



Falkirk Community Trust

Annual Action Plan

2016-2017

INTRODUCTION

Maureen Campbell, Chief Executive Falkirk Community Trust

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

In our 2015 - 2016 Plan we focused on venues and developing a more entrepreneurial approach with new ideas for business activity. We opened a new gym in Stenhousemuir shopping centre, innovatively taking fitness services out into a community setting and quickly exceeded our target for attracting new members. Early in the year the launch of the new waves at the Mariner Centre had an immediate impact on our visitor numbers and income, which has been sustained over the period. Capitalising on the new Grangemouth Stadium track, secured last year, we attracted funding from **sportscotland** to upgrade the indoor centre and athletes facilities. With the Council we opened a new high quality Visitor Centre for the Helix providing both essential visitor services and playing a part in encouraging people to explore the many other attractions in the area.

We continued to embed planning within our organisational development and moved forward a Library Development Plan, an Arts Plan and management plans for Callendar Park and Muiravonside Country Park. Business growth was a key theme and feasibility studies for four opportunities will be progressed further in 2016 -17. An opportunity to revitalise the Mariner Centre as a family destination for central Scotland will be a key focus for business growth. This is important as reductions to our core budget are

beginning to have significant consequences on our operations. We were asked to increase our savings target by £0.5m, effectively doubling the savings to be made in 2016 -17. Customer income is plateauing and can no longer be relied upon as the primary response to meeting savings. A decline in the number of people paying to use some of our services and of course the ongoing impact of the recession is biting. We have therefore had to grapple with some difficult decisions around reducing the services we deliver. Without increasingly urgent investment in venues, our ability to provide quality services and secure the necessary income stream for future viability will inevitably reduce.

One of the questions being asked of us is about the future of Libraries in these uncertain times with severe financial constraints. What will the public attitude to Libraries be when considered within the whole spectrum of public services? The Library Development Plan began to consider this question – finding libraries are highly valued by those who use them but those who use them are declining in number.

Clearly we need to communicate what we are doing and continue to grow relationships across all sectors of society to attract advocates to help us build the case for investing in culture and sport. The relationships we have with the National Agencies are particularly vital for securing investment, as the benefits to Grangemouth Stadium have demonstrated. Going forward ambitious plans for a replacement Arts venue for the area will be a catalyst to revitalising arts programming and beginning what we hope will be a fruitful dialogue with Creative Scotland. The Trust firmly believes that all of Culture and Sport can offer such a lot to creating a vibrant place, improving health and wellbeing and growing citizenship.

THE SCOPE OF THE PLAN

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

FIVE-YEAR BUSINESS STRATEGY

Aim

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

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

Objectives

Three strategic objectives provide the focus for our work:

- Meeting customer needs
- Organisational development
- Financial sustainability.

Strategic priorities

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

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

ASSETS and RESOURCES

As at December 2015 we have 510 contracted employees (208 full-time and 302 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.

FINANCIAL PLAN

Robust financial management is critical to our success and integral to our forward planning. We are planning for a £2.1m reduction in our revenue funding from Falkirk Council over the next two years. This is on top of a reduction in 2015/16 of £620,000.

We propose to offset the reduction in funding from the Council in 2016/17 as summarised below, with the balance of £918,000 being secured in 2017/18:

- Income generation & growth plans: £56,000
- Securing efficiency savings: £709,000
- Service reductions: £712,000

We are working to a reduction in our core funding of £1.18m in 2016/17. It should be noted that the savings summarised above amount to nearly £1.5m, which allows contingency for any possible employee related costs associated with implementing savings.

BUDGET

We currently (January 2016) envisage budget movement between 2015-16 and 2016-17 as outlined in Table 1 below. 2016/17 accounts for a full year of the new Stenhousemuir gym and Helix operations.

Table 1: Budget

Budget Heading	2015-16 £'000	2016-17 £'000
Employee Expenses	12,293	11,752
Property Expenses	2,393	2,527
Transport Expenses	252	279
Supplies & Services	3,588	3,605
Third Party Payments	96	175
Support Services	806	806
Total Expenditure	19,428	19,144
Service Payment	12,663	11,795
Other Income	6,765	7,349
Total Income	19,428	19,144

SAVINGS PLAN

The scale of reduction to core funding in this Plan (£1.18m) will have a significant impact. We have been working with a reducing budget year on year since the Trust was established. However this year is the first where securing savings from reductions to services have had to become the primary route to delivering the savings plan. There will therefore be visible consequences in 2016/17 arising from the savings plan that will impact on service delivery to our customers.

Nonetheless we will continue to pursue an appropriate balance of customer income and public subsidy.

FEES and CHARGES

The Trust is a charitable company and it is important that we are able to continue to fully meet our charitable purposes. A key principle is to ensure delivery of affordable and discounted prices that support those least able to pay. The 'Go Card' concessionary scheme has proved successful and going forward we propose to expand the eligibility categories and are keen to explore how the 'Go Card' could be utilised to help deliver the National Self-Directed Support scheme.

An inflationary increase of approximately 5% was implemented in 2015/16. Recent performance in some areas of sport in particular, suggests that some charges are now at a level that may be impacting on attendances. Inflation currently sits at 1% (Consumer Price index and Retail Price index, May 2015) so we plan to increase the general charges in 2016/17 by 1%. The application of a 1% increase may result in some charges increasing to a point slightly greater than 1%.

Health & Fitness charges have largely been frozen over the past four years with financial performance being driven through growth in volume of business. We believe we are able to sustain an increase in membership prices in 2016/17 and plan to introduce these from April 2016.

We introduced a new membership scheme for swimming lessons in 2015/16 which did not fully meet expectations and a review is expected to recommend improvements to the benefits that the scheme offers. Our shift towards membership driven programmes will continue however and we plan to consider further opportunities.

The underlying principle of providing good value activity remains and we will monitor implementation across all fees and charges throughout the year to ensure all our key principles are met.

ACTION PLAN

The Action Plan 2016-2017 is the third of 5 annual plans for delivering our 5 year Business Strategy and is structured under each of our 3 strategic objectives. It sets out actions that follow on from our previous two Action Plans to meet the objectives, address our priorities and respond to opportunities. The Action Plan does not include regular operational activity to deliver our core services.

Table 2: Annual Action Plan 2016-2017

	Actions	Context /Detail	Milestone/Output
Strategic Objective 1 – Meeting Customer Needs			
<i>People are at the heart of everything we do, be they customers or potential customers.</i>			
1.1	Deliver a heritage engagement programme including end use options for the Steeple	<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 to 2018; • Delivered in partnership with Falkirk Local History Society and Falkirk Council the engagement programme is to improve understanding of the heritage value of the town centre as well as provide opportunities for debating/imagining its future use. 	<ul style="list-style-type: none"> - A design group identifies end use options for the Steeple. - Year 3 community engagement programme delivered.
1.2	Promote the John Muir Way and how it connects to Trust venues	<p>Families</p> <ul style="list-style-type: none"> • The John Muir Way is a Central Scotland wide route, which runs from Dunbar to Helensburgh and passes through Trust sites such as Kinneil Estate and Callendar Park; • We seek to raise the profile of the route and this areas contribution to the visitor experience. 	<ul style="list-style-type: none"> - Information integrated into our venue promotion.
1.3	Deliver activity to build an Active Scotland	<p>Families</p> <ul style="list-style-type: none"> • We continue to work with a wide range of local and national partners to celebrate the commonwealth and the sport and culture opportunities in the area, following the enthusiasm generated since Glasgow 2014; • The new track at Grangemouth Stadium secured as a legacy from the Games led to a successful funding bid to sportscotland for upgrading the Indoor Athletics Centre. Already recognised by the Athletics Governing Bodies as a high performance venue, improvements to the Indoor Centre and athlete services, such as changing facilities, help secure the longer term future of the Stadium which celebrates its 50th anniversary in 2016. 	<ul style="list-style-type: none"> - Primary schools supported to create a legacy plan to build on success and grow participation in sport. - Grangemouth Stadium 50th birthday programme generates new activity.

	Actions	Context /Detail	Milestone/Output
			- Partnership with Scottish and UK Athletics drives high performance usage.
1.4	Develop a new Arts Centre	<ul style="list-style-type: none"> The replacement of FTH with a new Arts Centre in partnership with Forth Valley College was not considered viable and alternative options are to be sought. There is an opportunity to review and refresh arts programming, working across the local arts sector and with national arts agencies to ensure that the cultural offer in Falkirk fully contributes to creating a vibrant place. 	<ul style="list-style-type: none"> Options for an Arts Centre are sought. A revised programming strategy for FTH is developed.
1.5	Deliver a four year programme - Memorial, Reflection, Restoration - commemorating WW1	<p>Older People/intergenerational</p> <ul style="list-style-type: none"> Commemoration programme running from July 2014, 100 years after the start of WW1, to November 2018; Working with community interest groups and co-ordinating activity, we believe there is great opportunity to engage older people and promote intergenerational activity. 	- A programme of exhibitions, workshops and screenings that raises awareness.
1.6	Deliver the year of Innovation, Architecture and Design 2016 and plan for the Year of History, Heritage and Archaeology in 2017	<p>Brand Awareness and Families</p> <ul style="list-style-type: none"> We want to ensure a link between local and national promotional priorities (2015-18) and make the connection with the key achievements in the area's industrial past and present; The second of the post-Winning Years, Focus Years promoted by Event Scotland is the Year of Innovation, Architecture and Design in 2016, 2017 presents an opportunity to highlight the Antonine Wall, the area's premier archaeological feature; We have identified an opportunity to showcase the Helix and Kelpies and deliver an event / events growing on the success and learning from Helix Day and Home. 	<ul style="list-style-type: none"> A year long programme celebrating the Year of Innovation Architecture and Design in 2016. A year long programme celebrating the area's History, Heritage and Archaeology in 2017. A future major event on the Helix.
1.7	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 a destination, contribute to destination marketing and increase understanding of national trends; The Visitor Centre at the Helix is a focus for visitors particularly those from outwith the area 	<ul style="list-style-type: none"> Increase in visits from outwith the area to key venues. Improvement in Trading

	Actions	Context /Detail	Milestone/Output
		and international visitors, and is a key opportunity to connect visitors to the wider Falkirk area.	Company performance.
1.8	Implement the Customer Consultation and Engagement Strategy	<p>Customer Knowledge</p> <ul style="list-style-type: none"> We engage and consult with customers at a number of levels, from a 4 yearly high level survey to capturing verbal comments on the front line; We developed a strategy to improve our planning and consistency of process across the organisation to help us anticipate customer needs and respond to customer demands. This strategy is being implemented across the Trust. 	<ul style="list-style-type: none"> A range of consultation activity generates feedback from customers and monitors customer perceptions of Trust performance.
1.9	Plan high level Customer and Non Customer Survey	<p>Customer Knowledge</p> <ul style="list-style-type: none"> We undertook a first survey in Spring 2012 across our main facilities and off site with non-customers, which we found very helpful in preparing the Culture and Sport Strategy and it gave us a baseline measure of our customer service performance and a better understanding of the barriers to participation; Research is fundamental for helping evidence based decision making, informing strategy development and improving knowledge of our customer as well as non-customer profiles which will help us to meet their needs. 	<ul style="list-style-type: none"> Survey completed by end of June 2016.
1.10	Implement Web and Social Media Development Strategy	<p>Customer knowledge</p> <ul style="list-style-type: none"> We need to develop the website, online facilities and social media presence to be effective in both business to audience marketing as well as peer-to-peer marketing and grow reputation with stakeholders. Activity will support a digital engagement of customers for consultation purposes; This must also be in tandem with ICT plans as we require adequate infrastructure and capacity to support the ease we are aiming for e.g. online booking and systems identifying cross-service users. 	<ul style="list-style-type: none"> Continuing increased engagement through social media platforms. Increased web traffic. Build new customer bases. Implementation of new systems which are fit for purpose digitally.
1.11	Focus business growth activity on key customer groups	<p>Customer knowledge: Families: Older People</p> <ul style="list-style-type: none"> We undertook a thematic cross Trust approach to developing business, generating customer focussed information as well promoting collaborative working across teams. A primary focus was to identify potential for business growth and income generation. 	<ul style="list-style-type: none"> Integrated marketing of programme for families through 'Family Friendly

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		<ul style="list-style-type: none"> We reviewed our performance in delivering services for families and older people and developed action plans. We deliver an array of activity of appeal to the family audience that could be better co-ordinated with clearly integrated marketing aimed at a local audience and those within a 30-45 minute drive time. There is potential to grow activity for the active retired market and we will pilot ideas in 2016. 	<p>Falkirk' initiative implemented.</p> <ul style="list-style-type: none"> Ideas for service provision for older people tested and monitoring framework established.
1.12	Implement a volunteer development policy with partners	<p>Champions</p> <ul style="list-style-type: none"> The Trust and partners engage with many volunteers in various areas of activity and there are many processes and procedures used across the organisation. We want to ensure that volunteering is valued and loyal volunteers are rewarded through effective training; Our policy is to create a common approach when working with volunteers ensuring that there are a standard set of measures and checks in place and that we are able to develop effective volunteers who can get the most out of the opportunities offered. 	<ul style="list-style-type: none"> Policy operating across the Trust and monitoring framework established. Increased numbers of volunteers year on year. Local clubs and associations strengthened by the development of good quality volunteers.
1.13	Develop the Helix volunteering programme	<p>Champions</p> <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; a priority is to secure funding for a volunteer co-ordinator. 	<ul style="list-style-type: none"> Volunteers re-engaged. Volunteer champions leading new strands of work.
<p>Strategic Objective 2 – Organisational Development</p> <p><i>Growing up, getting stronger and maturing is critical if we are to live up to stakeholders' expectations.</i></p>			
2.1	Monitor the Culture and Sport Strategy	<p>Policy Development</p> <ul style="list-style-type: none"> <i>Inspiring Active Lives</i> is an overarching 10 year Strategy being delivered through a series of sector specific partnership Delivery Plans; We need to ensure that we have appropriate monitoring and evaluation in place and that output contributes to the areas Single Outcome Agreement (SOA). 	<ul style="list-style-type: none"> Partnership progress is reported to stakeholders in March 2017 Positive contribution to SOA indicators.

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2.2	Implement, with partners, an Arts Delivery Plan and prepare a Public Art Plan for the area (2016-21)	<p>Policy Development</p> <ul style="list-style-type: none"> • We led the development of an Arts Plan that took learning from the Creative Place project to build on and develop further collaborative work; • Art in public spaces is a key element of our approach to engaging communities, it is proposed that a separate Public Art Plan follows on from and is directed by the Arts Plan, but also responds to public spaces and built heritage plans and strategies; • An example of good practice in integrating public art with wider regeneration plans is happening at Denny. 	<ul style="list-style-type: none"> - Year 1 action initiated and an arts network is established. - Draft Public Art Plan created by November 2016 for consultation.
2.3	Implement a Libraries Development Plan for the area	<p>Policy Development</p> <ul style="list-style-type: none"> • Library usage is falling in Falkirk but rising in some other places; there are powerful national lobbies and arguments in favour of libraries; • This new Plan considers how to make our libraries more relevant, more connected, more animated and how to address the 'value gap'; • Year 1 action will include exploring moves towards the creation of community hubs and identifying opportunity to combine with arts or other facilities. 	<ul style="list-style-type: none"> - Year 1 action initiated and a move is made towards Community Hubs.
2.4	Implement Kinneil Estate Masterplan	<p>Policy Development</p> <ul style="list-style-type: none"> • The Estate's built and natural heritage mixed offer requires an integrated approach to planning and projects will be developed and appropriately packaged to attract potential external funding; • A feasibility study for the development of Kinneil House provided a sound concept for creating this as the critical project around which to build significant phase 1 funding packages for wider development of the Estate; • A strong local community of interest exists and contributed to the Masterplan development and continues through the Advisory Group. 	<ul style="list-style-type: none"> - Advisory Group oversees priority projects. - Phase 1 funding bids explored for agreed projects. - Funding Strategy for Kinneil House, critical project, agreed by key players.
2.5	Implement the Heritage Delivery Plan 2015-18 with partners	<p>Policy Development</p> <ul style="list-style-type: none"> • This plan supports general wellbeing and a sense of identity and encourages active contributions to stewarding the future; 	<ul style="list-style-type: none"> - WW1 programme. - Year of Innovation Architecture and Design 2016

	Actions	Context /Detail	Milestone/Output
		<ul style="list-style-type: none"> Contribution from the local voluntary sector is actively sought and priority actions all offer voluntary sector opportunities. 	programme. - Year of History, Heritage & Archaeology 2017 programme. - Kinneil Estate projects.
2.6	Develop and implement an Events Strategy	Policy Development <ul style="list-style-type: none"> FCT supports a diverse programme of events. The events may be at community, local or national level and some are of international significance; We need to maximise our capacity to attract, host and benefit from events and bring clearer focus to our events approach and help prioritise investment and work going forward. 	- Strategy implemented and partners engaged in delivery. - New partners engaged.
2.7	Implement Marketing Strategy	Policy Development <ul style="list-style-type: none"> We have begun to embed a sound well planned marketing approach across the Trust and identify areas where niche activity could be developed, as well as geographic areas where market penetration is low; This allows more calculated targeting, robust and systematic planning and supports the development of exciting new product. 	- 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	Develop, with partners, a Sports Delivery Plan for the area	Policy Development <ul style="list-style-type: none"> There are a large number of sporting groups and interests in the area as well as ourselves – many regional and local clubs, national governing bodies and sportscotland; This Plan seeks to address the priorities of all these interests and consider how collectively we minimise duplication of effort, work together to develop our skill base and increase participation in sport at all levels. 	- Draft Sports Delivery Plan approved for consultation by March 2017.
2.9	Implement a management and forward development	Policy Development <ul style="list-style-type: none"> A visitor destination, the Park is a heritage asset both in its own right and as the surrounding 	- Prioritised projects scope 10

	Actions	Context /Detail	Milestone/Output
	plan for Callendar Park in conjunction with relevant partners	<p>to Callendar House;</p> <ul style="list-style-type: none"> This plan ensures that management and forward development of the green space is sympathetic to the heritage, integrated with the House, addresses the infrastructure needs of a strategic destination and meets the needs of local people and visitors alike. It promotes sustainable management and will support strategic masterplanning across the entire asset. 	<p>and matched with potential funding bids.</p> <ul style="list-style-type: none"> - Project to upgrade Castle Callendar Play area progressed by 17/18.
2.10	Implement a management and forward development plan for Muiravonside Country Park with partners as appropriate	<p>Policy Development</p> <ul style="list-style-type: none"> Popular with families and for walking this large rural site is in need of investment to ensure it continues to be attractive for people to be more active and engaged in planning park improvements, outdoor activities and environmental learning ; This plan guides maintenance and management going forward and will build on the externally funded projects to re-open the Visitor Centre, improve signage and create a sculpture trail in 2015. 	<ul style="list-style-type: none"> - Year 2 action plan implemented. - Prioritised projects and funding bids identified.
2.11	Seek approval of Sports Pitch Strategy	<p>Policy Development</p> <ul style="list-style-type: none"> We commissioned a Sports Pitch Strategy for the area which identifies the need for provision of a network of up to six 3G synthetic pitches across the area to minimise pressures on deteriorating and unsustainable grass pitches; The Council's Executive Committee took a decision in July 2014 to refocus their approach and encourage clubs to be involved in the development of 3G provision through bidding for funds from the Council. The Trust in its advisory role will support this process in collaboration with clubs, sportscotland and the SFA. 	<ul style="list-style-type: none"> - Sports Pitch Strategy approved by Board and subsequently Falkirk Council - Guidance provided to Council working group.
2.12	Deliver, with partners, a Physical Activity Plan for the area	<p>Policy Development</p> <ul style="list-style-type: none"> This Plan aims to increase levels of participation in entry level physical activity and wellbeing programmes, with a particular focus on those who do not currently participate and those for whom the health benefits of participation will be greatest; The Plan ensures there is a cohesive link to the development of the Forth Valley Physical Activity Plan ensuring health services have an integrated approach; The Plan has a key contribution to the Single Outcome Agreement, and aims to ensure effective use of resources and support funding applications. 	<ul style="list-style-type: none"> - Year 2016 action plan implemented with partners and a monitoring framework established. - Increase in participation in all specific areas of activity.

	Actions	Context /Detail	Milestone/Output
2.13	Prepare, with partners, a forward development plan for the Helix	<p>Policy Development</p> <ul style="list-style-type: none"> • There are a number of opportunities, some already identified, for future phases of the development and we have commenced forward planning with the project partners, initially some enhancement works have been implemented through the TIF scheme. 	- Scope of work and activity required to continue forward development agreed.
2.14	Monitor and report on performance of the 5 year Business Plan Strategy	<p>Sound Governance</p> <ul style="list-style-type: none"> • We need to ensure implementation is managed, progress is reported to our stakeholders and planning for delivery is integrated throughout the organisation; • All annual action plans include performance targets which are reviewed regularly by our Board and reported to Falkirk Council. 	<ul style="list-style-type: none"> - Performance reported to the Trust's Audit & Performance Group quarterly. - Following the Public Pound reported to Falkirk Council in November 2016. - Business Plan and Unit Action Plans regularly and systematically reviewed.
2.15	Review Board Director Recruitment plans	<p>Sound Governance</p> <ul style="list-style-type: none"> • The Trust requires to consider how best to manage director turnover to avoid significant loss of knowledge and skills; • 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. 	- Board continues at full complement with an appropriate mix of skills and expertise.
2.16	Ensure support services are delivered effectively, meet our needs and provide a 'value for money' service	<p>Sound Governance</p> <ul style="list-style-type: none"> • 10 SLAs currently exist to provide our support services by the Council which are due to end in June 2016; • The Trust has an on-going need to ensure best value and demonstrate its independence. 	- Performance of short and longer term agreements are monitored and reviewed.
2.17	Further develop and implement Stakeholder Engagement Plan.	<p>Organisational Culture</p> <ul style="list-style-type: none"> • Stakeholders, such as Falkirk Council, are vital to our work. Effective communication ensures that we optimise the potential to maximise the contribution we make to each other's 	- Stakeholder Communications work well.

	Actions	Context /Detail	Milestone/Output
		<p>work;</p> <ul style="list-style-type: none"> • Our stakeholders' engagement plan aims 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"> - A stakeholder plan is activated.
2.18	Improve Employee Communications	<p>Organisational Culture</p> <ul style="list-style-type: none"> • Our own employees are one of our most important resources – in terms of the vital work they carry out on a day-to-day basis but also as ambassadors for the work of the Trust within the community. As such, their understanding of and ability to communicate the Trust's key messaging is an excellent way of spreading information by word of mouth and via passionate, enthusiastic voices; • We aim to build staff knowledge of other services and indeed as our own best customers; enabling greater knowledge between teams of the Trust about overall product/offering is vital. 	<ul style="list-style-type: none"> - More engaging and informative e-newsletter with increased open and click rates - Staff encouraged to visit other Trust sites.
2.19	Conduct Employee Survey	<p>Employee Development</p> <ul style="list-style-type: none"> • Our second employee survey was undertaken in 2014 to ensure our employees are engaged, feel valued and to provide an indication of employee satisfaction, the next survey will be in 2016; • The results are shared across the Trust and an action plan is developed and agreed through consultation with teams. 	<ul style="list-style-type: none"> - Employee survey conducted by autumn 2016. - Results reported early 2017. - Action plan developed by April 2017.
2.20	Implement an Employee Development Plan	<p>Employee Development/Empowerment</p> <ul style="list-style-type: none"> • Our achievement and Personal Development Scheme is well embedded within the majority of the organisation. We want to maintain this momentum through the implementation of the Employee Development Plan; • We are considering skills to develop and grow the business as the next focus for development; • The customer experience is critical to our future growth. Employees have a key role in contributing to that experience and therefore we want to support everyone to increase their 	<ul style="list-style-type: none"> - Training sessions held for key staff groups to build Customer Care skills and entrepreneurial awareness. - Focussed Training for senior managers in relationship to management and leader:

	Actions	Context /Detail	Milestone/Output
		awareness and understanding accordingly.	
Strategic Objective 3 – Financial Sustainability			
<i>Being efficient and effective and operating within our means.</i>			
3.1	Deliver a thematic community engagement programme to support Kinneil Museum development	Investment <ul style="list-style-type: none"> Supporting Kinneil Masterplan, we will continue engagement to animate the Museum and encourage community activity; Critical to community engagement are the Friends of Kinneil who are a valuable partner and capable of opening up engagement opportunities within the community. 	<ul style="list-style-type: none"> Additional Museum based activity. Increased volunteering from the Bo'ness Community.
3.2	Review development plans for Callendar House and Stables Block	Investment <ul style="list-style-type: none"> Our application to HLF in 2013 was unsuccessful and we need to revisit the concept and plan with Falkirk Council and HLF; Emergency works to the Stables Block have been undertaken and we now need to consider works to further buildings within this complex, within the wider Asset Management Plan. 	<ul style="list-style-type: none"> Incremental 5 -10 year change plan is developed for Callendar House. Engagement with 3rd parties explores end use opportunities for the Stables Block.
3.3	Implement the Asset Management Development Plan 16/17 actions	Investment <ul style="list-style-type: none"> Our Asset Management Plan to optimise the use of our venues is being developed through a number of actions undertaken in conjunction with Falkirk Council to inform long term decision making and enable investment planning through a costed plan; Condition surveys completed for 23 key sites (October 2014) identify the need for £5.3m spend and the Sports Pitch Strategy identified need for £3.5m spend both by March 2018. Achievement will be subject to identifying capital investment and/or a rationalisation plan; We are operating maintenance on an essential repairs only basis and with Falkirk Council we are monitoring effectiveness and costs. 	<ul style="list-style-type: none"> Forward investment decisions made by March 2017. Improved performance of the repairs and maintenance service.

	Actions	Context /Detail	Milestone/Output
3.4	Implement 2016/17 Council capital funded projects and plan 2017/18 investment proposals	<p>Investment</p> <ul style="list-style-type: none"> • We have identified 10 critical areas of spend for the capital allocation of £550,000 to meet the Council's criteria of considering bids of 'inescapable high priority' and support our 5 year Business Strategy; • We want to make best possible use of the 17/18 allocation of £550,000 and develop proposals that support our Asset Management Plan. 	<ul style="list-style-type: none"> - 10 capital projects delivered at: <ul style="list-style-type: none"> ○ Denny Library ○ Bo'ness Town Hall ○ Museum Store ○ Grangemouth Sports Complex (2) ○ CATS Schools ○ Dollar Park ○ Callendar Park (2) ○ Callendar House - 17/18 proposals identified by June 2016.
3.5	Improve CATS Schools performance	<p>Investment</p> <ul style="list-style-type: none"> • The CATS schools are underutilised and for a number of reasons are not performing as well as they might and could be more accessible, better promoted and offer more engaging programmes. • The CATS schools are modern venues spread across the area and provide community facilities for sport and a range of leisure pursuits accessible during out of school hours. The quality of these venues is considerably higher than the Neighbourhood Sports Centres which are similarly spread across the area. We will focus on driving activity to the CATS schools whilst considering any consequential impact on the Neighbourhood Centres and their longer term viability; 	<ul style="list-style-type: none"> - Improvement Plan implemented.

	Actions	Context /Detail	Milestone/Output
3.6	Commence implementing an ICT Improvement Plan	<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, however we have secured a capital contribution of £280,000 from Falkirk Council to begin to implement 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"> - Year 1 actions completed. - Website improvement project completed. - Opportunities for mobile and flexible working explored.
3.7	Implement a Business Case for a new soft play centre	<p>Investment / Income Generation</p> <ul style="list-style-type: none"> • Building on the investment in the wave machine, we propose to further redevelop the Mariner Centre and fully re-establish it as a premier family destination; • Soft play is a growth market and we have developed a compelling outline business case for investment in soft play within the games hall. 	<ul style="list-style-type: none"> - Business Case fully developed with funding in place.
3.8	Develop a Health & Fitness Plan	<p>Income Generation</p> <ul style="list-style-type: none"> • With the opening of a new Gym at Stenhousemuir we now require to shift our focus to planning forward development of all our gym operations. Health and Fitness development needs to be competitive to attract paid members and generate income and be balanced with ensuring health and wellbeing programmes, particularly aimed at those most in need, are delivering community health benefits. 	<ul style="list-style-type: none"> - Draft Health & Fitness Plan created by March 2017.
3.9	Maintain improvement in Trading Company performance	<p>Income Generation</p> <ul style="list-style-type: none"> • The Trading Company has continued to improve its overall financial performance. The integration of Helix activity has significantly boosted results as a consequence of better than expected performance in the 2014 summer season. An improvement in purchasing has reduced the cost of sales which in turn has improved the gross margin. • The focus for 2016/17 will be to maximise the performance of the Helix Visitor Centre, to make decisions about the level of service offered at the outdoor venues and efficiencies of Callendar House catering and conferencing will also be explored. 	<ul style="list-style-type: none"> - The Trading Company makes a net profit that can be passed on to the main charity, or reinvested in trading activity.

	Actions	Context /Detail	Milestone/Output
3.10	Implement Fundraising Strategy	<p>Income Generation</p> <ul style="list-style-type: none"> We want to support our work by generating income from a range of funders, sponsors and donors and have been growing our capacity to do so over the past 3 years which is reflected in our Strategy for 2016-19; Although external funding continues to be competitive we have uplifted our targets for growth although availability of match funding, capacity and time to develop bids can be challenging. A priority project at Kinneil Estate has reached a point where it may begin to attract significant levels of funding. 	<ul style="list-style-type: none"> £1.75m of external funds awarded in 2016/19. Including a high value one-off award of between £500,000 and £1m in 2016/19. Level of donations increased.
3.11	Maintain focus on income generating activity	<p>Income Generation</p> <ul style="list-style-type: none"> A competitive marketplace, the impact of variable and unseasonal weather patterns, and the continuing recession are all taking a toll on our ability to meet income targets. The new income generating venues at the Helix and Stenhousemuir are expected to boost income however we must ensure that that all our income targets are secured. This requires us to have robust monitoring systems in place and the ability to be adaptable with programme and marketing interventions. 	<ul style="list-style-type: none"> Income monitoring processes are robust and targets are met.
3.12	Develop a Procurement Strategy	<p>Efficiencies</p> <ul style="list-style-type: none"> Improvements have been made in our procurement processes. There is a better understanding of the scope to improve our approach to procurement and a review of our approach will drive this area of work. 	<ul style="list-style-type: none"> Better procurement realises cashable savings.
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. 	<ul style="list-style-type: none"> Improvement projects identified to reduce energy consumption.
3.14	Manage the consequences of core funding reductions	<p>Efficiencies</p> <ul style="list-style-type: none"> Subject to approval, budget savings are likely to have an impact resulting in facility closure. The Trust will work through due process including employee and stakeholder consultation to implement an action plan to secure the savings targets. 	<ul style="list-style-type: none"> Budget savings are secured.

MONITORING AND EVALUATION Performance Management

We measure and evaluate our performance in two ways:

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

Table 3: Numerical Performance Measures

Strategic Objective	Performance measure	Performance context (at end-Q2 15/16)	Performance 12/13	Performance 13/14	Performance 14/15	Performance 15/16 (Q1+Q2+Q3)	Target 16/17
Meeting Customer Needs	1. Number of concessionary admissions across all Trust services	The 'Go Card' concessionary scheme was launched at the start of 14/15; performance saw a small increase during 15/16 and we expect to see an increase in uptake in 16/17.	92,273	120,779	114,540	87,097	120,000
	2. Number of admissions by young people across all our venues and programmes	A priority in our marketing strategy is Families; performance has increased and we expect to see a further increase in uptake in 16/17 following a family friendly priority in our marketing strategy.	717,826	789,750	762,617	569,146	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; a new baseline will be set in 16/17.	n/a	n/a	n/a	TBC	Work in progress
	4. Number of adult admission to all sport and leisure venues	Performance has increased during 15/16 following investment in facilities; we expect an increase in performance in 16/17.	627,536 ¹	745,357	638,638	564,117	785,000
	5. Number of juvenile admissions to all sport and leisure venues	Following recent declines in performance, admissions saw a small increase in 15/16 following	591,306 ¹	536,969	496,094	365,943	530,000

Strategic Objective	Performance measure	Performance context (at end-Q2 15/16)	Performance 12/13	Performance 13/14	Performance 14/15	Performance 15/16 (Q1+Q2+Q3)	Target 16/17
		investment in facilities. We expect a further increase in performance in 16/17.					
	6. Number of concession admissions to all sport and leisure venues	The 'Go Card' concessionary scheme was launched at the start of 14/15; after an unexpected decrease in 14/15 uptake increased in 15/16; we expect to continue to increase in 16/17.	80,793 ¹	81,902	76,789	60,386	95,000
	7. Attendance at sport and recreation development programmes	Performance has been rising; we expect a slight reduction in 16/17 following refocused national priorities for Active Schools.	125,951 ²	201,672 ²	213,860	157,451	205,000
	8. Number of visits to libraries	Visits have been decreasing for some time and at best we expect to maintain performance in 16/17 while we implement improvement action.	619,063	630,110	563,912	393,405	500,000
	9. Number of active borrowers from libraries	The number of active borrowers was static during 15/16 but no increase is evident as yet; at best we expect to maintain the number of active borrowers in 16/17.	25,976	25,718	27,560 ⁴	26,824	26,500
	10. Number of issues including digital material	The rate of decline is slowing but no increase evident as yet; we expect a small reduction and to continue to slow the rate of decline during 16/17.	927,074	893,354	836,218	586,309	725,000
	11. Number of admissions to arts venues	Performance has increased during 15/16; we expect an increase in performance in 16/17.	119,287	101,861	97,400	83,702	109,000
	12. Attendance at arts	This measure was revised from	63,258	60,005	156,649	129,092	140,000

Strategic Objective	Performance measure	Performance context (at end-Q2 15/16)	Performance 12/13	Performance 13/14	Performance 14/15	Performance 15/16 (Q1+Q2+Q3)	Target 16/17
	development programmes	14/15 and reset totals going forward. Performance increased during 15/16 and we expect further increase in 16/17 subject to agreement on YMI.					
	13. Number of visits to heritage venues	Performance has been rising for some time. An increase is expected in 16/17.	36,769	38,343	38,382	42,179	45,500
	14. Attendance at heritage development programmes	Performance in 15/165 decreased back to previous levels after a strong 14/15; we expect an increase in uptake with delivery of a heritage engagement programme during 16/17.	9,507	9,870	13,451	7,295	7,100
	15. Number of complaints received	The number of complaints gathered increased in 15/16 following a revised recording system; we hope to maintain the level during 16/17.	94	118	81	100	Maintain
	16. Number of volunteers engaged	Performance increased in 15/16. We expect performance to increase further in 16/17 with appointment of a volunteer co-ordinator.	500 est	855	1,027	TBC	Increase
	17. Number of clubs and organisations worked with	Performance in 15/16 tbc; we expect an increase in 16/17 with engagement work with partner clubs and organisations.	100 est	Work in progress	193	TBC	Increase
	18. Sickness Absence - % days lost	The sickness absence rate reduced slightly in 15/16. The aim is to reduce to below 4%	4.03%	4.13%	4.72%	3.92%	4% or less
	19. Staff Turnover - % turnover	Aim to reduce staff turnover.	8.60%	10.60%	10.30%	6.73% ⁵	Reduce

Strategic Objective	Performance measure	Performance context (at end-Q2 15/16)	Performance 12/13	Performance 13/14	Performance 14/15	Performance 15/16 (Q1+Q2+Q3)	Target 16/17
Financial Sustainability	20. Customer income raised	Aim to increase income.	£4,540,000	£5,380,000	£5,214,000	£4,603,000	£6,810,000
	21. Grant income secured ³	Aim to increase income.	£941,000	£703,000	£1,070,000	£586,000	Increase
	22. Funds awarded from competitive grants and donor sectors	Funding is competitive and 15/16 proved very successful; we aim to maintain position during 16/17.	£144,053	£664,186	£541,180	£759,207	£750,000

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

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

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

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

⁵ Figures are as of end-August 2015 for 5-month period only (data not available for 6-month position at time of publishing).

RISK MANAGEMENT

The Trust has a Strategic Risk Management Policy and we review and update our Risk register as part of the business planning process. Currently in October 2015 there are circa 50 risk descriptions in the register. This includes a new risk in relation to implementing the proposed savings plan. Significant and new risks associated with this Plan are summarised in Table 4 below.

Table 4: Risk Summary

Risk Level	Risk Description	Mitigation/ Comment
High (increased risk)	Funding is not available to maintain buildings or the Council has pressing need for investment elsewhere in its portfolio.	This is a universal risk shared with the Council and the Trust is working with the Council to implement an Asset Management Plan. The high levels of investment required are unlikely to be met from the Council's capital programme. This risk has been increased to a maximum score due to consequential impact on attracting new customers to facilities and income generation.
High (increased risk)	Funding from the Council to the Trust is reduced due to other Council priorities and budget constraints impacting on the quality and range of services delivered.	The Trust has been pursuing a strategy of income growth to shift reliance on Council funding in the medium term. The speed of reduction in core funding is moving at a pace that is outstripping our ability to grow income. Mitigation is being pursued through new growth opportunities to stimulate increased business. This risk has been increased to a maximum score owing to savings proposals for 16/17 reducing the quality and range of services delivered.
High	Over reliance on out of date IT systems and network which is not focussed on Trust's business does not provide adequate service to customers or business information.	Whilst capital funds have been secured to help improve ICT, the scale and complexity of the problem remains challenging to resolve. Online booking and point of sales experience has been identified as a priority.
Medium (increased risk)	Failure to meet income targets with potential for the Trust not to continue to be financially viable.	Income targets in 15 /16 are proving challenging to achieve. Market pressures, the vagaries of the weather and the continuing impact of the recession are contributing factors. Mitigation through increased focus on monitoring and review of customer income, and cautious approach to charges as well as development of new growth opportunities.
Medium (new risk)	Uncertainty of cost of implementing savings proposals which may require further savings to be found in order to pay any redundancy costs arising with potential for delay, and staff time input deflecting from core business.	Contingency sum has been built into the savings plan and dedicated support is to be sought from HR and Finance advisors to support implementation.

OUR PLANNING FRAMEWORK AT A GLANCE

The 10 year area wide Strategy

“Inspiring Active Lives” A Culture and Sport Strategy for Falkirk
A plan with four key themes for action across all culture and sport sectors that will be implemented through a series of partnership Delivery Plans led by the Trust

Participation	Motivation	Venues	Partnership
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Our 5 year Business Strategy

Our aim is that by 2019:
Falkirk Community Trust will be operating from venues that people want to use, with a more responsive programme offering better quality for our customers. We will be a trusted and valued organisation, secure in our role as a leader for culture and sport and with diminishing reliance on Council funding; we will be more flexible, entrepreneurial and commercially minded. We will have created champions for culture and sport and have loyal volunteers and a workforce who motivate a huge cross section of the community to take part in culture and sport that improves their lives.

Our Objectives for 5 years

Meeting Customer Needs <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