, which we found very helpful in preparing the Culture and Sport Strategy and it gave us a baseline measure of our customer service performance and a better understanding of the barriers to participation; • Research is fundamental for helping evidence based decision making, informing strategy development and improving knowledge of our customer as well as non-customer profiles will help us to meet their needs (an element of 1.9 above). 	<ul style="list-style-type: none"> - Tender process for high level survey in place by March 15.
1.11	Create Web and Social Media Development Strategy	<p>Customer knowledge</p> <ul style="list-style-type: none"> • We need to develop the website, online facilities and social media presence to be effective in both business to audience marketing as well as peer-to-peer marketing and grow reputation with stakeholders. Activity will support a digital engagement strategy for customer consultation; • This must also be in tandem with ICT plans as we require adequate infrastructure and capacity to support the ease we are aiming for e.g. online booking and systems identifying cross-service users. 	<ul style="list-style-type: none"> - Social media and web strategy by April 2014 to drive the following: - Continuing increased engagement through social media platforms - Increased web traffic - Build new customer bases - Implementation of new systems which are fit for purpose digitally.
1.12	Create and implement a volunteer development policy with partners	<p>Champions</p> <ul style="list-style-type: none"> • The Trust and partners engage with many volunteers in various areas of activity and there are many processes and procedures used across the organisation. We want to ensure that volunteering is valued and loyal volunteers are rewarded through effective training; • A policy will create a common approach when working with volunteers ensuring that there are a standard set of measures and checks in place and that we are able to develop effective volunteers who can get the most out of the opportunities offered. 	<ul style="list-style-type: none"> - Policy in place and operating from August 2014 - Increased numbers of volunteers year on year - Local clubs and associations strengthened by the development of good quality volunteers.

1.13	Grow the Helix volunteering programme	<p>Champions</p> <ul style="list-style-type: none"> • Volunteering as part of the Helix project has generated a great deal of interest, volunteers have grown and developed through the capital phase of the project and are enthusiastic and motivated champions; • Working with partners we want to ensure volunteering opportunity continues to develop and utilising the experience of the Helix champions we will implement a number of volunteer programmes. 	<ul style="list-style-type: none"> - 40 additional volunteers by March 2015 - Volunteer champions leading new strands of work.
<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	Launch the Culture and Sport Strategy and establish a monitoring framework	<p>Policy Development</p> <ul style="list-style-type: none"> • This is an overarching 10 year Strategy that will be 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 2015 - Positive contribution to SOA indicators.
2.2	Prepare, with partners, an Arts Delivery Plan for the area to include a Public Art Plan (2015-20)	<p>Policy Development</p> <ul style="list-style-type: none"> • The previous Arts Strategy for the area expired in 2009 and the Public Art Strategy in 2011; • Art in public spaces is a key element of our approach to engaging communities, it is proposed that the Arts Delivery Plan includes Public Art. 	<ul style="list-style-type: none"> - By March 2015.
2.3	Prepare, with partners, a Libraries Delivery Plan for the area	<p>Policy Development</p> <ul style="list-style-type: none"> • Library usage is falling in Falkirk but rising in some other places; there are powerful national lobbies and arguments in favour of libraries; • This new plan needs to consider how to make our libraries more relevant, more connected, more animated and how to address the 'value gap'. 	<ul style="list-style-type: none"> - By November 2014.
2.4	Prepare, with partners, a management and forward development plan for Kinneil Estate	<p>Policy Development</p> <ul style="list-style-type: none"> • The Estate's built and natural heritage mixed offer requires an integrated approach to planning to secure funding; • A strong local community of interest exists and presents an ideal opportunity to plan together. 	<ul style="list-style-type: none"> - By June 2014.
2.5	Launch and roll out the area's Heritage Delivery Plan 2013-18 with partners	<p>Policy Development</p> <ul style="list-style-type: none"> • We led development of the plan to support general wellbeing and a sense of identity and to encourage them to make active contributions to stewarding the future; • Contribution from the local voluntary sector was actively sought. Consultation took place with Falkirk Council and the Scottish Railway Preservation Society. Following Council approval we will need to work together to implement the plan. 	<ul style="list-style-type: none"> - Launch by April 2014 - Year 1 actions implemented and reported on.

2.6	Develop and implement an Events Strategy	<p>Policy Development</p> <ul style="list-style-type: none"> • FCT supports a diverse programme of events. The events may be at community, local or national level and some are of international significance; • We need to maximise our capacity to attract, host and benefit from events and bring clearer focus to our events approach and help prioritise investment and work going forward. 	<ul style="list-style-type: none"> - Strategy developed by March 2015.
2.7	Implement Marketing Strategy	<p>Policy Development</p> <ul style="list-style-type: none"> • We want to embed a sound well planned marketing approach across the Trust and identify areas where niche activity could be developed, as well as geographic areas where market penetration is low; • This will allow more calculated targeting, robust and systematic planning and support the development of exciting new product. 	<ul style="list-style-type: none"> - Marketing plans developed across the Trust ensure planning is the basis of all activity - Increased new customer participation and spread of users across the area - Increased focus on thematic and targeted marketing campaigns.
2.8	Prepare, with partners, a Sports Delivery Plan for the area	<p>Policy Development</p> <ul style="list-style-type: none"> • There are a large number of sporting groups and interests in the area as well as ourselves – many regional and local clubs, national governing bodies and sportscotland; • This Plan will seek to address the priorities of all these interests and consider how collectively we minimise duplication of effort, work together to develop our skill base and increase participation in sport at all levels. 	<ul style="list-style-type: none"> - Plan developed by February 2015.
2.9	Prepare a management and forward development plan for Callendar Park in conjunction with relevant partners	<p>Policy Development</p> <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; • We need to ensure that its management and forward development 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 (element of 3.3 below). 	<ul style="list-style-type: none"> - Plan initiation document agreed by March 2015 to ensure appropriate contribution to agreed approach to Callendar House Stables and Park development.
2.10	Prepare a management and forward development plan for Muiravonside Country Park with partners as appropriate	<p>Policy Development</p> <ul style="list-style-type: none"> • Popular with families and for walking this large rural site is in need of investment to ensure it continues to be attractive, and to secure funding; • We need a plan that will not only help determine maintenance and management needs going forward but will also identify new opportunities for people to be more active and engaged in planning park improvements, outdoor activities and environmental learning. 	<ul style="list-style-type: none"> - First draft Plan developed by December 2014.

2.11	Seek approval of Sports Pitch Strategy	<p>Policy Development</p> <ul style="list-style-type: none"> We commissioned a Sports Pitch Strategy for the area which identifies the need for provision of a network of up to six 3G synthetic pitches across the area to minimise pressures on deteriorating and unsustainable grass pitches; The Strategy will be a key component of forward funding bids and is a requirement of sportscotland. Further discussion with sportscotland and the SFA in 2014 will ensure current thinking is fully taken account of ahead of approval. 	<ul style="list-style-type: none"> Sports Pitch Strategy approved by Board and subsequently Falkirk Council by March 2015 Continue to seek funds for additional synthetic pitch provision by March 2015.
2.12	Prepare, with partners, a Physical Activity Plan for the area	<p>Policy Development</p> <ul style="list-style-type: none"> This plan aims to strengthen and further develop specific areas of physical activity - cycling, walking, keep moving, sport; It needs to ensure there is a cohesive link to the development of the Forth Valley Physical Activity Plan to ensure health services have an integrated approach; The Plan has a key contribution to the Single Outcome Agreement, and will ensure effective use of resources and support funding applications. 	<ul style="list-style-type: none"> Plan refined and agreed by all partners July 2014 Increase in participation in all specific areas of activity.
2.13	Prepare, with partners, a forward development plan for the Helix	<p>Policy Development</p> <ul style="list-style-type: none"> Phase 1 of the capital works will be complete in 2014 when fully operational activity will commence; There are a number of opportunities, some already identified, for future phases of the development and we want to commence forward planning with the project partners. 	<ul style="list-style-type: none"> Agree scope of work and activity required to continue forward development by September 2014
2.14	Monitor and report on performance of the 5 year Business Plan Strategy	<p>Sound Governance</p> <ul style="list-style-type: none"> We need to ensure implementation is managed, progress is reported to our stakeholders and planning for delivery is integrated throughout the organisation; All annual action plans include performance targets which are reviewed regularly by our Board and reported to Falkirk Council. 	<ul style="list-style-type: none"> Performance reported to the Trust's Audit & Performance Group quarterly Following the Public Pound report to Falkirk Council in October 2014 Business Plan and Unit Action Plans regularly and systematically reviewed
2.15	Roll out a performance review framework	<p>Sound Governance</p> <ul style="list-style-type: none"> Our senior management team utilised elements of the Public Sector Improvement Framework as a self-assessment to evaluate performance when creating our 5 year Business Plan Strategy; We believe the Trust would benefit from applying such techniques more widely within the organisation to 	<ul style="list-style-type: none"> Two team level self-assessment exercises undertaken

		build our capacity particularly around evidence based decision making.	
2.16	Review Board Director Recruitment plans	<p>Sound Governance</p> <ul style="list-style-type: none"> • The term of office for 3 directors will conclude during 2014/15. Each is eligible for reappointment; • At each opportunity for refresh the Board will consider the appropriate mix of skills and experience that it considers to be necessary for the next phase of the company's development. 	<ul style="list-style-type: none"> - Board continues at full complement with an appropriate mix of skills and expertise
2.17	Ensure support services are delivered effectively, meet our needs and provide a 'value for money' service	<p>Sound Governance</p> <ul style="list-style-type: none"> • 10 SLAs currently exist to provide our support services by the Council which are due to end in June 2015 and an improvement plan was agreed in 2013 by both parties; • A review is required by August 2014 to determine how best to have these services provided beyond June 2015 	<ul style="list-style-type: none"> - Improvement plan monitored and reviewed in conjunction with service providers May 2014. - Recommendations for delivery beyond June 15 considered by the Board August 2014
2.18	Further develop and implement Stakeholder Engagement Plan.	<p>Organisational Culture</p> <ul style="list-style-type: none"> • Stakeholders are vital to our work. Effective communication ensures that we optimise the potential to maximise the contribution we make to each other's work; • Our stakeholders' engagement plan will be developed and implemented to ensure that all stakeholders are appropriately engaged. We will listen to their feedback in future programme developments or improvements. 	<ul style="list-style-type: none"> - Stakeholder Communications work well.
2.19	Improve Employee Communications	<p>Organisational Culture</p> <ul style="list-style-type: none"> • Our own employees are one of our most important resources – in terms of the vital work they carry out on a day-to-day basis but also as ambassadors for the work of the Trust within the community. As such, their understanding of and ability to communicate the Trust's key messaging is an excellent way of spreading information by word of mouth and via passionate, enthusiastic voices; • We aim to build staff knowledge of other services and indeed as our own best customers; enabling greater knowledge between teams of the Trust about overall product/offering is vital. 	<ul style="list-style-type: none"> - More engaging and informative e-newsletter – increased open and click rates - Feasibility for inter-team “getting to know you” events explored
2.20	Conduct Employee Survey	<p>Employee Development</p> <ul style="list-style-type: none"> • Following our first employee survey in 2012 we undertook to repeat this biannually to ensure our employees are engaged, feel valued and to provide an indication of employee satisfaction; • The results are shared across the Trust and an action plan is developed and agreed through consultation with teams. 	<ul style="list-style-type: none"> - Employee survey conducted by April 2014 - Results reported by June 2014 - Action plan developed by September 2014

2.21	Complete an Employee Development Plan	<p>Employee Development/Empowerment</p> <ul style="list-style-type: none"> To date a focus has been placed on our senior staff in relation to management and leadership development. Front line training has continued mainly around legislative needs of a health and safety nature; A more strategic approach is required to review the needs of key post holders and subsequent identification of planned training interventions. We also need to encourage and support staff seeking development opportunities through job shadowing, coaching, external visits etc. 	<ul style="list-style-type: none"> - Training needs analysis completed for key post holders by April 2014. - Training plan completed for key groups of staff by June 2014. - Employment Development Plan completed by September 2014.
<p>Strategic Objective 3 – Financial Sustainability <i>Being efficient and effective and operating within our means.</i></p>			
3.1	Refurbish Kinneil Museum	<p>Investment</p> <ul style="list-style-type: none"> We secured £48k from HLF for 90% funding of improvements to displays on the ground floor; Critical to the project is significant levels of community engagement and Friends of Kinneil are a valuable partner and capable of opening up engagement opportunities within the community. 	<ul style="list-style-type: none"> - Exhibition themes scoped through community engagement by April 2014 - Refurbished exhibition area by September 2014.
3.2	Prepare Kinneil House Feasibility Study	<p>Investment</p> <ul style="list-style-type: none"> There is strong community commitment to the redevelopment of the site/access to Kinneil House (element of 2.4 above); We need to Work with FC Development Services, Friends of Kinneil and Historic Scotland to scope a brief to explore options for Kinneil House. 	<ul style="list-style-type: none"> - Feasibility Report and process agreed with partners by June 2014.
3.3	Review development plans for Callendar House and Stables Block	<p>Investment</p> <ul style="list-style-type: none"> Our application to HLF in 2013 was unsuccessful and we need to revisit the concept and plan with Falkirk Council and HLF; Emergency works to the Stables Block is required and we need to consider this in the context of the wider Asset Management Plan. 	<ul style="list-style-type: none"> - Revised approach agreed with all parties by March 2015.
3.4	Implement the Asset Management Development Plan 14/15 actions	<p>Investment</p> <ul style="list-style-type: none"> Our Asset Management Plan to optimise the use of our venues is being developed through a number of actions undertaken in conjunction with Falkirk Council to inform long term decision making and enable investment planning through a costed plan; With Falkirk Council we are taking action to improve repairs and maintenance arrangements including monitoring of effectiveness and costs; We need to ensure that the use of facilities can be maximised, which may require the provision of 	<ul style="list-style-type: none"> - Asset Management Plan costed by March 2015 - Improved performance of the repairs and maintenance service - Funding opportunities from

		alternative activities potentially being funded in partnership with external organisations.	external commercial organisations identified by July 2014.
3.5	Implement 2014/15 Council capital funded projects and plan 2015/16 investment proposals	<p>Investment (element of 3.4 above)</p> <ul style="list-style-type: none"> • We have identified 3 critical areas of spend for the capital allocation of £550,000 to meet the Council's criteria of considering bids of 'inescapable high priority'; • We want to make best possible use of the 15/16 allocation of £550,000 and develop proposals that support our Asset Management Plan; • The first Council owned and Trust operated full size 3G synthetic pitch is planned utilising £690k available from Falkirk Council's capital programme, subject to approval of a business case. 	<ul style="list-style-type: none"> - 3 capital projects delivered: <ul style="list-style-type: none"> o Grangemouth Stadium Track o Bo'ness Library Fire alarm o Hallglen Sports Centre heating repairs - 15/16 proposals identified by September 2015 - Implement a business plan for the installation of one full size 3G synthetic pitch from March 2014
3.6	Explore potential for new use of Neighbourhood Sports Centres	<p>Investment</p> <ul style="list-style-type: none"> • Many of our Neighbourhood Sports Centres are underutilised and for a number of reasons are not performing as well as they might; they are very valuable local assets and could offer more attractive services for local people; • We want to explore options for delivery of new activities from these venues and will begin dialogue with external suppliers to understand what opportunities may exist and test feasibility in consultation with key interest groups (element of 3.4 above). 	<ul style="list-style-type: none"> - Externally funded opportunities identified by July 2014.
3.7	Improve our approach to planning ICT	<p>Investment</p> <ul style="list-style-type: none"> - Systems are out of date, incompatible with each other, do not meet the basic needs of customers and constrain evidence based decision making and marketing. Many procedures and processes are paper based, bureaucratic by nature and limited by the current infrastructure; - It will be costly to update and we need to begin a planned and structured approach to improvement to take advantage of up to date technology that ensures the most effective information support systems are identified. 	<ul style="list-style-type: none"> - New Library Management System implemented. - Audit and analysis of existing systems undertaken and compared with a needs analysis by June 2014. - Priorities determined and approach to longer term strategy development and funding by January 2015.

3.8	Implement a 'Spend to Save' project to provide a new health and fitness facility	<p>Investment/ Income Generation</p> <ul style="list-style-type: none"> • Subject to approval by Falkirk Council we will invest approximately £1m of development funds from their 'spend to save' initiative with the intention of generating additional levels of income; • We want to nurture partnership opportunities with external commercial organisations as we anticipate becoming dependent upon their partnership funds to enable the delivery of 'profitable' activity programmes or services in the future. 	- New health and fitness facility opened by January 2015
3.9	Implement a Trading Plan for 2014/15	<p>Income Generation</p> <ul style="list-style-type: none"> • The Trading Company has made good progress in addressing its overall financial performance. The plan for 2014/15 is to drive it into a profitable position so that the current Council subsidy can be directed to other services. 	- The Trading Company makes a net profit than can be passed onto the main charity.
3.10	Prepare a bid to HLF for Muiravonside Country Park.	<p>Income Generation</p> <ul style="list-style-type: none"> • We received constructive feedback from HLF for our pre-application proposal for funding to improve Visitor Centre interpretation and signage as a part of works to re-open this venue, if successful we expect to complete works in 14/15; • Linked to our work to create a Development Plan for the park we see this bid as a first phase of securing investment for this site. 	- Funding secured and project delivery plan executed by March 2015.
3.11	Implement Fundraising Strategy	<p>Income Generation</p> <ul style="list-style-type: none"> • We want to support our work by generating income from a range of funders, sponsors and donors and have been growing our capacity to do so; • External funding continues to be competitive and we have considered targets for growth in relation to match funding, capacity and time to develop bids. 	<ul style="list-style-type: none"> - £300,000 of external funds awarded in 2014/15 - Including 2 one-off awards of over £50,000, one of which to be £150,000 or over in 2014/15.
3.12	Implement a Procurement Strategy	<p>Efficiencies</p> <ul style="list-style-type: none"> • We have started to review our approach to procurement; • We will continue this work in 2014/15 and look to drive efficiencies through combined purchasing arrangements. The focus for 14/15 will be in catering and sports equipment. 	- Better procurement realises cashable savings of £30,000.
3.13	Secure Energy Management Savings	<p>Efficiencies</p> <ul style="list-style-type: none"> • We are a high energy user particularly on many of our large sites. Work to date with the Council on improving our plant and equipment, modernising lighting and pool covers for example has delivered tangible savings. We will continue this work which is becoming more critical as energy costs rise and budgets reduce. 	- Improvement projects identified to reduce energy consumption.

MONITORING AND EVALUATION
Performance Management

We measure and evaluate our performance in two ways:

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

Table 3: Numerical Performance Measures

Strategic Objective	Performance measure	Performance context	Performance 11/12	Performance 12/13	Performance 13/14 Q1+Q2+Q3	Target 14/15
Meeting Customer Needs	1. Number of concessionary admissions across all Trust services	Previously was the leisure card and health pass admissions; by introducing a new concessionary scheme we expect an increase in uptake in 14/15	84,775	92,273	98,485	132,500
	2. Number of admissions by young people across all our venues and programmes	A priority in our marketing strategy is Families; we expect to see an increase in uptake in 14/15	678,171	717,826	565,428	810,000
	3. Number of programmes and activity sessions for older people across all Trust services	A priority in our marketing strategy is Older People; we will gather new baseline information to inform future monitoring	n/a	n/a	n/a	n/a
	4. Number of adult admission to all sport and leisure venues	Performance has been rising and we expect a further increase in performance in 14/15	593,721 ¹	627,536 ¹	509,886	730,000
	5. Number of juvenile admissions to all sport and leisure venues	Performance has been rising and we expect a marginal increase in performance in 14/15	532,807 ¹	591,306 ¹	355,937	550,000
	6. Number of concession admissions to all sport and leisure venues	Previously the leisure card and health pass admissions; by introducing a new concessionary scheme we expect an increase in uptake in 14/15	77,078 ¹	80,793 ¹	59,873	92,000

Strategic Objective	Performance measure	Performance context	Performance 11/12	Performance 12/13	Performance 13/14 Q1+Q2+Q3	Target 14/15
	7. Attendance at sport and recreation development programmes	Performance in Sports Development & Active Schools has been rising and we expect a further increase on 12/13 on performance in 14/15. Community Recreation and Ranger Service programmes will be added into this measure going forward	120,851 ²	125,951 ²	127,140 ³	155,500
	8. Number of visits to libraries	Visits have been decreasing for some time and at best we expect to maintain performance in 14/15 while we plan improvement action	733,914	619,063	478,642	600,000
	9. Number of active borrowers from libraries	The rate of decline is slowing and a small increase is evident so we expect a marginal increase in 14/15	28,067	25,976	25,781	26,000
	10. Number of issues including digital material	The rate of decline is slowing but no increase evident as yet and we expect to maintain issues in 14/15 whilst we plan improvement action	1,039,591	927,074	678,234	900,000
	11. Number of admissions to arts venues	A sustained growth trend is beginning to level off but we expect to continue to increase admissions in 14/15	107,659	119,287	78,929	113,000
	12. Attendance at arts development programmes	Performance is stabilising and we expect a marginal increase in performance in 14/15	52,837	63,258	47,661	62,700
	13. Number of visits to heritage venues	Performance has been steady. Revised data collection at Kinneil in 13/14 will reset a baseline which we expect to increase at both venues	35,595	36,769	32,686	38,000
	14. Attendance at heritage development programmes	Strong performance experienced recently is slowing and we expect to maintain in 14/15	6,568	9,507	7,073	9,100

Strategic Objective	Performance measure	Performance context	Performance 11/12	Performance 12/13	Performance 13/14 Q1+Q2+Q3	Target 14/15
	15. Number of complaints received	A revised complaints handling process introduced in 13/14 may reset a baseline which we expect to maintain in 14/15	120	94	77	Maintain
Organisational Development	16. Number of volunteers engaged	A new baseline will be established; based on 12/13 estimates we expect this to increase	n/a	500 est	n/a	Increase
	17. Number of clubs and organisations worked with	A new baseline will be established; based on 12/13 estimates we expect this to increase	n/a	100 est	n/a	Increase
	18. Sickness Absence - % days lost	Aim to reduce to below 4%	3.34%	4.03%	3.40%	4% or less
	19. Staff Turnover - % turnover	Aim to reduce turnover	11.7%	8.6%	4.0%	Reduce
Financial Sustainability	20. Customer income raised	Aim to increase income	n/a	£4,540,000	£3,868,355	£4,701,000
	21. Grant income secured ⁴	Aim to maintain income	n/a	£941,000	£113,046 ⁵	n/a
	22. Funds awarded from competitive grants and donor sectors	Funding is competitive and dependent on match we aim to increase on 12/13 position	n/a	£144,053	£481,886	£300,000

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

² Excluding Community Recreation and Ranger Service activities – to be scoped going forward.

³ Excluding Ranger Service activities – to be scoped going forward.

⁴ For example, Youth Music Initiative (YMI), Active Schools, Fairer Scotland Fund, National Governing Body contributions.

⁵ Grant income due during quarter four makes up a significant element of this measure.

Perception Indicators

We gather customer and visitor perception through feedback and survey systems both venues based and via digital media. Our second employee survey is planned in spring 2014, our second high level customer survey in 2015 and our first stakeholder survey in 2015.

Risk Management

The Trust has a Risk Management Policy and we review and update our Risk Register as part of the business planning process. Currently in January 2014 there are 46 risk descriptions in the register. Significant risks for this plan are summarised in Table 4 below.

Table 4: Risk Summary

Risk Level	Risk Description	Mitigation
High	Funding is not available to maintain buildings or the Council has pressing need for investment elsewhere in its portfolio.	This is a universal risk shared with the Council and the Trust is working with the Council to implement an Asset Management Plan.
High	Funding from the Council to the Trust is reduced due to other Council priorities and budget constraints.	The Trust is pursuing a strategy to shift reliance on Council funding in the medium term.
Medium	The recession continues and constrains customer ability to spend.	The Trust's pricing strategy and programme is tailored and marketed to customer profiles and ability to pay.
Medium	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 of business information	SLA with the Council for IT services. Online booking to improve customer point of sales experience is identified as a priority.
Medium	Change in local and national political position. The referendum result will be known during the life of this plan.	Regular communications with local elected members and networking with national organisations to consider likely impact.

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 <i>People are at the heart of everything we do, be they customers or potential customers</i>	Organisational Development <i>Growing up, getting stronger and maturing is critical if we are to live up to stakeholders' expectations</i>	Financial Sustainability <i>Being efficient and effective and operating with our means</i>
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Our Priorities for 5 years

Marketing	ICT	Venues & Programmes	People & Organisation	Planning Together
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Our 5 Annual Business Action Plans

2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
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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

Falkirk Community Trust gratefully acknowledges the support of Falkirk Council