

FALKIRK COUNCIL

Subject: FALKIRK COMMUNITY TRUST – BUSINESS PLAN
Meeting: FALKIRK COUNCIL
Date: 12 January 2015
Author: CHIEF EXECUTIVE & CHIEF FINANCE OFFICER

1. INTRODUCTION

- 1.1 The Funding Agreement between the Council and Falkirk Community Trust (FCT) requires that the Trust submit, on an annual basis, a Business Plan for the following financial year for approval by the Council. The Council approved a five year Business Plan Strategy in February 2014, which set out the priorities and objectives for the period 2014-2019. The Business Plan for 2015-16 submitted by the Trust is in the form of an Annual Action Plan and is attached as Appendix 1.
- 1.2 In addition FCT are also required to provide a Helix Business Plan separately identifying the funding commitment for the Helix Park. This funding commitment forms part of the overall Annual Service Payment to the Trust.

2. SERVICE PROVISION

- 2.1 The Business Plan Strategy set out three high level objectives over a five year period as described below:
- Meeting Customer Needs
 - Improving our customer knowledge
 - Motivating and communicating
 - Social responsibility
 - Growing customer loyalty
 - Affordability and value for money
 - Organisational Development
 - Sound governance
 - Organisational culture development
 - Employee empowerment
 - Policy development
 - Financial Sustainability
 - Income generation
 - Income used to invest across the organisation
 - Strategic use of reserves
 - Partnership
 - Value for money
- 2.2 The Business Plan Strategy and Annual Action Plan for the financial year 2014/15 was approved by the Council in February 2014. The overall cost of these services to the Council was £13.238m.

- 2.3 The Annual Action Plan for 2015/16 sets out more specifically the actions required to deliver the objectives and priorities detailed in the longer term Business Strategy and respond to opportunities as they arise. Taking into account all the budget movements this would produce a revised Annual Service Payment of £12.660m (including Helix) for 2015/16.

3. REVENUE BUDGET 2015/16

- 3.1 In terms of the requirements of the Funding Agreement, the Business Plan should detail the financial resources required to provide the services proposed for 2015/16. The Annual Action Plan provides the necessary information on the financial resources required together with Appendix 2.
- 3.2 Being mindful of the financial constraints being faced by the Council, the budget includes savings of £0.620m for 2015/16. This is the first tranche of a provisional three year savings target of £2.1m, with further savings planned in 2016/17 (£0.677m) and 2017/18 (£0.810m).
- 3.3 To deliver the savings, the Trust is proposing to increase its income by £0.480m from a combination of new income generation and increasing its customer base. The proposals are referred to below with cross references given to the Trust document (Appendix 3):
- Applying an average increase of 3% (FCT 1.1) across all fees and charges (£0.100m)
 - £0.100m from the payment of a block of swimming lessons (FCT 1.2) through a direct debit scheme which was introduced last year to help customers better manage their payments on a monthly basis instead of having to pay lump sums at a variety of times of the year. Swimming lesson participants who join the scheme are allowed to access all swimming pools free of charge
 - £0.064m from the standard fee introduced last year for youth groups across School and Trust operated facilities (FCT 1.3), which reduces the inconsistency in charging for youth groups across Trust operated School and sports facilities.
 - Generating an additional £0.216m from a range of measures, including improving the current health and fitness provision (£0.090m, FCT 1.4/4.1), additional income from the new gym at Stenhousemuir (£0.056m, FCT 3.1), generating additional income through donations (£0.020m, FCT 2.1) and from additional income generated at the Helix Park (£0.050m, FCT 5.1)
- 3.4 Service efficiency savings of £0.056m are included in the 2015/16 Budget. This incorporates a review of staffing levels at trading outlets (FCT 8.1), sports administration and the Steeple Box Office (FCT 9.1)
- 3.5 Overall the Trust has aimed to minimise reductions to service, however services will still require to be reduced in a limited amount of areas. It is proposed to save £0.061m by reducing the purchase of new library books (FCT 6.1) and £0.023m from closing the Par 3 Golf course at Callendar Park (FCT 7.1) between October and March.
- 3.6 The Trust has completed Equality and Poverty Impact Assessments (Appendix 3) on its budget proposals.

4. CAPITAL PROGRAMME

4.1 The 2015/16 Action Plan also sets out for Members' consideration the Trust's recommendations and proposals for capital expenditure on cultural and sport assets for the financial year 2015/16. These proposals totalling £0.550m are as follows:

- £0.161m for the replacement of the wave machine at the Mariner Leisure Centre
- £0.109m to refurbish the pool flumes at the Grangemouth Sports Centre
- £0.280m to improve the information communications and technology (ICT) infrastructure to facilitate online booking and improve customer service.

4.2 Members will be aware that within the leases and property licence granted to the Trust by the Council there is a clear division of responsibility for the maintenance of properties between the Council and the Trust. The proposals detailed above that relate to building works will be the responsibility of the Council to carry out directly, as landlord, under the terms of the leases and property licence.

5. BORROWING LIMIT

5.1 FCT have also requested a change to the Funding Agreement that would increase the Trust's borrowing limit from £0.2m to £1m, in aggregate. This would enable the Trust to invest in services which would result in an enhanced customer experience, which in turn should increase customer visits, retention levels and income. It is anticipated that the increased borrowing may allow for three or four projects, each supported by a Business Case that factors in the borrowing costs as well as demonstrating the overall financial viability of the project.

5.2 Overall the financial and operational rationale behind the proposal to invest is sound, subject to confirmation by the business case analysis. The expenditure would need to be of a nature which would justify borrowing and also separate from the fabric of the building otherwise problematic accounting issues would arise due to the Trust financing an asset it did not own (the Council owns the buildings but leases them to the Trust). In addition the Council may need to act as guarantor to the loan if the Trust borrows from an external party, although the Council can effectively pass the risk back to the Trust.

6. HELIX BUSINESS PLAN

6.1 The Helix Business Plan (Appendix 4) is a subset of the Trust Action Plan and specifically details the proposed management of the Helix site for 2015-16 and outlines proposals for the following two years.

6.2 The plan follows on from the first successful year of operation with projected visitors of circa 960,000 and outlines the Helix core activities such as the Kelpie tours, Adventure Zone, and Plaza Café and new visitor centre planned for the summer of 2015.

7. CONCLUSION

- 7.1 The Trust Board and Management Team submitted a Five Year Strategy in February 2014 and their Annual Action Plan for 2015-16 was submitted timeously. This Action Plan will reflect the Trust's fourth full year of operation and aims to minimise the impact of the savings requested by the Council on service provision through increased income and service efficiency savings. A key aspect of this strategy would be to increase the Trust's borrowing limit to enable additional investment in facilities. Officers of the Council are satisfied the Trust continues to perform well and deliver good services to the local community.
- 7.2 In the event that the Council approves the Trust's revenue and capital budget proposals, the Service Payment of £12.660m and the proposed capital expenditure of £0.550m will be reflected in the Council's budget to be considered by Members in February.

8. RECOMMENDATIONS

- 8.1 Members are asked to approve:
- (a) the Falkirk Community Trust Annual Action Plan 2015-16 and the Helix Business Plan;
 - (b) a Service Payment of £12.660m to Falkirk Community Trust for 2015/16;
 - (c) the capital expenditure proposals for 2015/16 as outlined in paragraph 4.1
 - (d) a change to the Funding Agreement that increases the borrowing limit to £1m in aggregate.

Chief Executive

Chief Finance Officer

Date: 24 December 2014

Contact Officer: Danny Cairney

LIST OF BACKGROUND PAPERS

1. Funding Agreement among Falkirk Council, Falkirk Community Trust Ltd and Falkirk Community Trading Ltd dated 30 June 2011
2. Falkirk Community Business Plan Strategy 2014-2019

Any person wishing to inspect the background papers listed above should telephone Falkirk 01324 506388 and ask for Danny Cairney



Falkirk Community Trust

Annual Action Plan

2015-2016

Company Registration No. SC400657 | Charity No. SC042403

DRAFT

INTRODUCTION

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

In our 2014 - 2015 Plan we made the most of a number of special events and anniversaries (*Commonwealth Games, Homecoming, WW1 Commemoration and The Steeple 200th*) to promote our services and motivate people to participate. We were lead organisation for delivering the Queen's Baton Relay events in the area and the international launch of the Kelpies, demonstrating excellent collaboration with partners and celebrating the wealth of sporting and recreational opportunities that the Falkirk area has to offer. Work with the Townscape Heritage Initiative and on co-ordinating a WW1 programme, placed a strong emphasis on community engagement and voluntary sector partnership which we aim to build on further and extend across the organisation.

We also made significant progress towards creating Delivery Plans to guide service improvement and initiatives in culture and sport sectors across the Falkirk area. Progress included community and stakeholder consultation on a Master Plan for Kinneil Estate, one of a number of our capital priorities. Following approval from Falkirk Council we hope the Master Plan will help attract significant external funding.

Currently we face considerable funding constraints. Whilst we have a strong track record of delivering excellent results with diminishing core funding (customer income increased by 18% in 13/14) we will need to build on this success and up our pace of change to find ways to mitigate against anticipated reductions in public sector funding.

Our budget planning approach to making savings in 2015-2016 considered all our areas of income generation and expenditure to seek to improve levels of income generated and better manage our expenditure. As a consequence we have been able to plan for a £620,000 reduction in funding from Falkirk Council this year, that has the least impact on our existing customers and continues to support those with the greatest needs. However it is almost certain that more significant reductions lie ahead in future years and so it is vital for our sustainability that we prepare now.

Building on our successful Business Case for a new Gym, set to open in summer 2015, a more entrepreneurial approach will be pursued to implement Delivery Plans. Continued 'good housekeeping' is paramount - we need increased monitoring of on-going operational costs and improving our IT must remain a priority. With the Council, we have nearly completed an asset maintenance costing exercise which tells us that circa £5.3m, excluding pitches & pavilions, is required to bring culture and sport venues to a suitable standard for communities to enjoy in future years. Fundamentally our ability to grow income and provide quality services will reduce if we cannot invest in improving venues.

Despite the difficulties, there continues to be much to look forward to. We will commence operating a new Visitor Centre at the Kelpies and a new Gym at Stenhousemuir; continue to grow the Festival of Silent Cinema; build on commonwealth legacy sports programmes and the investment in a new track at Grangemouth Sports Stadium; work with community groups to complete the Creative Place programme and deliver year 2 of the WW1 programme; promote digital access in libraries and take forward initiatives at Muiravonside Country Park.

Maureen Campbell, Chief Executive

November 2014

SCOPE OF THE ACTION PLAN

This is a high level plan for enhancing and protecting services and so does not encompass regular operational activity to deliver our core services. 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

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.

Three strategic objectives provide the focus for our work:

- Meeting customer needs
- Organisational development
- Financial sustainability.

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 September 2014 we have 525 contracted employees (238 full-time and 287 part-time) and manage over 80 sites across the Falkirk Council area. Managing and caring for buildings, natural resources, equipment and collections in a well-planned and sustainable way is the bedrock for delivering our services. Our Asset Management Plan 2013-2019 sets out our approach to managing and maintaining these assets on behalf of Falkirk Council. Responsibility for capital investment rests with Falkirk Council as owners of the assets and the Trust is able to bid to the Council's capital programme for capital project funding.

Robust financial management is critical to our success and integral to our forward planning. We are planning for a £2.1m reduction in our revenue funding from Falkirk Council over the next 3 years. We have responded in 2015-2016 with a plan that facilitates a budget reduction of £620,000. We propose to offset the reduction in funding from the Council as follows:

- Income generation and growth plans £480,000
- Securing efficiency savings £56,000
- Service reductions £84,000.

We intend to secure further savings over the next 2 years as follows:

- 2016/17 - £688,000
- 2017/18 - £799,000

We currently (December 2014) envisage budget movement between 2014-2015 and 2015-2016 as outlined in Table 1 below.

Budget Heading	2014 - 2015	2015 - 2016
Employee Expenses	11,730	11,909
Property Expenses	2,400	2,458
Transport Expenses	254	255
Supplies & Services	3,529	3,433
Third Party Payments	40	50
Support Services	891	806
Total Expenditure	18,844	18,911
Service Payment	13,238	12,660
Other Income	5,606	6,251
Total Income	18,844	18,911

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. We introduced our new 'Go Card' concessionary scheme in 2014/15 to enable a wider range of discounted activity which offset an above inflationary increase of approximately 5% across the majority of Trust charges. However, the generation of additional income through increased charges assumes that the level of customer usage does not fall. Recent reports in sport facilities in particular may suggest that the charges are now at a level that may be impacting on attendances given the current economic climate. Therefore an average increase in charges of 3% for 2015-2016, which is close to the inflation rate, has been factored in to our income generation proposals. Our shift towards membership driven programmes has yielded uplifts in fitness and swimming income and further improvement in both these areas has also been included in 2015-2016. We will monitor implementation across all fees and charges throughout the year to ensure key principles are met.

ACTION PLAN

The Action Plan 2015-2016 is the second 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 first Action Plan 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 2015-2016

	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	Older People/intergenerational activity <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 2 community engagement programme delivered, including Talking Tenements.
1.2	Promote the John Muir Way and how it connects to Trust venues	Families <ul style="list-style-type: none"> This initiative is a Central Scotland wide route, the John Muir Way, which runs from Dunbar to Helensburgh and passes through Trust sites such as Kinneil Estate and Callendar Park; We aim to participate as part of a John Muir Way stakeholder group to raise the profile of the route and this areas contribution. 	<ul style="list-style-type: none"> Contribution to the Area Tourism Strategy Through walkers at Kinneil Estate and Callendar House and Park.

1.3	Deliver legacy activity to build on success of Glasgow 2014	<p>Families</p> <ul style="list-style-type: none"> • We worked with a wide range of local and national partners to celebrate the commonwealth, the sport and culture opportunities in the area, and generate enthusiasm for Glasgow 2014 last year; • It is an excellent opportunity to inspire people of all ages to be more active and promote the work of the Trust and the partnership with the Council to a wide audience and we will build on this through programmes as well as promoting outputs from the Commonwealth Games such as our new track at Grangemouth Stadium. 	<ul style="list-style-type: none"> - Primary schools supported to create a legacy plan to build on success and grow participation in sport - Increased use and new participants attracted to Grangemouth Stadium.
1.4	Commence operating the Kelpies Visitor Centre	<p>Families</p> <ul style="list-style-type: none"> • The opening of the Visitor Centre will mark a final stage in the completion of the Helix and will be a focus for visitors particularly those from outside the area including international visitors; • It will be a key opportunity to connect visitors to the wider Falkirk area as well as to the diverse programme of opportunities available across the Helix site throughout the year. 	<ul style="list-style-type: none"> - The Kelpies Visitor Centre opens in June 2015 - 50,000 visits to the paid for Kelpie tour.
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. 	<ul style="list-style-type: none"> - A programme of exhibitions, workshops and screenings that raises awareness.
1.6	Plan for the year of Innovation, Architecture and Design 2016	<p>Brand Awareness and Families</p> <ul style="list-style-type: none"> • The second of the post-Winning Years, Focus Years promoted by Event Scotland is the Year of Innovation, Architecture and Design in 2016; • 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; • We have identified an opportunity to showcase the Helix and Kelpies and deliver an event / events under this theme growing on the success and learning from Helix Day and Home. 	<ul style="list-style-type: none"> - A biennial major event on the Helix in 2016. - A "Festival of Steam" programme in 2016 showcasing industrial innovation from the Falkirk area.
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 destination, contribute to destination marketing and increase understanding of national trends; • VisitFalkirk is a key partnership and we want to work within this partnership to promote a family friendly Falkirk. 	<ul style="list-style-type: none"> - Increase in visits from outwith the area to key venues - Improvement in Trading 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 3 yearly high level survey to capturing verbal comments on the front line; • We developed a strategy to improve our planning and consistency of process across the organisation to help us anticipate customer needs and respond to customer demands. This strategy will be implemented across the Trust. 	<ul style="list-style-type: none"> - 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 will help us to meet their needs. 	<ul style="list-style-type: none"> - Survey completed by end of June 2015.
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	Roll out a performance review framework	<p>Customer knowledge</p> <ul style="list-style-type: none"> • We decided that a thematic cross Trust approach to review would generate customer focussed information as well promote collaborative working across teams; • We commenced this approach with a review of our service provision on a geographic basis and for the key customer group of children and families, to identify gaps and potential overlaps of provision. This work will inform programme development in 16/17 onwards. 	<ul style="list-style-type: none"> - Review findings support families programme development and integrated marketing; - Review of service provision for older people with 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 	<ul style="list-style-type: none"> - Policy implemented and monitoring

		<p>volunteering is valued and loyal volunteers are rewarded through effective training;</p> <ul style="list-style-type: none"> • 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. 	<p>framework established</p> <ul style="list-style-type: none"> - 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 retained - 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 2016 - Positive contribution to SOA indicators.
2.2	Prepare, with partners, an Arts Delivery Plan and a Public Art Plan for the area (2015-20)	<p>Policy Development</p> <ul style="list-style-type: none"> • A draft Arts Plan developed in 2014/15 will take 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 on-going at Denny. 	<ul style="list-style-type: none"> - Arts Plan consultation process leads to approval by Falkirk Council - Year 1 Arts Plan implementation commences - Draft Public Art Plan created by August 2016 for consultation.

2.3	Launch and 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"> - Development Plan approved by Falkirk Council - Year 1 action implemented.
2.4	Launch and implement Kinneil 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, the next stage is to engage communities of interest in advising on implementation of the Masterplan. 	<ul style="list-style-type: none"> - Masterplan approved by Falkirk Council - Masterplan advisory group established - Phase 1 funding bids progressed.
2.5	Implement the Heritage Delivery Plan 2013-18 with partners	<p>Policy Development</p> <ul style="list-style-type: none"> We led development of this plan to support general wellbeing and a sense of identity and to encourage active contributions to stewarding the future; Contribution from the local voluntary sector is actively sought and priority actions all offer voluntary sector opportunities. 	<p>Priority actions delivered:</p> <ul style="list-style-type: none"> - WW1 programme - "Festival of Steam" programme - Kinneil Estate projects.
2.6	Develop and implement an Events Strategy	<p>Policy Development</p> <ul style="list-style-type: none"> FCT supports a diverse programme of events. The events may be at community, local or national level and some are of international significance; We need to maximise our capacity to attract, host and benefit from events and bring clearer focus to our events approach and help prioritise investment and work going forward. 	<ul style="list-style-type: none"> - Strategy implemented and partners engaged in delivery.
2.7	Implement Marketing Strategy	<p>Policy Development</p> <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; 	<ul style="list-style-type: none"> - Marketing plans developed across the Trust ensure planning is the basis of all activity

		<ul style="list-style-type: none"> This allows more calculated targeting, robust and systematic planning and supports the development of exciting new product. 	<ul style="list-style-type: none"> Increased new customer participation and spread of users across the area Increased focus on thematic and targeted marketing campaigns.
2.8	Deliver, with partners, a Sports Delivery Plan for the area	<p>Policy Development</p> <ul style="list-style-type: none"> There are a large number of sporting groups and interests in the area as well as ourselves – many regional and local clubs, national governing bodies and sportscotland; This Plan 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. 	<ul style="list-style-type: none"> Year 1 action plan implemented and monitoring framework established with relevant partners
2.9	Deliver a management and forward development plan for Callendar Park in conjunction with relevant partners	<p>Policy Development</p> <ul style="list-style-type: none"> A visitor destination, the Park is a heritage asset both in its own right and as the surrounding to Callendar House; This plan will ensure 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 will contribute to and support strategic masterplanning across the entire asset. 	<ul style="list-style-type: none"> Year 1 action plan implemented and contribution made to master plan.
2.10	Deliver 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 is to guide maintenance and management going forward and help seek new opportunities for development through attracting external funding. 	<ul style="list-style-type: none"> Year 1 action plan implemented.
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 Club led bids for funding supported by the Trust.

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 will ensure there is a cohesive link to the development of the Forth Valley Physical Activity Plan to ensure health services have an integrated approach; • The Plan has a key contribution to the Single Outcome Agreement, and will ensure effective use of resources and support funding applications. 	<ul style="list-style-type: none"> - Year 1 action plan implemented with partners and a monitoring framework established - Increase in participation in all specific areas of activity.
2.13	Prepare, with partners, a forward development plan for the Helix	<p>Policy Development</p> <ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> - 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 October 2015 - 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 term of office for 7 directors will conclude during 2015/16. Most are eligible for reappointment for a final term and the Trust will require to consider how best to manage director turnover to avoid significant loss of knowledge skills at the end of the third term; • At each opportunity for refresh the Board will consider the appropriate mix of skills and experience that it considers to be necessary for the next phase of the company's development. 	<ul style="list-style-type: none"> - Board continues at full complement with an appropriate mix of skills and expertise.
2.16	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 2015 and an improvement plan was agreed in 2013 by both parties; • The Trust has an on-going need to ensure best value and demonstrate its independence. 	<ul style="list-style-type: none"> - Support service arrangements reviewed and in place by June 2015.

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 work; Our stakeholders' engagement plan will be implemented to ensure that all stakeholders are appropriately engaged. We will listen to their feedback in future programme developments or improvements. 	<ul style="list-style-type: none"> - Stakeholder Communications work well - A stakeholder survey is conducted.
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 – increased open and click rates - Feasibility for inter-team “getting to know you” events explored - 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 early 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 April 2016 - Results reported by June 2016 - Action plan developed by September 2016
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 critical role in contributing to that experience and therefore we want to support everyone to increase their awareness and understanding accordingly. 	<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 leadership.

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"> Following on from improvements to displays on the ground floor 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"> - Revised approach agreed with all parties by March 2016.
3.3	Implement the Asset Management Development Plan 15/16 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; With Falkirk Council we are taking action to improve repairs and maintenance arrangements including monitoring of effectiveness and costs. 	<ul style="list-style-type: none"> - Forward investment decisions made by March 2016 - Improved performance of the repairs and maintenance service
3.4	Implement 2015/16 Council capital funded projects and plan 2016/17 investment proposals	Investment <ul style="list-style-type: none"> We have identified 3 critical areas of spend for the capital allocation of £550,000 to meet the Council's criteria of considering bids of 'inescapable high priority' and support our 5 year Business Strategy ; We want to make best possible use of the 16/17 allocation of £550,000 and develop proposals that support our Asset Management Plan. 	<ul style="list-style-type: none"> - 3 capital projects delivered: <ul style="list-style-type: none"> o Mariner wave machine o Grangemouth Pool flumes o IT infrastructure improvements - 16/17 proposals identified by September 2015
3.5	Explore feasibility for new use of venues	Investment <ul style="list-style-type: none"> Many of our Neighbourhood Sports Centres are underutilised and for a number of reasons are not performing as well as they might; they are very valuable local assets and could offer more attractive services for local people; 	<ul style="list-style-type: none"> - Delivery options identified by September 2015.

		<ul style="list-style-type: none"> We want to explore options for delivery of new activities from venues and will begin dialogue with external suppliers to understand what opportunities may exist and test feasibility in consultation with key interest groups. 	
3.6	Improve our approach to planning ICT	<p>Investment</p> <ul style="list-style-type: none"> Systems are out of date, incompatible with each other, do not meet the basic needs of customers and constrain evidence based decision making and marketing. Many procedures and processes are paper based, bureaucratic by nature and limited by the current infrastructure; It will be costly to update and we need to begin a planned and structured approach to improvement to take advantage of up to date technology that ensures the most effective information support systems are identified. 	<ul style="list-style-type: none"> Audit and analysis of existing systems undertaken and compared with a needs analysis by June 2015 Priorities determined and approach to longer term strategy development and funding by January 2016.
3.7	Open a new gym in Stenhousemuir	<p>Investment/ Income Generation</p> <ul style="list-style-type: none"> Falkirk Council approved £1m of development funds from their 'spend to save' initiative with the intention of generating additional levels of income; Trust has agreed to the Council receiving a 60% share of net annual surpluses and will wish to seek a review of the terms in due course. 	<ul style="list-style-type: none"> New health and fitness facility opened by Summer 2015
3.8	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 2015/16 will be greater analysis of the winter season, to make decisions about the level of service offered at the outdoor venues. Further improvement and efficiencies of Callendar House retail 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.
3.9	Implement externally funded project at Muiravonside Country Park	<p>Income Generation</p> <ul style="list-style-type: none"> We received constructive feedback from HLF for our pre-application proposal for funding to improve Visitor Centre interpretation and signage as a part of works to re-open this venue, if successful we expect to complete works in 15/16; Linked to our work to implement a Management and Development Plan for the park we see this bid, also utilising £52,000 of Council capital, as a first phase of securing investment for this site. 	<ul style="list-style-type: none"> Funding secured and project delivery plan executed by October 2015.

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 through our first 3 year strategy which is due for review and updating in 15/16; • Although external funding continues to be competitive we have uplifted our targets for growth in relation to match funding, capacity and time to develop bids and intend to move forward a priority project at Kinneil Estate to a point where it may begin to attract significant levels of funding. 	<ul style="list-style-type: none"> - £500,000 of external funds awarded in 2015/16 - Including 2 one-off awards of over £50,000, one of which to be £150,000 or over in 2015/16 - Strategy for 2016-2019 created.
3.11	Implement 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 new strategy will drive this area of work. 	<ul style="list-style-type: none"> - Better procurement realises cashable savings.
3.12	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.

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 14/15)	Performance 12/13	Performance 13/14	Performance 14/15 Q1 + Q2	Target 15/16
Meeting Customer Needs	1. Number of concessionary admissions across all Trust services	Performance has been rising. With the 'Go Card' concessionary scheme launched at the start of 14/15, we expect to see a continued increase in uptake in 15/16.	92,273	120,779	59,090	
	2. Number of admissions by young people across all our venues and programmes	A priority in our marketing strategy is Families; we expect to see an increase in uptake in 15/16.	717,826	789,750	327,620	
	3. Number of programmes and activity sessions for older people across all Trust services	A priority in our marketing strategy is Older People; we will gather new baseline information to inform future monitoring.	n/a	n/a	Work in progress	
	4. Number of adult admission to all sport and leisure venues	Performance has been rising and we expect a further marginal increase in performance in 15/16.	627,536 ¹	745,357	360,667	
	5. Number of juvenile admissions to all sport and leisure venues	Performance has declined and we expect to maintain performance in 15/16 while we plan improvement action.	591,306 ¹	536,969	233,536	
	6. Number of concession admissions to all sport and leisure venues	The 'Go Card' concessionary scheme was launched at the start of 14/15; we expect to see an increase in uptake in 15/16.	80,793 ¹	81,902	40,109	
	7. Attendance at sport and recreation development programmes	Performance in Sports Development & Active Schools has been rising and we expect to maintain performance in 15/16. Community Recreation and Ranger Service programmes were added into this	125,951 ²	201,672 ²	51,131	

Strategic Objective	Performance measure	Performance context (at end-Q2 14/15)	Performance 12/13	Performance 13/14	Performance 14/15 Q1 + Q2	Target 15/16
		measure from 14/15.				
	8. Number of visits to libraries	Visits have been decreasing for some time and at best we expect to maintain performance in 15/16 while we plan improvement action.	619,063	630,110	295,192	
	9. Number of active borrowers from libraries	The rate of decline is slowing but no increase evident as yet and we expect to maintain the number of active borrowers in 15/16 whilst we plan improvement action.	25,976	25,718	24,807	
	10. Number of issues including digital material	The rate of decline is slowing but no increase evident as yet and we expect to maintain issues in 15/16 whilst we plan improvement action.	927,074	893,354	414,124	
	11. Number of admissions to arts venues	Performance is stabilising and we expect a marginal increase in performance in 15/16.	119,287	101,861	45,017	
	12. Attendance at arts development programmes	A revision to the scope of this measure from 14/15 will reset totals going forward. We expect to increase in 15/16.	63,258	60,005	71,411	
	13. Number of visits to heritage venues	Performance has been rising for some time. Revised data collection at Callendar House at the start of 14/15 will reset a baseline which we expect to increase at both venues.	36,769	38,343	28,822	
	14. Attendance at heritage development programmes	Strong performance in 14/15 resulted from consultation activity which won't be repeated in 15/16. Performance is expected to decrease back to previous levels in 15/16.	9,507	9,870	9,377	
	15. Number of complaints received	A revised complaints handling system introduced during 14/15 may reset a baseline which we expect to maintain in 15/16.	94	118	35	
Organisational Development	16. Number of volunteers engaged	Performance increased in 14/15 from the baseline established in 13/14. We expect performance to increase further.	500 est	855	Work in progress	

Strategic Objective	Performance measure	Performance context (at end-Q2 14/15)	Performance 12/13	Performance 13/14	Performance 14/15 Q1 + Q2	Target 15/16
	17. Number of clubs and organisations worked with	A new baseline will be established; based on 13/14 estimates we expect this to increase .	100 est	Work in progress	Work in progress	
	18. Sickness Absence - % days lost	The sickness absence rate increased slightly. The aim is to reduce to below 4%	4.03%	4.13%	5.52%	
	19. Staff Turnover - % turnover	Aim to reduce turnover.	8.6%	10.6%	3.3%	
Financial Sustainability	20. Customer income raised	Aim to increase income.	£4,540,000	£5,380,000	£3,086,000	
	21. Grant income secured ³	Aim to maintain income.	£941,000	£703,000	£350,500	
	22. Funds awarded from competitive grants and donor sectors	Funding is competitive and dependent on match we aim to increase on 14/15 position.	£144,053	£664,186	£137,109	£500,000

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

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

³For example, Youth Music Initiative (YMI), Active Schools, Fairer Scotland Fund, National Governing Body contributions.

Perception Indicators

We gather customer and visitor perception through feedback and survey systems both venues based and via digital media. Our second employee survey was conducted in 2014 and demonstrated that 73% of results were more positive than in 2012, 12% were the same and 15% were more negative. Our second high level customer survey and our first stakeholder survey are planned for 2015.

RISK MANAGEMENT

The Trust has a Risk Management Policy and we review and update our Risk Register as part of the business planning process. Currently in October 2014 there are 50 risk descriptions in the register. Significant risks for this Plan are summarised in Table 4 below.

Risk Level	Risk Description	Mitigation/ Comment
High	Funding is not available to maintain buildings or the Council has pressing need for investment elsewhere in its portfolio.	This is a universal risk shared with the Council and the Trust is working with the Council to implement an Asset Management Plan. The high levels of investment required are unlikely to be met from the Council's capital programme.

Risk Level	Risk Description	Mitigation/ Comment
High	Funding from the Council to the Trust is reduced due to other Council priorities and budget constraints.	The Trust is pursuing a strategy to shift reliance on Council funding in the medium term.
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.	This risk has been increased to a high level due to increased probability of negative business impact. Capital funds sought for 15/16 to improve ICT. Online booking to improve customer point of sales experience is identified as a priority.

OUR PLANNING FRAMEWORK AT A GLANCE

The 10 year area wide Strategy

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

*A plan with four key **themes** for action across all culture and sport sectors that will be implemented through a series of **partnership Delivery Plans** led by the Trust*

Participation	Motivation	Venues	Partnership
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Our 5 year Business Strategy

Our aim is that by 2019:

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

Our Objectives for 5 years

Meeting Customer Needs

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

Organisational Development

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

Financial Sustainability

Being efficient and effective and operating with our means

Our Priorities for 5 years

Marketing	ICT	Venues & Programmes	People & Organisation	Planning Together
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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

2015/16 Community Trust Budget**Objective Analysis**

	2014/15 Budget Outturn Prices <u>£</u>	2015/16 Budget September 2014 Prices <u>£</u>	2015/16 Budget Outturn Prices <u>£</u>
<u>SERVICE</u>			
Business Development	1,556,350	1,564,940	1,584,960
Parks	2,895,640	2,708,720	2,741,110
Trading	41,200	5,150	20,450
Libraries	2,817,050	2,766,850	2,797,190
Arts	959,210	941,880	954,230
Heritage	1,112,980	1,109,750	1,123,060
Sports & Fitness	3,855,380	3,335,850	3,439,370
NET EXPENDITURE	<u>13,237,810</u>	<u>12,433,140</u>	<u>12,660,370</u>
SERVICE PAYMENT	(13,237,810)	(12,433,140)	(12,660,370)
SURPLUS/(DEFICIT)	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>-</u></u>

2015/16 Community Trust Budget

Subjective Analysis

	2014/15 Budget Outturn Prices £	2015/16 Budget September 2014 Prices £	2015/16 Budget Outturn Prices £
<u>EXPENDITURE</u>			
<u>EMPLOYEE EXPENSES</u>			
SJC Employees	11,534,200	11,552,470	11,696,610
Pension/Termination Costs	42,790	42,790	42,790
Indirect Employee Expenses	168,100	168,100	169,500
Total Employee Expenses	<u>11,745,090</u>	<u>11,763,360</u>	<u>11,908,900</u>
<u>PROPERTY EXPENSES</u>			
Repairs and Maintenance	414,850	414,850	421,000
Grounds Maintenance	343,400	343,400	343,400
Energy Costs	1,083,350	1,083,350	1,142,630
Rents	62,300	62,300	62,300
Water Services	159,880	159,880	161,560
Fixtures and Fittings	55,710	52,660	52,660
Cleaning & Domestic Supplies	270,070	270,070	271,200
Property Insurance	1,000	1,000	1,050
Other Property Expenses	2,480	2,480	2,480
Total Property Expenses	<u>2,393,040</u>	<u>2,389,990</u>	<u>2,458,280</u>
<u>TRANSPORT EXPENSES</u>			
Direct Transport Costs	13,890	13,890	13,890
Transport Recharges	197,520	197,520	197,520
Transport Insurance	29,520	29,520	30,260
Mowers	13,180	13,180	13,380
Total Transport Expenses	<u>254,110</u>	<u>254,110</u>	<u>255,050</u>
<u>SUPPLIES & SERVICES</u>			
Equip, Furniture and Materials	1,093,930	1,050,530	1,050,530
Training Materials	13,500	13,500	13,500
Services	734,950	712,240	713,290
Catering	365,590	364,190	372,570
Clothing, Uniforms & Laundry	26,080	26,080	26,080
Printing, Staty & Gen Off Exps	250,780	250,280	251,480
Communications & Computing	325,680	298,480	299,660
Miscellaneous Supplies	705,210	705,210	705,860
Total Supplies & Services	<u>3,515,720</u>	<u>3,420,510</u>	<u>3,432,970</u>
<u>THIRD PARTY PAYMENTS</u>			
Other Agencies	40,220	50,220	50,220
Total Third Party Payments	<u>40,220</u>	<u>50,220</u>	<u>50,220</u>
<u>SUPPORT SERVICES</u>			
Falkirk Council Charges	890,820	806,140	806,140
Total Falkirk Council Charges	<u>890,820</u>	<u>806,140</u>	<u>806,140</u>

2015/16 Community Trust Budget

Subjective Analysis

	2014/15 Budget Outturn Prices £	2015/16 Budget September 2014 Prices £	2015/16 Budget Outturn Prices £
TOTAL EXPENDITURE	18,839,000	18,684,330	18,911,560
<u>INCOME</u>			
Other Government Grants	38,640	38,640	38,640
Other Grants, Reimburse & Costs	360,410	380,410	380,410
Customer and Client Receipts	4,165,400	4,794,500	4,794,500
Rents Received	60,840	61,640	61,640
Falkirk Council Service Payment	13,237,810	12,433,140	12,660,370
Interest	18,000	18,000	18,000
Miscellaneous Income	957,900	958,000	958,000
TOTAL INCOME	18,839,000	18,684,330	18,911,560
SURPLUS/(DEFICIT)	-	-	-

2015/16 Community Trust Budget
Summary of Movements

	<u>£'000</u>
2014/15 Budget	0
Add: Budget Changes	
1 <u>Employee Expenses</u>	
Increments	56
Pensions	43
Par 3 Golf Course Savings	(22)
Sports Administration & Steeple Box Office	(26)
Trading Activities	(30)
Other Movements	(3)
	<u>18</u>
2 <u>Property Expenses</u>	
Other Movements	(3)
	<u>(3)</u>
3 <u>Supplies & Services</u>	
Falkirk Council Charges	(23)
Library Book Savings	(61)
Par 3 Golf Course Savings	(1)
Other Movements	(10)
	<u>(95)</u>
4 <u>Third Party Payments</u>	
Other Movements	10
5 <u>Support Services</u>	
Falkirk Council Charges	(85)
	<u>(85)</u>
6 <u>Income</u>	
Income from Falkirk Council	805
Increased Fees & Charges	(100)
Swimming Lessons	(100)
Youth Groups	(64)
Stenhousemuir Gym	(226)
Helix	(50)
Donations	(20)
Health & Fitness	(90)
	<u>155</u>
2015/16 Base Budget at September Prices	<u>0</u>
Add: Inflation	0
2015/16 Budget at Outturn Prices	<u>0</u>

2015/16 FALKIRK COMMUNITY TRUST SAVINGS OPTIONS BY IMPACT LEVEL
November 2014

EQUALITY AND POVERTY IMPACT ASSESSMENT – 2015/16 BUDGET OPTIONS				
REFERENCECODE	DESCRIPTION	SAVINGS£'000	Assessment of Impact	Comments
EPIA RISK RATING – NO IMPACT				
FCT1.2	Monthly Direct Debit swimming lesson membership 15/16	100	Income generation from a more streamlined approach to bookings and incentivising through free swimming with the potential to generate more customers though new benefit. Direct Debit enables the cost to be spread however the option is available to opt out of Direct Debit payment.	Continuation of savings initiative introduced in mid-14/15
FCT 1.3	Charges to under -16 groups using school facilities 15/16	64	Consistency of charging across all groups and clubs now implemented as part of normal arrangements with access to youth groups and sports clubs maintained. Meetings with groups and clubs have been held to explain and minimal negative feedback received on introduction. The level of charge is lower than comparable authorities and whilst the potential for clubs to pass on charges to participants exists there is no evidence of this in practice.	Continuation of savings initiative introduced in August14/15
FCT 1.4	Improvements to Health & Fitness offer 15/16	50	Better utilisation of underused sports halls, such as in neighbourhood sports centres, to programme classes giving more choice to people in their local communities. Positive impact on reducing travel costs. Mitigation would be through good communications with any existing users who will be offered alternative accommodation.	
FCT 2.1	Income generation through donations 15/16	20	Introduction at key strategic sites following successful pilot at Callendar House. This proposal includes Muiravonside Country Park and Kinneil Museum. Introduced as a voluntary payment with no pressure to contribute and arrangement will be clearly communicated. Free access to facilities will be maintained.	
FCT 3.1	Stenhousemuir gym income 15/16	56	Provision of new service to an area currently underprovided for. Go Card concessions will apply to those in greatest need. Positive impact for the community and surrounding area.	

FCT 4.1	Health & Fitness membership income 15/16	40	Income generated through continued financial performance of direct debit membership scheme. Go Card concessions apply to those in greatest need.	
FCT 6.1	Reduce book fund in 15/16	61	Reduction in purchase of new stock. Stock control and circulation measures to mitigate against any disproportionate impact on smaller libraries. Focus on reduction in reference stock to ensure customer expectation continues to be met for popular fiction and large print and spoken word for visually impaired. Ratio of Adult and Junior stock spend retained. All customer groups unlikely to feel any impact.	

EPIA RISK RATING – LOW IMPACT				
REFERENCECODE	DESCRIPTION	SAVINGS£'000	Assessment of Impact	Comments
FCT 1.1	Increase 15/16 charges by an average of 3%	100	We are aware of the potential impact of increased costs particularly on families. The increase proposed is less than last year and just above current inflation level of 2%. Prices proposed are within the scale of Scotland wide charges for sports facilities. Impact can be offset by the availability of free access programmes e.g. Active Schools and Go Card concessions for access to people/families in receipt of a range of benefits and older people. Positive marketing will promote the benefits and encourage take up.	EPIA process informed by consideration of the whole programme offer across free, paid for and concessionary activity.
FCT 5.1	Helix additional income 15/16	50	Potential for increased income generation including through applying car parking charges is under review. Free access to the site and access to free parking would be available at Falkirk Stadium site on most days. Designated disabled access parking would be retained at Helix Park and the Kelpies car parks. Income generating spend would be optional for visitors to the site. May be some perceived impact on poverty and equality protected groups given the community benefits objectives of the project.	

FCT 7.1	October – March annual closure of Par 3 Golf Course 15/16	23	Very low levels of use during these months therefore minimal impact across customer groups. Withdrawal would affect all of the small number of users and specific impact on equality groups is considered low. Grangemouth Golf course open during winter months and includes Go Card concessionary rates and short course options.	
FCT 9.1	Box Office and Sports Admin review 15/16	26	Frontline sales services (Box Office and Sport) improved to customers. Access maintained to a limited service at Steeple and improved telephone and in person bookings at Stadium, with good parking and disabled access. Utilisation of vacant post to generate savings and review work and consultation with staff has commenced positively. Impact on workforce and employability is considered low due to withdrawal of vacant post. Impact on equality groups negligible due to retaining accessible face to face service and improving telephone service.	EPIA will be informed by HR policies and grading process.

EPIA RISK RATING – MEDIUM IMPACT

REFERENCECODE	DESCRIPTION	SAVINGS£'000	Assessment of Impact	Comments
FCT 8.1	Review of trading outlets 15/16	30	This proposal is subject to a review of staffing. Currently savings identified can be attributed to reduction in 2.6 FTE posts including a vacant post. Currently anticipate 2 staff would be affected. Until the review is completed this proposal is considered medium impact on workforce and employment opportunities.	EPIA process will be informed by HR policies and consultation

	Number of Options	Savings £'000
No Impact	7	391
Low Impact	4	199
Medium Impact	1	30
High Impact	0	0
TOTAL	13	620



DRAFT Helix Business Plan 2015 / 16

BUSINESS PLAN SUMMARY

Purpose of the Plan

The second Helix Business Plan sets out our plan for the management of the Helix from April 2015 to March 2016. It also outlines the forward intent for the subsequent two years from 2016 to 2018.

Year One of Operations

The opening year for the Kelpies and Helix has been very successful with visitor numbers for the first 6 months in excess of 680,000. This is a significant increase in the forecasted visitor numbers and highlights the positive impact that the Helix has already made to the Falkirk and Grangemouth area. The Home event provided the high profile launch of the Kelpies that formed part of the year of Homecoming Scotland activities. This was then followed by the opening of the Kelpies and the tours that helped to ensure that the site had a very successful and impactful opening period. The warm and dry weather conditions boosted numbers on the site further particularly during the key summer months. The opening of the Adventure Zone at the start of the school holiday period also proved to be very popular with a family audience.

The number of visitors did lead to some operational issues including management of parking on site and some visitor's inappropriate use of the site. We have therefore reviewed our operations and identified corresponding actions to either remedy or mitigate the activities and inform the Business Plan for 15/16. A summary of the main successes and outstanding issues are set out below;

Summary of FCT Helix Year 1 Operations		
Area		Response
Kelpies Tours	The tours have had a very successful first year with overwhelmingly positive feedback from visitors. The visitor numbers achieved were higher than those forecasted.	Continue to develop the tour to ensure we attract target audiences, and continue to improve our visitor experience.

Area		Response
Parking	Insufficient parking on site for the number of visitors on the site.	A Parking strategy is being developed for 2015 with the capital team. This will consider the issues that led to parking problems and recommend the actions to remedy these. Actions already taken include fencing around the verges and communicating to visitors the availability of Falkirk Stadium for parking.
Adventure Zone	The positive impact of the Adventure Zone has been critical to the overall success of the Park. The unique equipment that was delivered by the capital team, combined with the successful joint funding applications has led to this element clearly delivering its objectives.	Continue to promote the Adventure Zone as a key part of the Helix and to seek to augment it going forward to build on the initial success. Current focus on increased access for disabled.
Income Generation	Plaza Café has had a very successful initial year outperforming the forecasted income projections. The external catering provider provided circa £50,000 in direct income to the Trust. Other external catering providers are being sought for the 2015 season.	Tour admission pricing is being increased in 2015/16 season to maximise income generation. KVC with café and retail areas will open June 2015 thus providing a key income generating activity for FCT on the site. Car park charging will provide an additional income stream during the school holiday periods in 2015.

Area		Response
Signage including brown tourist signage	Lack of brown tourist signs and on-site orientation signage at the Helix has led to visitor complaints.	Brown tourist signs being arranged by FC for install 2015. Orientation signage on site by end of 2014.
Lagoon Activities	There was a disappointing take up on lagoon activities.	A revised offer is being developed for 2015 that is projected to have a greater uptake.
Swimming in the lagoon	A number of visitors, particularly children and young adults have been swimming in the lagoon and the canal despite FCT and SC prohibitive actions.	Continue to communicate it is not a safe environment for swimming and increase levels of on-site staff supervision. Review on a regular basis during peak season especially during warm weather.
Marketing	We established brand awareness and recognition for the Helix and the Kelpies firmly placing them as an exciting new visitor attraction. We have established a strong brand in Scotland and throughout the UK. The social media channels have continued to grow from strength to strength with a loyal and engaged audience of over 50,000 followers on Facebook and 5,000 followers on twitter.	Actions for next year include more detailed segmentation of our audiences across the UK. Continue to grow brand recognition in the travel trade market and also internationally. Establish strong relationships with local businesses (i.e. accommodation providers) and other attractions in the area in order to provide a complete visitor experience in the Falkirk area.

Area		Response
Helix Park	The large number of visitors to the site led to higher than expected rubbish and waste levels. There was also a higher than anticipated general/repair and maintenance actions.	The FCT AMP has been developed taking into consideration the Helix Park issues in year 1 and these actions are in place to tackle issues such as rubbish levels. This includes additional staff employed to specifically tackle the cleanliness of the entire site.

Priorities

Our annual priorities for the Helix as we move on from the initial opening year are as follows:

- | | |
|---------|--|
| 2015/16 | <ul style="list-style-type: none"> • To establish and open up the Kelpies Visitor Centre with the objective of supporting income generation • Delivery and implementation of the Helix Asset Management Plan • To establish new Helix team and embed quality standards throughout the site |
| 2016/17 | <ul style="list-style-type: none"> • To support visitor numbers at the Helix via an events programme that attracts our target audiences • To develop new activities and interpretation on the site that encourage visitors to explore the wider Helix • To establish the Helix volunteering programme within the wider Falkirk and Grangemouth area |
| 2017/18 | <ul style="list-style-type: none"> • To ensure the integration of Helix North and South with Helix Park and the Kelpies/Canal Hub area • To seek additional opportunities to ensure the long term sustainability of the Helix • To support Helix Phase 2 developments |

2015 - 18 Forward Intent

2015/16 is concerned with further establishing Helix operational activities following the first year of operations. This aims to ensure that high quality standards are maintained throughout all FCT activities on the site. 2016/17 will focus on encouraging repeat visits through the events programme, increasing dwell time, and moving our visitors around the site. By this stage we will have re-activated the Helix volunteers to be an integral part of our activities. In subsequent years they will help us to raise the profile of Helix North and South ensuring that they are key areas for the continued sustainability of the entire project. Phase 2 opportunities led by the Helix capital team are currently being considered to ensure that the long term objectives of the project are delivered in conjunction with project partners.

Key Projections

As of the end of September 2014, 680,617 visitors have visited Helix Park and the Canal Hub. Projections up until the end of March 2015 are expected to exceed 950,000. The table below details the projected numbers for the next three year period, but are dependent on the opening of the Kelpies Visitor Centre in June 2015.

Year	Helix Visitor Numbers	Kelpies Visitor Centre
2014/15 (Actual to end of Sep 14 & Projected from Oct to March 15)	963,117	n/a
2015/16 - Static	963,117	143,733
2016/17 - down 2%	943,855	141,578
2017/18 - down 8%	886,068	132,910

The high level of visitors achieved has been supported by a successful high profile launch of the Kelpies as well as a dry and warm summer, particularly in the month of July. Full year figures for 2014 are based on actual figures from April to September and then projected figures from October to March 2015. The standard visitor pattern of a new visitor attraction is to achieve high figures in year

one and two and then to see a drop off in subsequent years. As there has been a staggered opening of the site the pattern is likely to be more unpredictable. Thus projections are that numbers will remain the same in 2015/16 supported by the opening of the KVC, then in 2016/17 a slight drop with a more significant drop in year 3. However this will be influenced by external factors particularly weather as 2014 did see a warm and dry summer period. We will however undertake interventions to boost visitor numbers and this includes an enhanced events programme from 2016/17 onwards.

The Kelpies Visitor Centre

Delays in the construction of the Kelpies Visitor Centre mean that it is now due to be open to the public at the end of June 2015.

Progress on the FCT managed elements of the building have therefore been delayed. We are however continuing to develop the look and feel of the internal space, the design of the retail space as well as the interpretation in the exhibition space. The limited space in the building means that there are some operational issues that we are planning to manage by creating additional space adjacent to the building and these would be used for office and retail storage space. All actions will be completed for the opening of the Visitor Centre to ensure it meets a high standard once opened.

New for 2015

The main objectives for this year are to imbed the operational team, to set and maintain quality standards and to increase the income generated by the site. The following activities are planned for the 2015 season;

Income Generation

- Kelpies Visitor Centre – The opening of the Kelpies Café and shop will provide significant additional income generating activities. The café will provide a high quality offer with locally sourced products. The small retail space will have a unique range of Kelpie related products. The Helix Project Executive is also planning an opening event, potentially with royalty in attendance to coincide with the launch of the Visitor Centre in June.

- Car Parking Charges – One of FCT's objectives with regard to the Helix is to generate income. To provide an additional income stream we will be introducing car parking charges to the Kelpies Car Park during the school holiday periods from Easter 2015 onwards. This will also assist with encouraging visitors to park at Falkirk Stadium, where parking will be free. It will be reviewed on an on-going basis. Consideration will be given to the impact that this may have on traffic flow on the site as well as the cost effectiveness of charging.
- Kelpies Tour Income – The Kelpies Tour had a successful first year with around 45,000 visitors paying to get inside a Kelpie. We will continue to operate the tours once the building has opened. However we will increase the admission prices to take into account the access to the Kelpies Orientation Space as well as keeping it in line with pricing for comparator visitor attractions. With the opening of the Visitor Centre from June 2015 we will increase the admissions price and this equates to a £6.00 average income per person. This has been benchmarked against relevant comparators and is forecasted to bring in additional income to the site.

Programme and Visitor Experience Enhancement

The following activities will help enhance the visitor experience and also support the effective operational running of the site.

- Visitor Transport – We have been successful in obtaining sponsorship from the Malcolm Group for transport to improve access in and around the Helix. The vehicle will transport visitors between the main visitor hub locations. In particular this will improve accessibility on the site for visitors with access issues. The vehicle will operate during the main visitor season.
- Kelpies Visitor Centre Office and Storage – To assist with the running of the Visitor Centre operation there is a need to create additional office space and storage for both retail and catering. Therefore we are proposing to augment the building with further office and storage space as there is limited space within the

building. We are looking into the most appropriate structure with which to create the additional space.

- Events programme – The 2015/16 events are informed by year one of operations on the site when the peak season was very busy and we are projecting similar figures for next year. Therefore we have planned small and medium scale events which will provide added value to visitors without adding to the operational pressures on the site. These include PopUp Events which are art led interventions that provide added value to visitors throughout the peak season. Initial scoping for this has considered musical activities and interventions that engage the public with the arts, heritage & libraries elements of FCT's portfolio. Sporting events including tri-athlons, du-athlons and other healthy activities, and other opportunities for introducing the local community to health and well-being activities on the site will be delivered.
- Toilet provision – To cater for the significant amount of visitors to the site we are going to install additional toilet facilities at the bus parking location. This will ensure that the toilet provision in the Visitor Centre is augmented and that there are sufficient toilets to deal with the visitor numbers.
- During winter 2014 we will be undertaking an access audit review that will help us to identify how we can make improvements to the site for those with accessibility issues. This will allow us to plan how we improve this throughout all areas of the Helix in the future.
- We will also be setting and monitoring quality standards throughout all areas of the site. Our staff training programme will establish the standards required for all staff including parks, tour guides and catering and the Helix management team will subsequently ensure that these are implemented.

Asset Management and Maintenance

We have developed a detailed Asset Management Plan (AMP) for the management and maintenance of the site. The AMP for the Helix is based on:

- The design specification for the park;
- Information from the contractors who have been maintaining various areas of the site;
- Feedback from FCT staff operating the site on the ground during the handover period;
- Legal obligations and best practice guidance;
- Supportive information from partner, and potential partner, organisations.

The plan will be delivered as follows;

- FCT staff responsibilities will include establishing and maintaining a range of soft landscaping, hard landscaping, building management and maintenance of the Helix lagoon.
- Falkirk Council will be contracted through the SLA for specific building maintenance functions, as well as providing some grounds maintenance functions.
- Other external contractors will be utilised for specialist activities as required.

The timescales for FCT taking over the asset management responsibility for the specific areas of the site are;

Helix Park	– April 2015
Helix South	– Date to be confirmed
Canal Hub	– April 2015
Helix North	– Date to be confirmed
Kelpies Visitor Centre	– June 2015

AMP Financial 2015/16

The table below details the expenditure for asset management activities.

Routine maintenance	£303,904	Tasks which we know will need to be carried out regularly to maintain quality standards, such as grass cutting, litter removal and regular safety checks.
Pre-planned maintenance	£89,694	Tasks such as replacement and repairs which experience dictates will be required but for which an exact frequency and cost is harder to predict.
Reactive work (Primarily one off project costs)	£6,000	Minor changes to the design of the site and or operating procedure which will require investment to implement such as improving the surface of the grassy hill behind the Kelpies Visitors Centre and installing informal paths and seating for the public.
Total	£399,599	

We therefore have in place a robust plan to ensure that the high quality standards for the site are set and maintained to ensure that the site is an exemplar park for both Scotland and the UK.

Catering and Retail

Catering objectives are to support the philosophy of the Helix with the emphasis on fresh wholesome food and where possible a range of food that is locally sourced. Our offer will focus on being able to provide a friendly and efficient service for customers looking for drinks, snacks and light meals.

Some retail products will have been trialled in 2014 and have highlighted interest in Kelpie related products. The iconic images

provide a strong base with which to provide a range of products that appeal to all ages and pricing points. There will be a split between a bespoke and bought in range with emphasis on Scottish, working horses, canals, wildlife and relevant publications, including a newly commissioned guide to The Kelpies. Where possible and commercially viable we will seek to use Scottish and UK suppliers.

Retail objectives 2015/16 based on the opening of the Kelpies Visitor Centre in June 2015:

- To achieve an average GP of 50% across the range;
- To achieve an average transaction value per visitor of £1.29;
- To achieve income of £131,890 in year 1 of operations.

Visitor Centre Café objectives 2015/16 based on the opening of the Kelpies Visitor Centre in June 2015:

- To achieve an average GP of 60% across all sales;
- To achieve an average transaction value of £1.55;
- To achieve income of £158,170 in year 1 of operations.

The Visitor Centre café income per person is based on industry standards uplifted to reflect trading on-site to date and experience at other FCT outlets.

Plaza Café objectives 2015/16:

- To achieve an average GP of 60% across all sales;
- To achieve an average transaction value of £2.20;
- To achieve income of £150,200 in year 2 of operations.

Events Strategy

An events strategy for the Helix has been produced as part of the business planning process. This details the objectives for events on the site as follows;

1. To raise the profile of the Falkirk area through the Helix events programme.
2. To develop an events programme that encourages creativity and physical activity.
3. To attract audiences from a 90 minute drive time of Falkirk.
4. To encourage community participation through the delivery and engagement with events.
5. To attract our target audiences to the Helix and encourage repeat visitors to the site.
6. To use events to increase dwell time on the site and in the wider Falkirk area thus ensuring a positive economic impact for the area.
7. To encourage visitors to explore the entire Helix and encourage them to discover unexplored areas of the site.
8. To undertake commercial activity that delivers income for the Helix through events.

The strategy also identified the resource requirements for the events programme from 2015/16 onwards. The outline programme for the period will include the following:

- Pop-Up Events, running from May 2015 throughout the summer period. These will be 'added value' interventions on the site;
- Sporting events such as Du-Athlon and Open Water swimming activities;
- To develop the Helix site as a location for local community and charity events;
- For 2016 we will look to deliver a national event that ties in with the national Year of Innovation, Design and Architecture;
- The strategy aims to deliver a major national event on a bi-annual basis.

Outdoor Programme

Lagoon Activities

Following an initial trial programme of lagoon activities in 2014 we are planning a revised programme for next year. Previously we have undertaken a mix of instructor led and walk up water based activities and are currently considering the following options for 2015;

- Rowing Boat Hire - Walk Up
- A mix of some canoeing and kayaking activity – both instructor led and walk up
- Windsurfing
- Small boat hire – Walk Up

The learning from year one on the site indicate that a more family friendly walk up hire option on the site would work better than an instructed programme, as this would allow us to capitalise on the large number of visitors in the Plaza Café/Adventure Zone locations.

Other Activities

We will continue to deliver the following activities;

- Nordic Walking
- Photography Safaris
- Biodiversity Walks
- Ranger Natural Habitat Activities
- Heritage and Natural Heritage Walking Tours

Volunteering

To revitalise the volunteering activities at the Helix we are planning to employ a Volunteer Co-ordinator to deliver a Volunteer Action Plan. The objective of this will be to re-engage the volunteers that have been integral to the project in its development phase. We are seeking external funding for the post and it is planned that it will initially be for a two year period. There are a wide array of potential volunteer activities from supporting the delivery of the asset management plan through to the further development of the walking tours that are already being delivered.

Marketing

Marketing activity for the 2015/16 period will focus on the following objectives:

- Establish the Helix and Kelpies as one of the must see destination's in Scotland;
- To support the successful opening of the Kelpies Visitor Centre;
- To deliver marketing activity that supports income generation for FCT in all relevant areas of the Helix;
- To capitalise on the interest and activity related to the Kelpies that has been successfully achieved during 2014;
- To work in partnership with relevant bodies, including Visit Scotland to target visitors within a 90 minute drive time as well as seeking a UK and international audience;
- To implement a Travel Trade engagement plan that delivers a sustainable group travel market to the site.

Management and Staffing

There are a number of new posts being created to deliver the operational activities in 2015/16. All of these posts are critical in the successful delivery of the AMP as well as for the opening of the Kelpies Visitor Centre including catering, retail and tours. The posts include;

- Parks Assistants
- Kelpies Tour Guides
- GardenersCleaners
- Volunteer Co-ordinator
- Customer Service Assistants for café areas

Flexibility has been built into the staffing resources to take into account the seasonal visitation levels to the site, and this will allow us to alternate levels depending on the requirements of the site, and will not incur unnecessary staffing costs.

Monitoring and Evaluation

Our monitoring and evaluation tools have already provided us with a range of information with regard to year one of the sites operations.

Visitor Numbers

The table below details the visitor numbers from April to September 2014.

Apr	May	Jun	Jul	Aug	Sep	Total
55,855	102,870	85,560	213,033	115,221	108,078	680,617

We will continue to monitor the following areas as part of our management reporting processes;

- A Perception Study was carried out in October 2014 in the local area and results from this will be completed by January 2015
- Income and expenditure for all relevant areas
- Number and type of events held and corresponding attendees during these activities
- Additional visitor surveys to aid research and development on the site
- Volunteer engagement and activities
- Community engagement with the site via events and other activities.

Risk

The most significant risk for this Business Plan is around delays in the opening of the Visitor Centre. The Business Plan has been prepared on the basis of an uplift in income levels and maintaining visitor numbers. This new element currently programmed to open in June 2015 will be critical to maintaining visitor interest and promoting awareness. Delay in the programme would cause us to miss the main summer season and have a significant impact on income generation and reputation. We consider this a high level risk for the plan.

A lower level risk relates to opening a new catering operation with close competitors. Operations exist at the Horsebox Café and at Falkirk Stadium. We require to ensure a quality offer from the outset that is well promoted and marketed.

Finance

The budget for each of the next 3 years is set out in the Plan and detailed income and expenditure for all areas has been forecasted.

We are planning for a reduction to the Helix funding from Falkirk Council over the next three years as follows; £50k in 2015/16, £50k in 2016/17 and £40k in 2017/18. It is expected that we will meet the reduction by generating additional income by the various actions detailed earlier in this Summary. Contingency for the next 3 years is;

- 2015/16: 13%
- 2016/17: 12%
- 2017/18: 10%

	15/16 Estimate	16/17 Estimate	17/18 Estimate
Operations	179,070	182,650	186,140
Marketing	159,290	161,850	163,130
Asset Management Plan	420,690	428,520	436,660
Visitor Centre - Admissions	(32,540)	(41,310)	(23,330)
Visitor Centre - Catering & Retail	(6,690)	(49,220)	(31,190)
Programme	144,520	75,710	76,930
Plaza Café	(36,280)	(37,160)	(38,050)
Development Costs	n/a	70,960	n/a
Contingency	121,940	108,000	89,710
Grand Total	950,000	900,000	860,000

The following assumptions have informed the financial projections for 2015/16:

- The Visitor Centre opening on June 20th 2015 impacting on both income and expenditure;
- The projected visitors numbers being achieved as per the key projections section;
- A contingency will be required to account for unforeseen costs with regard to the opening of the KVC in 2015/16;
- Tour income is based on the tours achieving the same number of visitors as projected for 2014;
- Average admission price on the tours of £5.66 per visitor;
- Retail income per person of £1.29. These are based on comparator attractions;
- Kelpies Visitor Centre Café income per person of £1.55. Based on comparator attractions and other FCT outlets;
- Plaza Café income per person of £2.20. These are based on income per person at the Plaza Café as of September 2014;
- VAT on tour income applied;
- Gift Aid has not been applied at present however the Trust is actively pursuing this.

Development Costs 2016/17

We are also planning to utilise any unallocated expenditure into our project costs to ensure the site operates effectively and meets the high quality standards we will establish. This will be informed by the Helix issues log that is being prioritised in conjunction with the Capital team. This deals with design and site issues that have been identified in the first year of the site operations. This may include infrastructure and car parking improvements, Helix wide interpretation of the natural environment, as well as assessing how we increase our volunteer programme and supporting Helix Phase 2 planning. This will ensure that we are meeting the objectives of the Helix project as well as that of the BIG Lottery outputs.

2014/15 Budget

As this was the first year of budgeting for management and operating of the site there have been a number of unknown factors that have impacted on the expenditure, primarily the delay in the building.

Many of the costs that were forecasted for the 2014/15 budget were not incurred because of the delay in the construction and opening of the Kelpies Visitor Centre. This includes;

- Kitchen Equipment
- Café Fit Out Costs
- Retail Fit Out Costs
- Furniture and Equipment
- IT installation cost

There are also additional unforeseen costs including:

- Issues arising from the significant number of visitors on the site such as the requirement to install additional fencing at the park verges to stop visitors parking on them;
- Design improvements such as with the crawl tunnels at the Adventure Zone;
- Creation of additional building to augment the KVC;
- Additional staffing to cope with visitor numbers.

Therefore costs have been less than forecasted but will still be incurred at a later date. The budget will continue to be managed to ensure cost effectiveness in conjunction with the project progress particularly in relation to the opening of the Kelpies Visitor Centre.