



Falkirk Community Trust

# Business Plan Approach

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2017-2020

November 2016

Company Registration No. SC400657 | Charity No. SC042403

**DRAFT**

## INTRODUCTION

Falkirk Community Planning Partnership has published a Strategic Outcomes and Local Delivery Plan 2016-2020 (SOLD). It sets out the Partnership's commitment to focus its attention, resources and efforts on the things that will make our area „*The place to be*’. The Plan drives what key partners and stakeholders, including the Trust, will deliver for this area and its neighbourhoods. The Plan will be underpinned with a number of focussed delivery plans which will:

- Be based on evidence;
- Look to adopt a preventative approach;
- Ensure early intervention will be our priority wherever on a person's journey they are;
- Identify and address inequalities; and
- Wherever possible seek to co-produce solutions.

The Trust has a role to play across the priorities and outcomes contained within the Plan, but in particular our work to:

- Provide access to culture and sport for all young people, irrespective of their life circumstances;
- Increase physical activity levels by motivating the inactive to be more active, and inspiring the active to stay active throughout life;
- Support mental wellbeing and resilience in communities through participation in culture, sport, lifelong learning and volunteering.

We are doing this through *Inspiring Active Lives* a 10 year strategy for culture and sport in the Falkirk area with a vision which is:

***“A place with vibrant culture and sporting opportunities where people can achieve fulfilled and active lifestyles”.***

The Trust is charged with delivery of this Strategy which was adopted by Falkirk Council in 2014. Delivery of the vision is through partnership input from a range of community interests and key to success is active leadership from the Trust. We have been developing delivery plans for all the sectors of culture and sport in collaboration with the relevant local and national interest groups and each of these is underpinned by the four themes of: **Participation, Motivation, Venues and Partnership.**

When *Inspiring Active Lives* was launched in 2014 it was against a backdrop of public funding decline. There was an expectation that, in order to continue to increase and broaden participation and help secure recognition for the Falkirk area as a vibrant place, partnership would be vital. We have made a sound start in collaborating with others; with the health service and organisations in the heritage, arts and sport sectors but also with community groups, customers and individual volunteers.

The impact of the economic climate has been significant and is continuing, so we expect to face financial pressures for some time to come. We see increased partnership working as crucial for the development of culture and sport and going forwards a far greater role for the Trust in supporting and empowering others to “do it for themselves”.

Our Business Strategy for 2014-2019 has 3 strategic objectives:

- Meeting customer needs;
- Organisational development;
- Financial sustainability.

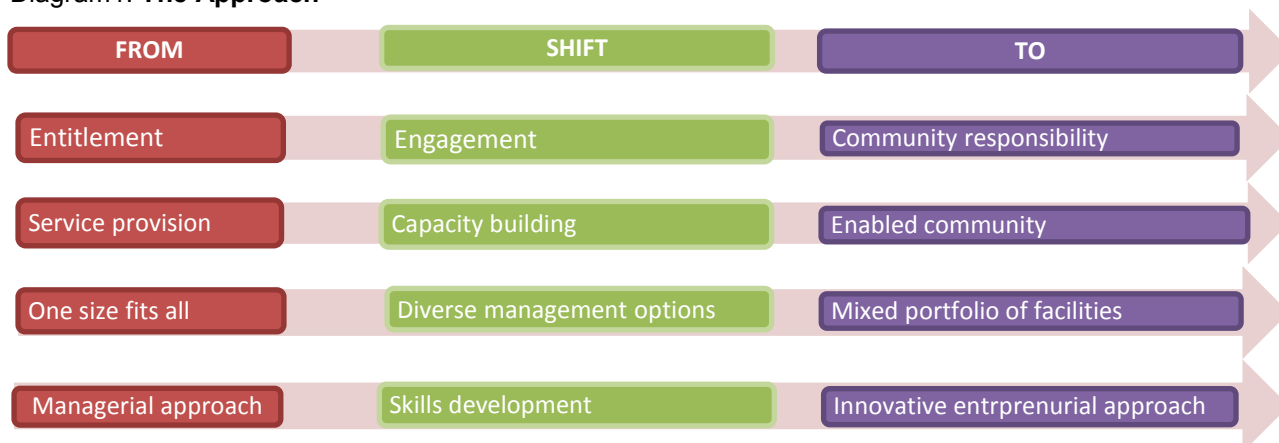
These are fundamental and, along with our identified priorities, will continue to direct business improvement activity for the foreseeable future. However how we organise and go about business delivery is inevitably set to change.

We have been advised that the Council is looking at savings of circa £20m per annum over the next three years. We have assumed that we will be asked to make a significant contribution to this deficit and have developed an approach to our Business Plan on the basis of the potential for our service payment to be reduced by as much as 50% by 2020 compared with today's support. The Trust has an annual turnover of £19.3m (2015/16) and such scale of reduction is going to require action that goes beyond that envisaged in current plans. We have developed an approach that provides a route map for necessary change.

## STRATEGY and APPROACH

The basic approach needs to be rethought if we are not to see an accelerating decline in facilities and services. The future will require a number of shifts; from entitlement to community responsibility; from service provision to community enablement and education; from one size fits all to a portfolio of diverse facilities, management models, service delivery options and sources of income; from a managerial approach to an innovative entrepreneurial approach, as illustrated in the diagram below.

Diagram1: **The Approach**



The Trust Board reached the conclusions above following a series of meetings to generate a deeper understanding of the challenges faced, the impacts of change and to form a view of where we are going. The view they formed is outlined below.

- FCT has a reduced portfolio of core assets with clear purpose;
- FCT is leading, guiding and supporting others;
- Enabled communities are called to action;
- Volunteers are engaged and motivated;

- Multiple interests can invest in other culture and sport assets;
- What the community values most will drive all programmes and services;
- There are diverse sources of income;
- Technology is used to inform decision making and priorities and better promote services.

The shifts we describe to get there are not for the Trust to take alone, although as leaders for culture and sport we know we will be critical to success. But organisations that form the bedrock of the local culture and sport community and stakeholders, particularly Falkirk Council, are also essential players.

The wider community make up is shifting too. Demographics are changing with the working age population decreasing, the older population increasing and the pre-work population slowly rising. The total population is expected to increase by 10.4% between now and 2037. This is higher than the national average of 8.8% and the Falkirk area is unusual in having an increasing number of school age people.

The impact on the Trust is that our customer base is changing. In addition there is a shift in focus to improve mental health and wellbeing in addition to other health issues. Being driven through the areas Strategic Community Planning Partnership, the Trust has a role in supporting the Partnership deliver a preventative (ill) health agenda across many fronts.

It is five years since the Trust was formed and it has been five years of change in shifting from a Council department to an independent and flourishing charitable body, with decreasing funding reliance on the Council, down from 72% to 66%. We've increased customer income by 64% from £3.6m in 10/11 when services were in the Council to £5.9m in 15/16. In four full years attendances have grown by 66% or 1.5million and volunteers have increased from c500 to over 1,500.

The change journey is continuous but must step up a gear if we are quickly to reach a position whereby we can balance delivery of good core services and generating income, with facilitating and co-ordinating others. Much of our focus will need to move from managing to leading and facilitating.

Culture and sport facilities are inevitably the most visible elements of service delivery and so we have set out an approach that responds to their potential. Principle areas of focus going forward are set out in table 1 below.

Table 1: **Areas of Focus**

**Community engagement / involvement**

- Facilities that could be managed in partnership with community groups with a view to considering transferring them in part or whole over time.

**Community infrastructure / need**

- Facilities that are a core part of the community infrastructure that don't yet have an identifiable community support mechanism but make a significant contribution to meeting need.

**Income Generation**

- Facilities that have the potential to grow income to reduce subsidy while contributing to "Inspiring Active Lives" and the area's strategic objectives.

The above areas for focus came about following an in depth review of facility performance which looked at gross expenditure, income and subsidy level along with the role each facility plays within the community. From that we concluded that across the piece there is potential for both greater community involvement and for securing untapped income growth. The alternative to this approach was to look at continuing to reduce the asset base through withdrawal. However the level of subsidy of many facilities is low and if we withdrew from such a building the resultant saving would be more than offset by the ensuing rates bill. Without an alternative operator the rates burden would fall to the Council. The subsidy levels are explained further under financial analysis.

The approach we have identified is pragmatic. It spreads responsibility and involvement across a greater number of charitable and community organisations, allows the Trust as lead body on culture and sport to focus on developing core services and growing its leadership and community development capacity. We firmly believe the approach is not an “easier option”; it could be argued that it is more complex. What is of appeal is that it presents the most viable option for protecting access to culture and sport services for the people of the Falkirk area.

Innovative new approaches will be required and learning from others is always a good place to start. We believe there is plenty potential for us to innovate – two examples of what other Trusts or similar organisations are doing successfully elsewhere but would be new for us, are summarised below.

**ARC, Stockton Arts Centre,** introduced its **Pay What You Decide** policy in January 2015 which was available for a selection of drama, dance and spoken word performances. PWYD is simple: customers attending designated performances have been able to decide for themselves how much they want to pay for a ticket, based on their enjoyment of the performance and overall experience. The first full year’s results, for 2015, showed that audiences were up by 34.5%, income was up by 52%, average ticket yield was up by 32%, audiences new to the venue were up by 31.25%, and audiences new to theatre at ARC (i.e. had attended other artforms or activities) were up by 13%, compared to 2014. A survey of audiences attending PWYD performance showed that 60% of people said that they came more often as a result of PWYD, and 30% said PWYD enabled them to bring other people. The policy at ARC is continuing in 2016. As well as US theatres, a number of UK venues have also decided to trial the pricing method including Harlow Playhouse, Alnwick Playhouse and The Customs House.

**Planned strategic investment approach.** As part of a long term asset plan a Trust in Scotland that operated a small Victorian pool facility within a heavily populated area at an annual surplus of £25k per annum, improved its financial performance and achieved annual surpluses of £200k, in a period of only 8 years, by following a planned investment programme in its activity areas through the upgrading of its fitness studio, followed by an extension to its gym, three years later and a subsequent refurbishment of the facility a whole 5 years later. The same Trust reduced its annual deficit of a much larger city centre facility from £900k to £300k over a period of 7 years, again through a planned approach to facility improvements such as the refurbishment of its gym, upgrading of its equipment a few years later, and the subsequent introduction of a soft play area. This focus on providing a great customer experience was rewarded with significant improvements in both visitor numbers attracted and income generated.

## REVIEW OF PERFORMANCE

Council funding for the Trust decreased from £12.6m to £11.9m in 2016/17 following on from a £620,000 decrease in 2015/16. We have responded well to budget reductions to date and during 2015/16 began a process of moving to a much leaner operating model that was implemented from April 2016. At the same time customer income at £5.8m increased by 3% on the previous year and combined with grants and fundraising along with prudent management of expenditure and good performance from Trading, brought the Trust reserves to a healthy position at the end of 15/16. This is to be welcomed as it will help to manage further anticipated savings and provides an opportunity to deploy funds on activities aimed at generating additional income.

Wherever we can generate income it helps to protect non income generating services, supports concessionary access for those most in need, develops programme for vulnerable groups and contributes to bringing down the level of subsidy across services.

In 2015 income generating projects included the revitalised wave machine at the Mariner Centre, opening Stenhousemuir Gym, new track at Grangemouth Sports Stadium and commencing operating the Helix Visitor Centre café and shop. In 2016/17 projects include the development of soft play at the Mariner Centre, new flumes, spinning studio and ladies changing room refurbishment at Grangemouth Sports Complex, further improvements at Grangemouth Stadium and re-launching a refurbished tea room at Callendar House.

Looking at 2016/17 income generation we have prioritised how we deploy our marketing resources with the following income generating areas as top priority:

- Kelpie Tours
- Retail
- Other Trading / Tea room
- Mariner Centre
- Grangemouth Sports Complex Flumes
- Health & Fitness
- Swimming / Sports Development programmes
- Hippodrome / FTH programme.

We recently conducted a customer survey and 89% of our customers are satisfied or very satisfied with what we offer and 99% of our customers said they would recommend us to others. We are motivated and encouraged by our recent progress and while we still have some way to go to reach the upper half of the ranking for Scottish Statutory returns for cost per admission in sport and leisure, we are confident in our ability to improve with appropriate investment.

Critical to achieving greater market penetration is knowledge and the ability to gather and analyse data on usage. For example by creating unique contact points with each customer, not just those on existing membership schemes, we can offer incentives to engage this loyal audience to introduce new customers. Generating customer information provides a stronger evidence base for decision making and a platform for integrated sales activity. Therefore another important project that we are exploring in 2016/17 is development and investment in a new website and integration across all our customer systems. Marketing and ICT are identified priorities in our Business Strategy.



Uplift in community engagement and involvement is central to the approach outlined above. There will need to be a shift from control and management of facilities and services to facilitating community capacity. At the same time there will need to be a greater focus on income generating business development. We've had some notable success so far.

#### **Supporting community capacity**

Capacity building has been a key part of the "Learn, Explore, Enjoy" project at Muiravonside Country Park aimed at developing the Park into a thriving community resource. A good example is the community food growing initiative on site which incorporates plots for individual growing as well as an orchard. The local community around the site were looking for opportunities to grow their own food, increasing the affordability of healthy food and cutting the carbon footprint associated with its production. They were keen to develop a space on site where this could happen so we worked with them to come up with a sustainable design. We were able to bring professional expertise such as project planning and fundraising for the capital works as well as facilitating training for the participants to get things started. The community formed an association and now fully manage the initiative.

#### **Volunteer development**

Since 2012 we have grown the number of volunteers engaged from some 500 to over 1,500. Volunteering is well established in our Active Schools team who worked with 850 volunteers during the course of last year, developing Youth Leaders who, through increased confidence and leadership skills, help deliver events and undertake coaching schools and clubs. Volunteering is integral to the Helix and programmes such as the green gym along with a growing cohort of event volunteers enhance service delivery. Conservation action at Muiravonside Country Park is largely undertaken with volunteers as are numerous walking groups that we run through the Step Forth initiative.

#### **Generating income**

Customer income has grown from £4.54m (12/13) to £5.88m (15/16). With Falkirk Council support, investment in venues has developed new and increased income. The new gym at Stenhousemuir opened in September 2015 and in the first partial year of operating contributed to our fitness income exceeding target. Investment in revitalising the waves at the Mariner Centre along with improved catering helped secure increased income and further planned investment is expected to continue to reduce the level of subsidy at this venue. Similarly at Grangemouth Stadium the investment in the track resulted in income levels ahead of target and increased on the previous year, again further investment in the indoor facilities is expected to continue this trend.

The examples above show good progress in building capacity and growing income and demonstrate that we have a foundation from which to develop further.

### **FACILITY ANALYSIS**

To apply the strategy and approach we have assessed all main facilities in regard to their performance and potential and analysed this to develop an appropriate approach to each individual asset. An extract of the defined criteria we utilised is illustrated in table 2 below.

Table 2: Facility analysis criteria

Score	Community Need	Community Engagement	Place Making	Potential for income Growth	Usage	Energy Improvement
10	In area of multiple deprivation Recognised health and social impact	Group in place, combined desire, some capability	National Cultural icon Tourism Impact Uniqueness	>+£500k	+50% increase	Large user of energy, scope for improvement Large area for renewables Potential for energy export
8				>+£100k		
5	Services Falkirk wide community	Group not identified but potential for volunteering	Anchor project Specialist building Last Building standing	>+£50k	+25% increase	
1	Affluent community	Not desired (managed in the context of whole portfolio) or No groups	Limited community value Relocatable service	<£10k	No additional potential	No potential As energy efficient as can be

We included energy improvement as a criterion having identified the opportunity to utilise the asset base to generate renewable energy. The realisation of this will require a feasibility study however early discussion with the renewables sector points to good potential to offset costs and yield income.

From the above exercise we were able to use a numerical score to chart what each facility's strengths and weakness are. We then were able to assign facilities to one of the "Areas for Focus" headings to guide the approach for development. The results are set out in table 3 below.

Table 3: Facility development approaches

Community Engagement	Community Infrastructure / Need	Income Generation
Larbert HS Kinneil Museum Meadowbank Library Larbert Library Bo'ness Library Denny Football Centre Woodlands Games Hall Polmonthill Snowsports Centre Stenhousemuir Sports Centre Polmont Sports Centre Denny Sport Centre Grangemouth Golf Course	Bankier Sports Centre Hallglen Sports Centre Slamannan Library Bonnybridge Library Denny Library Grangemouth Library Falkirk Library Callendar Park Kinneil Estate Bo'ness Town Hall Grangemouth Town Hall	Grangemouth Sports Complex Mariner Leisure Centre Grangemouth Stadium Helix incl Visitor Centre Hippodrome Callendar House Falkirk Town Hall Muiravonside Country Park Bo'ness Recreation Centre Braes HS Denny HS Falkirk HS Grangemouth HS St Mungo's HS Stenhousemuir Gym



We acknowledge that the Council has been conducting a strategic review across all its property assets which we have contributed to. We note that at the time of writing, this review has not been concluded and that our proposed facility development approaches will require to be considered within the context of the Council review. It is possible that the review may recommend the Trust withdraw from some facilities to enable asset disposal.

## **COMMUNITY INVOLVEMENT**

Developing and growing the capacity of communities is longitudinal in nature and can take time. Beginning with our supportive customer base it will involve finding mechanisms to better plan together, moving on to grow and identify volunteer capacity to take on some responsibilities right through to organisational and governance capacity to take on potential asset transfer.

Under the heading of “community engagement” we have identified facilities where we believe there is either latent capacity within the community or readily identifiable and organised user groups with whom we can collaborate. There are many different levels of community engagement:

- commitment growing from actively informed customers with good two way communication;
- volunteering in a supported way that enhances or takes on aspects of service delivery;
- partial or full transition of responsibility and management “ownership”.

It is likely that all of the above will need to be worked through and will require different approaches so although we expect some savings to be generated through reduction in staffing costs shifting to volunteers or community asset transfer, we know we will need to retain sufficient staff within the Trust to co-ordinate and facilitate community involvement at whatever level is appropriate.

Similarly retention of some property costs over a period of time is envisaged to protect assets whilst this organic process of developing community capacity progresses. However the approach is predicated on good potential for transfer of assets to generate savings in future years but will depend on capacity development. This is also the case for the facilities listed under “community infrastructure /need” where we have not been able, at this time, to identify immediate potential for community engagement. We see this as being a future phase of community engagement work that will draw on experience and lessons learned.

## **FINANCIAL STRATEGY**

Services delivered by the Trust are subsidised through public funding. We have been able to reduce the level of subsidy year on year through growth in customer income and efficiencies. The scope and potential to reduce our dependency on public funds is becoming increasingly difficult.

Broadly speaking far greater potential exists within Sport compared to Culture where services such as Libraries and Heritage have limited income generating potential. To date the subsidy reduction in Sport has been through income driven projects eg new Gym at Stenhousemuir and in Culture through efficiencies e.g. restructuring in Libraries. To illustrate this point, at opposite ends of a subsidy league table based on 16/17 budgets are Stenhousemuir Gym with a £21.4k surplus and Falkirk Library with a £377.3k subsidy.

Culture and Sport services make equally valuable contributions to the areas strategic priorities and outcomes. Ensuring access to culture and sport for those who are less able to pay is fundamental to improving people's lives. If we are to continue to make a strategic contribution and maintain access, the need for subsidy is not going to go away. But we have to ensure that sufficient income is generated wherever it can be, in order to reduce the overall subsidy level and to better utilise both public funding and other income to help protect those areas of service where it is most needed.

This is a 3 year strategy and recognising that the full potential for income growth will take time to develop and that time is required for community engagement to begin to realise significant savings we have identified shorter term savings for 2017/18. Our proposals for year 1 are summarised below:

- Income generation - £428,000
- Community engagement / transfer – £47,000
- Efficiencies - £117,000
- Service reductions - £378,000

With a £100,000 contribution from our reserves this yields a total of £1,070,000. This is £0.8m short of the level of savings requested by the Council. However we seek support and agreement to take this 3 year approach that we have planned with a greater level of savings being achieved in years 2 and 3. We estimate that this approach will reduce our public subsidy by circa £5m over the 3 years. Our financial strategy going forward must also recognise that additionally severance payments may be necessary as will investment to keep stimulating income growth. Maintaining a good level of reserves is therefore part of our strategy.

## RISK ASSESSMENT

The highest level business risk for the Trust is around reduction in funding from the Council impacting on the quality and range of services we can deliver. Whilst the approach we set out in this paper has been developed in mitigation of that risk, the approach itself brings some inherent risk that we must monitor and manage.

Risk Statement	Control Measures	Risk Rating
There is a lack of interest and /or capacity in communities and insufficient number of people engaged to be able to generate anticipated outcomes.	<ul style="list-style-type: none"> <li>• Relationship building with local culture and sport organisations;</li> <li>• Communication channels and briefing of stakeholders and wider community;</li> <li>• Co-ordinated planning with the Council to minimise over expectation and 'ask' of a community or community of interest.</li> </ul>	
The Trust is unable to develop and grow the capacity and skills in its workforce to facilitate community development and build capacity of community.	<ul style="list-style-type: none"> <li>• Employee development plan to grow skills;</li> <li>• Retention of adequate levels of staffing budget;</li> <li>• Effective partnership with other 3<sup>rd</sup> sector organisations e.g. social enterprise agencies, CVS and skills development organisations.</li> </ul>	
The Trust is unable to develop viable income generating projects and fails to attract investment.	<ul style="list-style-type: none"> <li>• Employee development plan to grow entrepreneurial skills;</li> <li>• Effective partnership with the Council to make capital investment;</li> <li>• Fundraising strategy;</li> <li>• Borrowing strategy and reinvestment plans.</li> </ul>	

The wider economic climate constrains customers' ability to spend and the Trust fails to grow income from its customer base.	<ul style="list-style-type: none"> <li>Marketing plan and programme of activities to attract new customer base;</li> <li>Investment in technology infrastructure to aid marketing;</li> <li>Pricing strategy that offers value for money.</li> </ul>	
The Council faces increased pressure for savings and requires greater financial contribution from the Trust than currently envisaged resulting in withdrawal from community engagement approaches.	<ul style="list-style-type: none"> <li>Joint work with the Council on the strategic asset review;</li> <li>Regular communications and briefings with Council officer liaison group.</li> </ul>	

## NEXT STEPS

The challenge is to implement action that will secure circa £5m of savings over 3 years. To give us the best possible chance of success we must develop an implementation plan in the next few months ready to roll it out in 2017/18. This plan will set out more detail on how we will achieve the strategic and organisational shift in direction and a change dimension will be the key purpose of the implementation plan.

The plan will set out a programme of work with key milestones and gateways and will be regularly reviewed and reported to the Trust Board.

Meantime in 2017/18 in addition to delivering the implementation plan to lay the foundations for new income projects and community engagement we will continue to deliver priority business actions including:

- IT project development to integrate our customer systems within a new transactional website that will help income generation and marketing activity;
- Implementation of a new soft play development at the Mariner Centre that will continue the revitalisation of the venue as a destination for families and generate income;
- Grangemouth Stadium programme development and secondary spend generation on the back of phase 2 refurbishment;
- Continuing Trading turnaround – Mariner Centre Café, Callendar House tea room and Helix Visitor Centre;
- Growing usage and programme at CATS Schools;
- Continuing to develop programme and motivational initiatives that promote health & wellbeing targeting resource to support the next generation of older aged people to live healthier and more active lives and encouraging more women to be active;
- Delivering our Employee Development Plan to grow a skill set and an ability to adapt to our new approach, to develop programme, customer service and support communities;
- Succession Planning – several of the Board founding Directors reach the end of their term of office;
- Horizon scanning and forward planning – being mindful of the need for continual improvement in the medium to longer term we will begin options appraisal of potential new areas of business.

## CONCLUSION

The context within which this plan has been prepared is one of stringent financial pressures across all aspects of community life. The levels of funding reduction being contemplated will radically reduce the scope and range of culture and sport services that we are able to deliver and will have a consequent impact on jobs across our workforce.

The clearly articulated aims and objectives of the SOLD Plan may be severely compromised and our contribution greatly diminished unless this new approach is implemented.

The approach requires a transformational shift from managing to facilitating, helping and supporting others. To achieve that shift, the importance of stakeholder engagement at all levels cannot be underestimated. Equally the availability of the voluntary effort cannot be overestimated and working in a new landscape for Culture and Sport will necessitate new levels of collaboration and a shift in attitudes and organisational and community culture.

Finding new ways and new people to manage assets is only part of the answer. Equally challenging will be finding new ways to invest in core facilities, if we are to maintain a vibrant healthy and active community where pride in the area leads to greater participation.

Whilst challenging we believe this strategy offers the best possible vehicle for the many passionate interests in culture and sport to pull together and protect opportunities for their communities.

We believe that we have set out an approach that can embrace the opportunity being created by the current environment enabling the SOLD Plan to be successfully achieved and new ground to be broken in community engagement and involvement.



Falkirk Community Trust

# Annual Action Plan

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2017-2018

## **INTRODUCTION**

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

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

In the Plan for 2016-2017 we continued to focus on venues, our customers and our work with partners. With the Council we opened a new Library in Denny town centre, a very bright and modern space with great potential for community activities and involvement. After a lengthy closure the Visitor Centre at Muiravonside re-opened following essential works funded by Falkirk Council and the Heritage Lottery Fund. With the nearby café it provides visitors with a good orientation point and can now host a range of community activities related to the Park.

Following an intensive period of feasibility development, an anticipated investment in a new Arts Centre did not materialise and we shifted our focus to re-energising and re-invigorating the programme at FTH. A reworked programme is now evident and we kicked it off with the new Falkirk Live Music Festival working with Jazz Scotland and Creative Scotland.

With the agreement of Falkirk Council we advanced our plans for business growth through the development of a new soft play venture at the Mariner Centre which is set to open in the latter half of 2017.

Another major project is around digital transformation. Our Business Strategy identified the need for much greater use of, and better integrated technology to improve customer experience, drive sales activity, and generate information. Working closely with the Councils' IT team the implementation of this project is a major piece of work in 2017.

This Plan has been built on the continued significant reduction to our core budget. We were asked to make savings of £1.8m, nearly double that of last year, without directly impacting on the facilities that we manage. This has necessitated taking some very hard decisions about reduction in service whilst maintaining our facility operations. We were able to identify nearly £1.25m of savings and very reluctantly that has necessitated us withdrawing heritage learning and outdoor activities services. It is short of the level requested and so a greater level of savings must be achieved in the next 2 years.

We developed a revised business approach to help mitigate the likely impacts of continued financial pressures. This requires us to consider facilities that could be managed in partnership with community groups with a view to transfer in part or whole over time, and facilities for us to inject increased energy and new ideas to grow income to reduce our subsidy; both major new areas of work for this Plan.

A challenging year lies ahead but it is critical to ensure that culture and sport can continue to help create a vibrant place, improve health and wellbeing and grow citizenship.

## THE SCOPE OF THE PLAN

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

## FIVE-YEAR BUSINESS STRATEGY

### Aim

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

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

### Objectives

Three strategic objectives provide the focus for our work:

- Meeting customer needs
- Organisational development
- Financial sustainability.

### Strategic priorities

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

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



## ASSETS and RESOURCES

As at December 2016 we have 487 contracted employees (209 full-time and 278 part-time). This is a 4.5% reduction in employee numbers on 2015 reflecting the budget savings of last year and on-going efficiencies in managing turnover.

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

## FINANCIAL PLAN

We worked with a reduction in our core funding of £1.18m in 2016/17 which was on top of a reduction of £620,000 in 2015/16. In 2017/18 the reduction in funding is nearly £1.25m amounting to a cumulative reduction of some £3.05m over 3 years. Our financial strategy going forward anticipates continued reductions at an increasing scale and this year's Plan includes a number of actions to develop a new approach to income generation and to community engagement in order to achieve the step change that will be required.

We propose to offset the reduction in funding from the Council in 2017/18 as follows:

- Income generation and growth plans: £428,000
- Community engagement/transfer: £25,000
- Efficiencies: £317,000
- Service Reductions: £378,000

In addition to the above savings the Trust is utilising £100,000 from its reserves to reach a total of £1,248,000.

## BUDGET

We currently (January 2017) envisage budget movement between 2016-2017 and 2017-2018 as outlined in Table 1 below.

Table 1: Budget

Budget Heading	2016-17 £'000	2017-18 £'000
Employee Expenses	11,944	11,677
Property Expenses	2,331	2,300
Transport Expenses	209	176
Supplies & Services	3,674	3,613
Third party Payments	314	353
Support Services	806	806
Capital costs	14	14
<b>Total Expenditure</b>	<b>19,292</b>	<b>18,939</b>
Service Payment	11,934	11,105
Other Income	7,358	7,734
Contribution from reserves	-	100
<b>Total Income</b>	<b>19,292</b>	<b>18,939</b>

## SAVINGS PLAN

Regrettably the achievement of the savings in 2017/18 includes some changes to service delivery that will be visible to customers, as outlined below:

- Winter closure of Callendar Park Kiosk
- Withdrawal of the fireworks event
- Withdrawal of heritage learning service to schools and community groups
- Withdrawal of outdoor activities support to schools
- Withdrawal of outdoor activities community programme.

## FEES and CHARGES

The Trust is a charitable company and it is important that we are able to continue to fully meet our charitable purposes. A key principle is to ensure delivery of affordable and discounted prices that support those least able to pay. The 'Go Card' concessionary scheme has proved successful and we continue to review eligibility on an on-going basis. For example Universal Credit is set to be implemented at the end of 2017 and we will want to review ahead of that to ensure alignment.

As reported last year performance in some areas of service suggests that some charges are now at a level that may be impacting on attendances. An average inflationary increase of approximately 1% was implemented to the majority of charges in 2016/17 and we plan that inflationary increase to charges in

2017/18 will be no less than 1%. Given the current financial position, price increases will be placed between 1% - 3%. Such a relatively small increase on many activity charges may have the actual impact of 'freezing' some charges.

A review of Health & Fitness charges has been undertaken and this identified some changes to charges aimed at attracting and retaining members.

- Reducing peak prices
- Increasing off peak prices
- No change to discount charges for 'Corporate', 'Lifestyle' and 'Go Card' members
- Amending conditions of class booking system to give preference to members over casual customers.

The launch of the planned Mariner Centre Soft Play facility will require the introduction of a new set of prices in 2017/18. A review of competitor prices was considered within the Business Case for this project and an update to this work will aid the final setting of prices.

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

## ACTION PLAN

The Action Plan 2017-2018 is the fourth of 5 annual plans for delivering our 5 year Business Strategy and is structured under each of our 3 strategic objectives. It sets out actions that follow on from our previous three Action Plans to meet objectives, address priorities and respond to opportunities. The Action Plan does not include regular operational activity to deliver our core services.

Table 2: Annual Action Plan 2017- 2018

	Actions	Context /Detail	Milestone/Output
<b>Strategic Objective 1 – Meeting Customer Needs</b>			
<i>People are at the heart of everything we do, be they customers or potential customers.</i>			
1.1	Deliver a heritage engagement programme including end use options for the Steeple.	<ul style="list-style-type: none"> <li>Part of the Townscape Heritage Initiative, led by Falkirk Council, which has attracted national investment from HLF and Historic Scotland worth £5m over 5 years to 2018.</li> <li>Delivered in partnership with Falkirk Local History Society and Falkirk Council the engagement programme is to improve understanding of the heritage value of the town centre as well as provide opportunities for debating/imagining its future use.</li> </ul>	<ul style="list-style-type: none"> <li>Business case for Steeple end use is prepared following approval of approach by Trust Board and Falkirk Council.</li> <li>Year 4 community engagement programme delivered and plan in place for Year 5.</li> </ul>
1.2	Raise the profile of linear tourism and heritage routes that run through the area.	<ul style="list-style-type: none"> <li>The Antonine Wall runs through the area with a number of visible sites and terminates in Bo'ness. A local Corporate Working Group has been established to co-ordinate activity and promotion and the Trust is represented on the national Access and Interpretation Group.</li> <li>The John Muir Way is a Central Scotland wide route, which runs from Dunbar to Helensburgh and passes through Trust sites such as Kinneil Estate and Callendar Park.</li> <li>We seek to ensure that such linear routes contribute to the visitor experience and connect wherever possible to our venues.</li> </ul>	<ul style="list-style-type: none"> <li>A funding bid to HLF is explored by the Antonine Wall national partners.</li> <li>John Muir Way information integrated into our venue promotion.</li> </ul>
1.3	Deliver an integrated sports development and active schools programme.	<ul style="list-style-type: none"> <li>Through our Sports Development and Active Schools teams we work across a number of target sports delivering programmes that support young people to progress in sport and as citizens and we aim to get better at supporting young</li> </ul>	<ul style="list-style-type: none"> <li>5 core sports programmes are delivered.</li> </ul>

	Actions	Context /Detail	Milestone/Output
		<p>people to progress into the many sports clubs in the area.</p> <ul style="list-style-type: none"> <li>Swimming is a target sport which is also a fundamental life skill. Uptake of lessons is positive however we must respond to the growing population and high proportion of young people in the area. Incentives to participation include unlimited access to swimming.</li> </ul>	<ul style="list-style-type: none"> <li>- Pool programme is reviewed.</li> <li>- Scottish Swimming National Standards are implemented.</li> <li>- Income targets are achieved.</li> </ul>
1.4	Develop and grow audiences for the arts.	<ul style="list-style-type: none"> <li>We will review and refresh arts programming, working across the local arts sector and with national arts agencies to ensure that the cultural offer in Falkirk fully contributes to creating a vibrant place.</li> <li>The area's principal arts venue, FTH, is in need of significant upgrades to the building fabric and modernisation. There are technical constraints for performers and a poor customer experience for audiences and hirers alike.</li> <li>The replacement of FTH with a new Arts Centre in partnership with Forth Valley College was not considered viable and alternative options are to be sought.</li> </ul>	<ul style="list-style-type: none"> <li>- A revised programming strategy for FTH is implemented.</li> <li>- Funding is secured to improve audience experience and programme.</li> <li>- Income targets are achieved.</li> <li>- Options for an Arts Centre are sought.</li> </ul>
1.5	Deliver a four year programme - Memorial, Reflection, Restoration - commemorating WW1.	<ul style="list-style-type: none"> <li>Commemoration programme running from July 2014, 100 years after the start of WW1, to November 2018.</li> <li>Working with community interest groups and co-ordinating activity, we have been engaging older people and promoting intergenerational activity.</li> </ul>	<ul style="list-style-type: none"> <li>- 2018 commemorative activity is led by the Culture &amp; Libraries service.</li> </ul>
1.6	Deliver contribution to the Year of History, Heritage and Archaeology in 2017 and plan for 2018 Year of Young People.	<ul style="list-style-type: none"> <li>We want to ensure a link between local and national promotional priorities (2015-18) and make the connection with the key achievements in the area's industrial past and present.</li> <li>The third of the Focus Years promoted by Event Scotland presents an opportunity to showcase the Helix and Kelpies highlighting the role of the horse in the area's industrial past with an associated exhibition programme.</li> <li>2017 also offers an opportunity to highlight the Antonine Wall, the area's premier archaeological feature.</li> </ul>	<ul style="list-style-type: none"> <li>- A year long programme celebrates the area's History, Heritage and Archaeology in 2017 and major themes are iron, Romans and horses.</li> <li>- A major event is held on the Helix.</li> <li>- Plan for the Year of Young People in 2018.</li> </ul>

	Actions	Context /Detail	Milestone/Output
1.7	Make a greater contribution to area visitor and tourism development.	<ul style="list-style-type: none"> <li>We want to strengthen partnerships to achieve greater collective value to raise the profile of Falkirk as a destination, contribute to destination marketing and increase understanding of national trends.</li> <li>The Visitor Centre at the Helix is a focus for visitors particularly those from outwith the area and international visitors, and is a key opportunity to connect visitors to the wider Falkirk area.</li> </ul>	<ul style="list-style-type: none"> <li>Cross organisation marketing activity.</li> <li>Proactive approach to signposting visitors to venues across the area is evident.</li> </ul>
1.8	Communicate widely with key customer groups to engage in developing new business approaches.	<ul style="list-style-type: none"> <li>We developed a new business approach to deal with significant reduction in public funding that seeks a much greater role for local groups with joint collaboration in service delivery.</li> <li>We need to communicate effectively with the wider community about what support we are looking for and how they can get involved.</li> </ul>	<ul style="list-style-type: none"> <li>Communications inform local people of progress in taking forward our business plan approach.</li> </ul>
1.9	Develop an improved customer journey and experience.	<ul style="list-style-type: none"> <li>With support from the Business Gateway Growth Fund we embarked on a development programme with 3 of our main visitor focused teams and engaged frontline staff through facilitated training.</li> <li>We want the learning to help us deliver an excellent service tailored to customer needs that helps attract visitors and generate income.</li> </ul>	<ul style="list-style-type: none"> <li>Service standards are embedded in the Helix, Callendar House, the Mariner Centre and Grangemouth Sports Complex.</li> </ul>
1.10	Develop our digital capacity.	<ul style="list-style-type: none"> <li>We need to develop the website, online facilities and social media presence to be effective in both business to audience marketing as well as peer-to-peer marketing and grow reputation with stakeholders. Activity will support digital engagement of customers for consultation purposes.</li> <li>This must also be in tandem with ICT plans as we require adequate infrastructure and capacity to support the ease we are aiming for e.g. online booking and systems identifying cross-service users.</li> <li>In 2017 we intend to commission work to deliver a new website with integrated customer management and point of sales systems. We have secured a capital contribution of £280,000 to assist improve our use of technology.</li> </ul>	<ul style="list-style-type: none"> <li>Increased engagement through social media platforms continues.</li> <li>Web traffic increases.</li> <li>New customer bases are attracted.</li> <li>Use of online booking increases.</li> </ul>
1.11	Focus business growth activity on key customer groups.	<ul style="list-style-type: none"> <li>The SOLD highlights the need to encourage and enable people to stay active throughout life whatever their ability. Our key customer groups of families and older</li> </ul>	<ul style="list-style-type: none"> <li>Integrated marketing of programme for families through</li> </ul>

	Actions	Context /Detail	Milestone/Output
		<p>people remain priorities for focus and we want to work widely with partners to communicate motivational messages effectively.</p> <ul style="list-style-type: none"> <li>We continue to review our performance and programme for older people and although we have struggled to identify new income generating opportunities we are confident that we offer a wide range of activity.</li> <li>The 45-65 age range has been identified as a significant focus for us to support the health agenda. Being active and establishing regular participation in life enhancing activities will help to support the next generation of older people to live healthier more active and independent lives.</li> </ul>	<p>'Family Friendly Falkirk' initiative.</p> <ul style="list-style-type: none"> <li>Motivational messages delivered in tandem with partners in a variety of setting.</li> <li>A pilot collaboration with a GP practice to bring health and fitness together to support people into exercise.</li> </ul>
1.12	Increase opportunities for volunteering.	<ul style="list-style-type: none"> <li>The Trust and partners engage with many volunteers in various areas of activity. With continued pressure on public sector funding we see the creation and development of volunteers and volunteering opportunities as way of helping maintain culture and sport activity in the community.</li> <li>2017 will see an increased focus on embedding volunteer work within service delivery. In doing so we want to ensure that volunteering is valued and loyal volunteers are rewarded through effective training and that we are able to develop effective volunteers who can get the most out of the opportunities offered.</li> </ul>	<ul style="list-style-type: none"> <li>Service provision is maintained with the help of volunteers.</li> <li>Numbers of volunteers increase year on year.</li> <li>Local clubs and associations are strengthened by the development of good quality volunteers.</li> </ul>
<b>Strategic Objective 2 – Organisational Development</b> <i>Growing up, getting stronger and maturing is critical if we are to live up to stakeholders' expectations.</i>			
2.1	Monitor the Culture and Sport Strategy.	<ul style="list-style-type: none"> <li><i>Inspiring Active Lives</i> is an overarching 10 year Strategy being delivered through a series of sector specific partnership Delivery Plans.</li> <li>We need to ensure that we have appropriate monitoring and evaluation in place and that output contributes to the areas Single Outcome Agreement (SOA).</li> </ul>	<ul style="list-style-type: none"> <li>Partnership progress is reported to stakeholders in March 2018.</li> <li>Positive contribution is made to SOA indicators.</li> </ul>
2.2	Take forward with partners, an Arts Delivery Plan and implement a Public Art Plan for the area (2016-21).	<ul style="list-style-type: none"> <li>We led the development of an Arts Plan that took learning from the Creative Place project to build on and develop further collaborative work.</li> <li>A cornerstone of the Arts Plan is establishing an Arts Network to facilitate joint planning across the local arts sectors/providers</li> </ul>	<ul style="list-style-type: none"> <li>Year 2 action is initiated and an arts network is operating.</li> <li>An approach to the support and promotion of Public Art is included in the Local</li> </ul>

	Actions	Context /Detail	Milestone/Output
		<ul style="list-style-type: none"> <li>In collaboration with the Council's Development Services, we refreshed the areas Public Art Plan within the context of the Local Development Plan.</li> </ul>	Development Plan (Autumn 2017).
2.3	Deliver a Libraries Development Plan for the area.	<ul style="list-style-type: none"> <li>Library usage is falling in Falkirk but rising in some other places; there are powerful national lobbies and arguments in favour of libraries.</li> <li>This Plan considers how to make our libraries more relevant, more connected, more animated and how to address the 'value gap'.</li> <li>Year 1 action included exploration of incorporating a wider range of community services in libraries beginning in Bo'ness.</li> <li>We secured efficiencies through introducing a leaner staffing model from 2016 and will continue to monitor this.</li> </ul>	- Year 2 action is implemented and a continued move is made towards Community Hubs.
2.4	Deliver Kinneil Estate Masterplan.	<ul style="list-style-type: none"> <li>The Estate's built and natural heritage mixed offer requires an integrated approach to planning and projects will be developed and appropriately packaged to attract potential external funding. A strong local community of interest is contributing to the oversight and delivery of a number of agreed projects through the Advisory Group.</li> <li>A feasibility study for the development of Kinneil House provided a sound concept for creating this as the critical project. To date it has not been possible for the key players Falkirk Council and Historic Environment Scotland to prioritise resource to take this forward.</li> </ul>	<ul style="list-style-type: none"> <li>Advisory Group oversees priority projects.</li> <li>Funding bids continue to be explored for agreed projects.</li> <li>Funding Strategy for Kinneil House, critical project, continues to be explored.</li> </ul>
2.5	Deliver the Heritage Delivery Plan 2015-18 with partners.	<ul style="list-style-type: none"> <li>This plan supports general wellbeing and a sense of identity and encourages active contributions to stewarding the future.</li> <li>Contribution from the local voluntary sector is actively sought and priority actions all offer voluntary sector opportunities.</li> <li>The plan reaches the end of its life in 2018 and during this year we will commence a review of performance and update the plan for 2018 and beyond.</li> </ul>	<ul style="list-style-type: none"> <li>WW1 programme.</li> <li>Year of History, Heritage &amp; Archaeology 2017 programme.</li> <li>Kinneil Estate projects.</li> <li>A draft updated plan is produced for 2018-21.</li> </ul>
2.6	Implement an Events Strategy.	<ul style="list-style-type: none"> <li>FCT supports a diverse programme of events. The events may be at community, local or national level and some are of international significance.</li> <li>We have been very successful in attracting support from EventScotland however</li> </ul>	- Strategy is implemented and partners continue to be engaged in delivery.



	Actions	Context /Detail	Milestone/Output
		<p>we still need to maximise our capacity to attract, host and benefit from events, bring clearer focus to our events approach and help prioritise investment and work going forward.</p> <ul style="list-style-type: none"> <li>• We are developing a 2 year strategy which will inform and direct The Helix as a principal event venue, as well as the wider events programme for the Trust.</li> </ul>	<ul style="list-style-type: none"> <li>- Creative Scotland is attracted to support events in the Falkirk area.</li> </ul>
2.7	Deliver a Marketing Strategy.	<ul style="list-style-type: none"> <li>• We have a planned marketing approach across the Trust and have identified areas where niche activity could be developed, as well as geographic areas where market penetration is low.</li> <li>• This allows more calculated targeting, robust and systematic planning and supports the development of exciting new product.</li> <li>• We have set quite challenging income generation targets and our marketing resource is prioritised to supporting the achievement of these.</li> </ul>	<ul style="list-style-type: none"> <li>- Marketing plans developed across the Trust ensure planning is the basis of all activity.</li> <li>- Focus on thematic and targeted marketing campaigns continues to increase.</li> <li>- Focus on income generating priorities is maintained.</li> </ul>
2.8	Develop, with partners, a Sports Delivery Plan for the area.	<ul style="list-style-type: none"> <li>• There are a large number of sporting groups and interests in the area as well as us – many regional and local clubs, national governing bodies and <b>sportscotland</b>.</li> <li>• This Plan seeks to address the priorities of all these interests and consider how collectively we minimise duplication of effort, work together to develop our skill base and increase participation in sport at all levels.</li> <li>• We are discussing support from <b>sportscotland</b> to develop the plan and they are keen to see a sports hub approach being adopted. Early discussion has been had to explore developing a Grangemouth Hub.</li> </ul>	<ul style="list-style-type: none"> <li>- Draft Sports Delivery Plan approved for consultation by October 2017.</li> </ul>
2.9	Deliver a management and forward development plan for Callendar Park in conjunction with relevant partners.	<ul style="list-style-type: none"> <li>• A visitor destination, the Park is a heritage asset both in its own right and as the surrounding to Callendar House.</li> <li>• This plan ensures that management and forward development of the green space is sympathetic to the heritage, integrated with the House, addresses the infrastructure needs of a strategic destination and meets the needs of local people and visitors alike. It promotes sustainable management and will support strategic masterplanning across the entire asset.</li> </ul>	<ul style="list-style-type: none"> <li>- Prioritised projects are scoped and matched with potential funding bids.</li> <li>- Project to upgrade Castle Callendar Play area and introduce natural play is progressed.</li> </ul>

	Actions	Context /Detail	Milestone/Output
2.10	Deliver a management and forward development plan for Muiravonside Country Park with partners as appropriate.	<ul style="list-style-type: none"> <li>Popular with families and for walking this large rural site is in need of investment to ensure it continues to be attractive for people to be more active and engaged in planning park improvements, outdoor activities and environmental learning.</li> <li>This plan guides maintenance and management going forward and will build on the externally funded projects that have re-opened the Visitor Centre, improved signage and created a sculpture trail.</li> </ul>	<ul style="list-style-type: none"> <li>- Year 3 action plan is implemented.</li> <li>- Prioritised projects and funding bids are identified.</li> </ul>
2.11	Deliver, with partners, a Physical Activity Plan for the area.	<ul style="list-style-type: none"> <li>This Plan aims to increase levels of participation in entry level physical activity and wellbeing programmes, with a particular focus on those who do not currently participate and those for whom the health benefits of participation will be greatest.</li> <li>The Plan has a key contribution to outcome 4 of Strategic Outcomes Local Delivery Plan (SOLD), particularly to encourage and enable the inactive to be more active. We have worked closely with NHS Forth Valley on a Delivery Plan for outcome 4 and have begun to jointly explore closer operational working.</li> </ul>	<ul style="list-style-type: none"> <li>- Year 2017 action plan implemented with a partner action group monitoring performance.</li> <li>- Increase in participation in specific target groups ie older adults, women, teenage girls.</li> </ul>
2.12	Prepare, with partners, a forward development plan for the Helix.	<ul style="list-style-type: none"> <li>There are a number of opportunities, some already identified, for future phases of the development and we have commenced forward planning with the project partners, initially some enhancement works have been implemented through the TIF scheme.</li> </ul>	<ul style="list-style-type: none"> <li>- Scope of work and activity required to continue forward development agreed.</li> </ul>
2.13	Monitor and report on performance of the 5 year Business Plan Strategy.	<ul style="list-style-type: none"> <li>We need to ensure implementation is managed, progress is reported to our stakeholders and planning for delivery is integrated throughout the organisation.</li> <li>All annual action plans include performance targets which are reviewed regularly by our Board and reported to Falkirk Council.</li> </ul>	<ul style="list-style-type: none"> <li>- Performance reported to the Trust's Audit &amp; Performance Group quarterly.</li> <li>- Following the Public Pound reported to Falkirk Council in November 2017.</li> <li>- Business Plan and Unit Action Plans regularly and systematically reviewed.</li> </ul>
2.14	Recruit to Board Director positions.	<ul style="list-style-type: none"> <li>The Trust requires to consider how best to manage director turnover to avoid significant loss of knowledge and skills.</li> </ul>	<ul style="list-style-type: none"> <li>- Board continues at full complement with an appropriate mix of skills and expertise.</li> </ul>

	Actions	Context /Detail	Milestone/Output
		<ul style="list-style-type: none"> <li>At each opportunity for refresh the Board will consider the appropriate mix of skills and experience that it considers to be necessary for the next phase of the company's development.</li> <li>In 2017 two Council directors and three independent directors', including the Chairman, terms of office come to an end.</li> </ul>	- New chair is appointed.
2.15	Ensure support services are delivered effectively, meet our needs and provide a 'value for money' service.	<ul style="list-style-type: none"> <li>10 SLAs currently exist to provide our support services by the Council which are due to end in June 2017.</li> <li>The Trust has an on-going need to ensure best value and demonstrate its independence.</li> </ul>	- Performance of short and longer term agreements are monitored and reviewed.
2.16	Develop and implement a Stakeholder Communication Plan.	<ul style="list-style-type: none"> <li>Stakeholders, such as Falkirk Council, are vital to our work. Effective communication ensures that we optimise the potential to maximise the contribution we make to each other's work.</li> <li>As we implement our Business Approach in response to significantly reduced funding we will require a high degree of communication across a wide range of stakeholder interest groups including all culture and sport groups and individual customers.</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder Communications work well.</li> <li>Stakeholders are informed about our business plans.</li> <li>Channels of two way communication are established and managed.</li> </ul>
2.17	Develop and deliver a community engagement programme to generate increased involvement of community organisations in service delivery.	<ul style="list-style-type: none"> <li>In response to the significant funding pressures we have developed an approach to spread responsibility and involvement in culture and sport services across a greater number of charitable and community organisations.</li> <li>Good collaborative engagement work and capacity building will be critical to success. On-going work to consider the transfer of Woodlands Games Hall to a community organisation has highlighted many of the issues involved.</li> <li>A project team will be created to grow our internal capacity to plan and deliver activity to support community organisations.</li> </ul>	<ul style="list-style-type: none"> <li>A programme of community engagement and capacity building work is implemented.</li> <li>New levels of community involvement in service delivery are achieved</li> </ul>
2.18	Improve Employee Communications.	<ul style="list-style-type: none"> <li>Our own employees are one of our most important resources – in terms of the vital work they carry out on a day-to-day basis but also as ambassadors for the work of the Trust within the community. As such, their understanding of and ability to communicate the Trust's key messaging is an excellent way of spreading</li> </ul>	- A monthly informative e-newsletter with increased open and click rates is maintained.

	Actions	Context /Detail	Milestone/Output
		<p>information by word of mouth and via passionate, enthusiastic voices.</p> <ul style="list-style-type: none"> <li>We introduced an informative e-newsletter to build staff knowledge of other services and indeed as our own best customers; enabling greater knowledge between teams of the Trust about overall product/offering is vital.</li> </ul>	<ul style="list-style-type: none"> <li>Staff are encouraged to visit other Trust sites and be Trust customers.</li> </ul>
2.19	Conduct Employee Survey.	<ul style="list-style-type: none"> <li>Our second employee survey was undertaken in 2014 to ensure our employees are engaged, feel valued and to provide an indication of employee satisfaction, the next survey will be in 2017.</li> <li>The results are shared across the Trust and an action plan is developed and agreed through consultation with teams.</li> </ul>	<ul style="list-style-type: none"> <li>Employee survey is conducted in spring 2017.</li> <li>Results are reported early summer 2017.</li> <li>Action plan is developed by September 2017.</li> </ul>
2.20	Deliver the Employee Development Plan.	<ul style="list-style-type: none"> <li>A cross Trust team with support from HR created a new competency framework. We want to use this to enhance our recruitment, the APDS schemes and in day to day management, and plan to roll the framework out in 2017.</li> <li>The competency framework builds on the Trust's values and covers communication; teamwork; problem solving &amp; decision making; new ideas &amp; better ways of working; achievement; development.</li> <li>We are building in skills development for our teams delivering the new business approach. We know we need to shift our approach to be more entrepreneurial and to facilitate community capacity.</li> </ul>	<ul style="list-style-type: none"> <li>Competency framework support recruitment.</li> <li>Competency framework is utilised in APDS and day to day management.</li> <li>Teams developing new business approaches are supported with skills development.</li> </ul>
<b>Strategic Objective 3 – Financial Sustainability</b> <i>Being efficient and effective and operating within our means.</i>			
3.1	Implement the Asset Management Development Plan 17/18 actions.	<ul style="list-style-type: none"> <li>Our Asset Management Plan to optimise the use of our venues is being developed through a number of actions undertaken in conjunction with Falkirk Council to inform long term decision making and enable investment planning through a costed plan.</li> <li>Condition surveys were completed for 23 key sites (October 2014). Based on these surveys we have updated the condition rank order of facilities to assist prioritisation.</li> </ul>	<ul style="list-style-type: none"> <li>Forward investment decisions are made by March 2018.</li> <li>Performance of the repairs and maintenance service continues to improve.</li> </ul>

	Actions	Context /Detail	Milestone/Output
		<ul style="list-style-type: none"> <li>We are operating maintenance on an essential repairs only basis and with Falkirk Council we are monitoring effectiveness and costs.</li> </ul>	
3.2	Implement 2017/18 Council capital funded projects and plan 2018/19 investment proposals.	<ul style="list-style-type: none"> <li>We have identified 12 essential areas of spend for the capital allocation of £520,000 to meet the Council's criteria of considering bids of 'inescapable high priority' and support our 5 year Business Strategy.</li> <li>We want to make best possible use of the 18/19 allocation of £620,000 and develop proposals that support our Asset Management Plan.</li> </ul>	<ul style="list-style-type: none"> <li>12 capital projects are delivered at: <ul style="list-style-type: none"> <li>Mariner (2)</li> <li>Bo'ness Town Hall</li> <li>Grangemouth TH</li> <li>Grangemouth Sports Complex (2)</li> <li>Falkirk Town Hall (2)</li> <li>Bo'ness Rec Ctr</li> <li>Grangemouth Golf Course</li> <li>Callendar House</li> <li>Grangemouth Stadium</li> </ul> </li> <li>18/19 proposals are identified by June 2017.</li> </ul>
3.3	Improve sports venue performance.	<ul style="list-style-type: none"> <li>We have been motivated and encouraged by the increased levels of income that our sports venues have achieved and although we have some way to go to reach the upper half of the ranking for Scottish Statutory returns for cost per admission we are confident in our ability to improve with appropriate investment.</li> <li>We have identified potential for increased income across a number of our sports venues where we believe there is capacity to increase usage. The small to medium scale investments made at Bo'ness, the Mariner and Grangemouth Stadium along with efficient work practices have made a very positive start.</li> </ul>	<ul style="list-style-type: none"> <li>Income targets are achieved.</li> <li>Admissions increase.</li> <li>Soft play development at Mariner Centre revitalises the whole venue.</li> <li>Usage and programme at the CATS schools grows.</li> </ul>
3.4	Commence implementing an ICT Improvement Plan.	<ul style="list-style-type: none"> <li>We undertook an exercise to merge our customer databases, and with a programme of training improved capacity to generate reports from our systems. We</li> </ul>	<ul style="list-style-type: none"> <li>System agents operate across the Trust.</li> </ul>

	Actions	Context /Detail	Milestone/Output
		<p>created a team of system agents to collectively manage our systems and ensure their effective use. This work helps support action 1.10 which is our priority IT project.</p> <ul style="list-style-type: none"> <li>We have identified opportunities for improvements in our call handling and will work with the Council as they implement their new telephony contract, to make sure that we can make the most of the new system.</li> <li>As we work to integrate customer systems we will also look at how we can make better use of mobile and flexible technology for peripatetic services such as sports coaches as well as to better facilitate homeworking.</li> </ul>	<ul style="list-style-type: none"> <li>New telephony system supports customer service.</li> <li>Opportunities for mobile and flexible working are implemented.</li> </ul>
3.5	Open a new soft play centre at the Mariner Centre.	<ul style="list-style-type: none"> <li>Building on the investment in the wave machine, we are further redeveloping the Mariner Centre to fully re-establish it as a premier family destination.</li> <li>Soft play is a growth market and we have secured support via Falkirk Council for investment in this along with a new café within the games hall both of which will also deliver an improved customer experience for all visitors to the Mariner Centre.</li> </ul>	<ul style="list-style-type: none"> <li>Works are completed by early Autumn 2017.</li> <li>Mariner Centre team is geared up to operating new business activity.</li> <li>Soft Play centre is marketed and opens to the public in Autumn 2017.</li> </ul>
3.6	Implement a Health & Fitness Plan.	<ul style="list-style-type: none"> <li>With the opening of Stenhousemuir Gym we are shifting our focus to planning forward development of all our gyms. Health and Fitness development needs to be competitive to attract paid members and generate income and be balanced with ensuring health and wellbeing programmes, particularly aimed at those most in need, are delivering community health benefits.</li> </ul>	<ul style="list-style-type: none"> <li>Implement year 1 Health &amp; Fitness Plan.</li> </ul>
3.7	Maintain improvement in Trading Company performance.	<ul style="list-style-type: none"> <li>The Trading Company has continued to improve its overall financial performance and we have managed efficiencies to tackle loss making activity.</li> <li>The focus will continue be to maximise the performance of the Helix Visitor Centre, grow the business at Callendar House tea room and launch the trading offer at the new soft play development in the Mariner Centre.</li> </ul>	<ul style="list-style-type: none"> <li>The Trading Company makes a net profit that can be passed on to the main charity, or reinvested in trading activity.</li> </ul>

	Actions	Context /Detail	Milestone/Output
3.8	Implement Fundraising Strategy.	<ul style="list-style-type: none"> <li>We want to support our work by generating income from a range of funders, sponsors and donors and have been growing our capacity to do so which is reflected in our Strategy for 2016-19.</li> <li>Although external funding continues to be competitive we have uplifted our targets for growth although availability of match funding, capacity and time to develop bids can be challenging.</li> <li>We had hoped a priority project at Kinneil Estate may have attracted significant levels of funding but this has not come to fruition and so we have reconsidered our priority and will look for funding associated with a redevelopment of Grangemouth Sports Complex.</li> </ul>	<ul style="list-style-type: none"> <li>- £1.75m of external funds awarded in 2016/19.</li> <li>- Including a high value one-off award of between £500,000 and £1m in 2016/19.</li> <li>- Level of donations increased.</li> </ul>
3.9	Maintain focus on income and develop new income generating activity.	<ul style="list-style-type: none"> <li>Our approach to the business plan identified 15 venues across culture and sport with good additional income generating potential and we set targets based on the likelihood of achieving uplift. Achieving this will require new ideas across programme, customer service, marketing and investment within the venues.</li> <li>Building on our successful approach to the soft play project a team will undertake research and development and bring forward business propositions for review by the senior management team.</li> <li>It requires us to have robust monitoring systems in place and the ability to be adaptable with programme and marketing interventions.</li> </ul>	<ul style="list-style-type: none"> <li>- New income generating proposals are explored.</li> <li>- Income monitoring processes are robust and targets are met.</li> </ul>
3.10	Secure Energy Management Savings.	<ul style="list-style-type: none"> <li>We are a high energy user particularly on many of our large sites. Work to date with the Council on improving our plant and equipment, modernising lighting and pool covers for example has delivered tangible savings. We will continue this work which is becoming more critical as energy costs rise and budgets reduce.</li> <li>We have identified the opportunity to utilise the asset base to generate renewable energy and discussion with the renewables sector points to good potential to offset costs and yield income.</li> </ul>	<ul style="list-style-type: none"> <li>- Improvement projects are identified to reduce energy consumption.</li> <li>- A feasibility study for generation of renewable energy is undertaken.</li> </ul>



## MONITORING AND EVALUATION

### Performance Management

We measure and evaluate our performance in two ways:

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

Table 3: Numerical Performance Measures

Strategic Objective	Performance measure	Performance context (at end-Q3 16/17)	Performance 13/14	Performance 14/15	Performance 15/16	Performance 16/17 (Q1-3 only)	Target 17/18
<b>Meeting Customer Needs</b>	1. Number of concessionary admissions across all Trust services	The 'Go Card' concessionary scheme was launched at the start of 14/15; we expect to see an <b>increase</b> in uptake in 17/18 with the role out of the Universal Credit scheme and changes to Go Card criteria.	120,779	114,540	116,423	86,371	122,000
	2. Number of admissions by young people across all our venues and programmes	A priority in our marketing strategy is Families; performance has increased and we expect to see a further <b>increase</b> in uptake in 17/18 through developing a new business approach.	789,750	762,617	805,759	626,163	925,000
	3. Number of older people holding a Go Card membership	A priority in our marketing strategy is Older People; a new baseline will be set in 17/18.	n/a	n/a	n/a	n/a	TBC
	4. Number of adult admission to all sport and leisure venues	Performance increased during 15/16 following investment in facilities and was maintained in 16/17; we expect to <b>maintain</b> performance in 17/18.	745,357	638,638	770,322	547,897	720,000
	5. Number of juvenile admissions to all sport and leisure venues	Following recent declines in performance, admissions increased in 15/16 following investment in facilities and was maintained in 16/17; we expect to <b>maintain</b> performance in 17/18.	536,969	496,094	509,121	355,373	470,000

Strategic Objective	Performance measure	Performance context (at end-Q3 16/17)	Performance 13/14	Performance 14/15	Performance 15/16	Performance 16/17 (Q1-3 only)	Target 17/18
	6. Number of concession admissions to all sport and leisure venues	The 'Go Card' concessionary scheme was launched at the start of 14/15; we expect to see an <b>increase</b> in uptake in 17/18 with the role out of the Universal Credit scheme and changes to Go Card criteria.	81,902	76,789	83,271	57,029	85,000
	7. Attendance at sport and recreation development programmes	Performance has been rising; we expect an <b>increase</b> in 17/18 following refocused priorities for Sports Development.	201,672 <sup>1</sup>	213,860	247,494	248,225	336,000
	8. Number of visits to libraries	Visits have been decreasing for some time and at best we expect to <b>maintain</b> performance in 17/18 following the opening of a new facility in Denny.	630,110	563,912	513,720	395,332	500,000
	9. Number of active borrowers from libraries	The number of active borrowers was relatively static during 16/17 but no increase is evident as yet; at best we expect to <b>maintain</b> the number of active borrowers in 17/18.	25,718	27,560 <sup>3</sup>	25,891	25,151	25,000
	10. Number of issues including digital material	The rate of decline is slowing but no increase evident as yet; we expect a <b>small reduction</b> and to continue to slow the rate of decline during 17/18.	893,354	836,281	774,379	555,243	720,000
	11. Number of admissions to arts venues	Performance decreased during 16/17 due to changes in the admissions recording process; (no separate count for Park Gallery) we expect an <b>increase</b> in performance in 17/18 with new programme development.	101,861	97,400	110,591	51,027	82,000
	12. Attendance at arts development programmes	This measure was revised from 14/15 and reset totals going forward. Performance decreased during 16/17 due to a reduction in externally funded activity; we expect to <b>maintain</b> attendances in 17/18.	60,005	156,649	177,925	104,103	150,000
	13. Number of visits to	Performance has been gradually rising for	38,343	38,382	51,222	39,609	45,500

Strategic Objective	Performance measure	Performance context (at end-Q3 16/17)	Performance 13/14	Performance 14/15	Performance 15/16	Performance 16/17 (Q1-3 only)	Target 17/18
	heritage venues	some time. We expect to <b>maintain</b> performance in 17/18 with a refreshed approach to programme and trading activity.					
	14. Attendance at heritage development programmes	Performance decreased in 16/17 following service restructuring; we expect a further <b>decrease</b> in performance in 17/18 following withdrawal of part of the heritage learning service.	9,870	14,030	10,784	tbc	tbc
	15. Number of complaints received	The number of complaints gathered was relatively static in 16/17; we hope to <b>maintain</b> the level during 17/18.	118	81	122	86	Maintain
	16. Number of volunteers engaged	Performance increased in 16/17 following the appointment of a volunteer co-ordinator. We expect performance to <b>increase</b> further in 17/18 with a focus on embedding volunteer work within service delivery.	855	1,027	1,684	Work in progress	Increase
	17. Number of clubs and organisations worked with	Performance in 16/17 saw a small increase; we expect a further <b>increase</b> in 17/18 with engagement work with partner clubs and organisations.	Work in progress	193	207	Work in progress	Increase
	18. Sickness Absence - % days lost	The sickness absence rate reduced slightly in 16/17. The aim is to <b>maintain</b> this below 4% in 17/18.	4.13%	4.72%	4.28%	3.46%	4% or less
	19. Staff Turnover - % turnover	Aim to <b>reduce</b> staff turnover.	10.60%	10.30%	18.14%	7.5% <sup>4</sup>	Reduce
<b>Financial Sustainability</b>	20. Customer income raised	Aim to <b>increase</b> income with a new business approach to income generation.	£5,380,000	£5,225,000	£5,876,000	£4,987,000	Increase
	21. Grant income secured <sup>2</sup>	Aim to <b>maintain</b> income with a new business approach to income generation.	£703,000	£1,070,000	£794,953	£584,000	Maintain
	22. Funds awarded from competitive grants and	Funding is competitive; we aim to <b>maintain</b> position during 17/18.	£664,186	£541,180	£759,207	£154,570 <sup>5</sup>	Maintain

Strategic Objective	Performance measure	Performance context (at end-Q3 16/17)	Performance 13/14	Performance 14/15	Performance 15/16	Performance 16/17 (Q1-3 only)	Target 17/18
	donor sectors						

<sup>1</sup>Excluding Community Recreation and Ranger Service activities – included from 14/15.

<sup>2</sup>Includes grant income secured from partners (e.g. Youth Music Initiative (YMI) and Active Schools,) plus competitive grants secured.

<sup>3</sup>Revised calculation following new Library Management System during 14/15.

<sup>4</sup>Figure is for 6-month period to end-September 2016 (data not available for 9-month position at time of publishing).

<sup>5</sup> Figure is to end October 2016.

## RISK MANAGEMENT

The Trust has a Strategic Risk Management Policy and we review and update our Strategic Risk Register as part of the business planning process. Currently in January 2017 there are 5 main risk descriptions in this register which is supported by a comprehensive operational risk register containing circa 50 risk descriptions. Significant risks associated with this Plan are summarised in Table 4 below.

Table 4: Risk Summary

Risk Level	Risk Description	Mitigation/ Comment
High	<b>Risk Category: Property &amp; Assets</b> Funding is not available to maintain buildings or the Council has pressing need for investment elsewhere in its portfolio.	This is a universal risk shared with the Council and the Trust is working with the Council to implement an Asset Management Plan. The high levels of investment required are unlikely to be met from the Council's capital programme. This risk is at a maximum score due to consequential impact on attracting new customers to facilities and income generation.
High	<b>Risk Category: Finance</b> Funding from the Council to the Trust is reduced due to other Council priorities and budget constraints impacting on the quality and range of services delivered.	The Trust has been pursuing a strategy of income growth to shift reliance on Council funding in the medium term. The speed of reduction in core funding is moving at a pace that is outstripping our ability to grow income. Mitigation is being pursued through new growth opportunities to stimulate increased business. This risk is at a maximum score owing to savings proposals for 17/18 reducing the quality and range of services delivered.
High	<b>Risk Category: Information</b> Over reliance on out of date IT systems and network which is not focussed on Trust's business does not provide adequate service to customers or business information.	Capital funds have been secured to help improve ICT. The scale and complexity of the problem is challenging to resolve and work has commenced on a Digital Transformation project which is a priority for taking forward in 17/18.
Medium	<b>Risk Category: Finance</b> Failure to meet income targets with potential for the Trust not to continue to be financially viable.	Income targets are continuing to prove challenging to achieve. Market pressures, the vagaries of the weather and the continuing impact of the recession are contributing factors. Mitigation is through increased focus on monitoring and review of customer income, and cautious approach to charges as well as development of new growth opportunities.
Medium	<b>Risk Category: Finance</b> Uncertainty of cost of implementing savings proposals which may require further savings to be found in order to pay any redundancy costs arising with potential for delay, and staff time input deflecting from core business.	Contingency sum has been built into the savings plan and dedicated support is to be sought from HR and Finance advisors to support implementation.

## OUR PLANNING FRAMEWORK AT A GLANCE

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

## OUR PURPOSE

### Our Vision

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

### Our Mission

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

### Our Values

**Valuing** the positive  
difference people  
make

Acting with  
**integrity**

Placing **people's  
needs** at the heart  
of everything we do

Being **proud** of  
what we can achieve  
together



**2017/18 Community Trust Budget****Service - Objective Analysis**

	2016/17 Budget Outturn Prices <u>£</u>	2017/18 Budget September 2016 Prices <u>£</u>	2017/18 Budget Outturn Prices <u>£</u>
Arts	1,241,090	1,127,240	<b>1,145,450</b>
Business Development	1,685,570	1,488,060	<b>1,508,250</b>
Helix	770,000	682,610	<b>696,960</b>
Heritage	553,310	534,370	<b>541,880</b>
Libraries	2,380,720	2,385,940	<b>2,414,420</b>
Parks	1,583,770	1,217,320	<b>1,240,760</b>
Restricted Funds	110,640	110,640	<b>116,980</b>
Sports & Fitness	3,618,920	3,335,430	<b>3,440,520</b>
Trading	(9,600)	(23,870)	<b>0</b>
<b>SERVICE PAYMENT</b>	<u>11,934,420</u>	<u>10,857,740</u>	<u><b>11,105,220</b></u>

## 2017/18 Community Trust Budget

### Service - Subjective Analysis

	2016/17 Budget Outturn Prices £	2017/18 Budget September 2016 Prices £	2017/18 Budget Outturn Prices £
<b><u>EMPLOYEE EXPENSES</u></b>			
SJC Employees	11,720,650	11,273,170	11,450,570
Pension/Termination Costs	26,330	26,330	26,330
Indirect Employee Expenses	196,910	200,150	200,150
<b>Total Employee Expenses</b>	<b>11,943,890</b>	<b>11,499,650</b>	<b>11,677,050</b>
<b><u>PROPERTY EXPENSES</u></b>			
Repairs and Maintenance	449,780	447,590	454,330
Maintenance of Grounds	71,060	71,060	72,120
Grnds Maint Internal Recharges	171,400	171,400	173,980
Energy Costs	1,064,150	997,150	1,025,130
Rents	73,800	73,800	73,800
Water Services	170,300	170,300	172,000
Fixtures and Fittings	45,860	45,860	45,860
Cleaning & Domestic Supplies	280,610	273,190	279,040
Property Insurance	1,050	1,050	1,050
Other Property Expenses	2,480	2,480	2,480
<b>Total Property Expenses</b>	<b>2,330,490</b>	<b>2,253,880</b>	<b>2,299,790</b>
<b><u>TRANSPORT EXPENSES</u></b>			
Direct Transport Costs	28,070	28,070	28,390
Transport Recharges	148,120	114,020	117,590
Transport Insurance	25,830	22,900	22,950
Mowers	7,020	7,020	7,130
<b>Total Transport Expenses</b>	<b>209,040</b>	<b>172,010</b>	<b>176,060</b>
<b><u>SUPPLIES &amp; SERVICES</u></b>			
Equip, Furniture and Materials	1,150,430	1,115,750	1,115,750
Training Materials	13,500	13,500	13,500
Services	741,640	713,880	719,110
Catering	456,520	450,520	463,960
Clothing, Uniforms & Laundry	30,030	30,030	30,030
Printing, Staty & Gen Off Exps	142,670	141,700	141,910
Communications & Computing	323,770	316,870	318,110
Loans Fund Revenue Expenditure	11,400	11,400	11,400
Miscellaneous Supplies	804,540	799,140	799,140
<b>Total Supplies &amp; Services</b>	<b>3,674,500</b>	<b>3,592,790</b>	<b>3,612,910</b>
<b><u>THIRD PARTY PAYMENTS</u></b>			
Internal Recharges	279,250	268,690	268,690
Other Agencies	33,790	82,790	82,790
Internal Trading Organisations	1,430	1,430	1,430
<b>Total Third Party Payments</b>	<b>314,470</b>	<b>352,910</b>	<b>352,910</b>
<b><u>SUPPORT SERVICES</u></b>			
Central Support Recharges	762,130	762,130	762,130
Departmental Recharges	44,010	44,010	44,010
<b>Total Support Services</b>	<b>806,140</b>	<b>806,140</b>	<b>806,140</b>

## 2017/18 Community Trust Budget

### Service - Subjective Analysis

	2016/17 Budget Outturn Prices £	2017/18 Budget September 2016 Prices £	2017/18 Budget Outturn Prices £
<u>CAPITAL COSTS</u>			
Capital Charges to Services	13,690	13,690	13,690
<b>Total Capital Costs</b>	<b>13,690</b>	<b>13,690</b>	<b>13,690</b>
<b>TOTAL EXPENDITURE</b>	<b>19,292,220</b>	<b>18,691,070</b>	<b>18,938,550</b>
<u>INCOME</u>			
Other Grants, Reimburse & Conts	(680,160)	(699,600)	(699,600)
Customer and Client Receipts	(5,309,660)	(5,655,750)	(5,655,750)
Rents Received	(29,440)	(29,440)	(29,440)
Loans Fund Revenue Income	(18,000)	(18,000)	(18,000)
Miscellaneous Income	(1,320,540)	(1,330,540)	(1,330,540)
Net Expenditure in Year	0	(100,000)	(100,000)
<b>Total Income</b>	<b>(7,357,800)</b>	<b>(7,833,330)</b>	<b>(7,833,330)</b>
<b>SERVICE PAYMENT</b>	<b>11,934,420</b>	<b>10,857,740</b>	<b>11,105,220</b>

**2017/18 Falkirk Community Trust Budget**  
**Summary of Movements**

	<b><u>£'000</u></b>
<b>2016/17 Service Payment</b>	<b>11,934</b>
<b>Add: Budget Changes</b>	
1 <u>Employee Expenses</u>	
Increased Pension Contribution	43
Living Wage	14
Winter Closure of Callendar Park Kiosk	(12)
Removal of Community Recreation	(7)
Withdraw Heritage Development	(73)
Withdraw Outdoor Activities	(205)
Staffing Efficiencies	(69)
Community Transfer	(25)
Efficiencies - Not yet allocated	(115)
Employee Insurance	5
	<u>(444)</u>
2 <u>Property Expenses</u>	
Energy Savings	(30)
CRC Energy Efficiency Scheme	(35)
Removal of Community Recreation	(10)
Withdraw Outdoor Activities	(12)
	<u>(87)</u>
3 <u>Transport Expenses</u>	
Removal of Community Recreation	(10)
Withdraw Outdoor Activities	(27)
	<u>(27)</u>
4 <u>Supplies &amp; Services</u>	
Winter Closure of Callendar Park Kiosk	(6)
Withdraw from Fireworks Event	(28)
Withdraw Heritage Development	(54)
Withdraw Outdoor Activities	(3)
Public Liability Insurance	9
	<u>(82)</u>
5 <u>Third Party Payments</u>	
Apprenticeship Levy	49
Other Movements	(11)
	<u>38</u>
6 <u>Income</u>	
Income Generation	(428)
Winter Closure of Callendar Park Kiosk	10
Withdraw Outdoor Activities	32
Use of Reserves	(100)
Other Movements	11
	<u>(475)</u>
<b>2017/18 Service Payment at September Prices</b>	<b><u>10,857</u></b>
<b>Add: Inflation</b>	<b>248</b>
<b>2017/18 Service Payment Budget</b>	<b><u>11,105</u></b>

## Appendix 2

## Savings Proposals 2017/18

**1. Introduction**

- 1.1 This section outlines the specific items to be considered as the Trust attempts to achieve significant levels of savings in its 2017/18 budget as referred to in the main text of the report.

**2. Background**

- 2.1 The Council is in the process of completing a strategic review of its portfolio of assets. An update report is expected to be considered by an appropriate Committee in December. It is therefore considered inappropriate for the Trust to propose withdrawing from any facility at this time, pending the Council's conclusions from their review, that may impact on facilities that the Trust currently operate under a long term lease arrangement.
- 2.2 However, due to the Council's 'in principle' intention to transfer the operation of Woodlands Games Hall to the newly formed Community Group, Woodlands Community Sport Ltd, (WCSL), the Trust is currently making arrangements to withdraw from this particular facility from April the 1<sup>st</sup> 2017. Savings have been identified that reflect the Trust's current costs.
- 2.3 The Trust though is constrained in its ability to (a) achieve the Council's target of a £1.8m funding reduction and (b) avoid significant job losses and reduced services to the community given the uncertainty that surrounds the potential future operation of the Council's assets, i.e. the facilities that we operate.

**3. Savings Proposals**

- 3.1 Given this background the proposals contained within the table below outline a total of £1,148k of savings comprising the following:
- Income generation and growth plans £428k
  - Community Engagement/transfer £25k
  - Securing efficiency savings £317k
  - Service reductions £378k

PROPOSAL	17/18 - (£)
<b>Income Generation</b>	
(a) Grangemouth Sports Complex	50k
(b) Mariner Leisure Centre	70k
(c) Grangemouth Stadium	10k
(d) Helix	101k
(e) Hippodrome	20k
(f) Callendar House	20k
(g) Falkirk Town Hall	20k
(h) Muiravonside Country Park	30k
(i) Bo'ness Recreation Centre	30k
(j) Five Community Access Schools	10k
(k) Health & Fitness membership growth	67k
<b>Sub-Total Income</b>	<b>428K</b>

<b>Community Engagement/Transfer</b>	
(l) Larbert High School	25k
<b>Sub-Total Community Engagement</b>	<b>25K</b>
<b>Efficiencies</b>	
(n) Energy Savings	30k
(o) Community Recreation	18k
(p) Turnover savings	50k
(q) Administrative Savings	19k
Salary increment budget management	50k
Carbon reduction savings	35k
Unplanned efficiencies	115k
<b>Sub-Total Efficiencies</b>	<b>317k</b>
<b>Service Reductions</b>	
(r) Winter closure of Callendar Park kiosk	10k
(s) Withdraw from fireworks event	28k
(t) Withdraw heritage development support for schools/community groups	76k
(u) Withdraw outdoor activities support for schools	132k
(v) Withdraw outdoor activities programme to the community	132k
<b>Sub-Total Service Reductions</b>	<b>378k</b>
<b>CUMULATIVE TOTAL SAVINGS</b>	<b>1,148k</b>

- 3.2 At this stage it is anticipated that redundancy costs of approximately £270k may be required.
- 3.3 The proposals shown above do not meet the budgetary target of £1.8m.
- 3.4 The Trust's projected level of reserves at March 2017 is £718k. It is important for the Trust to retain an appropriate level of surpluses that complies with the Board's previously approved policy on this matter. This policy states that reserves should be maintained between the range of £253K to £380k. However, there is scope for £100k of the reserves to be used to contribute towards the savings plan and a further £270k of the reserves to be used to fund potential redundancy payments.
- 3.5 It is therefore considered appropriate to use £370k of the current Trust reserves, as described above, as a one off course of action to help support the savings plan, whilst being in a position to accommodate anticipated redundancy costs. The reserves will be reduced from £718k to £348k, which will still be at a level that complies with the reserves policy.
- 3.6 The Savings Plan will therefore achieve a total of £1,248k, which remains £552k short of the budgetary target.
- 3.7 However the three year strategy outlines a longer term approach that aims to return additional and higher levels of savings in each of the next two years, but at this stage no additional saving of over £1,248k can be achieved if the Trust is required to continue to operate its existing portfolio of facilities.

#### **4. Human Resource Implications**

- 4.1 Given the nature of Trust services, any reduction in service will significantly impact on its staffing levels. Staffing costs account for the majority of the Trust's total expenditure and it is inevitable that to achieve the savings required, staffing levels will have to be reduced.
- 4.2 However, any reduction in staffing levels will result in potential redundancy costs, which at this time are unable to be calculated as such costs are dependent upon each individual member of staff's length of service, age and whether they are in the Falkirk Pension Fund or not.
- 4.3 At this time it is estimated that 21 posts will be affected, working an average of 30.97 hrs per week. This equates to a full time equivalent loss of 17.57 FTEs. Potential redundancy costs have been estimated as 21 posts with annual salaries of approximately £13k.
- 4.4 It will be the Trust's intention to attempt to redeploy any staff member who may be at risk of redundancy. However, given the number of potential staff at risk and their particular roles, it will not be possible to redeploy the majority of those affected. Similarly, the process of supporting voluntary redundancies for such staff will be put in place.
- 4.5 The Trust will need to meet the costs of any redundancy payments. The Trust has no existing fund set aside to enable this to occur, so to meet such costs will either result in the depletion of the Company reserves and/or the reduction of additional services to simply meet the redundancy costs.
- 4.6 The senior staff structure will be affected by the decisions taken by Directors and there is expected to be a further financial saving from this element, which at this time is unable to be quantified until certainty is provided on the proposed three year strategy.
- 4.7 Directors will recall that in preparation for the 2016/17 business plan, an allocation of approximately £170k was identified, in anticipation of the acceptance of the Council's proposals to amend staff terms and conditions that would equally apply to Trust staff. Their failure to reach an agreement resulted in the Trust having to fund an additional shortfall of £170k in its 2016/17 budget. It is for this reason that the Trust has assumed that no savings can be achieved from this area in 2017/18.
- 4.8 Appropriate consultation with relevant unions will be arranged, however UNISON has advised of their recent survey of their membership of Trust employees that has provided them with a perspective on what their Trust members' views are, in anticipation of potential impacts on staff in 2017/18. The Trust considers such information helpful to ensure that union consultations are meaningful to the specific issues that pertain to Trust employees and not Council employees.
- 4.9 The Trust has a desire to begin a consultation process with employees and their associated trade unions on whether the current alignment to the Council's staff terms and conditions should be continued or if the time has come to consider an employee package that is more relevant to the Trust's business and that better meet the Trust's employees' expectations.
- 4.10 Further work has been undertaken following the November Board discussions to ascertain the potential costs for the Human Resources implications of the 2017/18 savings proposals. Similarly, a plan is in place to ensure appropriate consultation with the necessary trade unions along with any necessary formal notification processes.

#### **5. Community Implications**

- 5.1 The impact of the Savings Plan for some areas of the local community could potentially be significant. There will certainly be implications on the Council's Children's Services in relation to the specific withdrawal of Heritage Learning and Outdoor Activities programmes currently being delivered directly to schools. Early discussions have taken place with the Director of Children's Services seeking the potential opportunity to have the educational elements of these existing services transferred to the Council, given their importance to the National Curriculum of Excellence. Similarly, there may also be the opportunity for these to be funded

by Children's Services by way of any additional funds they may receive from the Scottish Government as they focus their attention on 'closing the attainment gap' or indeed by simply passing on the costs of their delivery directly to school budgets.

- 5.2 The Trust will communicate with all its affected user groups in an attempt to mitigate and reduce the impact of the proposed service efficiencies and reductions.

## **6. Risks**

- 6.1 A review of the risks associated with the implementation of this plan has been considered and the following key areas identified:

- The condition of some of the major facilities is relatively poor and our ability to generate additional income within these sites will be dependent upon these facilities being well maintained and in a good operational condition.
- The transfer of evening operations at Larbert HS to others is out of the Trust's control and dependent upon external organisations' ability and willingness to help to progress such transfers.
- Should the Council's Children's Services not wish to have the Outdoor Activities and Heritage Learning team's services transferred to them, the services to both schoolchildren and the local community will suffer and impact negatively on our ability to inspire and motivate the community of the future in such areas.
- There will be negative PR from the community because of the service reductions and of course from the staff who will be at risk of losing their job that may damage the image and reputation of the Trust.
- The uncertainty that will exist, from the time of the Board's decision on the Business Plan on the 10<sup>th</sup> of November to the Council's approval or otherwise in February 2017 will impact on our customers and staff which will be a risk to the image and reputation of the Trust.
- Our inability to deliver these savings will put the financial viability of the Trust as a whole at risk.

## **7. Conclusions**

- 7.1 Savings proposals have been identified that avoids the Trust withdrawing from the operation of any facility in 2017/18.
- 7.2 The savings proposals shown in section 3 achieve a total saving of approximately £1,248k
- 7.3 The Council's intended reduction of its funding allocation to the Trust of 15%, i.e. £1.8m, has not been achieved, given the Council's outstanding strategic asset review considerations.
- 7.4 The main report explains a longer term approach to the achievement of significant savings, which are more likely to be successful over the next three year period.



## Appendix 3

**Fees and Charges 2017/18****1 Introduction**

- 1.1 This report provides an update on the work that has been undertaken in preparation for the implementation of the Trust's fees and charges for 2016/17 and follows the Audit and Performance Sub Group's consideration of early proposals at their meeting on the 11<sup>th</sup> of August.

**2. Background**

- 2.1 A review of charges is undertaken each year which has as its focus the generation of additional income, however it is important that customers perceive the services being delivered as representing good 'value for money'.
- 2.2 The charges proposed attempt to adhere to the 'key principles' adopted by the Board in November 2012 as shown below:
- FCT 'charges' should not be seen by potential customers as a 'barrier to their participation'.
  - Concessionary charges should ensure that those who can least afford to pay for our services are supported the most.
  - FCT charges should be easily accessible and simple to understand.
  - The timing of the introduction of any revised charge should consider the impact this will have on customers.
  - Charges can be flexible with the ability to offer promotional discounts at appropriate times to actively promote new services or boost falling attendances.
  - Charges will be levied which fully considers local competitors and neighbouring Trusts and Local Authorities' charges.
  - Charges will enable improved levels of income generation, where market rates and the ability of our customers to pay, allow.
- 2.3 The general direction of this year's review of charges was considered by the Audit and Performance Sub Group on the 11<sup>th</sup> of August and this Appendix describes in greater detail the key proposals for fees and charges for 2017/18 that will form part of the Trust's Business Plan.

**3. Review of Charges Process**

- 3.1 The Trust's Charges Working Group, which is made up of front line, supervisory and managerial staff, representing each of the Trust's key service areas, have been reviewing the current charges in anticipation of implementing new charges in 2017/18.
- 3.2 This review is set against the 2015/16 and most up to date performance information. The delivery of many of our services are affected by weather conditions and indeed the condition of the facilities that we operate with building 'failures' increasingly impacting on ability to generate income. However, the Trust must take every action it can to offset such uncontrollable factors and plan for the future in the knowledge that the generation of income can be erratic and influenced by external factors.
- 3.3 The general economic climate and increased levels of competition in the area are also having an impact on Trust services and the temptation to respond by reducing our charges has been resisted in previous years in favour of improved promotion of our services to the local community, the introduction of monthly discounted charges to families and regular customers and easier methods of payment by way of direct debit options.

- 3.4 Previous investment in the refurbishment of the Mariner wave machine and the improvement of the Grangemouth Sports Complex flumes has helped 'make swimming fun again'. Other investments that are due to be completed in this financial year such as the provision of a spinning studio and the refurbishment of the ladies dry changing area at Grangemouth Sports Complex, the improved Reception and changing areas and new indoor track at Grangemouth Stadium and the refurbishment of the Callendar House Tea Room will all support the attraction of additional customer visits and therefore increased levels of income.
- 3.5 The revised opening hours recently introduced at Bo'ness Recreation Centre is further evidence that customers needs are being better met by these improvements by the Trust and the customer survey results that demonstrated that 99% of our customers would recommend us to others is an impressive achievement and one that everyone in the Trust should be proud of.
- 3.6 The Trust's activity charges must be seen as an integral part of the overall marketing of our services and with this in mind, it is apparent from our increased number of visitors and income over the years, as well as their satisfaction with our services, that our customers are willing to pay for quality services. The income generating opportunities that arise from this position must be maximised, but at the same time the appropriate concessionary schemes must continue to operate to ensure that our charges are not a barrier to participation by those in our community who may be of the greatest need of our services.
- 3.7 Whilst the Prices Working Group continued to refer to the adopted key principles referred to in section 2 throughout the review process, this year they have focussed on the following specific areas which they believed needed specific consideration:
- Appropriate inflationary increases being applied to charges, but only where it is felt appropriate to do so, to reduce the potential risk of a reduction in participation levels.
  - Health and Fitness charges, in relation to our need to remain competitive within the marketplace.
  - Expansion of the Trust's current Gift Voucher scheme beyond Arts activities to include all Trust services and products.
  - Further review of the Town Hall charges as they remain lower than competitor charges.
  - Review of the Polmonthill Snowsports Centre prices to ensure a fairer distribution of prices between skiing and snowboarding.
  - The introduction of new prices for the planned Mariner Soft Play facility.
  - Above inflationary increases being applied to charges for the Outdoor Activities programme, given the increased demand and quality of service being provided.

## **4. General Proposals and Implications**

### **4.1 Inflationary Increases**

An average inflationary increase of approximately 1% was implemented to the majority of standard Trust charges in 2016/17. However, many actions were taken which either significantly reduced or increased specific charges where it was felt appropriate to do so given market rates, comparison with others and the need to increase income levels.

The Consumer Price Index (CPI), as reported in June 2016, indicated a 0.5% change from the same period in 2015. The Retail Price Index (RPI), as reported in June 2016, indicated a 1.6% change from the same period in 2015. However given the amount of political uncertainty at this time it is difficult to predict what these indices may be nearer April 2017, at the time the Trust's updated prices are introduced. It is therefore considered appropriate at this time that the general inflationary increase to Trust charges in 2017/18 be no less than 1%, but given the current financial position be placed between the range of 1% to 3%. Such a relatively small increase on many activity charges may have the actual impact of 'freezing' some Trust charges, as to increase some of our smaller charges by this amount will have little monetary effect. Once the inflationary increases are applied there will be a 'rounding up' exercise undertaken to ensure the charges are easy to pay from a customers' perspective and apply from a staff's perspective.

## 4.2 Health and Fitness Charges

Trust health and fitness membership charges were increased by approximately 2.7% from April 2016, following a period of these general charges having been frozen in the previous four years. This was in recognition of the improvements made to the services with the addition of the new Stenhousemuir facility in particular and other improvements to some equipment at other sites.

The increased level of competition in the Falkirk area has impacted on Trust membership levels. The number of sales achieved during the May campaign was below target however a similar campaign in September attracted some of our highest membership levels, which is most encouraging. However, it is felt that a general review of the Health and Fitness charges is required as well as a focus on techniques to aid retention levels.

The Trust continues to improve its products and services to existing customers and members, highlighting the Trust's unique selling points (USPs) of free parking, staff in attendance and providing friendly support, the additional benefits of our ancillary facilities such as free swims and saunas, together with the message that being a health and fitness member ensures support for the future provision of other front line, Trust operated community services. Further improvements involving the provision of a new spinning studio, new cardiovascular equipment and the refurbishment of the dry side ladies changing rooms at Grangemouth Sports Complex will continue to attract new members.

In relation to our general health and fitness offer, involving access to our four gyms, just under 200 fitness classes each week and access to all our swimming pools and saunas, the competitor 'budget gyms' offer in the area offer a very limited service. Our membership charges are competitive however we do need to focus on ensuring such messages are effectively promoted to potential new members.

Our retention levels however can be improved upon. The upcoming installation of membership software will help improve our customer interactions with our highly trained instructors that will better motivate our customers to continue their membership to reach their health and fitness goals.

In relation to the health and fitness charges however a number of changes are being proposed as described below:

- Reducing our peak prices to help attract new members and to retain current members who may be considering leaving.
- Increasing our off peak prices given the demand for this category.
- Maintaining our 10% discount for corporate memberships.
- Maintaining our 20% discount for Lifestyle (Council staff) members.
- Maintaining our 33% discount for our concessionary Go Card members.
- Amending the conditions of our fitness class booking system to allow preference to members by offering members the opportunity to book a class seven days in advance instead of five days for casual customers.

Previous revised charges in health and fitness services have been introduced in January of each year, to help coincide with the annual January promotional campaigns. However, this process was previously delayed from January 2016 to April 2016, given the pre-sales campaign in September 2015 for the new Stenhousemuir gym. It is felt important to re-introduce the revision of new charges in January 2016, to have a more effective impact at such a vital time of the year in terms of membership promotional activity.

## 4.3 Gift Voucher Scheme

The expansion of the Trust's current Gift Voucher scheme beyond Arts activities to include all Trust services and products has been introduced in October, to maximise this opportunity before the Christmas period. The vouchers will be able to have a specific monetary value attached to it, dependent upon the wishes of the customer, which will allow the voucher to be purchased for a present for example for a specific activity, course or to a preset total value that can be redeemed by the customer as they see fit. Similarly, such vouchers can also be

used as a loyalty benefits to certain customers or rewards for particular achievements or behaviours.

#### **4.4 Town Hall Charges**

Much work has previously been completed in relation to the Town Hall charges at Grangemouth and Bo'ness, specifically to ensure that these facilities remained competitive in the market place, whilst remaining supportive of local culture and arts groups. However, existing charges still appear to be significantly lower than neighbouring authorities, at some time periods and in this respect a review has been undertaken which seeks to increase Trust charges, above the rate of inflation whilst still remaining very competitively priced.

#### **4.5 Polmonthill Snowsports Centre**

A review of the Polmonthill Snowsports Centre charges has been undertaken to ensure a fairer distribution of charges between skiing and snowboarding. Historically the charges for snowboarding were significantly higher than the charges for skiing and such a differential is no longer relevant, given the increased popularity of snowboarding over the years. The 'freezing' of the snowboarding charges and increasing the skiing charges above the rate of inflation in previous years has helped narrow the difference but the gap is such that a complete review is required to rationalise the Centre's prices as a whole to be fairer to all the customers of that facility.

#### **4.6 Mariner Soft Play Facility**

The launch of the planned Mariner Soft Play facility will require the introduction of a new set of prices in 2017/18, which are significantly different from the current soft play prices for the much smaller soft play areas within the Mariner and Grangemouth Sports Complex, when compared with the larger and improved quality of the planned Mariner facility. A review of other and competitor prices has already been undertaken as part of the preparation of its Business Plan which will aid the final determination of our likely prices for its planned opening of around August 2017.

#### **4.7 Outdoor Activities Programme**

It is proposed to significantly increase the charges made for the outdoor activities programme to the community. The demand for this programme remains high and the quality of service provided by the Trust is excellent. However there is an opportunity to maximise our income by increasing such programme charges significantly above the inflationary rate, which although will help support the deficit incurred by Trust's Outdoor Activity team, will not completely eradicate such a deficit. It is expected that there will be little impact on those in the community that may be unable to afford such activities.

#### **4.8 Trading Company**

Any prices charged for retail and catering items are not reviewed by this annual process. Given the nature of the business there is a need to adjust the prices as and when required to ensure appropriate gross profit margins are maintained. The Trading Company Board regularly monitors the performance of retail and catering outlets.

### **5. Conclusions**

- 5.1 This report only highlights the significant changes or proposals to Trust prices in 2016/17, as there are many other adjustments which will be made. Following acceptance of the recommendations shown below, a full list of the Trust's prices will be prepared and will be made available on request. This information will also be widely distributed to Trust sites and also shown on the Trust's web-site, following the approval of the Trust's Business Plan by the Council in February 2017.
- 5.2 Given the draft nature of this Business Plan, pending Board and subsequent Council approval, this report assumes that the services referred to within will continue to operate beyond the 1<sup>st</sup> of April, however this may not be the case in some activity areas. It is a matter solely for the Trust however as to the charges it sets.

- 5.3 It is expected that the actions proposed in this annual review of fees and charges will deliver additional income in 2017/18, assuming participation levels are retained at existing levels, however such additional income has been accounted for in the income growth items shown within the overall savings plan appendix as part of the main report.

**6. Recommendations**

- 6.1 That all the proposed changes as outlined in Section 4 are introduced and are included in the annual Business Plan that is subsequently submitted to the Council.**

**2017/18 FALKIRK COMMUNITY TRUST SAVINGS PROPOSALS BY IMPACT LEVEL**  
**February 2017**

<b>EQUALITY AND POVERTY IMPACT ASSESSMENT – 2017/18 BUDGET PROPOSALS</b>				
<b>REFERENCE CODE</b>	<b>DESCRIPTION</b>	<b>SAVINGS £'000</b>	<b>Assessment of Impact</b>	<b>Comments</b>
<b>EPIA RISK RATING – NO IMPACT</b>				
FCT a)	Grangemouth Sport Complex Income	50	Income generated through new programme initiatives and improved customer experience including new spinning studio, refurbished ladies changing area, refreshed café area increasing usage. Go Card concessions apply to those in greatest need.	
FCT b)	Mariner Leisure Centre Income	70	Income generated through new soft play venture and new café space attracting new users. Go Card concessions apply to those in greatest need.	
FCT c)	Grangemouth Stadium Income	10	Income generated through refurbished indoor centre and improved athletes facilities increasing use at off peak times and increased secondary spend. Go Card concessions apply to those in greatest need.	
FCT f)	Callendar House Income	20	Income generated through increased use of refurbished tea room and donations supported by new programme development. Admissions to the House remain free of charge.	
FCT g)	FTH Income	20	Expansion of programme, new product to fill more ends of week/weekend nights attracting expanded audiences. Go Card concessions apply to those in greatest need.	
FCT j)	Five Community Access Schools	10	Income generated through attracting 2 new lets to each school over a 40 week period and increased swim lets. Increased programme in local neighbourhoods expected to have a positive impact for local communities. Go Card concessions apply to those in greatest need.	
FCT k)	Health & Fitness Membership Growth	67	Income generated through continued performance of direct debit membership scheme. Go Card concessions apply to those in greatest need.	
FCT n)	Energy Savings	30	Savings from pursuing efficiencies in energy consumption and new measures through use of renewables. No impact on staff or customer groups.	

FCT p)	Turnover savings	50	Savings from the normal turnover of staff, administration of which results in vacancy gaps that often do not require to be filled temporarily whilst recruiting. No impact on customers or staff.	
NEW	Salary increment budget management	50	Savings from efficient management of salary scale points linked to vacancy management above. No impact on customers or staff.	
NEW	Carbon reduction savings	35	A reduction in payment associated with carbon reduction. No impact on customers or staff.	
NEW	Unplanned efficiencies	115	A range of efficiencies and prudent budget management. No impact on customers or staff.	

EPIA RISK RATING – LOW IMPACT				
REFERENCE CODE	DESCRIPTION	SAVINGS £'000	Assessment of Impact	Comments
FCT d)	Helix Income	101	Income generated from application of charges for events and activities on site. Free access to the Helix site and to free parking at Falkirk Stadium will remain in place. Parks are traditionally viewed as accessible resources particularly valued by those who are least able to pay. There may be a perception that the Helix is no longer accessible for those families on low incomes. Areas of multiple deprivations are within the immediate catchment area for the Helix.	
FCT e)	Hippodrome Income	20	Income generated from programme and charges. Go Card concessions apply to those in greatest need. The Hippodrome promotes regular programme for young people and when combined with travel costs to reach Bo'ness costs may become beyond the reach of some lower income families, who are not assisted through the Go Card.	
FCT h)	Muiravonside Country Park	30	Income generated from attracting increased donations. Donations introduced at the Farm have been successful and this proposal is based on attracting a voluntary donation per car visiting the Park. Parks are traditionally viewed as accessible resources particularly valued by those who are least able to pay. There may be a perception that Muiravonside is no longer accessible for those families on low incomes. However because of its relatively isolated	

			location access is already constrained for many such families owing to the need to travel.	
FCT i)	Bo'ness Recreation Centre	30	Income generated from continued programme development and appropriate charging. Go Card concessions apply to those in greatest need. Bo'ness Recreation Centre provides sport and recreation programmes for young people and increased charges may affect some families on lower levels of income who are not assisted through the Go Card.	
FCT l)	Larbert High School	25	Transfer of management and operations to the High School through the Tryst Community Sport Hub. Little impact on users is anticipated. Should there be some negative effect the Trust will work with user group(s) to explore relocation options.	
FCT o)	Community Recreation Savings	18	This proposal utilises a vacancy and reduces the number of posts available to the job market by 1. The management of community recreation programmes which are delivered through external funding has either transferred internally or ceased.	
FCT q)	Administrative Savings	19	This proposal utilises a vacant secretarial post and reduces the number of posts available to the job market by 1.	
FCT r)	Winter Closure of Callendar Park Kiosk	10	The levels of income generated in winter months are minimal and the service is mainly utilised by school children from Graeme High School. 2 staff members' hours would be reduced.	EPIA process will be informed by HR policies and consultation.
FCT s)	Withdraw from Fireworks Event	28	Traditionally viewed as an accessible event that supports community safety however no specific link to EPIA groups. Efforts to retain an event at a break-even point through charging or increased donations will be explored. No staffing implications.	
FCT v)	Withdraw Outdoor Activities Programme to the Community	132	No evidenced link to EPIA groups on this paid for programme of training and leisure activity. Service impact is considered low. Staff at risk of redundancy and will seek to redeploy where possible.	EPIA process will be informed by HR policies and consultation.



<b>EPIA RISK RATING – MEDIUM IMPACT</b>				
<b>REFERENCE CODE</b>	<b>DESCRIPTION</b>	<b>SAVINGS £'000</b>	<b>Assessment of Impact</b>	<b>Comments</b>
FCT t)	Withdraw Heritage Development Support for Schools	76	Heritage learning projects are mainly provided to school groups therefore impact on ability of young people who may be experiencing poverty to access heritage in addition to the school curriculum could be affected. Callendar House remains freely accessible but would not include the added value of heritage learning services. Staff at risk of redundancy and will seek to redeploy where possible.	Discussions commenced with Children's Services to assess impact further. EPIA process will be informed by HR policies and consultation.
FCT u)	Withdraw Outdoor Activities Support for Schools	132	Outdoor activities service is provided directly to schools to support the 'Curriculum for Excellence' and includes the outdoor elements of the DofE awards. Physical activity within school and through Active Schools programme would continue. Young people who may be experiencing poverty could be impacted on as they are less likely to be able to participate in these activities in an out of school/family setting. Staff at risk of redundancy and will seek to redeploy where possible.	Discussions commenced with Children's Services to assess impact further. EPIA process will be informed by HR policies and consultation.

	<b>Number of Proposals</b>	<b>Savings £'000</b>
No Impact	12	527
Low Impact	10	413
Medium Impact	2	208
<b>TOTAL</b>	<b>24</b>	<b>1,148</b>

**Falkirk Community Trust**

# **Helix Business Plan Strategy**

**2017 – 2020**

## 1. INTRODUCTION

This document offers our vision for building on the last three years of the Helix moving from construction of the Kelpies; the launch and unprecedented rise of the Kelpies as iconic structures; development of the parkland and finally opening of the visitor centre.

As a partnership project this document will need to sit in parallel with the strategic route proposed by Scottish Canals and Falkirk Council. Learning from the last few months we believe that further clarity surrounding all our aspirations and a firmer alignment is critical to the success of the Plan.

Our long term vision for the Helix as a place of transformation remains unchanged and we are committed to consolidating and developing this new green heart for the communities of Falkirk and Grangemouth. The area has been transformed and diverse habitats and rich wildlife is emerging. Our visitor numbers on the site prove that the Helix has become a major destination for visitors and locals alike. Groups are using the site and activity is growing. The local business community have embraced the Kelpies as their own and at a national level they are seen as a symbol of creativity and a forward looking Scotland. In the short life of the project enterprise, training and employment opportunities have begun to blossom.

The vision and objectives with the delivery themes of People, Place and Enterprise were created in the inception phase and remain valid as we move through the operational phases and into a period of consolidating in some areas, meanwhile having the foresight to spend time looking in depth at the new opportunities that will attract new markets, develop training opportunities and possibly new revenue streams.

## 2. WHERE ARE WE NOW?

Our second year of operations continued to be one where we welcomed visitors in high numbers. The opening of the Visitor Centre at the end of 2015 provided us with an opportunity to finally engage deeply with visitors, tell the story of the Kelpies and the wider area, share our story of the transformation and also realise some of the trading opportunities on the site. Customer income has increased; visitor generated content and feedback on our service is excellent; our events programme has grown and there are already some anchor events primed for growth; the Park is maturing and wildlife appearing in the heart of the community.

We have made good progress against our vision but there is still work to be done to develop further:

Our Asset Management Plan provides a clear direction of travel but the project partners must work harder to resolve the defects on the Park.

Our events team have established some unique events that have the capacity to grow, develop and differentiate us from the current events offer in Scotland. Indeed differentiating ourselves will be crucial to development.

The volunteers on the site have been re-energised but we need to integrate better with the work of the Trust as a whole to lay the foundation of how we see volunteers adding value to the work of the Helix and our family of locations across the Trust.

Enterprise, training and employment have been partly achieved throughout the Trust but our interpretation of this aim needs to explore further our sphere of influence and raise awareness of the social enterprise movement and its place on the Helix site. Moreover our relationship with higher education partners needs to be explored as both a route to new graduate entrants but also in relation to enterprise initiatives and long term research opportunities.

Similarly trading on the site has had to respond to fluid trading conditions and some constraints. As a result much of what we need to focus on now is about learning to respond to the conditions and overcome the constraints.

### **3. STRATEGIC CONTEXT**

The Helix is established as a significant local and regional asset and development of any plan must resonate with a wide range of strategic priorities.

#### **3.1 Trusts' Business Plan**

Development of the Helix, aimed at both the local community and visitors to the area, has already established the project as a key driver to achieving many of the Trust's own business objectives of:

- Financial sustainability
- Meeting customer needs.

#### **3.2 VisitFalkirk Tourism Strategy 2020**

The area wide Tourism Strategy seeks to make Falkirk a destination of first choice for high quality, value for money and world-class attractions offering memorable customer experience, delivered by skilled and passionate people. This development resonates with two strategic priorities:

- Providing enjoyable and memorable experiences
- Improving the customer journey.

This Strategy in part supports the key priorities for Scottish Tourism Alliance 2020 and also the Heritage Tourism Strategy 2020. In particular the emphasis on improving the customer journey, making our heritage assets authentic and enjoyable experience.

#### **3.3 Scotland Social Enterprise Strategy 2025**

Movements for the social economy and social enterprise are gaining more traction and proponents are working to construct a political, financial and legislative conditions that can help create an economy that is better for the majority.

The challenge is for us to be able to make lasting change and to create the conditions for social enterprise to flourish in and around the site.

#### **4. STRATEGIC DIRECTION**

Through the process of review and reflection with our staff four Key themes have emerged that help illustrate our direction of travel for the next three years:

##### **Consolidation**

We must all remember that we are still at the early stages of a long term project. 2017 will be the first full 'steady state' trading year where we have the opportunity to review information, perfect forecasting and plan more effectively. Over the life of the Plan we will make firm our plans and strengthen our position by making use of the time to carry out detailed customer, business and staff research. Time spent on this will help us refine the visitor offer, build on our staff training programme and make noticeable improvements.

We will combine the opportunities for engagement with visitors and increase the number of 'touch points' with all that use the site. The depth and breadth of the visitor offer, paths network and park land and the opportunities it provides for local residents and visitors will come more to the fore as we grow into the site. This will include opportunities to volunteer; active engagement through social media; a growing events programme; new opportunities to see the site animated and also new areas for income generation.

Consolidating our relationship with the community will also be essential if we are to harness the power and passion for the site and all that it has to offer the people of the area and beyond. Furthermore we will explore partner opportunities for long term research projects that relate to the impacts, both social and economic, from the site. Indeed this knowledge will be important when demonstrating the value of the project, improving our spheres of influence and leveraging funds, nurturing important friendships and ensuring the project is always moving on a forward trajectory.

##### **Amplification**

We are starting from a strong position with a powerful and positive story to tell. We must now expand on this positive narrative and deliver a message of substance. Part of amplifying the positive will also be taking ownership of the brands we have and articulating key messages that support our Business Plan themes. The business has two strong brands, The Helix and The Kelpies. The Helix brand resonates locally, while the Kelpies have acquired significant national and international recognition. Ownership will mean developing, applying and enforcing clear guidelines for use of images, language and associations. Establishing our authority and ownership will be essential over the next year and the partners must support this.

Up-selling and cross-selling across and through the brands will be fundamental to achieving greater noise in markets and compatible partners who can expose us to new markets will be essential to incremental growth.

Central to the continued success of the business will be ensuring both brands visibility continues to penetrate key audiences.

Social media will play a pivotal role in this and generating valuable and unique experiences on site will achieve more for both brands. Capturing those unique moments needs to be at the forefront of every customer interaction we create via animation, events, volunteering, activities and direct engagement.

### **Development and Planning Ahead**

To date the success of the project has been attributed to research, consultation and planning. As the project enters phase two these should continue to be our guiding principles.

A decline in visitor numbers is a foregone conclusion with any new attraction unless time is allocated to consider new opportunities and new markets. This aspect of the Plan will focus on exploring our options for expansion of the Visitor Centre, refreshing interpretation and making best use of the spaces in the centre, developing our engagement with new markets and supporting the development of the Events Strategy. Key to the future success of the project will be the continued development of 'touch points' that generate revenue, activity on site, engagement with visitors, fun and a unique position for the site. Development time must allow for robust exploration of these options to ensure any new idea is a long term viable option that achieves our aims and supports our Financial Strategy.

Moreover further thought is required on how we measure the long term aims for the project. In the first instance establishing our baseline position and in particular exploring the measurement of its social impacts. Again this may be with academics partners or organisations that have shared interests in exploring this area of study.

### **Making it last**

Financial sustainability will underpin our thinking throughout the life of the Plan. Pilgrimage visits must be cultivated to maximise income generation, where as local repeat visits must be nurtured to maximise engagement, social and health benefits.

The financial pressures on the funding partners are acknowledged and the business will continually strive to increase income and control costs. Our life time partnerships will also need to be nurtured to build trust and further strengthen and understand shared goals.

The lasting impacts we want to sustain are inherently linked to the standards we must maintain within the Park and finance is required for future developments so that the project can fully achieve the positive impacts on the health, wealth and wellbeing of the community.

Balancing these factors will be always be a challenge, however with diligent planning, a focus on exceeding our customers' expectations, developing new partnership will help the business align to the funders budgetary constraints.

## 5. DELIVERING THE PLAN

The development of Unit Action Plans for marketing, asset management, events, volunteering and trading will allow us to highlight routine operating activity as well as development tasks. Project Plans will also be developed for key initiatives, including but not limited to, Visitor Centre development, an extension to opening hours and tour development.

### A Partnership

Working in partnership with others will be an essential part of delivering more effectively. Examining and recalibrating our project partnership is an important first step and critical to the continued success of the project. If we achieve consensus we should also be in a better position to agree on leads for key areas of business growth for example tourism, destination marketing, and event development or brand guardianship. Furthermore with a unified voice we will be in a stronger position to develop new partnership opportunities that will sustain the project.

### Asset Management Plan

The Asset Management Plan (AMP) for the site was developed at the start of the project to detail the maintenance tasks required to keep the wide variety of different components of Helix Park in good condition. The Plan is outcomes based and success is judged on key identifiers of quality rather than task frequency. At the heart of developing the AMP is a feedback loop generated by staff and customer feedback on the planned maintenance and the achievement of key quality identifiers. As such the Plan is reviewed each year by the operational team and the next years' work program set on the basis of the feedback loop established. This process has been put under pressure by reductions in the core budget for Helix Park maintenance but using creative new techniques and a collaborative partnership approach we aim to minimise the negative impacts for customers.

### Marketing Strategy – Summary

Digital first will be a cornerstone of our Strategy. We will continue to focus on maximising use of all digital channels, combined with investing in a new digital platform for FCT that will signify a shift in how we approach marketing. This significant investment will see demonstrable improvements in the way we can target and track marketing activity. By 2018 our new platform will be able to track return on marketing investment and as a consequence our activity will be far more effective. This digital shift will also see us driving the creation of more video content, either as user generated or commissioned. A new app will also provide innovative ways for us to engage with visitors to the site. This approach will also provide us with robust data that will help us refine our tactical activity even further.

Alongside a digital shift we will, with the support of all the partners, be clearer and stronger around protecting and promoting the brands we have. As operators of the site we will define ourselves as custodians of the two brands, gain more control and direction for how the brands are perceived in all markets.

Developing the international profile of the site is another cornerstone of the Strategy. We will be working in close partnership with VisitFalkirk, Scottish Canals and VisitScotland to develop international markets further and grow the profile of the area as a credible destination. We will continue to develop our local and day-tripper markets with new products, encouraging repeat visits, and seek to monetise activity such as evening events or events utilising the Visitor Centre. The growing secondary spend will be top of mind when we approach marketing activity.

And finally we will also seek to develop relationships with partners such as Cruise Forth, more accommodation providers, key business community and travel providers who can help augment the marketing budgets we have and also penetrate deeper the internal independent visitor market.

### **Commercial Development - Summary**

Retail growth must come from an emphasis on pilgrimage purchase with exclusive access to the Andy Scott official Kelpie merchandise for a six month period we will fully capitalise on the opportunities that scarcity and authenticity allows us. Our relationship with Andy Scott Merchandise will continue to be nurtured to ensure we can influence improvements in product design, selection and presentation. The production of the 3D mini sculptures in 2017/18 and higher value items will be fundamental to a growth in sales and establishing us as a retail “pilgrimage” destination. Our retail offer will also be the quick route to supporting social enterprises, local business and entrepreneurs. We will further expand on these opportunities so that we open up greater connections to the long term objectives for the project. During 2017/18 we will make better use of sales data, streamlining the Andy Scott ranges, focusing on fewer lines and also matching sales data alongside improvements to merchandising. Our investment in digital will also allow us to test distance selling on key items.

Great customer service will continue in the Visitor Centre and this is also key to developing further a relaxed and enjoyable shopping experience, moreover leading visitors to the idea of reciprocity or the obligation to buy having enjoyed free admission, access to the interpretation and the Park as a whole. We must also continue to stay true to our well defined ranges and show commitment and consistency in this area with only short bursts of changes in spring and autumn.

Catering growth will come from the development of our repeat customers alongside speedy service, seasonal changes to the menus and work on reducing our cost of sales. Exploring the viability of extending evening service will be central to growing the sales. The Visitor Centre is currently only trading 65% of its potential opening hours and to exploit these additional hours efficiently, research will be required to explore potential target markets and to run trial operations. Constraints to operating additional hours is primarily staffing and engaging with the target audience.



### Measuring Progress

Our core KPI's will be as follows and supplemented with additional information from our research programme.

KPI's	Methodology
No. transactions	Management information/Epos
Gross Profit	Management information/Epos
Value of transactions	Management information/Epos
Engagement/Interactions on site	Management information -Visitor Numbers/sales data/event data Observational information
Engagement/Interactions off site	Digital Data – web/social media/Tripadvisor
Volunteering hours	Management information –staff logs

## 6. FINANCIAL STRATEGY

The emphasis for the business over the coming period is to maximise the income generated right across the site. Introduce new chargeable activities and fully exploiting our assets.

To provide new opportunities to engage with a greater number of visitors across the whole site, these 'touch points' will engage the customers by way of information, animation and monetisation.

The Business Plan is projecting a £100,000 uplift on income during 2017/18 compared to 2016/17, this will be achieved with an increased outdoor activities offer at the lagoon. Other areas of income will see incremental increases.

2018/19 projects a £10,000 reduction in the level of income as to 2017/18, this is due to a predicted reduction in car parking and outdoor catering income somewhat offset by the incremental lift in visitor centre catering and retail.

The reduction in car parking is expected as locals discover free local parking, better public transport links and walking and cycling routes into the site.

Footfall for the site is estimated at 850,000 for 2017/18 with an anticipated average spend of £1.50 per visitor.

The Marketing and Events Strategies are focused on maintaining the footfall to the site for the following 3 years at 850,000

What we know is that not everyone accessing the site is currently a purchasing customer and we will strive to convert more of these users to spending customers. The ambition is to monetise these interactions so that all visitors coming to the site have a reason to financially connect with the Helix. Once again placing emphasis on the idea of reciprocity.

These touch points will not just be facilitated by Falkirk Community Trust. The original ethos of the Helix Project was to involve 3<sup>rd</sup> party providers. The Trust is keen to explore social enterprise opportunities as well as partnership with commercial operators. These operators have the potential to provide catering, activities and animation across the Park, either on a temporary or long-term contracted basis. The effective use of third party operators can mitigate risks to the business, in terms of capital out lay, recruitment and condensing a timeline.

Data from 2016 indicates that some 40% of visitors financially contribute to the business. The projection for 2017/18 is a spend per head of £3.50 achieved from those 40% of visitors.

**Table 1: Gross Profit and Spend Per Head 17-20**

	Gross Profit			Spend Per Head		
	2017/18	2018/19	2019/20	2017/18	2018/19	2019/20
Visitor Centre catering	60%	65%	68%	£3.50	£3.50	£3.80
Retail	56%	57%	58%			
Plaza	69%	69%	69%			

The focus on the budget has been to maintain the marketing and events budgets to generate footfall across the site and to secure the asset management budgets to ensure the quality of the Park is maintained.

The summary below gives a breakdown of the general cost centres.

**(Table 2: General Costs Centres 17-20**

Grouping	Sum of 17/18 Estimate	Sum of 18/19 Estimate	Sum of 19/20 Estimate
Employee Costs	976,000	991,220	1,004,360
Property Costs	147,950	143,660	144,890
Transport Costs	21,820	21,500	21,500
Supplies & Services	867,740	847,930	856,410
Depreciation	13,690	13,690	13,690
Income	(1,278,000)	(1,268,000)	(1,290,500)
<b>Total Funding</b>	<b>750,000</b>	<b>750,000</b>	<b>750,000</b>

Costs are increased in 2019/20 to account for potential additional maintenance at this stage of the project life cycle.

## 7. CONCLUSION

We believe the proposed Business Plan charts a realistic path for the development of the project and the long term goals. Most notable are some of the critical relationships that need to be re-established and the sharing of each other's plans for the development of the site.

The delivery of the Plan also involves us managing a wide range of risks which require a consistent approach to identifying, review, adopting corrective action if required and further monitoring. The Trust manages risk effectively in each service area and contributes to a risk register. The Helix is no exception and is included within this process.

Above all the financial context within which the Business Plan has to deliver is one of the most challenging but our commitment to robust and rigorous development of new opportunities with new partners and in new ways will be essential to sustaining the project into the future and delivering all of our hopes for the project.

## Capital Programme 2017/18

### 1. Introduction

- 1.1 The Council has allocated £520k of funding to the Trust for 2017/18 from its General Capital programme. However, as in previous years, they have reiterated that only items of an “inescapable high priority” should be applied for. In this respect, the Audit & Performance Sub Group, at this time last year, agreed that the Trust’s Capital Programme should consist of projects that resulted in one or more of the following outcomes:

- Resolution of appropriate health and safety related matters
- Ensure facilities or services continue to operate
- Retention of existing levels of usage and/or income.

It was also intended that the delivery of projects that met the aforementioned criteria would also improve the customers’ experience and in the attraction of additional income.

### 2. Capital Programme Bids

- 2.1 Senior Management sought ideas from the wider Management Team for possible „bids” that they considered appropriate for the 2017/18 programme. These were collated and reviewed by the Senior Management Team to ensure their relevance to the agreed criteria and the Trust’s objectives, whilst ensuring that the budgetary allocation of £520k was achieved.
- 2.2 The Council’s process required the Trust to submit individual capital programme „bid applications” and these were subsequently submitted by their deadline of the 30<sup>th</sup> of June 2016 as described below:

<u>Facility/Service</u>	<u>Item</u>	<u>Costs</u>
(a) G/mouth SC	Improve Sauna area	£70k
(b) Mariner	Improve Level 1 toilets	£10k
(c) Bo’nness Town Hall	Refurbish electrical works	£11k
(d) Grangemouth TH	Replacement of fire alarm & refurbish electrical works	£41k
(e) Falkirk Town Hall	Replacement seating	£142k
(f) Bo’nness RC	Pool filters refurbishment	£25k
(g) G/mouth SC	Pool filters & plant refurbishment	£46k
(h) Mariner	Roof refurbishment	£50k
(i) G/mouth Golf Course	Sprinkler system refurbishment	£20k
(j) Callendar House	Improvements to external windows, doors & guttering	£40k
(k) Grangemouth Stad	Upgrade corridors for DDA compliance	£50k
(l) Falkirk Town Hall	Replacement lighting deck	£15k
		<b><u>£520k</u></b>

- 2.3 The Audit and Performance Sub Group considered these capital programme items at their meeting on the 11<sup>th</sup> of August and agreed that given the urgency of some of these items, arrangements should be made to bring forward some of the financial allocations to this year to ensure their swift resolution and these particular items are shown from (f) to (l).
- 2.4 A number of building/plant „failures” have occurred this year and in recognition of this, the Audit and Performance Sub Group were asked to consider setting a sum of money aside within the £520k allocated, to cover for unexpected and business critical breakdowns in 2017/18. With this in mind, item number 5, as shown above, i.e. the replacement bleacher seating in Falkirk Town Hall will be progressed, however, should another item of a greater priority be required, then the replacement seating at the Town Hall may have to be held over to the following year. At the time of writing a „failure” has occurred and the revolving door at

the main entrance to the Falkirk Town Hall is out of action whilst an alternative or replacement is sourced that meets the necessary building standards. We may be able to attract external funding for its replacement alongside an overall improvement plan of the FTH, by using the existing allocation of £142k as leverage. However, it may be that this allocation may be required to replace the failed revolving door.

- 2.5 In recognition of the relatively poor condition of many Trust operated facilities, a single capital bid was also submitted to the Council for £4.116m, to reflect the estimated costs of the maintenance backlog, to help return the facilities to an appropriate condition. It is considered most unlikely that such an allocation will be provided.
- 2.6 The planned provision of a soft play facility within the Mariner Leisure Centre involves a significant capital outlay of approximately £1m, however this is not being funded from the Council's capital programme as this amount is being loaned to the Trust from the Council on a five year payback period basis.

### **3. Conclusions**

- 3.1 The Trust has identified twelve projects which are believed to be vital to the continued use of services and to protect existing usage and income levels, the last five of which, as shown in section 2.2, being able to be „brought forward“ to be completed in this financial year, given their urgency.
- 3.2 Twelve proposals amounting to the approved total allocation of £520k have been included in the Business Plan for the approval of the Board and subsequent consideration by the Council.