

The background of the slide features the Falkirk Council Coat of Arms. It is a shield divided into four quarters. The top-left quarter shows a saltire (X-shaped cross) on a blue field. The top-right quarter shows a stag's head facing left. The bottom-left quarter shows a three-masted sailing ship on wavy lines representing water. The bottom-right quarter shows a crowned eagle with wings spread. Above the shield is a crown with four fleurs-de-lis. A banner at the bottom of the shield contains the motto 'A'NE FOR A' in white capital letters.

AGENDA ITEM

11

Falkirk Community Trust – Delivery Plans

Falkirk Council

Title: Falkirk Community Trust – Delivery Plans
Meeting: Executive
Date: 27 September 2016
Submitted By: Director of Corporate and Housing Services

1. Purpose of Report

- 1.1 The purpose of this report is to present three delivery plans which have been developed by Falkirk Community Trust for approval.

2. Recommendations

- 2.1 **The Executive is asked to consider and agree the following delivery plans:-**

(1) A Physical Activity and Wellbeing Plan for Falkirk;

(2) Arts Plan 2016-2021; and

(3) The Future of our Libraries – A Library Service Development Plan for Falkirk 2016-2021.

3. Background

- 3.1 The Council's advisers on culture and sport, Falkirk Community Trust had developed a Culture and Sports Strategy for Falkirk 2014- 2024 ('Inspiring Active Lives') for the Executive's consideration in September 2013. The Executive set up a policy development panel to "reflect on the draft strategy" and to "look at how the strategy will progress to implementation beyond the board intent set within the Strategy".
- 3.2 The panel's findings were presented to the Executive on 14 March 2014 together with a revised strategy.
- 3.3 The panel had been satisfied with the general direction of, and commitments set out in, the Strategy. However it recognised the importance of delivery plan actions which will deliver the vision and objectives of the strategy. The delivery plans cover periods of 3-5 years and articulate outcomes to be achieved over the term of the plan.
- 3.4 The Strategy itself states that the plans will be developed in consultation with appropriate sector stakeholders.
- 3.5 The panel concluded that members should be engaged by the Trust in 'a meaningful' way in the development of delivery plans and set out the following protocol:-

- the Trust will prepare a communication plan for each delivery plan which will outline when and where key stakeholders, including Members will be consulted. This should include early dialogue at an early stage in the development of delivery plans;
- early consultation should include the portfolio holder for Culture, Leisure and Tourism and the Council Leader;
- all Members should be encouraged to contribute to the development of delivery plans; and
- the Trust will seek the approval of its Board for draft delivery plans, after which they will be sent to the Council for sign off by the Executive.

3.6 The Executive agreed the panel's recommendations in regard to the development of the delivery plans and approved the Culture and Sports Strategy.

3.7 Since then, a 2-stage protocol has been implemented between the Trust and Council. In the first stage will advise the Council of its timetable for developing policies/plans. This will include detail of how the Trust intends to consult with the portfolio holder and elected members in the development stage. Stage 2 sets out a process by which relevant services and the portfolio holder will consider the draft policy/plan and raise any issues /concerns with the Trust. It includes a 'consideration' meeting at which officers and the Trust will aim to resolve any issues in regard to the content.

3.8 The protocol ensures that meaningful consultation is carried out with key stakeholders, including elected members, that the Trust Board approves each draft plan and that there is an opportunity for the Council to consider each plan corporately with opportunity for feedback and dialogue with the Trust prior to its submission to the Executive for approval.

4. Considerations

4.1 The following delivery plans have been submitted to the Executive for approval:-

- A Physical Activity and Wellbeing Plan for Falkirk;
- Arts Plan 2016-2021; and
- The Future of our Libraries – A Library Service Development Plan for Falkirk 2016-2021.

4.2 Each plan is different in scope and aim, indeed the Culture and Sports Strategy itself recognises that 'some plans will have greater focus on some objectives'. However each will 'articulate outcomes' (which support the aims of the Culture and Sport Strategy) to be achieved over the term of the plan. Each plan is a 'call to arms' to partners, stakeholders and the wider community to work together, plan together and speak with one voice, with the Trust, to ensure effective use of limited resources to achieve these outcomes.

A Physical Activity and Wellbeing Plan for Falkirk

- 4.3 This plan and its predecessor has historically, and will continue to make a significant contribution to the current Strategic Community Plan, the Single Outcome Agreement, and the forthcoming SOLD plan, as follows:
- Our citizens will be supported to make positive health choices and lifestyles in order that they can live longer – local outcome;
 - Our citizens and communities will be encouraged to take responsibility for their own health and wellbeing – local outcome; and
 - Early intervention will make a positive long term difference to the area's health and wellbeing.
- 4.4 The purpose of the Plan is to increase the levels of participation in physical activity and wellbeing programmes, with a particular focus on those for whom the health benefits of participation will be greatest. The consultative draft was prepared following considerable engagement and discussion with key practitioners in the health sector.
- 4.5 The Plan is informed by the Culture and Sport Strategy *Inspiring Active Lives* and is structured around the 4 themes of:
- participation - consulting, programming, delivering and increasing;
 - motivation – targeting, promoting, engaging and inspiring;
 - venues – multipurpose, home/workplace, accessibility and outdoor; and
 - partnership – supporting, collaborating, resource sharing and co-ordinating.
- 4.6 The plan sets out the local and national and local context for each theme. It identifies motivation as the most important of the themes stating that ‘without motivation, venues, classes and services in the world won’t make a difference to people’s activity levels’ A key issue for the Plan is how to motivate the inactive to participate.
- 4.7 The plan was endorsed by the Leadership Board of the SCP Partnership in November 2015. . An action plan is currently being developed via the action plan process for outcome 4 of the SOLD.

Arts Plan 2016 – 2021

- 4.8 The Arts Delivery Plan sets out a shared vision whereby the Falkirk area is “a vibrant place in which the arts are integral to the lives of all who live and work here and where the value of the arts is explicit to all who visit. The shared mission is to work together in a way that connects people, ideas and resources across the arts sectors: public, third voluntary and independent sectors,
- 4.9 It identifies five propositions upon which the vision and mission are built, these are:-
- Sharing
 - Planning
 - Programmes
 - Venues

- Funding

4.10 The plan sets out 3 key outcomes:-

- expanding audiences and increasing participation across all art forms and venues;
- driving efficient use of resources by working together;
- that the arts make a positive contribution to the area's wellbeing and those most in need.

4.11 A mandate has been secured from the arts communities in the area for the approach set out in the Plan mindful of the challenges (and opportunities) facing the sector. At the centre of this action plan is the establishment of an Arts Network representing each of the sectors. A half-day workshop will be scheduled for the autumn led by an external facilitator and designed to explore in more detail how the Network will work including leadership, membership, terms of reference including effective collaboration, eliminating competition and encouraging co-operation. This will include a review and refining of objectives and priorities and preparing the first in a series of annual action plans.

Key tasks for the Network identified during the consultation which need to be built into the forward plan include:

- Articulating the instrumental impact of the arts more clearly, particularly in respect of economic development, and place making, continuing the journey that the area has been on for the last 15 years;
- Securing and retaining interest and participation by all sectors but, in particular, independent artists;
- Building financial resilience;
- Shared risk across sectors;
- Exploring tools/approaches for measuring impact.

A number of practical ideas to be explored include:

- Arts ambassador;
- Artist database / arts directory;
- Social prescribing.

Library Service Development Plan

4.10 The Library Plan reflects the National Strategy for Scotland's Public Libraries which was published in 2015. It sets a vision that libraries will be animated community hubs, which will be:-

- places for learning, particularly digital skills and family learning;
- social places where people can meet and collaborate;;
- flexible places for partners to deliver their services;
- events spaces for children and adults;;
- cultural spaces offering creative opportunities for consumption and participation, and

- places for communities to engage with their heritage and promote community cohesion.
- 4.11 As hubs, libraries will be centres of activity where staff can articulate the intrinsic value of reading, listening and understanding. Again the Plan is a call to action, setting out how the Trust will collaborate with partners and stakeholders to align resources and plans to both transform the role of libraries within their communities.
- 4.12 The plan identifies the following outcomes:-
- users are informed, articulate, literate and confident;
 - communities are animated, productive and cohesive;
 - staff are dynamic, creative, informed and informative;
 - services are relevant, high quality and accessible;
 - buildings are vibrant, flexible, welcoming and safe; and
 - IT is relevant, accessible (and on the cloud).

5. Consultation

- 5.1 Each plan has been developed in consultation with stakeholders, in accordance with the protocols established by the Executive. This has included elected members and relevant Services within the Council.

6. Implications

Financial

- 6.1 The delivery of these plans will be led by Falkirk Community Trust working closely with partners and stakeholders to ensure that, where possible, resources are aligned to ensure maximum impact. Costs relating to the delivery of the plans will be met from within existing budgets subject to ongoing financial constraints.

Resources

- 6.2 All actions within each of the plans will have a lead agency identified. Any resource implications arising from the actions set out in the plans will be managed by the action lead. Again, mindful of the financial constraints facing the public sector in particular it is likely the scale of the delivery programmes may need to be adjusted to reflect the resources available from community planning partners.

Legal

- 6.3 There are no legal implications.

Risk

- 6.4 Risks relating to the delivery of the plans will be captured within the Trust's Risk Register together with mitigating actions.

Equalities

- 6.5 All the plans recognise the role of culture and sport in addressing inequalities; as such, an equality and poverty impact assessment was not required.

Sustainability/Environmental Impact

- 6.6 Not applicable.

7. Conclusion

- 7.1 The delivery plans have been developed by the Trust in accordance with the protocol established by the Executive having had regard to comments from elected members and Services and are presented for approval.

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Date: 19 September 2016

Appendices

- (1) A Physical Activity and Wellbeing Plan for Falkirk;**
- (2) Arts Plan 2016-2021; and**
- (3) The Future of our Libraries – A Library Service Development Plan for Falkirk 2016-2021.**

List of Background Papers:

The following papers were relied on in the preparation of this report in terms of the Local Government (Scotland) Act 1973:

- Delivery Plan file



Falkirk Community Trust

A Physical Activity & Wellbeing Plan for Falkirk

Draft | May 2015

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1. Executive Summary

'If physical activity was a pill, every doctor in the land would prescribe it every day' Dr Andrew Murray, Scottish Government Physical Activity Champion

The benefits of being physically active have never been so high profile as today, and events such as the London 2012 Olympics and the Glasgow 2014 Commonwealth Games have brought the excitement of participation to more people's lives than ever before. In Falkirk, we have an unprecedented opportunity to benefit from investment in our green spaces to get more people active, from our Core Paths to the magnificent Helix Park and the Kelpies.

However, it's not enough to provide facilities, venues and services; we need to engage and inspire the people of Falkirk to take responsibility and benefit their own health and wellbeing. We need to make a concerted effort to target those who would benefit the most from even a small increase in activity, and show them that it doesn't have to be a chore; it is fun, sociable, mood enhancing and life affirming to do something positive for your wellbeing!

The Physical Activity and Wellbeing Plan is developed from, and sits underneath 'Inspiring Active Lives', the Culture and Sport Strategy for the Falkirk area. It has been developed by Falkirk Community Trust on behalf of Falkirk Council, as a 'call to arms' to our partners to embrace the opportunities we have to reduce inactivity and sedentary behaviour, and promote the benefits of a healthier, happier population. The Plan, and its outcomes, will make a key contribution to Falkirk Community Planning Partnership's drive to reduce health inequalities and improve people's wellbeing through the development of the new Single Outcome Local Delivery Plan.

This Plan will also interface fully with other Trust services and plans, such as for Sports Development, Active Schools and Arts, as well as partner plans such as Transport Planning's 'Smarter Choices' programme to ensure we create pathways for everyone, regardless of age, ability or level of fitness.

We echo the Vision Statement from 'Inspiring Active Lives', in that we are looking to create 'A place with vibrant culture and sporting opportunities where people can achieve fulfilled and active lifestyles'. More simply, our Mission Statement for this Plan is that we want 'More People, More Active, More Often'.

The Plan looks at four key themes – Participation, Motivation, Venues and Partnership to identify how we can all be more active in our everyday lives. Within each theme, we look at the local picture, our objectives and some potential opportunities across the Trust and our partners. We want to build on existing activity, share good practice, and create and strengthen partnerships to ensure we have opportunities for all to be more active every day.

However, this is a Physical Activity and Wellbeing Plan with a difference. Any activity that gets people moving, socialising and interacting has a benefit on our physical, social and mental wellbeing. As such, we want to make sure that we are placing equal importance on activities which may not immediately strike us as traditionally

exercise based, but which get us out of the house, meeting new people, learning new skills and encouraging us to do more. These can include painting, photography, singing, musical theatre, gardening, heritage and many more. This is an exciting challenge, and a great opportunity to engage a whole range of new partners.

Motivation is the starting point for any behaviour changes, and if we want to increase participation in our activities and services, we need to look at how we promote and market our offer. In the Plan, we consider the difference between 'outcome' and 'intrinsic' motivational styles, and how these affect our decision to take part in an activity. Health messages tend to focus on an end product, such as losing weight or reducing risk of developing certain conditions. Should we be looking instead at how our emotions, values and beliefs shape our behaviour, and how we can tap into these to increase activity almost by stealth?

2. Introduction

Falkirk Community Trust was set up in 2011 to deliver Culture and Sport services on behalf of Falkirk Council, which was one of the first Local Authorities to set up a Physical Activity Strategy in 2007. We have around 500 employees, with venues in nearly every community across the Falkirk Council area, and we deliver a rich variety of services across Culture and Sport.

We are responsible for the management and development of Sport, Fitness, Outdoors, Parks, Arts, Heritage, Libraries and we also manage Helix Park, home of the magnificent Kelpies. More specifically for the purposes of this Plan, we have a range of activity opportunities in our gyms, fitness classes, walking programmes and Physical Activity Referral programmes, arts and drama, heritage activities and the network of paths through the Helix and beyond

Falkirk Community Trust is the lead organisation in the Let's Make Falkirk More Active partnership group, who were a key part of the development of the initial Physical Activity Strategy in 2007. Our members include services from Falkirk Council, NHS Forth Valley and CVS Falkirk, and up until recently we have been delivering the action plan developed from the original Strategy.

Inspiring Active Lives, the Culture and Sport Strategy for Falkirk is an overarching document written by the Trust on behalf of Falkirk Council and outlines a 10 year Strategy for managing and developing the many services we provide. Physical Activity and Wellbeing will be one of the first Plans developed from Inspiring Active Lives, but it will interface with those to come from our other areas.

This document is designed to be a 'call to arms' to all our partners to appreciate the benefits of having a more active population in Falkirk, and to raise awareness of dangers of ignoring an ever increasing sedentary population. New research is providing more and more evidence about the dangers of a sedentary lifestyle, even for those who currently meet physical activity guidelines, and we have to look at new ways to encourage more people to be more active, more often. We also need to look at how we can influence decision making at local strategic level to recognise the benefits and importance of having physically active and mentally well residents and workers.

Most people are aware that they need to be more active in daily life. What they lack is the motivation to do so; unsurprising if physical activity retains the flavour of something someone does because 'it's good for them'. Perhaps we need to look at the tactics we are using to try and encourage people to participate? Should we shift the focus from the outcome (better health, reduced risk of long term conditions) towards the journey (trying something new, meeting new people, having pride in achieving something they thought they'd never be able to do)?

This Plan needs to look at more than just what programmes and services we offer, and how many venues we provide them in; we need to motivate the unmoved to step out of their comfort zone, and into our facilities, parks and paths!

This can't just be the responsibility for one organisation; the wellbeing of our area is important to everyone and as such everyone has a part to play in helping increase the activity and wellbeing of the Falkirk area. NHS Forth Valley and Falkirk Council are key partners, as they experience the impact of the areas wellbeing both in terms of the services they provide, and the staff they employ.

But the scope of the document means that there are opportunities to engage with new partners to look at how being active can manifest itself in so many different unexpected ways.

3. Definition and Process

Definition

Falkirk Community Trust is developing Delivery Plans and Strategies for all its services and it's important to align, rather than duplicate, our objectives and actions. As such, for the purposes of this Plan, we will be looking at 'entry level' activity where participants can gain confidence and improve their levels of fitness before progressing into mainstream sport and fitness.

This Plan will therefore include existing programmes and pathways into physical activity, such as Step Forth, Active Forth, the Go Card concessionary scheme and the staff Healthy Lifestyle schemes, as well as self-led activity like walking, cycling, active travel, and other pleasure 'pay and play' activities such as swimming or Par 3 golf. It will also include activity provided through Arts, Heritage, Libraries and Parks, such as drama, painting, heritage and ranger led activity.

We have expanded our thinking on how to increase wellbeing by looking at incorporating less traditional activities into the Plan. Hobbies such as photography, singing, dance, arts and crafts all help to reduce mental ill health, increase confidence, reduce sedentary behaviour and increase social wellbeing. We are in the privileged position to be able to draw on the skills and talents of our Arts, Heritage and Library services to help increase activity in less obvious ways, as well as provide alternative venues for delivery.

Sedentary vs. Inactive – What's the Difference?

According to the British Heart Foundation National Centre for Physical Activity and Health, any behaviour which involves sitting or lying down, with low or minimum energy expenditure is considered sedentary. Examples of sedentary behaviour include watching television or using a computer, reading, driving a car or sitting at work or at school.

Examples of non-sedentary behaviour while seated or lying down include sleeping, pushing a wheelchair, floor based play with children or using a piece of exercise equipment such as a bench press or stationary bike.

It is important to note that sedentary doesn't necessarily equal inactive; someone who attends an hour long fitness class three times a week may well be considered active for the purposes of the physical activity guidelines, but if they work in an office and spend 8 hours a day seated at a computer, they are still considered sedentary.

So why is sedentary behaviour important if you are meeting the physical activity guidelines?

There is a growing body of evidence to suggest that sedentary behaviour is linked to an increased risk of chronic disease, including type 2 diabetes, cardiovascular disease and may increase risk for certain types of cancer. Even those who currently meet physical activity guidelines may be susceptible (BHF, 2012).

We have well established facilities and services in the Falkirk Council area for delivering physical activity; from our gyms, sports centres and Community Schools to

our parks and green spaces; from our classes and coached sessions to our led walks and volunteering opportunities.

While these have proven popular and they are well used, we have to appreciate that these interventions can't and won't reach everyone. Not everyone feels comfortable in a leisure environment and not everyone is able to go for a walk. Previous experiences of exercising may have put some people off for life; others may be put off because of fear of exacerbating existing health conditions.

We need to shift the perception that physical activity is something you have to do to be healthy, and make it something you want to do because it's fun, positive and engaging. We also need to look at how physical activity can be incorporated into people's daily lives, almost by stealth, by considering not only the health implications but their wants, needs and desires. This may lead to some unusual and unexpected approaches, and we need to be brave when we consider new innovations!

We are in the fortunate position of having a Community Trust with a wide range of services, skills and experience; we will be able to generate creative and innovative ideas if we are all passionate about the end goal.

Interfaces

Predominantly the Plan will interface with all the other Trust Delivery Plans, including the Volunteering Strategy, to make sure that progression pathways and activities are delivered in synergy rather than in duplication, and to avoid creating gaps. However, there is a strong need to link to our Let's Make Falkirk More Active partner's Plans and Strategies in the Council, the NHS and the Third Sector.

The Plan will also feed into the new Single Outcome Local Delivery Plan, which takes the place of the existing Single Outcome Agreement and Strategic Community Plan for 2015.

Process to Date

In order to set the scene and identify what's happening locally and nationally, a research and development phase took place. This included a desktop exercise to review what other Local Authorities and Leisure Trusts are doing to promote and increase participation in Physical Activity. Sporta have also produced a Purple Paper, with examples of good practice collated from Leisure Trusts and Local Authorities across the UK.

Local strategic documents have been examined to look at where Physical Activity and Wellbeing has been prioritised, including Equally Well in Falkirk, the Falkirk Council Single Outcome Agreement, Falkirk Strategic Community Plan and Inspiring Active Lives. We also looked at demographics at local level, such as ScotPHO Health & Wellbeing profiles, and nationally from the Scottish Household Survey (2014) and the Scottish Health Survey, last published in 2012.

A number of discussions and consultations took place with groups and individuals to scope how physical activity is being delivered around the Falkirk area. The objective was to get a feel for the issues in the local area, from primary care to rehabilitation and health improvement, as well as proposed changes to structures and staffing in NHS Forth Valley and NHS Health Scotland in the coming months and years.

From this information, and after consultation with Falkirk Community Trust's Senior Management Team, a Key Issues paper was developed and circulated to key stakeholders, including Trust staff, the Let's Make Falkirk More Active Group, local referring partners and all the groups consulted. From this, a series of Key Questions were developed around each of the four themes from Inspiring Active Lives – Participation, Motivation, Venue and Partnership.

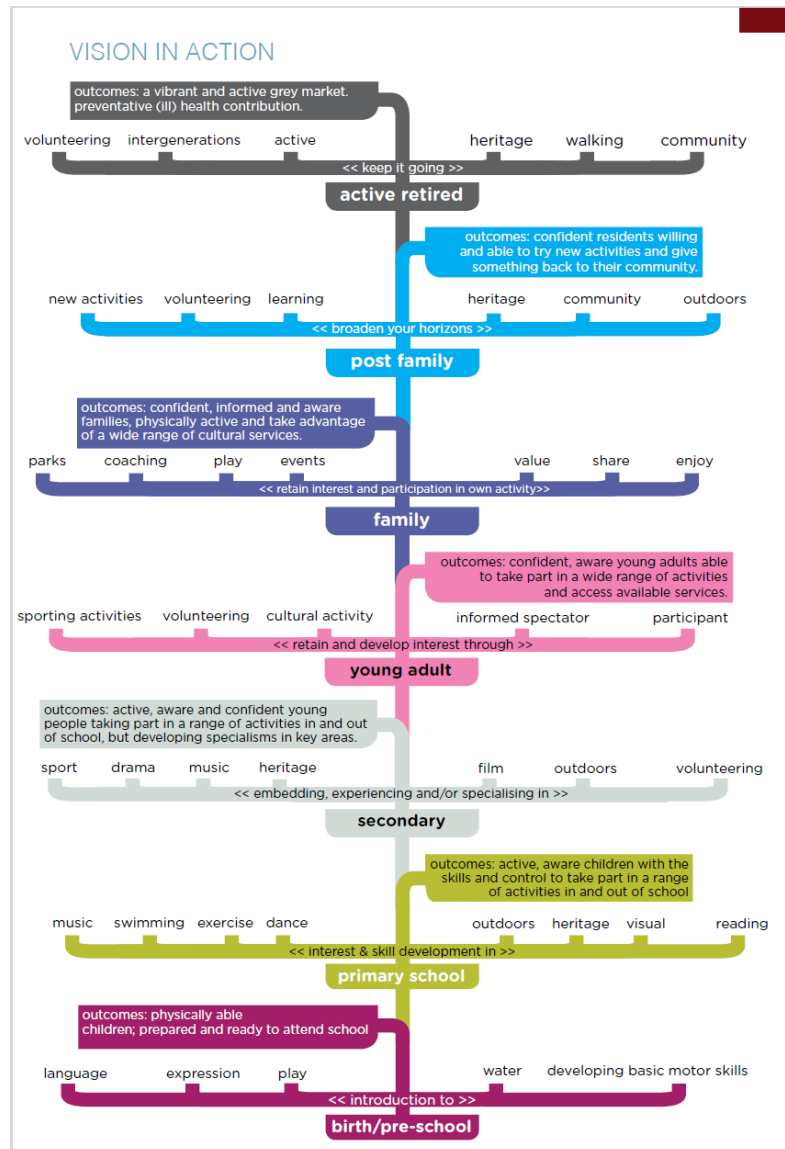
The next stage was to reengage those who had initially fed into the Key Issues paper to check understanding, review the Key Issues and Questions, and identify some opportunities for future development. We held a consultation event at Bo'ness Town Hall with a range of staff and partners, and also met individually with those who were unable to attend the event. Some smaller focus sessions were held with the Forth Valley Walking Forum and an older adult's community group.

The British Heart Foundation's National Centre for Physical Activity and Health hold an annual conference, and this year the topic was on 'Physical Activity by Stealth'. We took the opportunity to attend and take learning from the conference to inform the direction of the Plan.

The information from the conference, the consultations, the focus groups and the key issues paper were all brought together to develop the framework for the Physical Activity and Wellbeing Plan, and objectives and opportunities identified.

4. Vision - A Call to Arms

Participating in Physical and Wellbeing activity benefits every section of the community, at every age group. We want to develop a Plan which inspires everyone to have a healthy, fulfilled and active life.



Vision Statement

A place with vibrant culture and sporting opportunities where people can achieve fulfilled and active lifestyles

Mission Statement for Physical Activity and Wellbeing Plan

More People, More Active, More Often

5. Current Position/Strategic Context

The importance of physical, social and mental wellbeing has become a national talking point like never before. For the first time, Physical Activity has become a Scottish Government National Indicator, and the Let's Make Scotland More Active Strategy are capitalising on the once in a lifetime events of 2014 such as the Glasgow Commonwealth Games and the Ryder Cup, which have captured the imagination of so many.

The Scottish Health Survey (2013) shows that the number of adults meeting the physical activity guidelines (150 minutes of moderate level intensity per week) is up from 62% to 64% since 2012. Scotland is one of the few countries actually showing an increase in physical activity participation. However, a closer look at the stats shows that the increase is in fact only attributable to men.

	Men	Women	All
	%	%	%
2012	67	58	62
2013	71	58	64

Table contents taken from SHeS (2013)

It also confirms that only 4% of adults aged 19 and over know the government recommended guidelines of 150 minutes of moderate level physical activity per week, with over 77% of adults overestimating the amount of activity they need for health.

Physical inactivity is high on the public health agenda for good reason. Inactivity has been identified as being more harmful to health than obesity, with the University of Cambridge attributing 676,000 deaths a year to being physically inactive, compared with 337,000 to obesity. Eliminating physical inactivity in Europe would cut mortality rates by 7.5%, compared with 3.6% for obesity.

A report on the burden of ill health due to physical inactivity was published by NHS Health Scotland in 2012, which took in account the cost of primary and secondary care treatment for five disease areas most commonly associated with physical inactivity; ischaemic heart disease, cerebrovascular disease, breast cancer, colon or rectum cancer and diabetes mellitus. The report calculated how being physically active affects the number of people being diagnosed with these diseases if all other variables are held the same, and then calculated the costs of GP and practice nurse appointments, prescriptions, inpatient and outpatient treatment for each.

The cost of physical inactivity for the NHS in Scotland for these five disease areas was approximated at about £94.1 million, equating to £18.30 per head of population in Scotland. If we consider Falkirk Council area's population of 157,140 (Falkirk Council R&I Team), this could be costing up to £2.8M per year for NHS Forth Valley. The worrying issue is that these statistics don't include dementia, depression, anxiety and stress, or the cost of treatment related to falls, because of the difficulty is calculating the percentage risk factors, or the lack of epidemiological data. Falkirk has health inequalities like any other area, and from the 2014 ScotPHO profile for Falkirk we can see that Falkirk has a higher than national average rate of prescription

for anxiety, depression and psychosis, as well as higher levels of hospitalisation for cerebrovascular diseases such as stroke. We have seen above that physical inactivity is a risk factor for cerebrovascular disease, and that exercise has proven to be as effective as medication to alleviate symptoms of mild to moderate depressions and anxiety, particularly outdoor activity like walking, gardening and photography.

So what's happening locally and nationally to turn the tide of inactivity and sedentary behaviour?

Health & Social Care Integration is a Scottish Government initiative to improve delivery of health and social care provision in each area. The aim is to make provision of services seamless from a user point of view, taking into consideration their specific needs, and makes the best use of all the resources available across all organisations. These are intended to help achieve the national health and wellbeing outcomes, which are:

- People are able to look after and improve their own health and wellbeing and live in good health for longer.
- People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
- People who use health and social care services have positive experiences of those services, and have their dignity respected.
- Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
- Health and social care services contribute to reducing health inequalities.
- People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing.
- People using health and social care services are safe from harm.
- People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
- Resources are used effectively and efficiently in the provision of health and social care services (Scottish Government website).

In a time of reduced funding, budget reviews and an increased focus on improved performance, increasing physical and wellbeing activity has a significant part to play as both a preventative measure and a successful treatment in management of long term conditions.

NHS Health Scotland has designed a Physical Activity Pathway, which allows health professionals to assess and provide brief advice and interventions to people attending their services. It follows a simple flow chart format where the health professional will raise the issue of physical activity, assess whether the patient is doing enough to meet the guidelines, and if not, ask whether they are interested in looking at ways to increase their activity levels.

The pathway was produced by the NHS after evidence showed the importance of using health professionals to promote physical activity. The brief advice/brief intervention method was chosen as it is cost and clinically effective for those in primary care. Although the intervention was designed for use in primary care, secondary care has also found the tool of great use when working with patients.

There are new strategies coming out regularly, the most recent being the development of the National Walking Strategy, launched here on home soil in our own Helix Park. The latest Scottish Household Survey (2014) confirmed that the number of adults being physically active was up slightly in recent years, but the most significant increase was in the number of people walking. No surprise to us in Falkirk, who have always known the benefits of a good walk, hence the development of the Big Fit Walk initiative, not to mention our successful Walking for Health programmes from Step Forth and Braveheart. Following investment from Falkirk Council and the development of the 2010 Core Paths Plan, Falkirk now benefits from a network of paths stretching over 250 miles. A wider range of users can now benefit from the paths network for commuting, active leisure, family activities and access to local amenities, with a good proportion of the network suitable for multiple users.

However, we are also an ageing nation, and the 'Active & Healthy Ageing' Plan was launched this year in a bid to help an ageing population lead happier, healthier, more fulfilled lives. Key outcomes include the importance of healthier lifestyles, with reduced inequalities and the ability to live independently for longer.

Falls in those aged 65 and over are common, and as people age, the implications of a fall become more serious. The physical implications of a fall can be fractures, immobility, cuts and bruises, as well as the potential for having to lie in the same area for an extended period of time before help can arrive.

However, the psychological impact of a fall can be just as serious, if not more. The loss of confidence and self-esteem can lead older adults to lose their sense of independence, and become more reliant on family and carers to do tasks which they were previously capable. Social isolation can increase, as fear of having a fall outside may cause older adults to withdraw from activity. And older adults may start to reduce their level of physical activity for fear of falling again, which leads to a negative spiral of weaker leg muscles, reduced reaction time and reduced balance which will lead to a greater incidence of repeat falls.

In Falkirk, we recognised that many of these falls are preventable, and that the severity of injury could be reduced if a fall does occur. We have introduced strength and balance exercises into our Active Forth classes, and we have Otago Strength & Balance sessions run through our Step Forth programme. We also worked with Paths For All, the Scottish Walking for Health Charity, and Professor Dawn Skelton from Glasgow Caledonian University to develop a training course; leaflet and cue card pack so that exercises could be delivered in a variety of settings by Volunteer Walk Leaders, care home staff or community group leaders. We have also recently received funding from NHS Forth Valley Giving to allow four members of staff to attend Postural Stability Instructor training in early 2015 so we can further our provision.

Tackling falls is a Forth Valley wide concern, and Falkirk Community Trust is a member of the NHS Forth Valley Falls Strategy Implementation Group, which looks at Falls Prevention within all care settings. A multi-agency sub group is currently looking at the provision of strength and balance activity in the community, with the aim of ensuring that provision is equitable and targeted at areas which need it most, particularly those who are currently doing no activity.

The Active Scotland Household tool was developed by **sportscotland** in 2011 as a tool to help providers of sport, physical activity and outdoor recreation look at the makeup of their local area in terms of what activities they like to do, their marketing preferences and their attitudes and behaviours towards physical activity. It is based on information from a range of sources, including the Scottish Household Survey, the Scottish Health Survey and Scottish Natural Heritage, and put together in partnership with NHS Health Scotland, Scottish Government and Experian.

Postcode areas are categorised by the most dominant of eleven different profiles, and an overall Local Authority profile is provided too.

The majority of Falkirk households fall into Band I, Leisure Pursuits. These groups are categorised as 'People living in better quality council housing which they may have bought. They have low levels of participation and their unhealthy lifestyles may be starting to catch up with them.'

Each profile not only looks at the demographics of each postcode area, but how they view physical activity and wellbeing. It also has a section on what messages and promotions are most likely to resonate with them and engage them.

Looking forward, Falkirk's Single Outcome Agreement will be reviewed in 2015, along with the Strategic Community Plan. The most recent SOA now includes Physical Activity as a priority alongside Health Inequalities, and Falkirk Community Trust has a key role to play in ensuring a strong message. This sits alongside a Forth Valley wide NHS Clinical Services review, a national review of Public Health and the roll out of the Health & Social Care Partnership, taking over from Reshaping Care for Older People programme.

6. Key Issues Summary

A period of research and fact finding took place in the early stages of the development of this Plan, and this took the form of a desktop review of local and national strategy, including other Local Authority and Leisure Trust Plans. In addition, we had discussions with key stakeholders on how they view physical activity and wellbeing in terms of their patients, users or communities. A summary of the key issues raised is provided below.

The Themes for the Physical Activity and Wellbeing Plan will mirror those of its overarching document, Inspiring Active Lives, and as such the Key Issues have been grouped under these; Participation, Motivation, Venues and Partnership.

Participation - Consulting, Programming, Delivering, Increasing

- Competition for leisure time is fierce. Physical activity isn't seen as the norm or the first choice of leisure time activity for many. This will require a culture shift to improve participation and make being active a natural choice.
- Local area surveys have shown that a large percentage of respondents couldn't be persuaded to participate in any sport or leisure activity, regardless of financial incentive (concessionary rates etc), availability of venue or range of activities available.
- There has been a swing in participation in healthy lifestyle activities across the Trust; walking programmes have increased over the last few years, while referrals to Active Forth have dropped. We need to look at whether this reflects a change in what participants wish to do in their leisure time, or whether the Active Forth programme needs to review its delivery to realign with referrers and patient needs.
- Volunteering has seen a big surge in popularity, particularly through the development of Games Makers and clyde-siders, and this could be a way of increasing participation in both volunteer and prospective participants. Support, guidance, training and incentive must be key parts of the engagement of volunteers.
- Programming is often ad-hoc, reactive rather than proactive, and developed without consultation with those they are targeting. There is also an issue with products and services across the Trust being developed in silos so that services end up inadvertently in competition with each other for the same market share.
- Funding for programmes is often for targeted interventions or groups – cancer, heart failure, Chronic Obstructive Pulmonary Disease, Black & Minority Ethnic groups or gender specific. This means that any intervention which looks to have an impact on the general public, or those with multiple conditions can sometimes be rejected for not being specific enough. The national change in focus to multiple morbidities will

mean a change in how programmes are delivered, and how they are funded.

- Opportunities are being missed to cross-sell and signpost participants in less traditionally 'active' hobbies such as arts, libraries/reading, or crafts.

Motivation - Targeting, Promoting, Engaging, Inspiring

- National events such as the Commonwealth Games have provided a much needed 'bounce' to people's perception of sport and exercise, but momentum will drop if there aren't programmes and services in place. People also need an easy way to find out what's going on locally.
- Legacy programmes such as 'Unleash Your Sporty Side' may put off prospective participants who are turned off by the 'sport' message and don't realise that it can encompass a number of aspects such as volunteering.
- People may need some extra support to take part in activities, or extra encouragement to become persuaded to participate in the first place, particularly for hard to reach categories. 1-2-1 interventions are the best way to encourage and engage, but requires large investments in staff resources at a time when budgets and services are being reviewed.
- The recent changes to Chief Medical Officer guidelines on physical activity have the potential to confuse the simple message of NHS Health Scotland which is 'Sit Less, Move More'. Marketing (social and commercial) needs to draw attention to the fun, social and emotional benefits of being more active and less focussed on the health messages. People know they need to be more active for their health, but it doesn't always encourage them to do so.
- Health professionals and those delivering physical activity and wellbeing programmes alike need more skills and knowledge to make sure that those who do become engaged are retained. Training and continuing personal development doesn't tend to focus on empathetic 'soft' skills such as goal setting, behaviour change or programme review.
- If a person is not engaging with a health professional at some stage, then the opportunity to start the conversation about physical activity and wellbeing is missed. This places additional responsibility on marketing and promotion to ensure the message is delivered in a way that resonates with them, through a medium which suits them, be it radio, text message or Twitter. Marketing needs to be cleverer by all partners.

Venues - Multipurpose, Home/Workplace, Accessibility, Outdoor

- Most of those consulted so far have mentioned bringing opportunities to communities, rather than hoping participants will come to our Trust facilities. There is favourable venue availability in smaller communities but this kind of delivery is resource intensive in terms of staff time and travel.

- Some participants prefer to participate in what they consider a 'safe' space, such as hospitals or surgeries if they have the space. This may be the case for those with existing long term conditions, or recent diagnosis of serious conditions who are still fearful of exertion, however light, and who may prefer the security of being in a medical setting. However, both space and resources are at a premium.
- Partner organisations may have staff to deliver programmes but no space, or space to deliver, but no staff. Lack of coordination means that some areas have a wealth of a particular activity while others have none.
- Venues don't need to be physical buildings; for some, participation may need to be in the home setting or in care. Some programmes are designed to be used in the home, e.g. Otago, but still require an aspect of motivation, support and encouragement.

Partnership - Supporting, Collaborating, Resource Sharing, Coordinating

- Reducing physical inactivity is now a priority at Scottish Government level but this hasn't translated into financial support for NHS and local authorities. This therefore shifts the priority below areas where funding is available.
- The 2015 Single Outcome Agreement and Strategic Community Plan will take health improvement and physical activity actions from Equally Well in Falkirk, so the next version needs to have strategic input from the Trust and partners to ensure Physical Activity and Wellbeing activity is high on agenda. A new Forth Valley Health Inequalities and Health Improvement group has been brought together, so the objectives and actions from this Plan will need to feed into this group.
- The opportunities presented by the Physical Activity Pathway are not always being capitalised on – unless people know where to refer onto its ineffective. Referrers should also have buy-in and be a cheerleader for our services to fully engage patients.
- Getting a simple picture of physical activity and wellbeing stats and data in the Falkirk area is challenging, and as such it's difficult to determine the local changes in participation and any corresponding effects. Other health behaviours such as alcohol and drug use are charted in some detail locally and something similar for physical activity and wellbeing would be helpful.
- Partnership with further and higher education is fairly limited; they need to be on board both for the benefit of their staff and student body as a whole, and in particular for those students who will be becoming the next exercise and health specialists of the future. For example, the University of the West of Scotland are integrating modules around physical activity into nursing courses so that they have knowledge and skills to apply in the workplace.

7. Themes

We have taken the themes from 'Inspiring Active Lives' to use as the strategic framework for this Delivery Plan. We also want to consider how we tackle the key challenges in delivering the objectives within each theme, so we have taken some of the threads of discussion from the initial consultations as focal points for action:

Participation

Consulting, Programming, Delivering, Increasing

Motivation

Engaging, Targeting, Promoting, Inspiring

Venues

Multipurpose, Home/Workplace, Accessibility, Outdoor

Partnership

Supporting, Collaborating, Resource Sharing, Coordinating

We have considered the local and national context for each theme, before setting out the objectives and some opportunities for future delivery. These opportunities, and those arising from the next phase of consultation, will form the basis of the action plan.

Of these four themes, the most important is motivation. Without motivation to take part in more activity, all the venues, classes and services in the world won't make a difference to people's activity levels.

7.1 Participation

Context

As a Trust, we provide a range of opportunities for people to be more active on a pay and play basis; from Par 3 golf to swimming, heritage walks to fitness classes. We are also fortunate to have a range of venues across the area, meaning that most people are within five miles of a sport or fitness facility. There are museums, libraries, town halls, cinemas, parks and outdoor spaces across the area, with many opportunities to try something new.

Our concessionary scheme was revised in April 2014 to become more inclusive and provide more benefits, and has been renamed the Go Card. It now includes participants who receive health related benefits such as Disability Living Allowance, Employment and Support Allowance, Incapacity Benefit, and Carer's Allowance. It allows free access to swimming, a 50% discount on pay and play activities like badminton, sauna/steam room and 5-a-side football, a 33% discount on our monthly gym memberships, and concessionary rate access to films and shows at the Hippodrome and FTH where applicable. To support workplace activity, we also provide a corporate discount to a range of employers in the Falkirk area as well as our Healthy Lifestyle programme for Falkirk Council staff.

We deliver two targeted physical activity programmes for health and wellbeing, Active Forth and Step Forth. Active Forth is our Physical Activity Referral programme, which allows health professionals to refer patients into a 12 week gym and class based programme of activity. Step Forth is our Walking Programme, with its roots in led health walks. It now provides a range of activities such as Nordic Walking, Buggy Walks and longer Helix Walks. We have seen a change in participation rates over the last few years; referrals to Active Forth have decreased while participation in Step Forth walks has increased at about the same rate. These changes may be independent of each other, but it is telling that at a time of economic downturn that Step Forth's free walks have increased, while Active Forth's paid memberships have decreased. Of course, there are several factors at play here; the opening of the Helix Paths have been a great incentive for local residents to get out and explore and perhaps people are finding their own ways to be more active. Without consultation, it's hard to tell.

The nature of our offer means that it can be quite difficult to identify who is using our pay and play services; we can't capture stats on age, gender etc. unless they have some form of membership with us, such as a gym membership or a Go Card.

It's also quite difficult for us to identify who is not using our services, and therefore to find out why not. People may prefer to be active on their own, or conversely they may feel intimidated about going alone. Health conditions may make some feel that they won't be catered for by our services and would prefer to be active in the safety of a medical setting. We have an opportunity to make better use of volunteers and befrienders who can support people to be active.

Currently our programming is very reactive; we put on services and classes in response to customer demand and in isolation, often leading to duplication of services, or that provision can be isolated in one venue or area. This means that we can sometimes become our own competition. However, with the wealth of venues, staff and skills we have, we are well placed to deliver new and exciting programmes to cater for every age, ability and life stage. We just need to make sure that our offer is appealing and appropriate. For example, we have yet to fully tap into the exciting possibilities provided by working with Arts, Libraries and Heritage through opportunities such as dance, drama, storytelling, singing, musicals and plays. All of these activities have the potential to improve physical, social and mental wellbeing.

Objectives

- Consulting
 - We will develop a series of targeted, focused consultations with current and non-users to identify where the programme gaps are.
 - We will consult with health professionals and referrers to find out what they need to improve their patient's activity levels and wellbeing.
- Programming
 - We will make sure that programming of services aren't duplicated in one area of the Trust and neglected from another.
 - We will look at coordinated and integrated programming of activities the whole family can do together.
 - We will work collectively as a Trust to start programming attractive and innovative activities where physical activity is a by-product of the intervention in a bid to increase physical activity by stealth.
- Delivering
 - We will develop pathways for activity to provide something for everyone through their life stages.
 - We will regularly evaluate and measuring effectiveness of interventions and make changes when changes are needed.
- Increasing
 - We will make sure we engage with existing users of our facilities to increase their own activity, as well as encourage non users to come and try something new.
 - Better use of volunteers and befriending services to encourage more people to be more active.

Actions for Development

We will:

- Consider feedback from Customer Surveys at specific facilities to advise on future programming. We can also consult with staff over who uses our centres and what they think would bring in more customers, and use focus groups and customer groups to identify gaps in provision and uncover new ideas.
- Consider whether Key Performance Indicators can be reviewed in line with changes to Single Outcome Agreement and the Strategic Community Plan to ensure full range of activity is captured.
- Consider piloting activities in 'safer' surroundings, such as GP surgeries, health centres or community hospital settings to bring the physical activity experience to people.
- Coordinate resources with Falkirk Council's Policy and Research Team to create a profile of Physical Activity and Wellbeing across Falkirk to identify areas of greatest need and chart progress year on year.
- Work across the Trust to develop 'Family Friendly Falkirk'; family focussed activities which allow participation across the generations.
- Consider how programming for Older Adults is currently delivered, and consult with users and focus groups to see how services can be improved i.e. creating a day of services with opportunities to socialise?
- Plan activities and services to increase wellbeing through participation in Arts, Libraries and Heritage through the use of dance, drama, storytelling and other experiences.
- Investigate the potential for further programming with Arts, Heritage, Libraries and third sector agencies, with a view to developing services to improve mental wellbeing, and with the potential for developing services for those with dementia.
- Identify opportunities to develop pathways in recreational sport and create a plan to develop these further, for example beginner level sessions and clubs for adults to try sports they haven't played since school could be considered
- Work with the Volunteer Strategy group, and Volunteer Centre Falkirk, to identify how to promote opportunities and engage potential new volunteers and befrienders/buddies, to benefit their wellbeing as well as others.
- Work with Active Forth and Step Forth to review provision, in a bid to improve mental wellbeing, and identify where new activities can be integrated into existing services.
- Increase potential for self-management at the end of the Active Forth programme by reviewing progression pathways and how we signpost people

on

- Identify, with partner groups, areas where we can promote lifestyle changes to increase physical activity and support activity within our facilities, for example Active Travel

7.2 Motivation

Context

Motivation is the starting point for any behaviour change, and we can look at two types of motivation in respect of this plan – Outcome and Intrinsic focused.

Outcome focused motivation is where the result of the change in behaviour is the motivation, such as reducing the risk of type 2 diabetes, improving strength and balance to reduce falls, doing yoga to reduce stress. In some cases this will be very effective, particularly for those who have received a 'shock' diagnosis around their health such as high blood pressure.

Intrinsic motivation looks more at the journey than the end result, and considers how adopting a new behaviour will make you feel, think or act. Intrinsic motivators can include the following:

- Opportunity to have choice and control over the behaviour and whether you choose to adopt it or not
- Curiosity, challenges and goals
- Pride, achievement or approval
- Contextualisation/fantasy
- Individualisation/personalisation
- Social Interaction
- Cooperation and competition
- Feedback on performance
- Peer or parent approval

(Credit – Tom Robinson MD, MPH)

People are more likely to be motivated by a belief, value or emotion that is meaningful to them. If someone is motivated by climate change, they are more likely to look for alternatives to products and services which appeal to their beliefs and values. A person following a religion or faith will eat, dress and act in a way appropriate to their religious practices and values.

If we are to increase physical activity by using more 'stealth' tactics, we need to look beyond the realms of 'physical activity' providers and work across services and partners who will have a different focus. Arts, Libraries, Parks and Heritage are good places to start introducing 'activity by stealth' programmes where the outcome is focussed on something completely different – photography, singing, heritage trails, litter picks, animal welfare, drama and dance are all examples of activities we can link into.

We also need to consider how we are marketing our activities and looking at a systematic approach to marketing to the unmoved:

- Who is your audience?
- What do they currently think, feel or do about this?
- What do you want them to think, feel or do?
- What are the barriers and motivators for them doing what you want?
- What offer can you create to help achieve that goal?
- Who can help you engage your audience with your offer?
- Revolve around the reality of your audience
- Find the right triggers
- Use stealth if that is what the insight tells you might work
- Remember maintenance
- Be realistic in your goals

(Credit - Peter Gilheany)

Objectives

Engaging

- We will investigate the needs and wants of our customers and potential customers to programme our activities more effectively, increasing both the number of participants and how often they use our services.
- We will make sure that customers who do engage with us and use our facilities and services are rewarded in a way that's meaningful to them to promote participation and retain motivation.

Targeting

- We will use the tools such as Active Scotland Household Survey tool, Mosaic and equivalent to identify the best way to engage with different areas across Falkirk, and the best messages to use when designing promotions.
- We will identify what activities and services are most appropriate for different areas and demographics, and target our product offering as appropriate.

Promoting

- We will review our marketing and design of promotions and materials across the Trust to sell participation in our activities and venues as aspirational, enticing and desirable. Language, visuals and campaigns will focus on more behaviour led motivational tactics to appeal to people's emotions and values.
- We will use our 'evangelists' and enthusiasts to sell our products and services by word of mouth and testimonials.

Inspiring

- Physical Activity and Wellbeing Champions who are inspiring and motivating for 'people like themselves' should be developed in workplaces, communities and organisations to encourage participation and be a role model for change
- We will become an exemplar employer for staff by providing opportunities to be more active, and creating a top down culture where activity and wellbeing is seen as the norm rather than the exception, and encourage our partners to do likewise
- We will champion role models and inspiring personalities to help us sell the benefits of a more active lifestyle.
- We will engage volunteers and befrienders who can encourage those who need support to be more active.

Actions for Development

We will:

- Investigate how we market and promote our services at a local/community level and create a plan to improve communications in a style appropriate to the main demographic i.e. social media, posters.
- Consider the different demographics of the Falkirk area and how best to programme activity and marketing for their wants and needs, for example using tools like Mosaic to identify which interventions will work best with each area.
- Review Falkirk Community Trust website materials to identify how we market our activities and services, and make changes to ensure we are delivering the 'Physical Activity by Stealth' message. Create the impression that activities are fun, enjoyable and aspirational rather than 'good for you'
- Work with Policy and Research Team to gather insight into Falkirk area physical and wellbeing activity, and develop data set similar to ones provided for smoking, drugs and alcohol.
- Create a business plan for the development of a Staff Wellbeing Group in partnership with Healthy Working Lives, to encourage staff to try our services to benefit their health and wellbeing.
- Create better links with Healthy Working Lives; look at our product offer (Go Card, Corporate memberships etc.) for employers and employees and see how these can be better promoted by the NHS and our other partners.
- Use the positive messages portrayed in initiatives like Stress Control to further promote being active for good mental wellbeing and to alleviate symptoms of stress, anxiety and depression.
- Create a plan to consider how best to allow staff to shadow different areas of the Trust.

- Consider how best to engage 'enthusiasts' of our services to help us promote our services via word of mouth and through testimonials. Also consider workplace champions, and engaging inspirational figures to sell the benefits of being more active in a meaningful way.
- Engage with users and referrers to identify whether a rewards system, such a loyalty scheme, would help engage and retain customers. Look at what rewards would be appropriate and valuable to users, and the cost implications.

7.3 Venues

Context

Mention physical activity to most people and they will immediately picture a gym, or a class setting, usually in a leisure or sports facility.

The Falkirk area has an impressive range of facilities dedicated to sport and physical activity and most communities will be able to access something within a 10 mile radius of a centre. However, transport links, lack of accessible features or just the fact it is a sports facility may be enough of a barrier to activity.

Falkirk Community Trust has 80 venues across the Falkirk, and some of them are well suited as multipurpose venues where physical and wellbeing activity can take place. They also have the benefit of being well used by communities for other purposes, such as libraries or arts venues. If we can engage with those already using our venues for other purposes, we could potentially deliver services to a completely different user group.

Our green spaces and parks are some of the most attractive in central Scotland, and the path network connecting our communities to our outdoor facilities is extensive and high quality following a huge amount of investment over the years by Falkirk Council. The benefits of spending time outdoors on our physical and mental wellbeing are significant and well documented.

But using the outdoor environment offers more than just a place to go for a run; it can help promote small changes in lifestyle that give a big benefit to wellbeing such as sustainable travel to work, walking the kids home and explaining the different flora and fauna, taking time to photograph nature or even just to support a local event happening in your local park. So much informal activity can take place outside which makes a big difference to health and wellbeing, and we need to encourage more people to use our beautiful local facilities.

Objectives

Re-evaluating venue capacity

- We will use our spaces within the Trust and within partner organisations more effectively to allow people to be more active in their own communities, particularly those who cannot travel to our larger centres.

Home and Work

- We will work with partners to help develop pathways and training to allow more people to be more active in their homes and communities.
- We will support Development Services and Sustrans with initiatives which encourage Active Travel.

Staff

- Our staff have first-hand experience of our facilities, services and programmes to sell to participants and encourage them to 'try something new'

Outdoors

- We and our partners will work together to increase participation in active leisure opportunities in our green spaces, parks and Core Paths

Actions for Development

We will:

- Use resources in a more creative way, such as pop up gyms in libraries or arts venues.
- Take advantage of opportunities through links with existing Trust activities to incorporate 'physical activity by stealth' into their outdoor activities; for example Heritage and exploring the Antonine Wall.
- Work with local employers and businesses to see where opportunities exist to deliver activity in their area to encourage employees to try something new.
- Identify partner venues which would be suitable for delivery of health and wellbeing activity and investigate the likelihood of access for partnership delivery of services, including community centres and health venues
- Map venues within the Trust to identify places where people can be more active in their own communities, including venues like libraries
- Consider current local initiatives which could tie in to the physical activity and wellbeing message to achieve their objectives, such as Our Place 2 in Camelon. This could include both indoor and outdoor activity such as 'Beat The Streets'
- Work with Transport Planning Team and appropriate partners to identify ways to promote sustainable travel to our facilities using our green spaces, Core Paths and parks.
- Discuss with Healthy Working Lives Team to identify how best to promote activity in the workplace i.e. walking meetings, and consult with workers to identify what's feasible and engaging for their workforce. Also look at common reasons for sickness absence and identify areas we can support delivery such as Stress Control or back pain.

Context

Falkirk Council is our main partner in the delivery of Culture and Sport, and as such supports us with funding to deliver activities and programmes. The successes of these are reported back on a quarterly basis through our Key Performance Indicators set out by the Single Outcome Agreement.

The Single Outcome Agreement (SOA) is developed in partnership with Falkirk Council, NHS Forth Valley and other partners, and Falkirk Community Trust has a role to play in ensuring that physical and wellbeing activity is kept as a priority to combat health inequalities across the Falkirk area. The current SOA will be reviewed in 2015 and we will need to make sure our voice is heard.

Another significant partner is NHS Forth Valley, who has a key role to play in motivating people to be more active. Again, the motivators we discussed earlier come into play here; where physical activity is used as a treatment, the behaviour change is linked to an outcome – lose weight, increase mobility, reduce risk of diagnosis of long term conditions.

Active Forth and Step Forth are considered as a treatment services and some health professionals feel that cost is a barrier when they suggest it to patients. The focus on exercise as a 'prescription' means that some will feel that paying for activity makes no sense when they can get drugs or treatment in hospitals for free.

Health Promotion is more likely to look at Physical Activity as a preventative tool; with complementary interventions including Healthy Working Lives, Stress Control, Active Travel, health inequalities, and intergenerational activity. This remains quite outcome focused at the moment, but tools such as the Health Behaviour Change training for staff can help to refocus to motivators which are more meaningful.

Active Forth and Step Forth have a good reputation and a strong referral base, but relationships can always be strengthened and improved. The more we learn about each other's services and delivery, the better we can tailor our services and referral pathways to increase uptake. It will also leave us better placed to look for funding and support when we do identify gaps in provision if we can apply in partnership.

There are also potential links to be made through Forth Valley College, particularly as a number of our employees are graduates of their Sports and Exercise Sciences degrees. Current students are likely to be our employees of the future; do we have a role to play to prepare them for working life?

Objectives

- Supporting
 - Staff in Primary and Secondary Care will have knowledge and experience of our services and facilities to allow them to signpost patients to physical and wellbeing activity
- Collaborating
 - We will work with further and higher education facilities to equip students for a healthier, more active lifestyle
 - We will work collaboratively to engage funders for projects, initiatives and tests of change on activities delivered in partnership
- Resource Sharing
 - We will support delivery of NHS programmes in our facilities to encourage current non-users to take part in structured activity in our venues (progression pathways)
 - We will engage, through Sporta and partner links, with other Leisure Trusts and Local Authorities to benchmark activity and share good practice
- Coordinating
 - We will ensure that partnership delivery is designed around clearly defined goals and guidelines so everyone is clear on who is responsible for each action

Actions for Development

We will:

- Integrate a regular programme of presentation to Primary Care through use of events such as CREATE
- Consider the use of national programmes and initiatives which can be used to galvanise existing partnerships, such as Healthy Working Lives.
- Work with NHS Health Promotion to consider how to mesh physical activity and wellbeing messages and services into existing projects and partnerships e.g. smoking cessation, alcohol, health fairs and mental health.
- Set up a working group within the Forth Valley Walking Forum to scope the potential for added value to led walks, as well as independent walking routes, such as historical background, nature walks, industrial heritage etc. Include consultation with Heritage, Arts and Libraries.
- Discuss opportunities for a joint approach to promoting green spaces and path usage with partner agencies such as Development Services Transport Planning, Green Dog Walkers, Community Safety Team and other appropriate agencies

- Contact local and national promoters of the Physical Activity Pathway to determine the success of the referral pathway and how we can support further participation.
- Benchmark activity and share good practice with other Leisure Trusts and Local Authorities, such as through the Sporta forum.
- Create links with Forth Valley College to discuss how best to support learning about physical activity for the unmotivated and sedentary. Also to discuss how to motivate staff and students.
- Where opportunities exist for funding to deliver a project, work collaboratively with partners to attract grants to deliver.
- Ensure that partnership delivery is designed around clearly defined goals and guidelines so everyone is clear on who is responsible for each action.

8. Implementation

This Plan has been developed following input from a number of key stakeholders, and as such it has relied on the knowledge and experience of all involved. We have consulted widely with partners and stakeholders and amendments to the Plan have been made following their feedback and guidance. Actions for development have been identified and reflect the feedback received, and these will form the basis for taking the Plan forward.

Implementation will require co-ordinated action planning both within the Trust and with many partners. Strategic community planning offers an ideal forum within which all partners can contribute to taking action to improve the physical health and well being of people in the Falkirk area.

Background Material

Any person wishing to inspect the background papers listed below should email lee.kelso@falkirkcommunitytrust.org

1. Active Scotland Household Marketing Tool – profile for Falkirk Council
2. ScotPHO profile 2014 for Falkirk
3. Output from Development Meetings
4. Equally Well in Falkirk 2011-15
5. NHS Physical Activity Pathway Quick Reference Guide
6. Falkirk Single Outcome Agreement
<http://www.falkirk.gov.uk/services/council-democracy/budgets-spending-performance/council-performance/single-outcome-agreement.aspx>
7. Scottish Household Survey 2014
<http://www.scotland.gov.uk/Resource/0045/00457570.pdf>
8. 'What is Sedentary Behaviour?' BHF Factsheet
<http://www.bhfactive.org.uk/files/1336/whatissedentarybehaviour.pdf>
9. Scottish Health Survey report for 2013
<http://www.scotland.gov.uk/Resource/0046/00464858.pdf>

Members of the Let's Make Falkirk More Active Group

- Falkirk Community Trust
- Falkirk Council Education Services
- Falkirk Council Community Learning and Development Service
- Falkirk Council Development Services
- Falkirk Council Research & Policy Service
- NHS Forth Valley Health Promotion Service
- CVS Falkirk

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Falkirk Community Trust

Arts Plan 2016-2021

Draft August 2016

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1. Introduction

The Arts Delivery Plan for the area is a call to action to partners and providers across the Falkirk Council area to work together to agree a five year plan for the delivery and support of the arts in the area. Arts provision in the area is in good health; as well as Falkirk Community Trust, there are a number of organisations – in the public, third and voluntary sectors, as well as individual artists, producing opportunities for participation and making work for audiences, in a diverse range of venues.

The Falkirk area comprises a number of diverse communities, each proud of their individual identity and heritage as well as their shared position in the heart of Scotland. The area has a healthy, mixed arts community which includes a large number of well-established arts clubs, performing arts and writers' groups, many of which have been running for several decades or more. The area is also the birthplace of many professional artists, writers and performers; alumni include artists Alan Davie, Elizabeth Blackadder and Barbara Rae; writers Janet Paisley, Alan Bissett, Gordon Legge and Brian McCabe; musicians and songwriters Brian McNeill, Karine Polwart, Aidan Moffat, Malcolm Middleton, Bill Wells, Davey Scott and the Cocteau Twins; opera singers Gillian Webster, Cheryl Forbes, Eileen Hamilton and William McAlpine and cellist, Alasdair Tait. Some have returned to the area, keen to support and inspire new generations; others do this from afar.

The Arts Plan 2016-21 is produced in a Falkirk which is very different from the one in which Brian McNeill¹ grew up - dominated by heavy industry, manufacturing and a burgeoning chemicals industry. It is also different from the Cocteau Twins' Elizabeth Fraser's² Falkirk, where national and global influences led to the decline of heavy industry. And it's different again from the Falkirk of Alan Bissett's³ childhood, where industrial closures took their hold and communities had to rethink and redefine themselves.

The area's first Arts Strategy (2003-08) emerged as part of the response to this decline where the arts were part of a wider, publicly-funded regeneration programme; it placed access and opportunity at the heart of arts provision and the 'universal offer' of the arts at the centre of the area's renaissance. Promoting the area's cultural assets and activities has been instrumental in creating a new sense of place and the transformation of the quality of the environment across the Falkirk area.

Since publication of that Strategy, collectively we have attracted over £3m of Scottish Arts Council/Creative Scotland investment into the area; NHS Forth Valley created a new post of Arts and Wellbeing Co-ordinator; Artlink Central used its annual grant from Falkirk Council to lever in nine times its value each year from 2004; Delta Studios was

¹ (b.1950)

² (b. 1963)

³ (b. 1975)

established in Larbert; the Trust re-opened the Hippodrome, Scotland's first purpose built cinema; Forth Valley Open Studios was established in 2010 and Falkirk is in a different place again. Eleven years on, the area was awarded Creative Scotland's Creative Place Award 2014: a ringing endorsement of the journey travelled, partnerships made, communities engaged and work produced.

The Arts Delivery Plan 2015–20 seeks to harness the achievements to date and, despite the challenges ahead, continue the creative transformation of the area.

The Plan does not contain a prescriptive list of artforms but it should be noted that, as public art is more closely aligned to the regulatory framework for the built environment, a separate Public Art Strategy for the area will be produced in 2017.

2. Background

Falkirk's growth and prosperity was based on manufacturing industry until the middle of the C20th. The ambition and innovation of our forebears continue today through the partnership, My Future's In Falkirk (MFIF). MFIF was launched in 2002 in response to the area's industrial decline, poor external image and lack of community pride. Culture was identified as having a key contribution to make in transforming the image and profile of the area and changing it from one of decline to one of growth.

Approved by Falkirk Council in 2003, The Strategy for the Arts in Falkirk Council Area 2003-08 was based on four themes – encouraging participation, working in partnership, increasing access and ensuring quality. It recognised that the arts could enhance the quality of life for the individual; support the well-being of the community; develop skills, training and employment opportunities; generate challenging and innovative ideas. The Strategy continued to guide the direction of travel for the development of the arts and the development of the area beyond its initial timeframe.

Tourism is a growing sector of our local economy, and visitor expenditure has grown from £58m in 2002 to £168m in 2014. The Helix, which opened in April 2014, is the latest addition to the cultural tourism assets of the area which include:

- Callendar House incorporating The Park Gallery;
- An extensive programme of performing arts at Falkirk Town Hall (FTH) and facilities across the area;
- A rich and diverse heritage, including the Antonine Wall and Carron Ironworks.
- The Falkirk Wheel - a unique rotating boatlift linking the Forth and Clyde and Union Canals;
- The Hippodrome – Scotland's first purpose built cinema

The last 12 years have seen a significant change to creative programmes offered in the area as well as an increase in the volume of activity and in the range of partners delivering it: Artlink Central, Delta Studios, Falkirk and District Arts and Civic Council (FDACC), Falkirk Community Trust, Falkirk Council Education Services, Forth Valley Open Studios and NHS Forth Valley, all of which contribute to the area's physical appearance and external perception:

- Investment in staffing the arts: expansion of Trust's arts development team and creation of Arts and Wellbeing Officer post by NHS Forth Valley;
- Investment in new arts spaces: opening of Delta Studios providing studio space for up to 20 artists, a gallery and programme of participatory arts workshops; and the re-opening of the Hippodrome presenting nine screenings per week;
- Significant investment in artworks within the public realm over recent years including: the Heart of Stenhousemuir; Love & Kisses and the Kelpies as part of

the Helix as well as The Human Sun Clock at Abbotshaugh; 'The Lads o' the Fair' carving in Lionthorn Greenspace and, more recently, arts and community engagement as part of Denny Town Centre regeneration;

- Investment in the creative industries, in particular the expansion of Forth Valley College's Creative Industries Department over the past ten years;
- Targeted work by Artlink Central in the mental health and dementia care sectors;
- Establishment of Forth Valley Art Beat (formerly Forth Valley Open Studios) by artists and makers based in the Forth Valley area. The number of participating artists has grown from 100 in 2010 to over 140 in 2015.

Successes in our area include:

- Admission figures for FTH have increased by 50% from 24,343 (2003/04) to 49,347(2014/15)
- Seven years after re-opening annual admission figures for the Hippodrome cinema, Bo'ness are circa 29,000.
- Ten years of national and international arts commissioning through Big In Falkirk; Helix Day and Home - the international launch of the Kelpies; Hippodrome Festival of Silent Cinema.

CASE STUDY: HELIX DAY

Members of the community from a range of local musical theatre groups and choirs worked with Czech arts company Stagecode to create a unique musical 'tour' of the Helix providing visitors to Helix Day an engaging and creative first experience of the site. The project was developed in partnership with UZ Arts as part of the Scotland-wide 'Roofless' outdoor arts initiative.

- The 60th anniversary of Falkirk and District Arts and Civic Council, an umbrella group supporting over 35 local voluntary arts groups, clubs and organisations and delivering the annual Tryst Festival
- An extensive range of creative opportunities for children and young people including work with children in care and young people with complex & additional support needs; the transformation of Falkirk Youth Theatre in partnership with Promote YT; volunteer opportunities such as the Park Gallery; Youth Music Initiative (YMI)

CASE STUDY: YMI

*Through our **YMI** programme in primary schools across the area – Falkirk Community Trust engaged with the BBC Ten Pieces initiative. 25 primary schools took part and led by their respective YMI Tutor committed to exploring, researching and improvising around their chosen piece of classical music. They created new interpretations of the piece, produced artworks illustrating its themes and a number of the schools performed it live at a gala event at FTH in June 2015. Denny Primary School was selected by the BBC to be one of the UK-wide 'Ten Pieces Takeover' schools as part of the project.*

- Development of new volunteer-led arts groups such as Big Bad Wolf Children's Theatre and Project Theatre (established in 2007 and 2008 respectively);
- Celebrations of the work of artists from the area including Dame Elizabeth Blackadder and Alan Davie;
- Development and delivery of For Falkirk's Sake, an artist-led multi-artform festival;

CASE STUDY: UNTITLED

*Created in 2012, **Untitled** is an artist-led initiative committed to developing opportunities for writers and visual artists to publish and present their work. **Untitled** produce an on line and in print publication (**Untitled**) as well as a number of arts events and writers talks. **Untitled** developed 'Wooer with Words' - a monthly event, held in Coffee on Wooer, Falkirk, where writers share ideas and read/ perform extracts from their work to the public.*

- External funding generated for targeted activity including the Hippodrome Festival of Silent Cinema and 'Are We Dancing?' integrated dance project;
- Partnership working on national initiatives such as GENERATON; 25 Years of Contemporary Art in Scotland in 2014 at the Park Gallery.

Partnership working has enabled us to develop innovative, targeted activities, often supporting the most vulnerable groups and individuals in our communities such as:

- Projects focussed on arts and wellbeing including residencies, exhibitions and live music in the new Forth Valley Royal Hospital, Larbert

CASE STUDY: ABRUPT ENCOUNTERS

*Developed by Artlink Central, **Abrupt Encounters** was a live arts performance initiative led by creatively engaged participants with a range of additional needs. The group aimed to create performance artworks that 'democratised' public spaces including amongst others Forth Valley Royal Hospital, Larbert, a moving train and Stirling Castle. In 2014 the group were invited to create an 'abrupt encounter' in the Scottish Parliament.*

- A two year arts programme in Langlees – Falkirk’s largest regeneration area, ranked within the worst 15% of SIMD
- A digital arts residency working with older, isolated people in the High Flats in Falkirk
- Discrete and focussed activity such as the Transitions project, working with women in the criminal justice system.

The purpose of the Arts Delivery Plan for the area is to propose a shared vision for the next five years of this journey.

3. Purpose and Rationale

This Plan proposes a shared vision for the arts in the area: it is a call to action for organisations and individuals to plan and work together to ensure that creativity and opportunities to engage in creative activities continue to thrive across the area. It advocates for us all to explore new approaches, nurture creative partnerships and develop skills and resources that ensure Falkirk continues to be a creative place.

The arts are fundamental to us as individuals and within our communities; the arts infiltrate our everyday lives: we listen to music, we read books, we tell stories, we take photos, we watch tv. How do we convert this everyday engagement to create active participants in the all the arts have to offer - driving forward Falkirk as a vibrant place, helping attract inward investment, continue growth and thriving communities? As we develop our programmes and activities going forward, we must ensure that we demonstrate strong links to relevant strategies, in particular Falkirk 2025 and Tourism Falkirk 2020.

This Plan seeks to establish a new and ambitious approach to arts provision across all sectors against a backdrop of declining public subsidy. It proposes building on the cultural successes across the area over the past 15 years and looks to a future of continued growth.

Locally and nationally, the arts are regarded as important in and of themselves; they are also critical components for delivering a range of social, economic and place-making objectives which are expressed in Falkirk in the area's Strategic Community Plan – *Moving Forward Together*. It emphasises the role of public sector organisations to collaborate to reduce inequality, improve health and wellbeing, increase opportunities for children and young people and create safer and more prosperous communities. *Moving Forward Together* calls on all agencies, local communities, businesses and the voluntary sector to work in partnership and be creative to meet these challenges and this call to arms is echoed in Falkirk Council's Corporate Plan 2012-17 and *Inspiring Active Lives*, the area's Culture and Sport Strategy.

These challenges include:

- A projected population increase of 8.9% between now and 2037 (from 157,640 to 173,130) and there are three age groups that will grow the most: primary-age children, retired people and people over 85.
- This will affect all areas except Grangemouth up to 2018 with the Denny and Bonnybridge, and Polmont and Rural South areas growing by over 10%. By 2033, both Falkirk and Grangemouth are expected to show a decrease in population but Denny and Bonnybridge could grow by over a quarter and Polmont and Rural South by over 35%.
- 11,984 new houses have been built since 1996 and have attracted new families and individuals to the area. However, this is against the backdrop of an increase,

nationally, in the number of people living in poverty. As an indicator, the number of referrals to Food Banks in the Falkirk area has increased by 28% in the past year (2014/15).

- The rate of unemployment is volatile: it has fallen in the last four years by 34% (from 4097 in April 2009 to 2688 in January 2015) but we still have a relatively high number of young people who are unemployed.
- Supporting people most in need and the Falkirk area includes 18 (1.8%) of the 976 data zones in the 15% most deprived data zones in Scotland including areas within Bainsford and Langlees, Bowhouse, Dunipace and Camelon.
- All public sector organisations face pressures on finances from reducing budgets, due to the economic situation, and growing demands for services.

Inspiring Active Lives is underpinned by three guiding principles: Working Together, Understanding Need and Targeting Investment and these are relevant for the future delivery of the arts in the area:

- Working Together:
 - *Partnership*: encourage collaboration and extend networks; promote a greater role for the voluntary sector in delivering the plan;
 - *Leadership*: the Trust to lead delivery as both a community enabler and provider of public services;
 - *Influence*: communicate a strategic framework to a broad audience at area and national level to articulate our cultural message;
- Understanding Need:
 - *Knowledge*: improve evidence about who is / is not actively involved in cultural activity as a participant and/or audience member and develop measures to assess the need, cost and value of our services;
 - *Intervention*: Targeting subsidy at individuals and groups based on need and encouraging those most in need to participate;
 - *Structure*: Improving access and progression through learning, supported by pricing structures with capacity to cross-subsidise those in need;
- Targeting Investment:
 - *Planning*: of infrastructure investment according to population growth, economic development, and health and well-being issues, including consideration of additional or a reduction of facilities;
 - *Sustainability*: investment decisions to contribute to a sustainable future and minimise environmental impact;
 - *Adding Value*: link culture investments with wider priorities to add value to e.g. the economy, education and social care which will attract new funding sources.

The four themes within *Inspiring Active Lives* – Participation, Motivation, Venues and Partnership shape the proposed approach for continued investment in the arts. Through harnessing the enthusiasm and energy of the arts community we can increase efficiency, improve performance and further extend the reach and impact of the area's arts offer. The arts have played a vital role in lifting the area's profile as a vibrant and attractive place to live in, visit and work. This has been achieved through:

- provision of a universal arts offer – performances, screenings, events and exhibitions across the area and open to all as well as investment in resources to increase access to and opportunities for, participation in the arts, and,
- focussed, targeted work that has contributed significantly to helping the most vulnerable in our communities as part of a multi-agency approach.

CASE STUDY: TARGETTED PROVISION

*in 2013/14, FCT, working with Falkirk Council Social Work Services, made a successful bid to Creative Scotland Arts & Criminal Justice funding scheme to develop a project working with women offenders living in the community who are subject to a Statutory Order. The group was keen to produce a magazine that would represent creatively the unheard voices of women who find themselves within the criminal justice system to develop a deeper understanding of their experiences. It also aimed to signpost others in similar situations to mainstream services and support to help promote full reintegration into their local communities. The group produced a leaflet and a magazine, **Falkirk Focus**. They are currently applying for funding to produce two further editions of **Falkirk Focus**.*

4. National Context

As well as the local policy context, the Arts Delivery Plan for the Falkirk area has also been developed within the policy context of the Scottish Government which in turn informs the corporate plans of Creative Scotland and Education Scotland, Scotland's Economic Strategy as well as the approach of Voluntary Arts Scotland to supporting the amateur arts sector.

All emphasise the instrumental as well as the intrinsic value of the arts through:

- Contributing to sustainable economic development;
- Improving the health, wellbeing, confidence and quality of life for our communities;
- Shaping our sense of personal, social and cultural identity;
- The importance of both excellence and experimentation;
- The importance of access for all;
- The importance of improving connections across the public, third, voluntary and independent arts sectors and individual practitioners.

CASE STUDY: TOWN CENTRE REGENERATION

*In 2009, renovation of the **Hippodrome** cinema in the heart of Bo'ness was the critical project in the Town Centre Heritage Initiative that enabled the transformation of the town centre. Restored to its early 20th century splendour, the **Hippodrome** (Scotland's first purpose-built cinema) now attracts around 29,000 cinema attendances per year to a balanced programme of recent releases, screening events, archive films and art-house cinema. The **Hippodrome** is home to Scotland's only film festival dedicated to silent cinema, established by Falkirk Community Trust in 2011, the Hippodrome Festival of Silent Cinema, and developed in partnership with a range of local and national stakeholders.*

5. Key Issues

The Trust has undertaken extensive desk research and the team has met with a range of local stakeholders in the public, voluntary and independent arts sectors across the area in order to:

- understand our shared needs and aspirations;
- understand the key issues facing the sector both locally and nationally;
- explore what we, the arts community, are doing well and,
- assess where we might improve our current practice.

We found that:

- The Falkirk area has a healthy mixed arts sector covering most artforms, delivered by a range of organisations (voluntary, independent and public sector) across diverse purpose-built and adapted buildings;
- The arts contribute to Falkirk's sense of place: we have an attractive cultural offer which has been endorsed by our Creative Place award, increased media coverage of arts and culture in the area and capital investment in the area's cultural tourism offer: Falkirk Wheel, Hippodrome, the Helix and public art as part of town centre regeneration;
- We are on a cultural and creative trajectory with the burgeoning national profile of some of our programmes – Hippodrome Festival of Silent Cinema, Park Gallery, Forth Valley Royal Hospital, Forth Valley Open Studios and Untitled events;
- Our arts community contains a huge amount of knowledge, experience and ambition.

However, we also identified some weaknesses:

- We are programming individually (some may say in isolation) which may mean we are in competition for the same audience or targeting the same external funding;
- Most of us rely on significant levels of subsidy to maintain our current levels of service at a time when public sector funding is decreasing. Subsidy can take the form of grants, service payments, subsidised venue hire, rates relief, peppercorn rents and in-kind support.
- We rely on external funding to enhance provision particularly for targeted activity aimed at supporting those who may not normally access or engage with arts activity, or those with specific needs.

- Some of our buildings are in a poor state of repair and the geographical spread of purpose-built facilities is uneven.
- Some of us lack robust data about our audiences and participants.

We have identified a number of opportunities:

- Infrastructure: planning is underway to develop a new arts venue (replacement for FTH (Falkirk Town Hall) on the new Forth Valley College campus in Falkirk and the Barony Players have outline proposals for improving their community theatre in Bo'ness;

CASE STUDY: THE BARONY THEATRE

The Barony Players have been creating theatre productions for over 50 years. More recently they have extended their annual programme to offer existing audiences access to touring Scottish theatre productions as well as attract new audiences to the Barony Theatre in Bo'ness – the venue that the group manages, maintains and operates. The group is in the process of transforming into a Scottish Charitable Incorporated Organisation (SCIO) and has ambitious plans for the improvement of the venue.

- Demographics: the area's expanding population should allow us to grow our audiences and participants. This is both an opportunity and a threat - the area has attracted people who want to live and bring their families up and possibly work away from the hustle and bustle of the city. The area's newest residents may also be tempted back to the city where there is a much more varied arts offer. We sometimes have problems attracting performers to the area when promoters know audiences will travel.
- Technology's role will continue to grow: as a tool for more effective communication both between arts organisations and outwards to their users and customers. Planning is at an early stage for a replacement for the existing Trust box office system – one which will have a much more sophisticated approach to data collection and analysis. This will enable organisations selling tickets through the box office to have a much more thorough understanding of their audiences as well as provide opportunities for cross-selling between organisations. Finally, technology continues to democratise the means of making art (using sound and vision to document real-time work and also creating born-digital artworks). Exhibition and performance spaces can now be cloud-based as well as in actual spaces in our communities.
- Arts as a tool for regeneration: some of the most profound outcomes for arts initiatives have been those where engagement in an arts project has had a transformational impact on the lives of an individual, group or community. The Helix land transformation project between Grangemouth and Falkirk was driven

by cultural, recreational and well-being objectives that have established it as a key asset for the area and a major tourism and visitor attraction for Scotland; artists' engagement with the community over the past two years has been an important part of the regeneration of Denny Town Centre to date. The Trust anticipates that a more engaged community will help drive forward arts programmes as part of the new Library and public realm in the town centre.

- Arts contributing to the area's tourism offer: the continued development of Forth Valley Art Beat enhances the area's tourism offer; the development of a more coherent arts and heritage offer at Callendar House will contribute to the wider arts offer in the area.
- Arts playing an important role in schools and Forth Valley College and contributing to improving educational attainment; arts will form a significant part to the area's response to the Scottish Government's Attainment Challenge and this is being led by pilot project at Langlees Primary School. There are also opportunities in creating more opportunities for exhibiting work produced in schools and creating platforms for performance.
- Shared planning makes us more efficient and encourages better use of limited resources: the case for public funding for the arts is greater than ever in times such as these where the arts can support other areas of public sector provision. It is acknowledged that this downward trend of public subsidy is likely to continue beyond the current period and as such, new approaches to arts planning should be framed by a more strategic approach to:
 - Reducing costs
 - Developing more efficient operating models
 - Increasing income generation
 - Ensuring effective distribution of resources.

CASE STUDY: PARTNERSHIP

*Classic Music Live! Falkirk (CML!) is a local, voluntary organisation which produces and delivers a seasonal programme of classic music concerts, funded in part by Enterprise Music Scotland, at FTH (Falkirk Town Hall). Affordable venue hire rates and technical, front of house and marketing support contribute to **CML!'s** success. A high quality, accessible and established season of classic music run by informed and enthusiastic volunteers enables FTH to include this genre of music as an integral part of its programme.*

Arts provision in Falkirk is delivered through a number of different sectors.

The **public sector** consists of those agencies that are funded publically i.e. via the Scottish or UK government (such as local councils or the NHS). Public sector organisations are accountable to governmental and public scrutiny.

Those arts groups, clubs and organisations that are run by people on a voluntary basis and who do not receive payment for the work that they do for the organisation are described as the **voluntary sector**. The organisation may charge for services or admission to shows but the money generated usually goes back into the organisation to offset costs or for investment in future activity. Voluntary sector organisations are not accountable to a third party.

The **third sector** is another way of describing charities. Charitable organisations exist to address or provide services for a particular client group on a not for profit basis. Money raised by charitable organisations is invested into the continued development and delivery of services or support to the client group.

The **independent sector** comprises those individuals, groups or organisations that operate within their own defined model; for example, a practising artist, writer or musician who may or may not sell their work or services. In terms of their 'offer' the independent sector are accountable only to themselves.

Finally, the **commercial** sector provides services in response to direct payment such as a dance school operating as a commercial business or a cinema chain such as Cineworld. Whilst this Plan acknowledges that there are a number of commercial operators that add to the overall ecology of arts provision in the area, it recognises that the objectives of commercial stakeholders differ, in part, from those of the other four sectors described above.

In summary, the issues for the local arts sector are as follows:

- **public sector:**
 - how to retain an effective infrastructure (buildings, people and resources) that can direct arts provision across the area (meeting Inspiring Active Lives and Strategic Community Plan objectives);
 - the need to rationalise the number of buildings, explore co-location opportunities and identify priorities for reinvestment;
 - the establishment of sustainable models for delivery;
 - ensuring that the arts offer is appropriate for area's wider objectives (learning, tourism, well-being, social, economic, place-making);
 - generating new sources of funding;
 - creating a leadership framework within which the arts can flourish.
- **voluntary sector:**
 - how to sustain aspirations in a changing publically funded climate, for example - the potential impact on subsidised lets at venues;
 - sustaining volunteers;

- for some, dealing with an ageing membership;
- audience development through effective promotion and profile enhancement
- **third sector:**
 - how to sustain existing levels of service delivery in a climate of reduced public sector funding;
 - managing the continued availability of project funding against a reduction in core funding;
 - ensuring a continued strategic fit with the area's wider objectives
- **independent sector:**
 - how to access external funding within an increasingly competitive funding environment coupled with the requirement to meet funders' strategic objectives;
 - access to resources (studios, equipment, work space, support, opportunities to showcase work);
 - availability of opportunities for paid arts work (including tutoring).

The Trust proposes that, without an agreed plan, no single sector can take on all the challenges ahead. As shown above, these challenges are primarily about reductions in public funding and none of us operate without a degree of public subsidy. The arts sector in Falkirk as a whole has developed in an organic way and in response to opportunity or perceived areas of need. The proposed plan will ensure that we are not operating in isolation or in competition with one another.

6. Shared Vision and Mission

Our shared vision for the arts in the Falkirk area is:

A vibrant place in which the arts are integral to the lives of all who live and work here and where the value of the arts is explicit to all who visit.

Our shared mission is:

To work together in a way that connects people, ideas and resources across the arts sectors.

7. Propositions: what is going to be different?

Our vision and mission are built on the following five *propositions* which emerged from our research and analysis of the arts sector in the Falkirk area and the challenges it faces in a time of increasing need but decreasing public resources; the aim is to create a coherent arts offer across the area being clear about where we want to offer audience and participant choice but also where we need to work together. During the consultation period, the arts community has approved the Trust's leadership role as the most appropriately resourced through its role as policy advisor to Falkirk Council. However, it is acknowledged that at implementation stage, the Trust's role (and that of other partners) will vary – sometimes leading, sometimes supporting and sometimes observing.

Sharing: we propose that collectively, we work together to improve our understanding of existing and potential arts audiences; if we are able to make better use of audience data we are all are likely to ultimately be more successful in attracting audiences, growing participation and generating income. We believe that having and analysing data is a way of supporting creative decisions and that these decisions are rooted in a thorough understanding of the local context.

Planning: we propose establishing a local Arts Network that will function as a forum to exchange planning and programme information across the area to which all sectors of the arts community can (and should) contribute to create a year-round programme of activity that responds directly to need. Given the nature of the network, it will (by definition) and should (by action) serve as an advocacy body for the arts and will ensure that the area has a number of arts champions, from across the sector.

Programming: Our respective programmes are developed within our own organisations and collectively create an exciting and wide ranging arts offer across the area (*through sharing information and planning together*). We should seize opportunities for collaborative programming that, while not inhibiting our respective creative vision and organisational aspirations, can establish a more connected, audience-focussed approach to programme development.

Venues: The area has a number of key arts venues, facilities and resources. These are vital - they are rooted in our local communities but also have a national profile and significance. But, at a time when the public sector continues to face severe financial constraints, the future of some of these resources used by the arts sector is uncertain. Our existing audiences are key to the sustainability of these venues but our aspirations for the growth of all arts provision in the area requires us all to continue to generate and engage with new audiences. As we approach the development of a new theatre for the area, replacing FTH, we have a fantastic opportunity to raise Falkirk's game even higher and get more people actively engaged with and involved in, the arts.

Funding: We recognise that the arts cannot exist without some level of subsidy – be it through favourable hire rates for venues, revitalising a heritage building, external funding for targeted programmes, public art as part of town centre regeneration, arts events that contribute to the visitor offer, instrument tuition for young people in schools or arts activity to support health and well-being initiatives. The benefit of subsidy is investment in improving social cohesion, community wellbeing and pride. We propose that together we can establish an improved evidence base for our targeted work, creating a more informed basis for advocacy and ensure that our universal programmes continue to generate income while remaining accessible to those least able to pay.

8. Objectives:

We propose three objectives that will help us achieve this transformation:

Objectives	Priorities	What does success look like?	Who is needed to make this happen?
1. Expanding audiences and increasing participation across all artforms and venues;	a) Being clear about who our existing and potential new arts audiences and arts participants are and having the right tools in place to engage them.	We have a vibrant and exciting year-round programme of arts programme and activities developed based on audience research and underpinned by targeted and appropriate marketing and promotion.	FCT will lead on this by working with all arts sectors to coordinate an audience development strategy for the area.
	b) Ensuring that audience development is a significant factor in programming decisions.	Informed, high quality and where appropriate, integrated, arts programmes define the area's cultural offer.	All arts sectors will collaborate to use the findings of the audience development strategy.
	c) Developing existing festivals and establishing new festivals and themed seasonal programmes that attract local audiences and visitors.	At key points in the year, our town centres and parks are animated and dwell time in the area is extended.	FCT, Falkirk BID, VisitFalkirk and the Falkirk Tourism Partnership will collaborate to to use existing research to build a sustainable festivals programme.
	d) Developing the Tryst Festival as signature event that demonstrates success of the arts communities year round approach to planning and programming.	A stimulating festival programme that 'brings together' content and audiences that reflect the cultural constituency of the area and that attracts both returning and new audiences.	FDACC will work with venues and participating arts groups to develop The Tryst Festival.
	e) Integrating more fully the vibrant, cross sector mix of the programme offer at FTH in anticipation of a new, purpose built facility on the Forth Valley College campus.	The area's flagship cultural venue is a vibrant and exciting cultural destination.	FCT will adopt a more 'curatorial' approach to programme development at FTH, working closely with the voluntary arts sector and touring arts promoters/ agencies

2. By working together we drive efficient use of resources;	a) Working together to agree terms of reference for the Arts Network.	Collectively, arts providers ensure a more strategic, coordinated and shared approach to arts delivery across the area.	FCT will initiate the development of the Arts Network but its success will be dependent on the collective momentum of all its constituent partners
		A partnership approach to planning around national and local themes such as Scotland's Themed Years, centenaries and anniversaries or funding themes, seasonal programming, Helix events, pop-up exhibitions.	The Arts Network will explore and share planning, programming and production opportunities.
	b) Reviewing current box office systems.	We have better audience data that enables improved customer service/communications and helps increase attendances and income generation.	FCT will drive this as part of their own business development but will be mindful of the potential impact that improvements can have for other arts providers in the area.
	c) Advocating a degree of rationalisation in terms of customer data collection – can we all ask the same questions?	A shared approach to audience development and an increase in the number of arts attendances across the area.	In context of the above, FCT will work with arts providers across the area.
	d) Assessing whether there are sufficient suitable spaces to make and showcase the work produced in the area (performances, events, activities and exhibitions)	A vibrant arts community presents exhibitions, performances and events across the area in a diverse range of spaces.	All arts sectors will explore innovative approaches and seize opportunities to showcase/ present their work.
	e) Establishing productive and progressive partnerships across the arts community that will enable connected and collective	Our targeted work will be better focussed through a more coordinated approach involving key partners working in this particular field (i.e. NHS FV, Artlink Central,	A steering group comprising NHS FV, Artlink Central, FDAMH, FCT, Forth Valley College, Falkirk Council will explore, coordinate, engage other

	decision making (as required) and intelligence sharing.	FDAMH, FCT, Falkirk Council).	partners in, opportunities for targeted work.
		Our work with non-arts partners (i.e. social, health, care, youth, community services) will be informed by an integrated approach through the Community Planning Partnership.	On behalf of the Arts Network, FCT will work with Community Planning Partners to identify need and opportunities.
	f) Working with funders to identify and/ or highlight opportunities for investment in the arts in the area.	Arts providers in the area are better able to plan and sustain targeted arts activity.	All arts providers will continue to identify and source funding support, however the Arts Network will provide an opportunity to share information, consider new approaches and develop ideas.
3. The arts make a positive contribution to the area's wellbeing and those most in need	a) Ensuring a balance between universal and targeted arts provision.	An exciting and vibrant arts offer that engages and supports all sections of the community. More people are motivated to be arts attenders and arts participants regardless of circumstance.	The Arts Network will enable all sectors of the arts community to understand better the area-wide picture of arts provision.
	b) Working together to identify key areas of need and how best to respond.	The arts contribute significantly across the area in supporting community well-being and those most in need.	The 'targeted activity' steering group comprising NHS FV, Artlink Central, FDAMH, FCT, Forth Valley College, Falkirk Council alongside other Community Planning Partners will lead on this, working with other stakeholders, including the wider arts community as required.
	c) Working with relevant agencies to establish mechanisms to measure the impact of arts provision.	Targeted arts work across the area is better documented and provides a robust foundation for advocacy and investment.	All arts providers and stakeholders will collaborate to collate information for sharing and publication.

	d) Recording and monitoring the impact of the Arts Plan.	The Arts Plan continues to drive arts provision across the area for the next five years and is both directional and responsive.	All arts providers and stakeholders will collaborate to collate monitoring information and evaluate as required.
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The future of our libraries:

**A Library Service Development Plan for
Falkirk
2016-21**

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Executive Summary

'Google can bring you back 100,000 answers, a librarian can bring you back the right one' Neil Gaiman

This Plan is the third in a series of delivery plans for the area which flow from *Inspiring Active Lives* – a Culture and Sport Strategy for the Falkirk Area 2014-24. Although the Trust is the only organisation responsible for the delivery of public library services in Falkirk, our Plan is a shared Plan and is a call to arms to staff, users, non-users, library advocates and partners across the area to help shape the future of our libraries.

Libraries locally, nationally and internationally are at a critical time in their evolution; they continue to be trusted and valued resources in the heart of communities but footfall, issues and numbers of active borrowers - the indicators we use to measure impact - are falling.

In the past, libraries provided opportunities for learning by making knowledge and information accessible to all. This material is now available 24/7 on the Internet and accessible through a multiplicity of devices - laptops, smart phones, tablets. But what the World Wide Web cannot replicate is a safe physical space in which human interaction can take place – between staff and customers, among customers and between customers and other public service providers.

At national level, in 2014, the Scottish Library and Information Council (SLIC) was tasked with the development of a National Strategy for Scotland's public libraries; *Ambition and Opportunity* was published in June 2015 and articulates very clearly the contribution libraries make to the economic, social and cultural health of their communities. Where appropriate, our Plan echoes these national objectives.

Our **vision** for our libraries is that they will be **animated community hubs**:

- places for **learning** – particularly digital skills and family learning;
- **social places** where people can meet and collaborate;
- **flexible places** for partners to deliver their services;
- **events spaces** for children and adults;
- **cultural spaces** offering local creative opportunities for consumption and participation;
- places for **communities** to engage with their history and promote community cohesion.

We anticipate that, if the Plan is successful, we will see the following **outcomes**:

- Our users are informed, articulate, literate and confident
- Our communities are animated, productive and cohesive
- Our staff are dynamic, creative, informed and informative
- Our services are relevant, high quality and accessible
- Our buildings are vibrant, flexible, welcoming and safe
- Our IT is relevant, accessible (and on the cloud...!)

Given the significant challenges we face, the library service in the Falkirk area will look very different in five years' time. We regard this Plan as a call to action for Community Planning partners to:

- ensure that services that are not available elsewhere in the community can be provided in our libraries;
- ensure we have a shared approach to digital exclusion and dealing with increasing levels of poverty.

We will continue to speak to users and non-users to ensure that the balance between digital and physical resources meets their needs and that, where we have the opportunity to consolidate our service delivery, we act decisively.

The Plan anticipates that libraries can continue to be hubs at the heart of their communities; our plan and our staff will continue to confidently articulate **the intrinsic value of reading, listening and understanding** (books, texts, websites, instructions, forms, social media and so on).

What makes libraries so important is that, while they are repositories of books, knowledge, information, they are also centres of activity that promote **the value of narratives, of stories, of chat.....of bringing words to life:**

- Reading to your child or grandchild, niece, nephew, neighbour
- Reading for your own pleasure and losing yourself in a story
- Reading a book and relating it to a film or soundtrack – how does reading connect you to other cultural forms?
- Reading a tax return, business start-up form, housing benefit form, winter fuel allowance form...
- Reading for research – is Wikipedia enough?
- Reading the news – do you want to find out what is behind the headlines.

Our action plan proposes how we would like to work with partners and stakeholders in future, to align our respective resources and plans to collectively transform our libraries.

1. Introduction

'Why buy a book when you can join a library' Ricky Gervais

What are libraries?

The original 1853 Public Libraries Act established the paternalistic principle of libraries being "for the Instruction and Recreation of the People". Since then, public libraries have evolved reflecting changes in society and technology but, at heart, the principle remains unchanged; hushed reverence is no longer the order of the day and libraries are brighter, lighter and more vibrant. But, as footfall, issues and active borrowers all decline, perhaps they have not evolved enough. We need to change the mind-set about what a library is.

Current public library legislation places a duty on local authorities to deliver *adequate* free public library services. *How Good is our Public Library Service: A Public Library Improvement Model for Scotland* (2014) defines an *adequate* service as being delivered through a planned, strategic network of public libraries reflecting core functions:

- providing universal, free, consistent and customer-focussed access to hard-copy and electronic resources
- enabling access to resources for reading, information and learning
- creating social capital by encouraging community involvement and community-based activities
- helping to minimise social and digital exclusion
- supporting learning and information needs in the information society and knowledge economy
- promoting access to Scotland's cultural heritage and promoting cultural and creative activities
- encouraging the public to pursue individual interests
- promoting social justice, civic engagement and democracy
- working in partnership with other agencies and organisations to offer value-added services
- providing access to a strategic library network

Falkirk Libraries in 2016 offer....

....three distinct strands of service: public libraries, targeted services and digital services all supported by a logistics team:

Public Libraries:

We have eight libraries located in Falkirk, Bo'ness, Grangemouth, Meadowbank, Larbert, Bonnybridge, Denny and Slamannan where we provide a mix of resources for loan and/or browsing; a wide range of fiction and non-fiction books, reference and local history resources; specialist material such as Books on Prescription and the Multicultural Library with books, newspapers and DVD's in Polish, Punjabi, Urdu, and Cantonese. But our libraries offer much...

...more than just books...



Staff work with partner organisations to promote an interest in, and love of, reading and books for all ages. Activities range from sessions for pre-school children, class visits for local nurseries and schools, craft sessions, seasonal events including the national Summer Reading Challenge. Our adult programmes include support to reading groups and author visits and we have activities for all ages linked to national events such as World Book Day and Scottish Book Week. Larbert and Bo'ness have rooms available for hire and the replacement Denny Library will also have a community room available for hire. A number of our libraries have flexible shelving which allows for space to be created for small events.

Case Study: a day in the life of Larbert Library – every day is different, but they're all busy

9.30-10am	We prepare the building for the day and hold a brief staff meeting
9.30am-3.30pm	Jo Jingles' children's music classes all day in the Community Room
10am	<p>We open the library to the public and, throughout the day, library assistants on the counter assist the public with research, finding books and photocopying; with any queries relating to the PC's, Wi-Fi, e-audiobooks, e-magazines, and e-books; they join new borrowers; provide replacement library cards; update addresses and other borrower details; issue, discharge, renew and correctly file stock (books, cds, dvds, magazines and spoken word)</p> <p>Library assistants off the counter add new items to stock, weed out damaged items from stock, refresh posters and produce new displays for events, prepare for children's craft events, take photos and write book reviews for social media, monitor and process</p>

	accounts for fines and replacement book costs
1-3.30pm	Home Library Service visits 14 people with books and audiobooks and taking requests for the next visit
1.30– 2.30pm:	On the centenary of the Quintinshill Rail disaster, 47 P7s and 6 adults from Ladeside Primary visit to listen to a talk by historical interpreter Robert Frank Holsman and explore Our Area in World War One memory box display by FCT Heritage
4 -4.45pm:	Chatterbooks session for 10 children aged 6 – 11 years where we have fun talking about books that we enjoy and do crafts, games, quizzes and treasure hunts related to books
7-8pm:	30 adults attend Robert Frank Holsman’s evening talk on the Quintinshill Rail disaster.
On an average Thursday, we will have 415 people through our doors and 39 people using our 11 PC’s for 23 hours.	

Targeted Services: we provide a number of targeted services for all ages – from the very young through our Bookbug sessions, a library service for young people at HM YOI Polmont (funded externally) and the Home Library Service tailored for people who find it difficult to get out and about because of disability, illness or because they are caring for someone. Our branches include induction loop systems for the hearing impaired, and adaptive aids for using PCs.

Case Study: Reading and Reminiscence delivered by Library Support, in conjunction with The Maples Day Care (run by Alzheimer Scotland) in Larbert. The focus of the project is eight service users, each of whom has a diagnosis of dementia. We use a mixture of reading aloud, storytelling and reminiscence to encourage participation, improve mood and increase wellbeing. The project began in June 2013 and continues to run beyond its trial period of one year.

Digital Services: are available 24 hours a day and include online reservations and renewals; interaction via social media – Twitter (@libfalkirk) and Facebook (falkirklibraries); e-books, e-audio and e-magazines, access to the library catalogue and other resources including Test Theory Pro and Whichbook.

Case Study: The Twitter account for Orkney Library @OrkneyLibrary passed the 10,000 Twitter followers benchmark during Scottish Book Week in November last year, surpassing the number of tweets it has sent. The library has attracted new fans with its shrewd and witty observations of the services and books it hires out. The man behind the project, Stewart Bain, said he wanted to change the stereotypes people might have about libraries, and show a more fun side of the service.

Library Logistics is the team behind the scenes that supports the delivery of all our public-facing services: ordering, cataloguing, electronic tagging and circulation of stock; performance monitoring including the collection, collation and analysis of data;

administrative, technical and logistical support including the Library Management System and public access computer network. The team also manages the Home and Digital services, the Local History collections as well as supporting a wide range of functions such as staffing, training and buildings management.

Other library services in the area include the Library at HMYOI Polmont which is supported by Falkirk Community Trust providing the services of a qualified Librarian and in-kind support including ordering books and other resources; Falkirk Council Children's Services – Learning Resource Service which supports school libraries and the library at Forth Valley College.

2. Purpose

All libraries are at a decisive time in their evolution and the next few years will be critical in determining whether they transform or wither away.

Our libraries need to respond and adapt to the rapid changes in:

- how people access and use reading material, knowledge and information;
- how people interact with one another, and
- the resources people need to function and communicate in today's society.

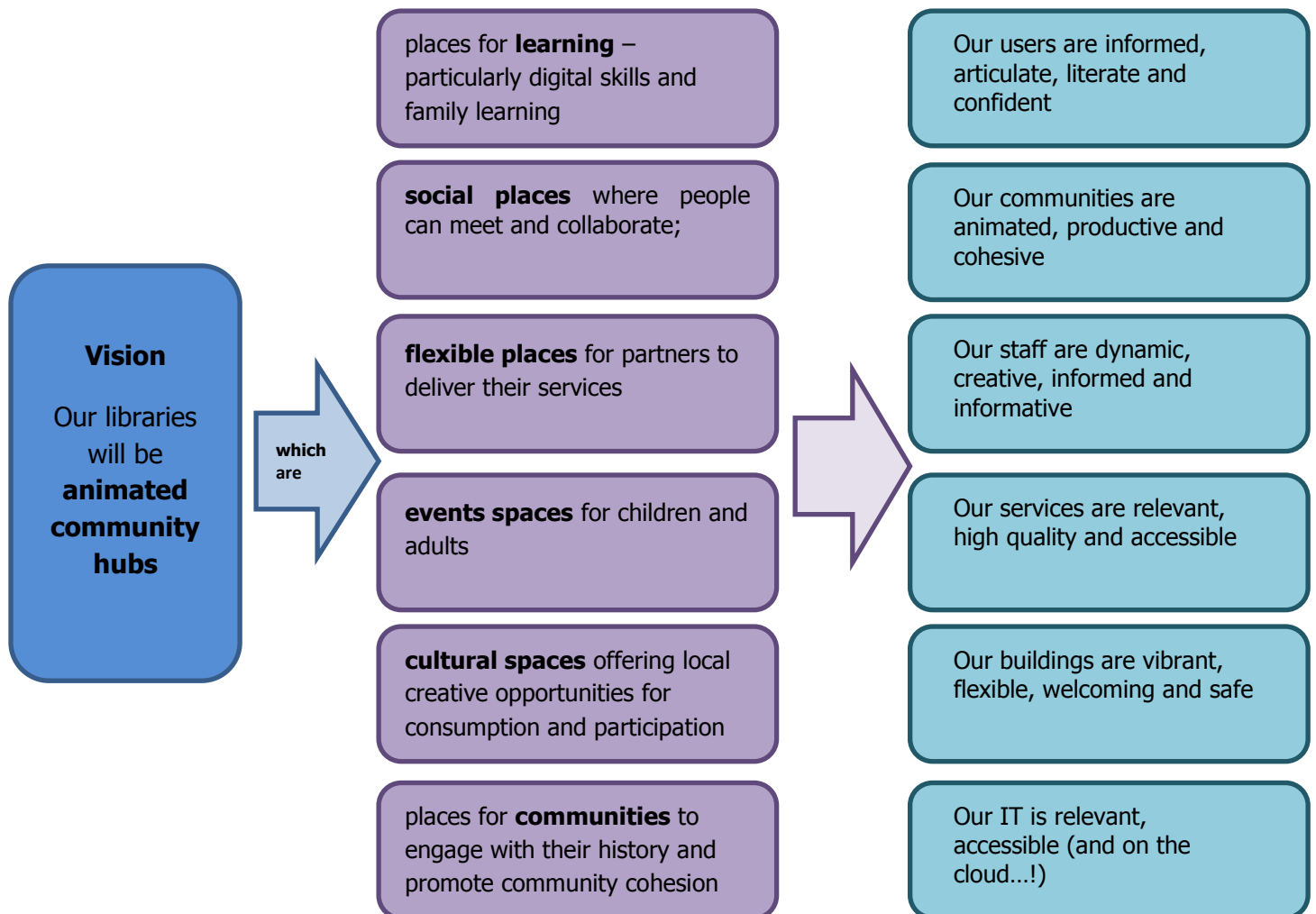
All of these opportunities are available both online and in person and the balance between physical and virtual services is changing; library use is declining, nationally and internationally, so libraries need to continue to be relevant to local users. This Plan suggests that a significant part of the value of libraries is people interacting with one another and access to physical resources but we need to ensure we continue to have sufficient usage to sustain the existing number of buildings.

Between 2009 and 2014

- **In-person visits to our libraries have fallen from 911465 to 628230 – a decrease of 31%;**
- **Book issues have fallen from well over a million to under 900,000 – a decrease of 22% which is just over the national average of 20%.**
- **Our active borrowers (people who have borrowed one book in the last 12 months) has fallen 18% compared to the national average of only 9%.**
- **Our expenditure on resources (books, digital services) remained constant and so our cost per user increased.**

The purpose of this Plan is to identify ways in which libraries can change and develop and it is also **a call to arms to our staff, users, library advocates and partners across the area** to contribute to the revitalisation of our libraries. The Carnegie UK Trust commissioned UK-wide research in 2012 to inform its report *A New Chapter: public library services in the C21st* (2012). Findings from Scotland showed that while 76% of respondents believed libraries to be essential or very important to the community, only 47% felt libraries were important to them personally – we need to overcome this 'value gap' and try to attract in at least some of those passionate advocates who are not currently accessing our services.

3. Direction



A glimpse of the future

'Google can bring you back 100,000 answers, a librarian can bring you back the right one' Neil Gaiman

So, what will our libraries look like in five years' time if we are able to deliver the vision, objectives and outcomes?

We want them to have kept pace with digital change so our fixed PC's have been replaced with tablets/iPads; we'll have docking/recharging/gaming stations; we'll have reliable WiFi but we will also have **stuff that people can read**.

But our libraries also need to be about people - otherwise, why would we have buildings? So, our libraries are places for **learning**, for being **sociable**, they are **flexible**, they host **events**, they are **cultural spaces** and, above all, they are places for **communities**.

What does a different library service look and feel like? There may have to be less staff; we may have self-service units: for checking in and out books, for viewing the catalogue - leaving staff to engage with customers: delivering children's events and IT sessions, sourcing information and assisting new users. As many of our services will be available online, we'll help users (in real time) navigate the World Wide Web – for research, for jobs, for benefits, for enjoyment.



The implication of this is to continue to invest in staff skills, particularly in community and online engagement, and new equipment – to facilitate **deeper, richer engagement**.

Our buildings will be animated – a health visitor will be leading a baby nutrition session, a benefits advisor will be hosting a drop in, taking a claimant through an online application for a Personal Independence Payment, a library assistant will be leading a Baby Rhymetime session, an author will be delivering a talk, there will be an exhibition from the museum collection, a young band will be hosting an acoustic music session. We will work with our partners to deliver programmes in what might be some of the few remaining staffed facilities in a community.

Our customers will experience fresh, bright buildings which are easy to find and simple to navigate; service will be courteous, friendly and fast; we'll have spaces for study and spaces for relaxation; our libraries will be both calm and vibrant.

At the same time, our web presence will be alive: we will have online engagement with individual users (at a very basic level, reminding them when their books are due back, but in a way that tempts them back into our branches; that suggests books for them or connects them to other Trust services – 'you like Thomas Hardy, see Far From the Madding Crowd at the Hippodrome') or creates communities of interest around classic literature, comic novels, crime fiction, genealogy. So, some of our users may not be in our buildings but they still need us!



The implication of this is that we need continued investment in digital services and skills as technology (hard and software), applications and products change; we will use appropriate developmental tools such as the Chartered Institute of Library and Information Professionals (CILIP)'s Professional Knowledge and Skills Base. The library staff of the future will communicate effectively with digital-only customers but we need to learn from other digital services that there will be occasions when a digital-only customer needs to speak to someone.

4. Rationale

Locally and nationally, libraries are regarded as important elements in the delivery of a range of social and economic objectives which are expressed here in Falkirk in the area's Strategic Community Plan – *Moving Forward Together* and the Single Outcome Agreement; both documents focus on the role of public sector organisations to collaborate to reduce inequality, improve health and wellbeing, increase and opportunities for children and young people and create safer and more prosperous communities. *Moving Forward Together* calls on all agencies, local communities, businesses and the voluntary sector to work in partnership and be creative to meet the challenges and these challenges are echoed in *Inspiring Active Lives*, the area's Culture and Sport Strategy.

This approach is reflected at national level in *Ambition and Opportunity*, a Strategy for Public Libraries in Scotland 2015-20 which was published in June 2015; the Strategy is designed to help library services, and the local authorities which fund them, to develop and refocus their services and to improve their efficiency through collaboration and co-operation among agencies.

Ambition and Opportunity seeks to be a catalyst for the changes necessary to ensure library services across Scotland remain meaningful and useful to citizens, cost effective and reflecting the policy aims of both local and national government:



The Strategy emphasises the importance libraries can play in supporting the delivery of public service reform including greater integration of public services at local level and supporting that decisive shift towards *prevention*: reducing future demand by preventing problems arising or dealing with them early on. The draft also emphasises the need for **continued investment** in both buildings and digital services.

Our challenges locally include:

- A projected population increase of 10.4% between now and 2037 (from 157,640 to 173,130) and there are three age groups that will grow the most: primary-age children, retired people and people over 85.
- This will affect all areas except Grangemouth up to 2018 with the Denny and Bonnybridge, and Polmont and Rural South areas growing by over 10%. By 2033, both Falkirk and Grangemouth are expected to show a decrease in population but Denny and Bonnybridge could grow by over a quarter and Polmont and Rural South by over 35%.
- The rate of unemployment is volatile: it has fallen in the last four years by 34% (from 4097 in April 2009 to 2688 in January 2015) but we still have a relatively high number of young people who are unemployed.
- Supporting people most in need and the Falkirk area includes 18 (1.8%) of the 976 data zones in the 15% most deprived data zones in Scotland including areas within Bainsford and Langlees, Bowhouse, Dunipace and Camelon.
- All public sector organisations face pressures on finances from reducing budgets, due to the economic situation, and growing demands for services.

5. Key Issues: global

What is constant?

There is no doubt that libraries remain consistently highly valued by both users and non-users. Research (both local and national) bears this out. Evidence from the US matches the findings of the 2012 Carnegie research: *'Libraries are deeply appreciated, especially for their role and impact in the community. Ninety-six percent of those surveyed agreed that public libraries are important because they promote literacy and a love of reading.... [However] The overall number of library visitors is shifting. From 2012 to 2013, there was a 5% drop in the number of people who visited the library or a bookmobile: from 53% to 48%'*

Evidence from England shows that cuts to library services have generated extensive media coverage from advocates who place a high value on the concept of libraries as sources of inspiration and knowledge, free at the point of use. The fundamental offer of libraries is still reading material - books, e-books, magazines, journals, websites and there are plenty of studies that evidence the benefits of reading.

Case Study: Reading for just 30 minutes a week produces greater life satisfaction; enhances social connectedness and sense of community spirit and helps protect against and even prepare for life difficulties.

- 43% of readers said reading helps them get a better night's sleep
- Adults reading for just 30 minutes a week reported higher creativity (48%) than non-readers (37%)
- 58% of readers say that reading lets them escape from the real world

Readers were found to be 27% better able to make time for their friends, perhaps as they were 10% more capable of planning and prioritising

(http://www.thereader.org.uk/media/118690/The_Benefits_of_Reading_for_Pleasure.pdf)

What is changing?

- use of some traditional library services (i.e. in-person visits and book issues) is falling both nationally and internationally, and these are two of the measures we continue to use to measure libraries' performance. Yet libraries are still used by around half the population at least once a year, and around a quarter of the population use libraries at least once a month;
- budget constraints and the need to 'do more for less' puts more pressure on a service whose relevance in some quarters is declining;
- public service reform (and the UK Government's aspiration that most services will be 'digital by default') puts pressure on libraries to support people who do not have their own PC and/or access to broadband to apply for welfare benefits, jobs or even cheaper goods and services (addressing the 'cost of being poor' which is estimated to be £1,200 per year);
- rapid change in technology is both an opportunity and a threat; the expansion of digital resources; pressure on libraries to continue to invest in new hard- and software and the corresponding speed and complexity of technological change (the divergence of operating systems (Windows/Apple/Android) and

parallel convergence to mobile rather than fixed technology) means more frequent need for re-investment;

- With the proliferation of mobile and tablet devices, customers will become increasingly less dependent on fixed IT. Within the next five years, we will need to re-examine the blend of fixed and non-fixed IT provision within libraries;
- Our larger libraries include areas within their catchments that face serious challenges due to lack of digital connectivity and, very probably with regard to digital skills. Other research has shown a tendency for people who are not regularly online to report poor or no digital skills;
- Software obsolescence will increase in the next few years and will necessitate regular investment in up-to-date software;
- The shift from server- to Cloud-based storage solutions is already underway and will continue to be a technical and investment challenge for us; already, the link to the Council's secure network means attachments from email services (such as Gmail) that use Cloud storage mechanisms cannot be accessed from or printed in libraries;
- A wider choice of leisure options, both real and virtual, generates competition for libraries.

Case Study: In 2013, faced with budget cuts of £100m+ over three years, Lambeth Council was determined to actively involve the community in how to invest the Council's budget. It commissioned web applications developer White October to create an online interactive budget tool – the Lambeth Library Challenge. Doing the Challenge gave people an insight into the difficult choices to be made when allocating budgets, empowering them to set priorities and think about what they really wanted and needed from their local library

The Independent Library Report for England published on 18 December 2014 was described as 'a convincing roadmap towards a revitalised future for public libraries in England' and while it rightly recognises the power of libraries to transform lives and communities, and how this only increases in the digital age; although it is worth noting the report's proposals also rely on significant investment in both IT and buildings.

Challenges and Opportunities

The challenge for libraries across the UK is the relative decline in libraries' use as measured by issues, footfall and active borrowers and our analysis of national and international research shows there is no magic bullet to halt this decline although a number of themes do emerge:

- Sharing buildings to increase footfall through synergies and keeping costs low; future rationalisation of facilities may make this an option for consideration in the future – could the Trust deliver services on behalf of other agencies in our libraries?

- Support for societal issues – welfare reforms impacting on poverty and homelessness. Move from physical books towards support for IT, focus on work with literacies – children and non-English speakers and this requires a deeper engagement with communities which is not necessarily reflected in footfall or book issues (the traditional measures of library performance);
- Libraries continue to be important for people without home PC's/printers or access to broadband, to job-seekers, people with disabilities and retired people;
- Developing digital as well as physical content. However digital issues are not yet rising enough to off-set the decline in physical issues;
- Digital reading brings a tangle of legal issues for publishers, and libraries, and while eBooks become increasingly available to libraries, catalogues remain separate; costs remain high and constraints are imposed on lending;
- Some libraries even target readers before they are readers. The national organisation Family Place Libraries promotes a model for transforming U.S. public libraries into “welcoming, developmentally appropriate early learning environments for very young children, their parents and caregivers.” Family Place Libraries help transform parents into first teachers, and the program addresses the physical, social, emotional, and cognitive aspects of child development “to help build a foundation for learning during the critical first years of life.” Family Place librarians collaborate with local service providers and early childhood educators to enhance the community environment for families with very young children and to reach new and/or underserved audiences;
- There remains a consensus that libraries will continue to be physical places in some form in the future, but they may be very different by virtue of having broader functions than they do now and there are many quite specific examples of libraries as ‘making’ spaces with 3D printers, hosting study groups and business meetings, where you can make video games or record music;
- Modern, flexible, purpose-built libraries have been proven to improve footfall and engagement with the service e.g. Newcastle, London boroughs; our own experience in Falkirk has been to see a (temporary) significant increase in footfall when a new library opens which tends to plateau after 3-5 years as we have seen at Larbert Library where visits rose by 11% in the first three years after the new building opening, but have now fallen to previous levels;
- Every Child a Library Member is a pilot programme being run by a number of library services including Falkirk, and supported by SLIC; a similar programme run in England between 2012 and 2013 demonstrated that the principle of having a library card is an important first step. But the study clearly demonstrated that *issuing a library card in itself does not create active library members. The accompanying outreach activities and library events were important factors in making membership real and an initial library visit was an important catalyst to this.*

None of these factors alone can permanently reverse the decline in library usage unless libraries continue to be **relevant** to a significant proportion of the population **throughout their lives**.

We suggest in 'a glimpse of the future' (p. 10) that libraries of the future will be dealing less with mass footfall and more through **deeper, richer engagement** with fewer people.

It is unlikely that there will be a sudden reversal of the current downward trend of the last decade or so in library usage figures. The rise of digital services and resources means more people accessing material remotely so footfall/physical visits will continue to fall. Self-service units mean basic checking in and out of books, catalogue searches, etc. can be delivered automatically. So, where real time engagement and interaction takes place, it is likely to be deeper and richer than before – but, ultimately with less people.

For example, the American Library Association has made **transformation** a top priority. *'As libraries continue to transform in 2014, they deepen engagement with their communities in many ways, addressing current social, economic, and environmental issues, often through partnerships with governments and other organisations. Moving forward from being providers of books and information, public libraries now respond to a wide range of ongoing and emerging needs'*. However, this comes at a greater cost so a clear choice needs to be made as to where human interaction and investment in staff is most important and where it can have the most impact and return on investment. This is likely to increase the cost per user.

We suggest that none of these developments change the essence of what libraries have always been: **communal repositories of stories and information** and it is just that the tools/means of communication are no longer just real-time print (books, newspapers, magazines, encyclopedias...) and so libraries will simply change and embrace new methods of communicating and transmitting stories and information.

6. Key Issues: local

Our **customers** tell us that they are happy with the services we provide and they experience few barriers; however, as we have a net loss of active borrowers our service is becoming less relevant to people, we need to understand what is causing this loss. Research in 2014 with users identified three areas of dissatisfaction (but only from a minority of respondents): opening hours (9% of respondents), fines (2%) and free car parking (less than 1%). However, when we asked customers when they would prefer our libraries to be open, we found that the current arrangements suit the majority of our respondents.

Feedback from **non-users**, in 2014, identified three main reasons for not using libraries – not being readers, having no time to visit and a rise in the use of digital entertainment e.g. Internet/Smart TVs/Sky/Tablets/eBooks. Non-users said they do not use libraries at the moment but are happy to know they are there. Among non-users, there was also a lack of knowledge about the services libraries provide, highlighting a need for more effective promotion.

We ran a series of **staff** workshops in 2014 – frontline staff have a clear connection with library users understanding their needs and aspirations but it is worth noting that some assumptions remain unsubstantiated; for example, the impact of changing opening hours in 2011 which were changed to reflect usage patterns and it is perhaps those most vocal about the change are those who have been affected by the later opening on weekdays and the early closing on Saturdays.

Staff also recognised the increase in fines as an issue for customers and this is reflected in the decline in libraries' income figures. Fines were increased from 40p per week to 20p per day in 2012 – a 230% rise but we do not know whether customers who incur fines are simply leaving and not paying outstanding fines (according to anecdotal evidence) or if fines are, in fact, working and ensuring customers bring books back on time. In April 2016, we reduced our fines by 50% and we will review this in a year's time to determine the impact on income.

Case Study: In Northamptonshire, Library Plus Trust offers a membership per person of £2 per month (Library Guardians) which would generate £624,000 if taken up by all our existing active borrowers.

Feedback from respondents during the consultation period (2015) provided many suggestions for ways to make more income but this was balanced by pleas for caution in respect of income-raising. The most popular suggestions were: hiring out space to community groups; cafes; charging for classes and IT facilities. There was some support for membership fees particularly where this was seen as cheaper than paying fines or as a last resort before closing libraries. There was also some support for introducing donation boxes. We will continue to explore all these options.

Our meeting with **elected members** raised a number of potential opportunities including developing partnerships with other service providers to deliver programmes/services in libraries, using libraries for performances and exhibitions, the need for more effective promotion of library services and, in particular, ensuring that members of staff are proactive about developing new audiences. The role of libraries

as community hubs was reinforced and a number of members asked if a rebranding might help raise their profile.

We analysed our services and the context in which we operate but, in summary while our service is represented in all the major communities in the area and is valued and trusted, our offer is confused and lacks visibility and, beyond our own users, the perception of libraries is that they are staid and have nothing to offer for a significant percentage of the population. We also face a number of IT challenges most notably that we still have a relatively limited e-book and e-magazine offer due to ongoing publisher barriers; while digital change outpaces available funding.

Our **marketing** of libraries requires improvement; there is a danger that *marketing* is confused with the *promotional aspects* of marketing. Answers to questions such as who are our customers, where do they live and what do they want may have been collected but are not being used to plan the future of the service. There is a lot of marketing data being captured and reported but not analysed in a way that feeds into a Marketing Strategy. What do the change in usage patterns mean to the service? There has been a reduction in visits and loans but by how much has online usage increased? This should have significant impact on future service being planned. We need to be much more skilled at ensuring we collect the right data and use it effectively to plan future service delivery.

With the exception of Falkirk which draws its users from across the district, from a postcode analysis each branch mainly draws its users from its immediate catchment area. However, we do know from **borrowing patterns** that users do not always use their 'home' library. Analysis does show that Grangemouth has a significant number of borrowers with Polmont, Bo'ness and Bonnybridge postcodes; that might be indicative of their work location; as Meadowbank Library only opened seven years ago, users from this area may now use Meadowbank but have remained registered at Grangemouth. The Larbert and Falkirk catchment areas cross over around Grahams Road/Bainsford/Langlees with this area being equi-distant from both branches. Bonnybridge and Denny catchment areas also cross over/share borrowers particularly around Banknock, Head of Muir and Bankhead again which are equi-distant from each branch. It will be interesting to observe whether Denny users migrate to Bonnybridge while the library is in the portacabin (with less stock and fewer PC's).

We have compared our library users against the deprivation category for the catchment area and have found that Denny, Grangemouth and Slamannan have a higher proportion of borrowers from the lowest three deprivation categories than the surrounding population; figures for Falkirk and Bo'ness are broadly similar and Meadowbank, Larbert and Bonnybridge have a lower representation among their borrowers from the lowest three deprivation categories. These findings should be treated with caution and we need to do further work to understand why there is this variance – particularly because it is our newest libraries that seem to be less successful in drawing in people in our communities who are most in need.

Library-by-library performance:

Library	No. of Active Borrowers (at Nov 2014)	Annual Footfall 2013-4	No. of Issues 2013-4	No. of visits per borrower	No. of books per borrower
Bonnybridge	1,953	30,977	53,916	15.9	27.6
Bo'ness	3,186	57,627	75,173	18.1	23.6
Denny	2,441	61,480	68,945	25.2	28.2
Falkirk	8,516	132,126	169,043	15.5	19.8
Grangemouth	4,459	91,934	128,756	20.6	28.9
Larbert	5,467	106,576	154,576	19.9	28.3
Meadowbank	3,204	127,652	129,516	39.8	40.4
Slamannan	252	4,045	4,793	16.7	19.0
Mobile	662	6,646	22,305	10.0	33.7
Home	245				
Total Average /	30,385	619,063	807,023	20.18	27.72

We have also looked at how our buildings are performing and while our older buildings seem to be more successful in attracting those most in need, it is these buildings that face the most investment challenges – both in respect of backlog maintenance and digital infrastructure. We used a number of informal measures to test the suitability of each of our buildings - where they are located (in a shopping area scoring higher), available parking, internal flexibility (our newer libraries with mobile shelving scoring higher), availability of a community space and, finally, digital network capacity was scored on the basis of having a standalone line into the building or a shared line.

Library	Location	Parking	Condition Survey	Flexibility	Community Room	Digital Network capacity	
Bonnybridge	2	2	3	1	1	1	10
Bo'ness	2	2	1	2	3	3	14
Denny (new)	3	3	3	3	3	3	18
Falkirk	2	1	2	1	1	3	10
Grangemouth	2	2	1	1	1	1	8
Larbert	3	3	3	3	3	1	16
Meadowbank	3	2	3	3	3	3	17
Slamannan	3	1	2	1	1	1	9

Key: 1 = low; 2 = medium; 3 = high

7. Opportunities

The opportunities for the future development of our library service have emerged through our research, analysis and consultation which is summarised in sections 4-6. The opportunities we have identified are grouped under the four themes of *Inspiring Active Lives*:

Venues:

- We will contribute to the Corporate Asset Review which will help identify opportunities for rationalising our buildings, identify co-location opportunities with partners and balance the benefits of local access with financial sustainability;
- We will plan and prioritise future investments in IT to make best use of our limited available finances to attract and lever in additional funds;
- We will tackle asset management issues in a planned way including a critical review and appraisal of all our libraries in terms of condition suitability and utilisation.

Partnership

- We will work with Community Planning partners in the voluntary sector to ensure that library services contribute to the attainment of local outcomes as outlined in the Strategic Community Plan and Single Outcome Agreement.

Participation:

- We will develop accessible **programmes and events** ensuring equality of access to services for all, responding to community need, minimising duplication of effort, with the right partner doing the right thing and delivered within good practice guidelines.
- We will develop mechanisms to improve **joint working** and **co-ordinated programming** and work together to develop our staff's skills and knowledge

Motivation:

- We will use **market intelligence** and **customer knowledge**, tailor marketing strategies to generate income, target effectively and develop new customers
- We will address challenges in respect of the 'value' relative to the 'cost' of activities to ensure that services are **cost-effectively** delivered and that **subsidy** is accurately targeted at individuals based on need.

Our Action Plan in the following section explains in more detail what we will do and what we would like our partners to contribute.

8. Action Plan

Opportunity	Who Context	How	Outcomes
1: Venues (Spread) A needs analysis of all our buildings and vehicles will help us understand the viability of buildings reaching the end of their life and how we rationalise space to meet future needs. Our approach will be based, in part, on the condition of our buildings and replacement timescales for our vehicles.	FCT <i>libraries, arts, heritage</i> FC Development Services FC Corp and Housing Context: Corporate Asset Review	Asset audit based on condition and utilisation; Identification of co-location opportunities; Consideration of partner(s) needs (space, staff, IT infrastructure).	By 2016, the Corporate Asset Review is complete.
2: Venues (Investment) A development road map and investment plan for our digital technology will help guide improvement in our digital offer.	FCT <i>libraries, business development</i> FC Corp and Housing (Policy and ICT Improvement) Context: Trust website redevelopment; FC IT Strategy	Continued development/application of Sirsi Dynex Symphony and Enterprise software and add-ons; Consideration of interoperability with other Trust and Council systems; Consideration of partner(s) needs (IT hard and software); Horizon scanning	By 2017 the development road map is complete and we have a clear understanding of the hard and software requirements to operate shared services across our library locations. By 2017 we have a shared IT strategy
3: Venues (Quality) Our plan for the first community hub in Denny – a space that provides an imaginative, flexible space connecting the interior with the public realm – will provide an opportunity to test our concept.	FCT <i>libraries, arts,</i> FC Development Services Falkirk Delivers	Completion of community consultation Completion of build, internal design and fit out of new library incorporating ideas from consultation; Launch and formal opening.	2016 our new library opens and is welcomed by the local community. 2018 the building is a dynamic hub at the heart of the new town square.

<p>4: Partnership (Local Outcomes)</p> <p>We will develop strategic partnerships with Falkirk Council, Job Centre Plus/DWP and NHS FV to support the delivery of the area's Single Outcome Agreement:</p> <ul style="list-style-type: none"> Welfare reform creates new learning opportunities; Partnerships with employability, health and learning partners expands/diversifies/alters the balance of the library offer. 	<p>FCT <i>libraries</i> FC Children's Services (CLD), Development Services (Ec Dev) and Corporate and Housing Services (Welfare Reform) Forth Valley College NHS FV</p> <p>Context: Service redesign and review of delivery mechanisms</p>	<p>Secure commitment from Council and Community Planning partners through relevant governance procedures (Internal consultation with FC); In the context of the SCP, identify key officers within partnership organisations to drive Opportunity 4 forward; Identify shared priorities and an action plan for delivery.</p>	<p>By 2017, we will have established three strategic partnerships with Council services and external agencies which enhance the offer in each library. By 2017 the area has well connected facilities and resources designed to support community capacity building. By 2018 libraries play a key role in a network of community learning, health and employability provision.</p>
<p>5: Motivation (Marketing)</p> <p>Collaboration with strategic partners will help to create library users for life: we will also improve our analysis to understand how better to create relevant, targeted services for:</p> <ul style="list-style-type: none"> working with families and pre-school children and strengthening links with schools; developing services to support people to enjoy an active retirement; and supporting the digitally excluded to engage with an increasingly digital world. 	<p>FCT <i>libraries and business development</i> FC Children's Services NHSFV Job Centre Plus/DWP</p> <p>Context: Integrated Health and Social Care;</p>	<p>Secure commitment from Council and Community Planning partners through relevant governance procedures (Internal consultation with FC); In the context of the SCP, identify key officers within partnership organisations to drive Opportunity 5 forward; Identify shared priorities and an action plan for delivery; Improve our data analysis to devise effective targeted programmes.</p>	<p>By 2017 there is a shared understanding and agreement of the core services offered in all of our libraries. By 2017 the area has a joined up IT core and life skills offer routed through key facilities.</p>
<p>6: Participation (Programme)</p> <p>Collaboration with strategic partners helps us to ensure that both our stock, and our events' programmes focus on key transition points in life (e.g. early years – primary; primary to secondary; pre-retirement); for example, developing resources and</p>	<p>FCT <i>libraries</i> FC Children's Services NHS FV</p>	<p>We will collaborate with FC Children's Services to develop resources and programmes of activity that connect the school and public library services including: Bookbug, support for homework, research support;</p>	<p>By 2017 we will share the delivery of Bookbug and other children's services which help connect school and public libraries. By 2018 in addition to core library services, we will have a range of enhanced services</p>

programmes that connect the school and public library services		We will collaborate with external service providers such as Age Scotland, U3A, Alzheimer Scotland to devise programmes relevant to people post retirement.	aimed at supporting people at key transition points in their lives.
7: Motivation (Inspiration) Our staff will expand their skills and competencies to enable them to deliver a modern, innovative library service; We will learn from retail and banking, about how to inspire and retain digital-only users and how to redesign our buildings to make them more appealing; Using social media to create communities of interest.	FCT <i>libraries</i> FC Children's Services (CLD) External advisors	We will introduce a programme of learning journeys to explore how other library services and retail outlets drive footfall and usage; We will continue to develop our social media presence using email and text messaging to personalise our messages/service; We will learn from CLD about how to engage more effectively with our non-users.	By 2017 we will have introduced service improvements – both in our libraries and online, that are influenced by best practice in retail, banking and community engagement.
8: Participation (Programme) Reviewing local history provision will help us ensure that our physical and online resources are accessible for people to pursue their personal interests.	FCT <i>libraries and heritage</i>	We will review and rationalise: <ul style="list-style-type: none"> Public library local history collections; Archive search and enquiry facilities Online availability of material. We will continue to strengthen engagement with local history and heritage groups.	By 2016, to have developed a co-ordinated information resource/portal to connect people with the range of material available for personal historical research. By 2017, we will have a single Collections Policy for the Trust.
9: Motivation (Inspiration) Encourage participation through volunteer work with local organisations or volunteer groups	FCT <i>libraries, CVS, Voluntary sector</i> (e.g. FDAMH)	We will explore options with partners for enhancing aspects of service delivery that can be supported by volunteers.	By 2018 we will have created new volunteering opportunities.

9. Conclusion

We've described what we think our libraries might look like and feel like in five years' time. Our first task was to listen to as many views as possible as to how we go about transforming our library service; we also looked at the national picture as well as international trends to help shape a Plan that was relevant to our local area but that would resonate at a national level. We undertook an extensive consultation between June and September 2015 asking questions and listening to what key stakeholders and the local community had to say. The Plan is now with Falkirk Council for its final stage of approval.

We have set a very ambitious programme and we need to work with partners to plan how best we use our limited resources to make this transformation.

- We want to work with our customers, non-users and stakeholders to determine what an *adequate* library service is for the Falkirk area, and;
- We want to work with customers, non-users and stakeholders to determine how we transform our existing level of service provision into something that is fit for a digitally driven c21st.

Given the significant challenges we face, the library service in the Falkirk area will look very different in five years' time. We will pursue the **Opportunities** outlined in Section 7 and use these as a framework to monitor and review progress on implementing the Plan. We will report back to the Trust Board and Falkirk Council on progress.

We will work with Community Planning partners to ensure that services that are not available elsewhere in the community can be provided in our libraries and Opportunities 4, 5 and 6 are the most important to ensure we have a shared approach to digital exclusion and dealing with increasing levels of poverty. We will continue to speak to users and non-users to ensure that the balance between digital and physical resources meets their needs and that, where we have the opportunity to consolidate our service delivery, we act decisively. We have further work to do with partners and stakeholders, who will hopefully align their resources and direct their plans accordingly.

Our Plan, our staff and our partners will confidently articulate **the intrinsic value of reading, listening and understanding** (books, texts, websites, instructions, forms, social media and so on).

What makes libraries so important is that, while they are repositories of books, knowledge, information, they are also centres of activity that promote **the value of narratives, of stories, of chat and of bringing words to life:**

- Reading to your child or grandchild, niece, nephew, neighbour
- Reading for your own pleasure and losing yourself in a story
- Reading a book and relating it to a film or soundtrack – how does reading connect you to other cultural forms?
- Reading a tax return, business start-up form, housing benefit form, winter fuel allowance form
- Reading for research – is Wikipedia enough?
- Reading the news – do you want to find out more than the headlines?

Our Plan is a shared Plan and is a call to arms to staff, users, non-users and library advocates across the area to help Falkirk Community Trust shape the future of our libraries.