



Falkirk Community Trust

# Annual Action Plan

---

2018-2019

Company Registration No. SC400657 | Charity No. SC042403

## INTRODUCTION

This Action Plan is the fifth and final of our Plans to deliver our Business Strategy through to 2019. As with the previous annual plans we have had to respond to significant budget reductions which when taken cumulatively are approximately £4m and are having a serious impact on the Trust. During our budget deliberations a considerable amount of time was spent considering the viability of continuing to operate some venues. This year we have not had to withdraw from any facility. However there is no doubt that continues to be an increasingly likely outcome for future years.

Against this background of financial pressures the Plan for 2017-2018 focused on programme, partnership and the development of ideas for new business growth.

Significant reviews of the swimming lesson programme and the arts programme at FTH led to new approaches being introduced with the aim of increasing income. The creation of an Events Strategy set out our approach to developing and attracting events to the area. Maintaining quality, meeting customer needs and introducing new programme across culture and sport will continue to be a driver for us in 2018-2019. As well as further developing introductions made in 2017, plans going forward include a new programme for older adults, a new professional pantomime, a new aquatics programme and a new event linking into schools around the STEM subjects.

Partnership activity has seen us contribute to the creation of new locality plans, delivery plans for the area's Strategic Outcomes

Local Delivery Plan (SOLD), and the Council's Strategic Property Review, work which will be ongoing in the coming year. The establishment of sports hubs, now established at Camelton and Grangemouth, is involving us working closely with local communities and the voluntary and third sector, as is work to secure an end use for the Steeple. New plans for 2018-2019 include delivery of an HLF funded partnership initiative around tourism, environment, culture and heritage. Work with Adult Services has led to plans for Changing Places being located in two sports venues, responding to a significant gap in provision in this area.

Engagement with the Council to deliver a range of community facing services in libraries continues, and the feasibility of co-locating services in Falkirk Library will be fully explored early in 2018.

The development of libraries as community hubs is important; however, we also want to ensure the quality of their core functions is maintained. With the severe budget pressures that face us, the issue of quality versus quantity of libraries, as well as other services, will continue to be considered.

Venues are fundamental to the services we deliver. We want to modernise and make them places that are attractive to people, but there is a significant level of maintenance of basic infrastructure that also has to be addressed. One of the more significant improvements to be implemented in 2018 is replacement of the seating at FTH which we expect will be much appreciated by

audiences. I am delighted that the combination of a good quality venue and our excellent customer service was recognised at the Helix with the award of 5 stars by VisitScotland in 2017.

Our Board and the Council have both approved a three year Business Approach for the Trust to generate new business growth and stimulate community responsibility. During 2017-2018 we worked on plans to grow income and a number of projects will be further developed in the 2018-2019 Plan. We have some exciting outline proposals for which we will create full business cases. As a forerunner we will be opening a new soft play centre in summer 2018 at the Mariner Centre along with a number of customer facing improvements at this venue.

A positive initial meeting with a number of local clubs and organisations led to follow up meetings to explore joint working in advocating for culture and sport. Precipitated by our exploration of potential withdraw from some venues, we offered to explore community asset transfer with affected groups and opened dialogue with several organisations.

I believe we have a robust plan for growing the Trust's business to increase our income and help to mitigate the reductions in our core funding. We anticipated potentially significant reductions in our funding coming from the Council in future years but unfortunately this is becoming a reality much sooner than we had expected. Our plans for income generation will take some more time to bear fruit and so we have to take difficult decisions now about the level of service that we can provide.

Nonetheless, striving to deliver high quality services to communities remains our primary focus even in these difficult times.

*Maureen Campbell.*

**Maureen Campbell, Chief Executive  
Falkirk Community Trust**

## 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 2017 we have 480 contracted employees (180 full-time and 300 part-time). This is a very slight reduction in overall employee numbers on 2016, and a small increase in part-time employees.

We manage over 80 sites across the Falkirk Council area. Managing and caring for buildings, natural resources, equipment and collections in a well-planned and sustainable way is the bedrock for delivering our services. Our Asset Management Plan 2013-2019 sets out our approach to managing and maintaining these assets on behalf of Falkirk Council. Responsibility for capital investment rests with the Council as landlord and the Trust is able to bid to their capital programme for capital project funding. At the time of writing the Council is conducting a strategic review of all its property assets, the results of which may influence future business plans. This year's Plan accommodates the transfer of Woodlands Games Hall to a community organisation with effect from April 2018.

## FINANCIAL PLAN

We worked with a reduction in our core funding of £920,000 in 2017/18 and £1.18m in 2016/17 which was on top of a reduction of £620,000 in 2015/16. In 2018/19 the reduction in funding is £1.172m amounting to a cumulative reduction of some £4m over 4 years. Our financial strategy going forward anticipates continued reductions at an increasing scale and this year's Plan continues to include a number of actions to develop new approaches to income

generation and to community engagement in order to achieve the step change that will be required.

We propose to offset the reduction in funding from the Council in 2018/19 as follows:

- Income generation and growth plans: £744,000
- Efficiencies: £100,000
- Service Reductions: £83,000

In addition to the above savings the Trust is utilising £245,000 from its reserves to reach a total of £1.172m.

## BUDGET

We currently (March 2018) envisage budget movement between 2017-2018 and 2018-2019 as outlined below, which includes for a pay award of 3% in 2018-2019.

Table 1: Budget

Budget Heading	2017-18 £'000	2018-19 £'000
Employee Expenses	11,933	12,170
Property Expenses	2,259	2,356
Transport Expenses	187	193
Supplies & Services	3,594	3,640
Third party Payments	390	390
Support Services	806	806
Capital costs	94	94
<b>Total Expenditure</b>	<b>19,263</b>	<b>18,649</b>
Service Payment	11,433	10,791
Other Income	7,730	8,513
Contribution from Reserves	100	345
<b>Total Income</b>	<b>19,263</b>	<b>19,649</b>

## **SAVINGS PLAN**

Regrettably the achievement of the savings in 2018/19 includes some changes to service delivery that will affect customers. Heritage Learning Services has been withdrawn following a considerable period of reducing service. Trust Board agreed to exclude funding for the annual fireworks event from funding sought from the Council however chose to retain the event for 2018 funded from our reserves.

## **FEES and CHARGES**

The Trust is a charitable company and it is important that we are able to continue to fully meet our charitable purposes. A key principle is to ensure delivery of affordable and discounted prices that support those least able to pay. The 'Go Card' concessionary scheme has proved successful and we continue to review eligibility on an on-going basis. Charges have been considered from a marketing perspective and inflationary increases applied only where appropriate eg when benchmarked with others, to reduce the potential risk of a reduction in participation.

The introduction in January 2017 of reduced peak charges was welcomed by customers and our membership sales last year were very successful. This year we are continuing that approach but alongside increased off peak charges to stimulate upselling of membership packages.

Following the introduction of an improved and extended swimming lesson programme and benchmarking with other providers a new set of charges have been implemented. In recognition of increased

charges, a concessionary charge has been introduced for this programme for the first time. Charges for the hire of Town Halls have been reviewed to take account of our investment in improving technical equipment at FTH and increased Performing Rights Society licence charges.

As agreed with Children's Services charges to schools participating in outdoor activities will be adjusted from the start of the 2018 academic year to reflect the actual cost of the service provision. The launch of the Mariner Centre Soft Play facility requires the introduction of a new set of prices in 2018/19. Monthly tickets, membership prices and an off peak and peak charging structure will be introduced. A new charge of £1 will be introduced at Muiravonside Country Park for those visitors wishing to park their vehicles in the main car park, while still allowing free access to the car park at the entrance.

Following discussion with Grangemouth Golf Club in relation to their potential operation of Grangemouth Golf Course from April 2019, season tickets will be increased across all membership categories.

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

## ACTION PLAN

The Action Plan 2018-2019 is the fifth of 5 annual plans for delivering our 5 year Business Strategy and is structured under each of our 3 strategic objectives. It sets out actions that follow on from our previous three Action Plans to meet objectives, address priorities and respond to opportunities. The Action Plan does not include regular operational activity to deliver our core services.

Table 2: Annual Action Plan 2018-2019

	Actions	Context	Outputs
<b>Strategic Objective 1 – Meeting Customer Needs</b>			
<i>People are at the heart of everything we do, be they customers or potential customers.</i>			
1.1	Deliver a heritage engagement programme including end use options for the Steeple.	<ul style="list-style-type: none"> <li>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.</li> <li>Delivered in partnership with Falkirk Local History Society (FLHS) and Falkirk Council the engagement programme was to improve understanding of the heritage value of the town centre as well as provide opportunities for debating/imagining its future use.</li> <li>We will work with FLHS to help deliver a lasting legacy of the THI through the re-opening of the Steeple as a heritage attraction.</li> </ul>	<ul style="list-style-type: none"> <li>Funding is in place and the Steeple is fitted out with interpretation throughout.</li> <li>Year 5 community engagement programme concludes in September 2018.</li> </ul>
1.2	Raise the profile of linear tourism and heritage routes that run through the area.	<ul style="list-style-type: none"> <li>The Antonine Wall runs through the area with a number of visible sites and terminates in Bo'ness. A local Corporate Working Group has been established to co-ordinate activity and promotion and the Trust is represented on the national Access and Interpretation Group.</li> <li>A successful bid has been made to HLF Great Place Scheme – <i>Falkirk: landscape, industry and work linking heritage routes and industrial transformation</i> – in partnership with Falkirk Council, Scottish Canals and Central Scotland Green Network Trust.</li> <li>We seek to ensure that such linear routes contribute to the visitor experience and connect wherever possible to our venues.</li> </ul>	<ul style="list-style-type: none"> <li>A Stage 2 funding bid to HLF is developed by the Project Co-ordinator and supported by the Antonine Wall national partners.</li> <li>Year 1 of the Great Place project is planned and delivered.</li> </ul>

	Actions	Context	Outputs
1.3	Deliver an integrated sports development and active schools programme.	<ul style="list-style-type: none"> <li>• Through our Sports Development and Active Schools teams we work across a number of target sports delivering programmes that support young people to progress in sport and as citizens and we aim to get better at supporting young people to progress into the many sports clubs in the area.</li> <li>• Swimming is one of our target sports and we recently reviewed the pool programme and introduced the Scottish Swimming National Standards. A new aquatics programme is planned. Swimming is also a fundamental life skill and our learn to swim programme includes unlimited access to swimming to incentivise participation.</li> </ul>	<ul style="list-style-type: none"> <li>- 5 core sports programmes are developed in swimming, basketball, badminton, tennis and gymnastics.</li> <li>- New Aquatics programme classes are introduced in Diving, Water Polo and Synchro.</li> <li>- Learn to swim programme expands.</li> <li>- Income targets are achieved.</li> </ul>
1.4	Develop and grow audiences for the arts.	<ul style="list-style-type: none"> <li>• We continue to review and refresh arts programming using learning from how the 2017-18 programme was designed and delivered to improve our offer. We will continue 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.</li> <li>• Investment was secured to renew the glazing to the front of the building and upgrade the technical facilities and seating although the building's heating system remains unimproved.</li> <li>• The replacement of FTH with a new Arts Centre in partnership with Forth Valley College was not considered viable in 2015-16 and alternative options will continue to be sought.</li> </ul>	<ul style="list-style-type: none"> <li>- The revised programming strategy for FTH continues to be refined including the introduction of a professional panto in 2018.</li> <li>- The experience for both audiences and performers is improved as a result of investment.</li> <li>- Income targets are achieved.</li> <li>- Options for an Arts Centre continue to be sought.</li> </ul>
1.5	Deliver a four year programme - Memorial, Reflection, Restoration - commemorating WW1.	<ul style="list-style-type: none"> <li>• Commemoration programme running from July 2014, 100 years after the start of WW1, to November 2018.</li> <li>• Working with community interest groups and co-ordinating activity, we have been engaging older people and promoting intergenerational activity.</li> </ul>	<ul style="list-style-type: none"> <li>- 2018 commemorative activity is delivered, led by Culture &amp; Libraries.</li> </ul>
1.6	Deliver contribution to the Year of Young People 2018 and plan for the	<ul style="list-style-type: none"> <li>• We want to ensure a link between local and national promotional priorities (2018-22) and make the connection with the key achievements in the area's industrial</li> </ul>	<ul style="list-style-type: none"> <li>- A focussed programme celebrates the area's young</li> </ul>

	Actions	Context	Outputs
	new series of themed years: The Year of <i>Scotland's Coasts and Waters</i> (2020) and the Year of <i>Scotland's Stories</i> (2022).	<p>past and present.</p> <ul style="list-style-type: none"> <li>The fourth of the Themed Years promoted by Event Scotland presents an opportunity to use the Helix and Kelpies to promote a programme exploring science, technology, engineering and maths (STEM).</li> <li>Falkirk's Great Place programme includes an element to celebrate Year of <i>Scotland's Coasts and Waters</i> in 2020.</li> </ul>	<p>people in 2018.</p> <ul style="list-style-type: none"> <li>Plan for the Year of <i>Scotland's Coasts and Waters</i> in 2020.</li> </ul>
1.7	Make a greater contribution to area visitor and tourism development.	<ul style="list-style-type: none"> <li>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.</li> <li>Awarded 5* status in 2017 the Visitor Centre at the Helix is a focus for visitors particularly those from outwith the area and international visitors, and is a key opportunity to connect visitors to the wider Falkirk area.</li> </ul>	<ul style="list-style-type: none"> <li>Cross organisation marketing activity.</li> <li>Proactive approach to signposting visitors to venues across the area is evident.</li> </ul>
1.8	Communicate widely with key customer groups to engage in developing new business approaches.	<ul style="list-style-type: none"> <li>We developed a new business approach to deal with significant reduction in public funding that seeks a much greater role for local groups with joint collaboration in service delivery.</li> <li>We need to communicate effectively with the wider community about what support we are looking for and how they can get involved.</li> </ul>	<ul style="list-style-type: none"> <li>Communications inform local people of progress in taking forward our business plan approach.</li> </ul>
1.9	Develop an improved customer journey and experience.	<ul style="list-style-type: none"> <li>Our engagement of frontline staff through facilitated training and development at 4 of our main venues was a vital contributor to securing a 5* award from Visit Scotland for the Helix Visitor Centre.</li> <li>We want the learning to help us deliver an excellent service tailored to customer needs that helps attract visitors and generate income.</li> <li>Discussion with Adult Social Care Services led to the Mariner Centre and Grangemouth Sports Complex being identified as venues for the provision of Changing Places for people with profound and multiple disabilities.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to embed service standards in the Helix, Callendar House, the Mariner Centre and Grangemouth Sports Complex.</li> <li>Two Changing Places are available in sports venues.</li> </ul>
1.10	Develop our digital capacity.	<ul style="list-style-type: none"> <li>We need to develop the website, online facilities and social media presence to be</li> </ul>	<ul style="list-style-type: none"> <li>Increased engagement through</li> </ul>

	Actions	Context	Outputs
		<p>effective in both business to audience marketing as well as peer-to-peer marketing and grow reputation with stakeholders. Activity will support digital engagement of customers for consultation purposes.</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• In 2017 we commissioned work to deliver a new website with integrated customer management and point of sales systems. This will go live by June 2018. The next phase of work is to replace our arts ticketing system.</li> </ul>	<p>social media platforms continues.</p> <ul style="list-style-type: none"> <li>- Web traffic increases.</li> <li>- New customer bases are attracted.</li> <li>- Use of online booking increases.</li> </ul>
1.11	Focus business growth activity on key customer groups.	<ul style="list-style-type: none"> <li>• The SOLD highlights the need to encourage and enable people to stay active throughout life whatever their ability. Our key customer groups of families and older people remain priorities for focus and we want to work widely with partners to communicate motivational messages effectively.</li> <li>• We continue to review our performance and programme for older people and will pilot a new programme called Active Forever which will have a strong social element, at the Mariner Centre.</li> <li>• The 45-65 age range has been identified as a significant focus for us to support the health agenda. Being active and establishing regular participation in life enhancing activities will help to support the next generation of older people to live healthier more active and independent lives.</li> </ul>	<ul style="list-style-type: none"> <li>- Integrated marketing of programme for families through 'Family Friendly Falkirk' initiative.</li> <li>- Motivational messages are delivered in tandem with partners in a variety of setting.</li> <li>- Active Forever is piloted at the Mariner Centre.</li> <li>- A new activity for (age range) is developed to augment the family friendly offers in swimming and soft play at the Mariner Centre.</li> </ul>
1.12	Increase opportunities for volunteering.	<ul style="list-style-type: none"> <li>• The Trust and partners engage with many volunteers in various areas of activity. With continued pressure on public sector funding we see the creation and development of volunteers and volunteering opportunities as way of helping maintain culture and sport activity in the community.</li> <li>• 2018 will see an increased focus on growing the capacity for volunteers to work within service delivery. In doing so we want to ensure that volunteering is valued and loyal volunteers are rewarded through effective training and that we are able</li> </ul>	<ul style="list-style-type: none"> <li>- Service provision is maintained with the help of volunteers.</li> <li>- Numbers of volunteers increase year on year.</li> <li>- Local clubs and associations are strengthened by the development</li> </ul>

	Actions	Context	Outputs
		to develop effective volunteers who can get the most out of the opportunities offered.	of good quality volunteers.
<p><b>Strategic Objective 2 – Organisational Development</b>  <i>Growing up, getting stronger and maturing is critical if we are to live up to stakeholders' expectations.</i></p>			
2.1	Monitor the Culture and Sport Strategy.	<ul style="list-style-type: none"> <li>• <i>Inspiring Active Lives</i> is an overarching 10 year Strategy being delivered through a series of sector specific partnership Delivery Plans.</li> <li>• We need to ensure that we have appropriate monitoring and evaluation in place and that output contributes to the areas Single Outcome Agreement (SOA).</li> </ul>	<ul style="list-style-type: none"> <li>- Partnership progress is reported to stakeholders in 2018.</li> <li>- Positive contribution is made to SOA indicators.</li> </ul>
2.2	Take forward with partners, an Arts Delivery Plan and implement a Public Art Plan for the area (2016-21).	<ul style="list-style-type: none"> <li>• We led the development of an Arts Plan that took learning from the Creative Place project to build on and develop further collaborative work.</li> <li>• Although there is no collective will to establish an Arts Network the principle of collaboration continues to inform our programming approach.</li> <li>• In collaboration with the Council's Development Services, we will refresh the area's Public Art Plan within the context of the Local Development Plan.</li> </ul>	<ul style="list-style-type: none"> <li>- Year 2 action is initiated and a group exploring targeted provision is established.</li> <li>- An approach to the support and promotion of Public Art is included in the Local Development Plan (Spring 2018).</li> </ul>
2.3	Deliver a Libraries Development Plan for the area.	<ul style="list-style-type: none"> <li>• Library usage is falling nationally but the rate of decline is slowing; there are powerful national lobbies and arguments in favour of libraries.</li> <li>• This Plan considers how to make our libraries more relevant, more connected, more animated and how to address the 'value gap'.</li> <li>• We have incorporated a wider range of community services in libraries beginning in Bo'ness and Falkirk. At Falkirk we are working with the Council to explore co-location of Council Services.</li> <li>• We have secured efficiencies though introducing a leaner staffing model in successive years and whilst we will continue to review this we will aim to maintain the quality of library services.</li> </ul>	<ul style="list-style-type: none"> <li>- Year 3 action is implemented and a continued move is made towards Community Hubs.</li> <li>- Co-location of services is explored.</li> </ul>

	Actions	Context	Outputs
2.4	Deliver Kinneil Estate Masterplan.	<ul style="list-style-type: none"> <li>• The Estate's built and natural heritage mixed offer requires an integrated approach to planning and projects will be developed and appropriately packaged to attract potential external funding. A strong local community of interest is contributing to the oversight and delivery of a number of agreed projects through the Advisory Group.</li> <li>• A feasibility study for the development of Kinneil House provided a sound concept for creating this as the critical project. To date it has not been possible for the key players Falkirk Council and Historic Environment Scotland to prioritise resource to take this forward.</li> </ul>	<ul style="list-style-type: none"> <li>- Advisory Group oversees priority projects.</li> <li>- Funding bids continue to be explored for agreed projects.</li> <li>- Funding Strategy for Kinneil House, critical project, continues to be explored.</li> </ul>
2.5	Heritage Delivery Plan 2019-22 is finalised and delivery commences with partners.	<ul style="list-style-type: none"> <li>• A review of performance of the previous plan (2015-18) was completed and a refreshed Plan consulted upon from December 2017- January 2018.</li> <li>• Falkirk's Great Place programme (2018-22) provides a framework for development.</li> <li>• This plan supports general wellbeing and a sense of identity and encourages active contribution to stewarding the future.</li> <li>• Contribution from the local voluntary sector is actively sought and priority actions all offer voluntary sector opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>- An updated plan for 2019-22 is approved by Falkirk Council.</li> <li>- WW1 programme is completed.</li> <li>- Year 1 of the Great Place programme is delivered including the establishment of a Heritage Network.</li> <li>- Kinneil Estate opportunities are reviewed and updated.</li> </ul>
2.6	Implement an Events Strategy.	<ul style="list-style-type: none"> <li>• FCT supports a diverse programme of events. The events may be at community, local or national level and some are of international significance.</li> <li>• We have been very successful in attracting support from EventScotland however we still need to maximise our capacity to attract, host and benefit from events, bring clearer focus to our events approach and help prioritise investment and work going forward.</li> <li>• Our 10 year event strategy sets the direction for events at The Helix as a principal event venue, as well as the wider events programme and this is supported by a 3 year operating plan.</li> </ul>	<ul style="list-style-type: none"> <li>- Strategy is implemented and partners continue to be engaged in delivery.</li> <li>- Creative Scotland is attracted to support events in the Falkirk area.</li> </ul>

	Actions	Context	Outputs
2.7	Deliver a Marketing Strategy.	<ul style="list-style-type: none"> <li>• We have a planned marketing approach across the Trust and have identified areas where niche activity could be developed, as well as geographic areas where market penetration is low.</li> <li>• This allows more calculated targeting, robust and systematic planning and supports the development of exciting new product.</li> <li>• We have set quite challenging income generation targets and our marketing resource is prioritised to supporting the achievement of these.</li> </ul>	<ul style="list-style-type: none"> <li>- Marketing plans developed across the Trust ensure planning is the basis of all activity.</li> <li>- Focus on thematic and targeted marketing campaigns continues to increase.</li> <li>- Focus on income generating priorities is maintained.</li> </ul>
2.8	Develop, with partners, a Sports Delivery Plan for the area.	<ul style="list-style-type: none"> <li>• There are a large number of sporting groups and interests in the area as well as us – many regional and local clubs, national governing bodies and <b>sportscotland</b>.</li> <li>• 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.</li> <li>• Reflecting the above we have introduced a Sports Hub approach at Camelon and Grangemouth and are working to generate active members.</li> </ul>	<ul style="list-style-type: none"> <li>- Draft Sports Delivery Plan approved for consultation by 2019.</li> <li>- 2 sports hubs are thriving and attract new participants.</li> </ul>
2.9	Prepare, with partners, a forward development plan for the Helix.	<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>- Scope of work and activity required to continue forward development agreed.</li> </ul>
2.10	Deliver a management and forward development plan for Callendar Park in conjunction with relevant partners.	<ul style="list-style-type: none"> <li>• A visitor destination, the Park is a heritage asset both in its own right and as the surrounding to Callendar House.</li> <li>• This plan promotes sustainable management and strategic master planning across the entire asset. We identified upgrading of play infrastructure as a priority.</li> <li>• Recent fundraising success has secured new natural play infrastructure. Development funding has been secured to progress the management plan to a stage where significant funding bids could be made for capital work.</li> </ul>	<ul style="list-style-type: none"> <li>- Prioritised projects are developed into funding bids ie to LEADER and HLF.</li> <li>- Project to upgrade Castle Callendar Play area is progressed.</li> </ul>

	Actions	Context	Outputs
2.11	Deliver a management and forward development plan for Muiravonside Country Park with partners as appropriate.	<ul style="list-style-type: none"> <li>• This plan guides maintenance and management going forward and builds on the externally funded projects that have re-opened the Visitor Centre, improved signage and created a sculpture trail.</li> <li>• 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 as well as engaged in planning park improvements, outdoor activities and environmental learning.</li> <li>• We have had some success in generating low levels of income on site from donations however for future sustainability we require to generate additional income and propose to introduce charging at the main car park, whilst still allowing free access to the smaller car park at the entrance.</li> </ul>	<ul style="list-style-type: none"> <li>- Prioritised projects and funding bids are identified.</li> <li>- Charging for those who wish to use the main car park is introduced.</li> </ul>
2.12	Deliver, with partners, a Physical Activity Plan for the area.	<ul style="list-style-type: none"> <li>• 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.</li> <li>• The Plan has a key contribution to outcome 4 of Strategic Outcomes Local Delivery Plan (SOLD), particularly to encourage and enable the inactive to be more active. We have worked closely with NHS Forth Valley on a Delivery Plan for outcome 4 and have begun to jointly explore closer operational working.</li> </ul>	<ul style="list-style-type: none"> <li>- Year 2018 action plan implemented with a partner action group monitoring performance.</li> <li>- Increase in participation in specific target groups ie older adults, women, teenage girls.</li> </ul>
2.13	Monitor and report on performance of the 5 year Business Plan Strategy.	<ul style="list-style-type: none"> <li>• We need to ensure implementation is managed, progress is reported to our stakeholders and planning for delivery is integrated throughout the organisation.</li> <li>• All annual action plans include performance targets which are reviewed regularly by our Board and reported to Falkirk Council.</li> <li>• The current Trust Business Plan Strategy comes to the end of its life in 2019. The Strategy has delivered many business improvements however some fundamental changes in our operating environment driven through our Business Approach require us to review our strategy for the next 5 years.</li> </ul>	<ul style="list-style-type: none"> <li>- Performance reported to the Trust's Audit &amp; Performance Group quarterly.</li> <li>- Following the Public Pound reported to Falkirk Council in November 2018.</li> <li>- Business Plan and Unit Action Plans regularly and systematically reviewed.</li> <li>- A Business Strategy for 2019-</li> </ul>

	Actions	Context	Outputs
			2024 is developed.
2.14	Recruit to Board Director positions.	<ul style="list-style-type: none"> <li>The Trust requires to consider how best to manage director turnover to avoid significant loss of knowledge and skills.</li> <li>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.</li> <li>The Trust has an independent director vacancy and will seek applications from individuals with appropriate skill sets. The term of office of our Chair ends in October 2018.</li> </ul>	<ul style="list-style-type: none"> <li>Board continues at full complement with an appropriate mix of skills and expertise.</li> <li>A new independent board director is recruited.</li> <li>A new Chair of the Trust Board is appointed.</li> </ul>
2.15	Ensure support services are delivered effectively, meet our needs and provide a 'value for money' service.	<ul style="list-style-type: none"> <li>10 SLAs currently exist to provide our support services by the Council which are due to end in June 2018.</li> <li>The Trust has an on-going need to ensure best value and demonstrate its independence. In our 8<sup>th</sup> year since establishment and in line with preparing our 2<sup>nd</sup> Business Strategy we will undertake a formal review of the SLAs.</li> </ul>	<ul style="list-style-type: none"> <li>Performance of short and longer term agreements are monitored and formally reviewed.</li> </ul>
2.16	Develop and implement a Stakeholder Communication Plan.	<ul style="list-style-type: none"> <li>Stakeholders, such as Falkirk Council, are vital to our work. Effective communication ensures that we optimise the potential to maximise the contribution we make to each other's work.</li> <li>As we implement our Business Approach in response to significantly reduced funding we require a high degree of communication across a wide range of stakeholder interest groups including all culture and sport groups and individual customers.</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder Communications work well.</li> <li>Stakeholders are informed about our business plans.</li> <li>Channels of two way communication are established and managed.</li> </ul>
2.17	Develop and deliver a community engagement programme to generate increased involvement of community organisations in service delivery.	<ul style="list-style-type: none"> <li>In response to significant funding pressures we have developed an approach to spread responsibility and involvement in culture and sport services across a greater number of charitable and community organisations.</li> <li>Good collaborative engagement work and capacity building is critical to success. Following a period of engagement with partner organisations and community, we expect that Woodlands Games Hall will have transferred to a community organisation by end of March 2018.</li> </ul>	<ul style="list-style-type: none"> <li>A programme of community engagement and capacity building work is implemented.</li> <li>New levels of community involvement in service delivery are achieved.</li> </ul>

	Actions	Context	Outputs
		<ul style="list-style-type: none"> <li>Further opportunities for community asset transfer exist at Grangemouth Golf Course, Denny Football Centre, Hallglen Centre and other community focussed venues.</li> </ul>	
2.18	Improve Employee Communications.	<ul style="list-style-type: none"> <li>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.</li> <li>We introduced an informative e-newsletter to build staff knowledge of other services and indeed as our own best customers; enabling greater knowledge between teams of the Trust about overall product/offering is vital.</li> </ul>	<ul style="list-style-type: none"> <li>A monthly informative e-newsletter with increased open and click rates is maintained.</li> <li>Staff are encouraged to visit other Trust sites and be Trust customers.</li> </ul>
2.19	Implement an Employee Survey Action Plan.	<ul style="list-style-type: none"> <li>Our third employee survey was undertaken in late 2017 to ensure our employees are engaged, feel valued and to provide an indication of employee satisfaction.</li> <li>The results are to be reported to our Board and shared across the Trust and an action plan developed and agreed through consultation with teams.</li> </ul>	<ul style="list-style-type: none"> <li>Results are reported in spring 2018.</li> <li>Action Plan is developed and implemented.</li> </ul>
2.20	Deliver the Employee Development Plan.	<ul style="list-style-type: none"> <li>A cross Trust team with support from HR created a new competency framework. We want to use this to enhance our recruitment, the APDS schemes and in day to day management, and plan to roll the framework out in 2018.</li> <li>The competency framework builds on the Trust’s values and covers communication; teamwork; problem solving &amp; decision making; new ideas &amp; better ways of working; achievement; development.</li> <li>We are building in skills development for our teams delivering the new business approach. We know we need to shift our approach to be more entrepreneurial and to facilitate community capacity.</li> </ul>	<ul style="list-style-type: none"> <li>Competency framework is utilised in APDS and day to day management.</li> <li>Teams developing new business approaches are supported with skills development.</li> <li>Competency framework supports recruitment.</li> </ul>
2.21	Develop an Information Management Plan.	<ul style="list-style-type: none"> <li>In response to GDPR and to implement best practice we are reviewing how we manage information across the organisation to simplify and consolidate our information assets with better access and better use of information.</li> </ul>	<ul style="list-style-type: none"> <li>An information asset register is created.</li> <li>Processes for GDPR compliance</li> </ul>

	Actions	Context	Outputs
			in our use of personal data are in place.
<b>Strategic Objective 3 – Financial Sustainability</b>			
<i>Being efficient and effective and operating within our means.</i>			
3.1	Participate in partnership strategic planning.	<ul style="list-style-type: none"> <li>• More effective partnership and efficiencies from joint planning are being sought across the public sector.</li> <li>• The Trust is actively influencing and informing Locality Planning and with the Council a Strategic Property Review</li> </ul>	<ul style="list-style-type: none"> <li>- Contribution is made to the development of East, West and Central Locality Plans.</li> <li>- Contribution is made to the Strategic Property Review.</li> </ul>
3.2	Implement the Asset Management Development Plan 2018/19 actions.	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Condition surveys were completed for 23 key sites (October 2014). Based on these surveys we have updated the condition rank order of facilities to assist prioritisation.</li> <li>• We are operating maintenance on an essential repairs only basis and with Falkirk Council we are monitoring effectiveness and costs.</li> </ul>	<ul style="list-style-type: none"> <li>- Forward investment decisions are made by March 2019.</li> <li>- Performance of the repairs and maintenance service continues to improve.</li> </ul>
3.3	Implement 2018/19 Council capital funded projects and plan 2019/20 investment proposals.	<ul style="list-style-type: none"> <li>• We have identified 13 essential areas of spend for the capital allocation of £568,000 to meet the Council's criteria of considering bids of 'inescapable high priority' and support our 5 year Business Strategy.</li> <li>• We want to make best possible use of the 19/20 allocation of £522,000 and develop proposals that support our Asset Management Plan.</li> </ul>	<ul style="list-style-type: none"> <li>- 13 capital projects are delivered at: <ul style="list-style-type: none"> <li>○ Bo'ness Recreation Ctr</li> <li>○ Grangemouth TH</li> <li>○ Polmont Sports Centre</li> <li>○ Callendar Park (2)</li> <li>○ Grangemouth Stadium (4)</li> </ul> </li> </ul>

	Actions	Context	Outputs
			<ul style="list-style-type: none"> <li>○ Grangemouth Sports Complex (2)</li> <li>○ Stenhousemuir Sports Centre</li> <li>○ Muiravonside Country Park</li> </ul> <p>- 2019/20 proposals are identified by June 2018.</p>
3.4	Improve sports venue performance.	<ul style="list-style-type: none"> <li>● We have been motivated and encouraged by the increased levels of income that our sports venues have achieved and although we have some way to go to reach the upper half of the ranking for Scottish Statutory returns for cost per admission we are confident in our ability to improve with appropriate investment.</li> <li>● We have identified potential for increased income across a number of our sports venues where we believe there is capacity to increase usage. The small to medium scale investments made at Bo'ness, the Mariner and Grangemouth Stadium along with efficient work practices have made a very positive start.</li> <li>● Difficulties experienced in operational access arrangements with the school estate led to constructive dialogue with Children's Services and with individual high school head teachers and we are hopeful that improvements will be made in 2018.</li> </ul>	<ul style="list-style-type: none"> <li>- Income targets are achieved.</li> <li>- Admissions increase.</li> <li>- Soft play development at Mariner Centre revitalises the whole venue.</li> <li>- Access to CATS schools is improved.</li> <li>- Usage and programme at the CATS schools grows.</li> </ul>
3.5	Implement an ICT Improvement Plan.	<ul style="list-style-type: none"> <li>● We undertook an exercise to merge our customer databases, and with a programme of training improved capacity to generate reports from our systems. We created a team of system agents to collectively manage our systems and ensure their effective use. This work helps support action 1.10 which is our priority IT project.</li> <li>● We have identified opportunities for improvements in our call handling and will work with the Council as they implement their new telephony contract, to make sure that we can make the most of the new system.</li> <li>● A pilot in the use of mobile and flexible technology was very successful and will</li> </ul>	<ul style="list-style-type: none"> <li>- System agents operate across the Trust.</li> <li>- New telephony system supports customer service.</li> <li>- Upgrade to Office 10 across Trust PCs.</li> <li>- Further opportunities for mobile and flexible working are rolled out.</li> </ul>

	Actions	Context	Outputs
		be taken forward across the Trust, it will be particularly beneficial for peripatetic services such as sports coaches as well as to better facilitate homeworking.	
3.6	Open a new soft play centre at the Mariner Centre.	<ul style="list-style-type: none"> <li>• Building on the investment in the wave machine, we are further redeveloping the Mariner Centre to fully re-establish it as a premier family destination.</li> <li>• Soft play is a growth market and we have secured support via Falkirk Council for investment in this along with a new café within the games hall both of which will also deliver an improved customer experience for all visitors to the Mariner Centre.</li> </ul>	<ul style="list-style-type: none"> <li>- Phase 1 Mariner Centre works are completed in summer 2018.</li> <li>- An improved customer experience for all users of the Mariner Centre.</li> <li>- Soft Play centre is marketed and opens to the public in summer 2018.</li> </ul>
3.7	Implement a Health & Fitness Plan.	<ul style="list-style-type: none"> <li>• With the opening of Stenhousemuir Gym we have shifted our focus to planning forward development of all our gyms. Health and Fitness development needs to be competitive to attract paid members and generate income and be balanced with ensuring health and wellbeing programmes, particularly aimed at those most in need, are delivering community health benefits.</li> </ul>	<ul style="list-style-type: none"> <li>- Implement year 1 Health &amp; Fitness Plan.</li> </ul>
3.8	Maintain improvement in Trading Company performance.	<ul style="list-style-type: none"> <li>• The Trading Company has continued to improve its overall financial performance and we have managed efficiencies to tackle loss making activity.</li> <li>• The focus will continue be to maximise the performance of the Helix Visitor Centre, improve performance at the Plaza Café, grow the business at Callendar House tea room, improve trading at the Hippodrome and launch the trading offer at the new soft play development in the Mariner Centre.</li> </ul>	<ul style="list-style-type: none"> <li>- The Trading Company makes a net profit that can be passed on to the main charity, or reinvested in trading activity.</li> </ul>
3.9	Implement Fundraising Strategy.	<ul style="list-style-type: none"> <li>• 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 which is reflected in our Strategy for 2016-19.</li> <li>• Although external funding continues to be competitive we have uplifted our targets for growth although availability of match funding, capacity and time to develop</li> </ul>	<ul style="list-style-type: none"> <li>- £1.75m of external funds awarded in 2016/19.</li> <li>- Including a high value one-off award of between £500,000 and £1m in 2016/19.</li> </ul>

	Actions	Context	Outputs
		bids can be challenging.	- Level of donations increased.
3.10	Maintain focus on income and develop new income generating activity.	<ul style="list-style-type: none"> <li>• Our approach to the business plan identified 15 venues across culture and sport with good additional income generating potential and we set targets based on the likelihood of achieving uplift. Achieving this will require new ideas across programme, customer service, marketing and investment within the venues.</li> <li>• Building on our successful approach to the soft play project a number of teams have developed new propositions for which full Business Cases are being developed.</li> <li>• We have had positive discussions with leisure developers on the potential to partner in significant projects. We require to increase our borrowing capacity in order to progress.</li> <li>• Successful income generation requires us to have robust monitoring systems in place and the ability to be adaptable with programme and marketing interventions.</li> </ul>	<ul style="list-style-type: none"> <li>- Business Cases for new income generating proposals are prepared for the Helix, Grangemouth Sports Complex, Stenhousemuir Sports Centre, and Mariner Centre phase 2.</li> <li>- The Trust's Funding Agreement with the Council is reviewed.</li> <li>- Partnership delivery models for income generating proposals are secured.</li> <li>- Income monitoring processes are robust and targets are met.</li> </ul>
3.11	Secure Energy Management Savings.	<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>- Improvement projects are identified to reduce energy consumption.</li> </ul>

## 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 – position at end-17/18	Performance 14/15	Performance 15/16	Performance 16/17	Performance 17/18	Target 18/19
<b>Meeting Customer Needs</b>	1. Number of concessionary admissions across all Trust services	The 'Go Card' concessionary scheme was launched at the start of 14/15. Performance increased in 17/18 and we expect to see an <b>increase</b> in uptake in 18/19 with the role out of the Universal Credit scheme.	114,540	116,423	122,241	<b>125,797</b>	<b>130,000</b>
	2. Number of admissions by young people across all our venues and programmes	A priority in our marketing strategy is Families; performance increased in 17/18 following refocused priorities for Sports Development and we expect to see a further <b>increase</b> in uptake in 18/19 through developing a new business approach.	762,617	805,759	907,628	<b>961,504</b>	<b>995,000</b>
	3. Number of adult admission to all sport and leisure venues	Performance decreased during 17/18 following some facility closures to allow improvement works to take place; we expect to <b>increase</b> performance in 18/19.	638,638	770,322	773,873	<b>731,957</b>	<b>735,000</b>
	4. Number of juvenile admissions to all sport and leisure venues	Performance decreased during 17/18 following some facility closures to allow improvement works to take place; we expect to <b>increase</b> performance in 18/19.	496,094	509,121	506,377	<b>486,999</b>	<b>500,000</b>
	5. Number of concession admissions to all sport and leisure venues	The 'Go Card' concessionary scheme was launched at the start of 14/15. Performance increased in 17/18 and we expect to see an <b>increase</b> in uptake in 18/19 with the role out of the Universal Credit scheme.	76,789	83,271	84,241	<b>87,194</b>	<b>90,000</b>

Strategic Objective	Performance measure	Performance context – position at end-17/18	Performance 14/15	Performance 15/16	Performance 16/17	Performance 17/18	Target 18/19
	6. Attendance at sport and recreation development programmes	Attendance has been rising and increased in 17/18 following refocused priorities for Sports Development. We expect to <b>increase</b> performance in 18/19.	213,860	247,494	376,575	<b>409,676</b>	<b>415,000</b>
	7. Number of visits to libraries	Performance increased last year, and was maintained in 17/18. The general trend remains downwards and we expect to <b>maintain</b> performance at best during 18/19 subject to potential development of Falkirk Library as a community hub.	563,912	513,720	529,924	<b>530,452</b>	<b>530,000</b>
	8. Number of active borrowers from libraries	Performance increased in 17/18 and exceeded target, but no overall trend is apparent; at best we expect to <b>maintain</b> the number in 18/19.	27,560 <sup>2</sup>	25,891	25,547	<b>26,097</b>	<b>26,000</b>
	9. Number of issues including digital material	The rate of decline is slowing; we expect a <b>small reduction</b> and to continue to slow the rate of decline during 18/19.	836,281	774,379	739,276	<b>720,409</b>	<b>710,000</b>
	10. Number of admissions to arts venues	Performance in 17/18 has increased with new programme development; we expect a <b>small increase</b> in performance in 18/19.	97,400	110,591	72,931	<b>95,220</b>	<b>100,000</b>
	11. Attendance at arts development programmes	Performance in 17/18 was maintained with similar attendance to last year; we expect to <b>maintain</b> attendances in 18/19.	156,649	177,925	146,535	<b>147,223</b>	<b>147,000</b>
	12. Number of visits to heritage venues	Following a refreshed approach to programme and trading activity, performance increased in 17/18. We expect further <b>small increases</b> in 18/19.	38,382	51,222	51,266	<b>61,659</b>	<b>66,000</b>
	13. Attendance at heritage development programmes	Despite the withdrawal of the Heritage Learning programme, performance for 17/18 increased slightly. We expect an <b>increase</b> in 18/19 due to the introduction of new programmes as part of Great Place.	14,030	10,784	6,030	<b>6,763</b>	10,000

Strategic Objective	Performance measure	Performance context – position at end-17/18	Performance 14/15	Performance 15/16	Performance 16/17	Performance 17/18	Target 18/19
	14. Number of complaints received	The number of complaints gathered in 17/18 decreased slightly; we hope to <b>reduce</b> the level during 18/19.	81	122	104	<b>89</b>	Reduce
	15. Number of volunteers engaged	Performance increased in 18/19 following the appointment of a volunteer co-ordinator. We expect performance to <b>increase</b> further in 18/19 with a focus on embedding volunteer work within service delivery.	1,027	1,684	2,139	<b>2,208</b>	Increase
	16. Number of clubs and organisations worked with	Performance in 18/19 increased with greater engagement work with partner clubs and organisations; we expect a <b>small increase</b> in 18/19.	193	207	194	<b>274</b>	Increase
	17. Sickness Absence - % days lost	The sickness absence rate increased in 17/18 and was more comparative to previous levels. The aim is to <b>maintain this below 4%</b> in 18/19.	4.72%	4.28%	3.42%	<b>4.28%</b>	4% or less
	18. Staff Turnover - % turnover	Staff turnover for the 9-month period to end-Q3 17/18 was marginally lower than the same period last year. Aim is to <b>reduce</b> staff turnover in 18/19.	10.30%	18.14%	11.90%	<b>9.10%</b> <sup>2</sup>	Reduce
<b>Financial Sustainability</b>	19. Customer income raised	Aim to <b>increase</b> income with a new business approach to income generation.	£5,225,000	£5,876,000	£6,543,000	<b>£6,736,000</b>	Increase
	20. Grant income secured <sup>1</sup>	Aim to <b>maintain</b> income with a new business approach to income generation.	£1,070,000	£794,953	£1,050,359	<b>£853,000</b>	Maintain
	22. Funds awarded from competitive grants and donor sectors	Funding is competitive; we aim to <b>maintain</b> position during 17/18.	£541,180	£759,207	£551,645	<b>£1,038,769</b>	Maintain

<sup>1</sup> Includes grant income secured from partners (e.g. Youth Music Initiative (YMI) and Active Schools,) plus competitive grants secured.

<sup>2</sup> Figure to end-Q3 only – Q4 figure unavailable at time of publishing.

## RISK MANAGEMENT

Significant risks associated with this Business Plan are summarised in Table 4 below.

Table 4: Risk Summary

Risk Level	Risk Description	Mitigation/ Comment
<b>High</b>	<p><b>Risk Category: Property &amp; Assets</b>                      Funding is not available to maintain buildings or the Council has pressing need for investment elsewhere in its portfolio.</p>	<p>This is a universal risk shared with the Council and the Trust is working with the Council on a Strategic Property Review and to implement an Asset Management Plan. The high levels of investment required are unlikely to be met from the Council's capital programme. This risk is at a maximum score due to consequential impact on attracting new customers to facilities and income generation.</p>
<b>High</b>	<p><b>Risk Category: Finance</b>                      Funding from the Council, both revenue and capital, to the Trust is reduced due to other Council priorities and budget constraints impacting on the quality and range of services delivered.</p>	<p>The Trust has been pursuing a strategy of income growth to shift reliance on Council funding in the medium term. The speed of reduction in core funding is moving at a pace that is outstripping our ability to grow income. Mitigation is being pursued through new growth opportunities to stimulate increased business. This risk is at a maximum score owing to savings proposals for 18/19 reducing the quality and range of services delivered.</p>
<b>High</b>	<p><b>Risk Category: Information</b>                      General Data Protection Regulations (GDPR) on the use of personal data come into force in 2018 and the Trust handles a considerable volume of customer information. Over reliance on out of date IT systems and network which is not focussed on Trust's business does not provide adequate service to customers or business information.</p>	<p>Capital funds have been secured to help improve ICT. The scale and complexity of the problem is challenging to resolve and work has commenced on a Digital Transformation project. Work has commenced to ensure processes on the use of personal data are robust.</p>
<b>Medium</b>	<p><b>Risk Category: Finance</b>                      Failure to meet income targets with potential for the Trust not to continue to be financially viable.</p>	<p>Income targets are continuing to prove challenging to achieve. Market pressures, the vagaries of the weather and the continuing impact of the recession are contributing factors. Mitigation is through increased focus on monitoring and review of customer income, and cautious approach to charges as well as development of new growth opportunities.</p>

**OUR PLANNING FRAMEWORK AT A GLANCE**

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

**OUR PURPOSE**

**Our Vision**

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

**Our Mission**

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

**Our Values**

<b>Valuing</b> the positive difference people make	Acting with <b>integrity</b>	Placing <b>people's needs</b> at the heart of everything we do	Being <b>proud</b> of what we can achieve together
--	------------------------------	--	--