



Strategic Plan for a Sustainable Future 2018 – 2023

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With support from Alan Caldwell Associates

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Summary

Greener Kirkcaldy is a community-led charity and development trust that aims to meet the needs of local people: tackling fuel and food poverty, improving health and wellbeing, and bringing the community together. We do that by carrying out practical projects on food and growing, energy advice and waste reduction. We have an excellent track record of delivering successful projects, working in partnership, and managing grant funding.

We are currently carrying out a major capital project, to refurbish and fit out our new premises on East Fergus Place in central Kirkcaldy as a new base for Greener Kirkcaldy and a major new project, Kirkcaldy Community Food Hub. The Food Hub will centre on a training kitchen with 8 workstations, and an event space. It will also have a satellite site at Ravenscraig Walled Garden, where we have recently developed a new Training Garden and classroom. The Food Hub will be a place for people to come together to grow, cook, eat and learn, with training, volunteer and work experience opportunities, and life-long learning around food production and preparation. We plan to move in late 2018 and launch the Food Hub project shortly thereafter.

The aim of this Strategic Plan is to create a financially sustainable future for Greener Kirkcaldy in order to deliver a programme of work to meet the needs and aspirations of our community. We believe that our vision of a greener and fairer community will continue to attract grant funding from the public, private and charitable sectors. We will also grow the proportion of our income that we generate through social enterprise projects, service level agreements, donations and sponsorship.

We will achieve our aim by:

- Strengthening our organisation's role in the community through increased membership and good-quality volunteer opportunities
- Continuing to deliver our grant funded work to the highest standards
- Continuing to implement our plans for a Community Food Hub, with the aim of launching this major new social enterprise project in early 2019
- Researching and further developing the additional social enterprise opportunities set out in this Strategic Plan
- Seeking continued grant funding for our current projects and services, and new projects as appropriate
- Exploring other options to finance our work, including donations and sponsorship
- Strengthening our quality management and impact evaluation systems
- Continuing to build strong local, regional and national partnerships

We have identified a programme of projects and services to take forward, through community consultation, careful research and early stage development work. A number of themes arose strongly throughout our consultation: training and employability; engaging with children, young people and families; working in partnership with other organisations; remaining socially inclusive as we develop

some projects into social enterprise models; and building on the skills and assets within our community. Those themes should be regarded as running through all our areas of work.

To judge the most effective project ideas to take forward we assessed each idea against four criteria in a simple traffic light system:

- Contribution to Greener Kirkcaldy's aims
- Income potential
- Timescale (where red: later, amber: soon and green: now)
- Degree of difficulty

In the first two years of this Strategic Plan period, to April 2020, we will give the highest priority to the following projects:

<i>Project or service</i>	<i>Contribution to our aims</i>	<i>Timescale</i>	<i>Degree of difficulty</i>	<i>Income Potential</i>
Food Hub				
Energy advice				
Community-scale renewable energy				
Waste reuse and repair education				
Natural Play childcare and training				

We have set ambitious social and environmental targets. We will increase our membership from 500 to 1000, our number of volunteers from 50 to 100, and the total number of people taking part in our activities each year from 5000 to 8000 by April 2023. We also aim to be reducing our community's carbon footprint by 12,500 tonnes of CO2 equivalent by then.

Our financial targets are:

- By April 2020: Food Hub project to be generating income of £47,000
- By April 2021: the Food Hub to be earning £62,000 and all of our core projects to be earning income through sales and/or service level agreements
- By April 2023: 40% of our income to be earned through social enterprises, service level agreements, donations and sponsorship

We will organise ourselves to achieve these targets by further building the skills and capacity of our staff team, employing external consultants where appropriate, and establishing project working groups with project partners, volunteers and other stakeholders to take forward our priority projects. We will carry out a formal review of this Strategic Plan each year, and publish an updated version of this document.

We will keep project partners, our members and the wider community informed and engaged in our progress towards implementing the Plan. People will be encouraged to get involved, through consultations and surveys, project working groups and volunteering.

About Greener Kirkcaldy

Greener Kirkcaldy is a community-led charity and development trust. We would like to see a future where everyone is able to heat their home affordably, eat well, and tread more lightly on our planet. We work towards that by delivering projects to meet the local needs: tackling fuel and food poverty, improving health and wellbeing, and bringing the community together.

The organisation formed in 2009 when a group of local people got together to do something positive for the community and our environment. We started our first project in 2010 and have grown steadily since then into a well-respected community anchor organisation with an excellent track record of delivering successful projects, working in partnership, and managing grant funding. In 2016-17 we worked with 4,595 people and helped them reduce their carbon footprints by a total of 7,688 tonnes. That's equivalent to taking over 2,000 cars off the road for a year, or installing 300 domestic solar energy systems.

Greener Kirkcaldy is a Company Limited by Guarantee and a registered Charity. We are governed by a strong volunteer management committee (board) who live in the local area and are passionate about our community. We currently employ 13 full-time and 5 part-time members of staff and have around 50 regular volunteers, around 500 formal (voting) members and a mailing list of approximately 1,900 'friends'.

What we do

The majority of our work takes place in the town of Kirkcaldy. We also deliver some projects on a Fife-wide scale, in partnership with others. Our activities currently fit within four key themes: food and growing, energy advice, waste reduction, and community development.

OUR CURRENT ACTIVITIES			
FOOD AND GROWING	ENERGY ADVICE	WASTE REDUCTION	COMMUNITY DEVELOPMENT
			
<ul style="list-style-type: none">▶ Cookery classes▶ Grow your own food classes▶ Community gardens▶ Eco shop▶ Vegetable boxes▶ Fairtrade Fortnight▶ Apple Day▶ Pumpkin Festival	<ul style="list-style-type: none">▶ Cosy Kingdom advice service▶ Handy service▶ Light bulb amnesty▶ Renewables advice▶ Talks for groups▶ Advice surgeries▶ Energy advice for organisations	<ul style="list-style-type: none">▶ Repair and up-cycling skills development▶ Fix-it lessons▶ Reuse and Repair Guide▶ Library of Things▶ Book swap	<ul style="list-style-type: none">▶ Volunteering▶ Employability support▶ Greenspace development▶ Kids holiday clubs▶ Greener Christmas▶ Workshops for youth groups

Our High Street Hub is a small shopfront premises on Kirkcaldy's main street which acts as a drop-in space for people to chat to us about volunteering, events and our projects. It also includes a small Eco Shop, selling Fairtrade and local foods. Our current office base is a rented property above shops on the High Street, close to the High Street Hub.

We manage two community gardening projects. One is within the historic Ravenscraig Walled Garden in east Kirkcaldy which has been used as allotments and community gardens since 2012. The other is within Dunnikier Country Park in north Kirkcaldy.

Our progress

In 2013 we published our first strategic plan. The 'Business Plan 2013-18' set out our ambitions to work towards financial sustainability by complementing our grant funding with social enterprise projects and developing a wider asset base to sustain our work.

That 2013 Plan set out five new projects for us to take forward:

- The development of a Community Food Hub social enterprise to capture the value of the growing community food sector
- The refurbishment of our High Street Hub, and creation of the new Eco Shop
- The expansion of our energy advice service to work Fife-wide, and diversification of its funding to include Service Level Agreements with public sector partners
- An exploration of the potential for a solar P.V. meadow to generate renewable energy and an income stream for Greener Kirkcaldy
- A feasibility study into the idea of an outdoor 'natural play' childcare social enterprise

We set ourselves a target of earning at least £50,000 per annum through this set of projects by April 2018. We also set out aims to increase our membership in order to widen our democratic base, to recruit additional board members to lead the development of our organisation, and to build strong partnerships to deliver our vision.

It has now been five years since we set out these goals, and we have made excellent progress. We exceeded the financial target by April 2016, two years early, and by April 2017 our income from sales, services and service level agreements was over £200,000.

We have increased our membership and the number on our board. In 2013 these were both five - our only formal members were our board members. We now have almost 500 members, and hold 'Annual Gathering' events, attended by around 100 people, to deepen our engagement with our members and the wider community. We have recruited new board members, with a great range of skills, experience and contacts including law, advice services, business and social enterprise, and we now have seven members of the board.

We have also made good progress in building partnerships, both for joint delivery work and at more strategic levels. We are now part of the Fife Food Insecurity Steering Group; local Welfare Reform and Anti-Poverty Partnership groups and many other networks.

We carried out a feasibility study and extensive community consultation into the Community Food Hub idea, and then developed a detailed business plan for the project. We have recently purchased a substantial property in Kirkcaldy town centre to refurbish and fit out as a new base for Greener Kirkcaldy and the Food Hub project. This work is supported by the Scottish Land Fund and the Big Lottery Fund's Community Assets programme. The Food Hub will centre on a training kitchen with 8 workstations, an event space, and a kitchen garden. It will also have a satellite site at Ravenscraig Walled Garden, where we have recently created a new Training Garden and indoor classroom building. Our vision is for a

place for people to come together to grow, cook, eat and learn, with training, volunteer and work experience opportunities, and life-long learning around food production and preparation. The Food Hub will also include a new food coop promoting local, seasonal produce, regular community meals, and a distribution point for project partner Kirkcaldy Food Bank. It will be a resource for the whole community; it will run as a social enterprise, with some courses and events having a fee, and others being supported by grant funding. The capital project is well underway; we plan to move in late 2018 and launch the Food Hub project shortly thereafter.

In 2014 we refurbished and relaunched our High Street Hub advice centre, open four days per week and including the Eco Shop selling Fairtrade and local foods. This project has not been a major revenue generator but it has been successful in raising our profile and engaging people in our other projects and services.

We have successfully scaled up our energy advice service. It now works Fife-wide as 'Cosy Kingdom', in partnership with Citizens Advice & Rights Fife and St Andrews Environmental Network. In 2016 it secured a Service Level Agreement from Fife Council to help tenants in fuel poverty; that complements its grant funding from private and government sources.

We carried out a feasibility study into the potential for a solar energy project. Changes to the Feed-in Tariff subsidies, and a lack of interest from potential partner landowners, led us to conclude that the idea was not viable.

In 2017 we undertook the 'natural play' childcare feasibility study. We now have a detailed business plan for an initial social enterprise project which we will take forward starting this year. Details of this project are set out below in 'Presenting our programme'.

The map below shows the locations of our current bases and of the planned Food Hub.



Our strategic plan

Our aim

Our aim is to create a financially sustainable future for Greener Kirkcaldy in order to deliver a programme of work to meet the needs and aspirations of our community.

We believe that our vision of a greener and fairer community will continue to attract grant funding from the public, private and charitable sectors. We will also grow the proportion of our income that we generate through social enterprise projects, service level agreements, donations and sponsorship. This more diverse mix of funding will allow us to continue to deliver projects and services to people from all backgrounds, whilst becoming more financially resilient.

Our approach

We will achieve our aim by:

- Strengthening our organisation's role as a community anchor¹ through a membership drive, good-quality volunteer opportunities, dedicated project working groups and regular members' events
- Continuing to deliver our grant funded projects and programmes of work to the highest standards
- Continuing to implement our plans for the Community Food Hub, with the aim of launching this major new social enterprise project in early 2019
- Researching and further developing the additional social enterprise opportunities set out in this Strategic Plan, between now and April 2020
- Beginning a phased delivery of our new, income generating projects during 2019-20
- Seeking continued grant funding for our current projects and services, and new projects as appropriate, to support our vision and complement our revenue generating projects and programmes
- Exploring other options to finance our work, including donations and sponsorship
- Strengthening our quality management and impact evaluation systems
- Continuing to build strong local, regional and national partnerships to deliver our vision and sustain our organisation

We are currently carrying out a major capital project, to refurbish and fit out our new premises on East Fergus Place. We hope to be able to move our staff and administrative functions to the new building in December 2018 and to start to deliver a programme of community events and activities from it in early 2019. At that point we will close our current

¹ Community Anchors are independent, multi-purpose, community-led, organisations which provide solutions to local problems and challenges. See e.g. <http://www.scottishcommunityalliance.org.uk/anchor-orgs>.

office base and the High Street Hub, and transfer their key functions to East Fergus Place. We recognise that the capital project – and the work to develop the Food Hub’s initial programme of activities - will require substantial amounts of staff and board time and attention over the next year. The approach set out above takes that into consideration.

Moving our base from the High Street to East Fergus Place will be a major change for Greener Kirkcaldy. We will take care to communicate the change, and our plans for the future, to our members and the wider community. When we close the High Street Hub we will lose some passing footfall; we will mitigate the impact of that by carrying out additional community outreach talks and events to engage with people from a wide range of backgrounds.

This Strategic Plan sets out our ambitions for the next five years. Some of the initiatives it describes are subject to securing external support which may not be available. New, unforeseen opportunities will also arise. We will be flexible, and will use this Plan as a living document, with regular reviews and updates.

Our targets

During the period of this Strategic Plan, we will strengthen our systems of monitoring, evaluating and reporting on our social and environmental impacts. That will include developing a set of targets and indicators to give an overview of our progress. Our initial social and environmental targets are:

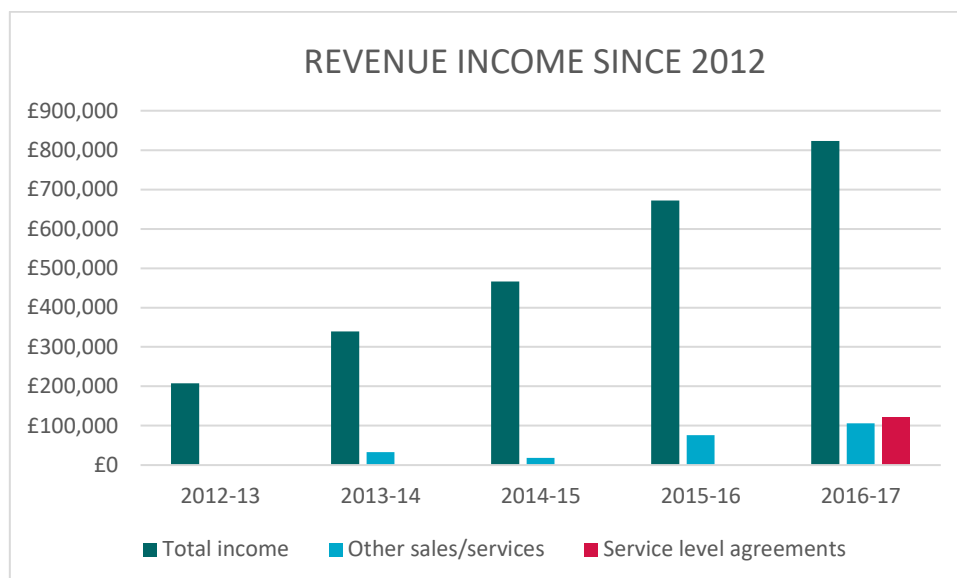
<i>Target</i>	<i>Baseline</i>	<i>By April 2020</i>	<i>By April 2023</i>
Membership of Greener Kirkcaldy	480 in Jan 2018	700	1,000
Number of people who regularly volunteer with us	50 in Jan 2018	70	100
Total number of people taking part in our projects and services, per year	4,595 in 2016-17	7,460	8,060
Carbon footprint savings made (measured in tonnes of CO2 equivalent, CO2e), per year	7,688 in 2016-17	10,098	12,498

Our finance

Greener Kirkcaldy has grown significantly since 2013, more than doubling our turnover and number of staff as we broadened our programme of activities and diversified our sources of grant funding. We now wish to consolidate that growth. We will also continue to grow parts of our organisation, where there is a need and demand for our work and where sustainable business plans are in place.

We will continue to diversify our income streams by developing social enterprise projects and approaching new grant funders, trusts and foundations. We will also explore other models of funding our work including direct fundraising from our members and the wider community, and sponsorship from local businesses.

In 2016-17 our revenue income was £823,120. 15% of that came from a service level agreement with Fife Council for energy advice delivery, and 13% was earned through other sales and services (including our Eco Shop and services commissioned by partner organisations). The remainder was from grant funding. For comparison, in 2012-13 all of our income was from grant funding.



Our financial targets for the period 2018-23 are that:

By April 2019 the Food Hub project will have started to generate revenue and our target is for it to be contributing circa £47,000 towards the finances of Greener Kirkcaldy in 2019-20. We also want to show significant progress on the other income generating projects with clear timelines and income targets.

By April 2021 our target is for all of our core projects and services to be covering some of their own costs, through sales and/or service level agreements. The Food Hub should be earning income of approximately £62,000 in 2020-21. We should also be starting to generate income from donations and sponsorship.

By April 2023 our target is for 40% of our income to be earned through social enterprises, service level agreements, donations and sponsorship. The Food Hub project should be financially sustainable, with core services funded by social enterprise activities and supplemented by grants.

We will monitor the overall proportions of our income that comes from grants, social enterprises, service level agreements, donations and sponsorship. We will also monitor the level of income generated by key projects including the Food Hub.

Our projects and services

Identifying our programme

We identified the programme of projects and services that we want to take forward by:

- Hosting a workshop at our May 2017 Annual Gathering and AGM. The 100 attendees worked in groups to capture their answers to the question “*What projects or changes would you like to see happen in our community in the next few years?*”, chose their priority projects, and explored those in more detail.
- Carrying out a community survey over summer 2017, asking the same question of the wider community.
- Holding a workshop in September 2017 for our board and staff members to collaboratively assess the consultation results, review the ideas put forward and come up with a long-list of ideas to investigate further.
- Carrying out background research into those ideas.
- Holding a second workshop in October 2017 for board and staff to assess the long-list of ideas and agree a shorter list of projects to take forward.
- Further research and assessment of each idea.
- Presenting the draft plan for feedback at an open community meeting in March 2018
- Board discussion, amendment and subsequent adoption of this Strategic Plan.

This work was led by Greener Kirkcaldy's Futures Working Group, a sub-committee of our board. The Futures Working Group includes three board members and two members of staff. Other board and staff members have been co-opted to support specific pieces of research and assessment, as required. We have also taken external advice as required, to help assess project ideas.

The Working Group was supported in the above process by consultant Alan Caldwell.

Assessing our programme

A number of themes arose strongly throughout our consultation and workshops: training and employability; engaging with children, young people and families; working in partnership with other organisations; remaining socially inclusive as we develop some projects into social enterprise models; and building on the great range of skills and assets within our community. Those themes should be regarded as running through all our areas of work.

To judge the most effective project ideas to take forward we assessed each idea against four criteria in a simple traffic light system:

- Contribution to Greener Kirkcaldy's aims (red low, amber medium and green high)
- Income potential (red low, amber medium and green high)
- Timescale (red later/more than 2 years, amber soon/within 2 years and green now/next 6 months)

- Degree of difficulty (red high, amber medium and green low)

Projects that are green in all four categories are judged to be the easiest to deliver, over the shortest period of time, with the greatest social benefit and highest income generating potential.

Presenting our programme

The following table summarises the projects and services we intend to take forward. This includes projects that we are currently delivering, projects that are already in development, and new projects that we will, in the first instance, carry out detailed feasibility studies for. We believe that this programme is a good mix of short, medium and long term work, and that it can achieve the balance of both generating income and attracting grant funding. We have categorised the projects under five headings: food and growing; energy; waste reduction; transport; and community engagement and development.

<i>Project or service</i>	<i>Contribution to our aims</i>	<i>Timescale</i>	<i>Degree of difficulty</i>	<i>Income Potential</i>
<i>Food and Growing</i>				
Food Hub				
Greenspace development				
<i>Energy</i>				
Energy advice				
Handy service				
Community-scale renewable energy				
<i>Waste reduction</i>				
Waste reuse and repair education				
Reuse sales				
<i>Transport</i>				
Transport behaviour change project				
Active Travel Social Enterprise				
<i>Community Development</i>				
Community Events				
Natural Play childcare and training				
Support for local businesses and community groups				

A longer table, showing the long-list of ideas we considered, can be found in Appendix A. A description of each project or service is given below.

Food and Growing projects

Food Hub

	<i>Contribution to our aims</i>	<i>Timescale</i>	<i>Degree of difficulty</i>	<i>Income Potential</i>
Food Hub				

Our Community Food Hub project was included in our previous Strategic Plan, and has been a major focus of our development work in recent years. It will continue to be a priority for development over the period 2018-23.

The Food Hub will bring together our existing food and growing projects and add new activities. It will operate out of two premises: our new town centre property where we will create a fully equipped community training kitchen, a flexible events/café space, a commercial kitchen, and a small 'kitchen garden' growing space; and our new Training Garden and indoor classroom at Ravenscraig Walled Garden.

We carried out an extensive community consultation, feasibility study, options appraisal and business plan for the Food Hub project over the period 2014-16, and in 2017 we secured funding for the two capital projects. These are now both well underway.

We will work with many other local organisations to deliver the project, including NHS Fife's Food and Health team, Fife Council's Community Learning and Development, Kirkcaldy Community Gardens & Allotments and other voluntary-sector organisations.

Initial activities will include:

- Free cookery and household budgeting courses for people on low incomes
- Cookery courses and events for paying customers
- Courses on growing your own vegetables, fruit and herbs
- Community events and 'pay what you can' meals
- Volunteer opportunities, work experience and accredited training
- A new food Coop promoting local, seasonal produce
- A distribution point for Kirkcaldy Food Bank
- A 'Community Fridge' to redistribute short-dated food, donated by individuals and businesses, to anyone in the community
- A pop-up community café
- Gardening clubs for different audiences e.g. older people, children

In the longer-term, we will explore additional ideas for engaging people on all aspects of food, and for earning income through food social enterprises. For example, making and selling added-value products from produce we grow, or a community bakery.

We will also continue to work with the other key stakeholders in Ravenscraig Walled Garden, Kirkcaldy Community Gardens & Allotments and Fife Council, to make plans for its further restoration.

Contribution to our aims: this project is of the 'highest' social and environmental benefit.

Timescale: this project is placed in the 'now' category as it is in development. The Training Garden and indoor classroom at Ravenscraig Walled Garden opened in February 2018 and the town centre Food Hub is scheduled to open in early 2019.

Degree of difficulty: this is a complex but achievable project. Any social enterprise, building based project will require a significant effort to bring it to fruition. It is placed in the 'medium' degree of difficulty as all the ingredients are currently in place for a successful project (land, buildings, initial funding sources, supportive policies, willing partners etc).

Income potential: The capital funding, and start-up revenue funding, for the project has been secured, from the Big Lottery Fund and other funders. The Food Hub will operate as a social enterprise, and include a programme of paid courses and other income generating activities, as well as grant-funded courses and events which will be free to participants. Income will also be generated by renting the facilities: the community kitchen and events space to community groups, and the commercial kitchen to existing or start-up food businesses. There are a number of grant funders for food related projects and we are confident that grant funding will be available to attract funding to supplement the social enterprise work.

Greenspace development

	<i>Contribution to our aims</i>	<i>Timescale</i>	<i>Degree of difficulty</i>	<i>Income Potential</i>
Greenspace development				

We currently operate two community gardening projects. Our work at Ravenscraig Walled Garden forms a key part of the Community Food Hub project described above.

At Dunnikier Country Park we have worked closely with owner Fife Council and local 'friends of the park' group (Dunnikier Country Park Development Group) since 2013 to enhance biodiversity and community engagement in the park. We have held regular work sessions for volunteers and bespoke sessions for school groups, Scouts and other community groups. This project has planted thousands of native trees and wildflowers and created forest garden beds, meadows and wetland areas in a part of the park which was previously a 'green desert' of poor-quality lawn, prone to flooding. We now plan gradually to reduce our direct involvement with this project. In 2018 we will focus on consolidating the improvements we have made, documenting our work, and creating maintenance plans for its long-term sustainability. We will then hand the project over to the local community group.

Other community organisations, in Kirkcaldy and beyond, frequently ask us for advice and practical help to develop local greenspaces or start up their own community gardens. We currently support those projects on an ad-hoc basis, if staff time allows. We wish to continue this work, sharing our learning and experience with other organisations and building their capacity to manage their own projects after an initial period of support. To move it onto a

more secure and consistent footing, we will develop a standard tariff of charges and a set of resources to help the groups plan their projects and apply for funding to take them forward.

Contribution to our aims: this work has high social and environmental benefit.

Timescale: we aim to handover our lead role at Dunnikier Country Park by March 2019. We will develop our tariff and resources for supporting new community gardening projects in spring 2018.

Degree of difficulty: the success of our handover at Dunnikier Country Park depends upon the capacity of the community group Dunnikier Country Park Development Group. We will work with the group and Fife Council's Community Learning & Development team to support them.

Income potential: there is potential for community groups to apply for grant funding for their community gardening projects and to use part of that funding to pay us to support them.

Energy projects

Energy advice

	<i>Contribution to our aims</i>	<i>Timescale</i>	<i>Degree of difficulty</i>	<i>Income Potential</i>
Energy advice				

This is a flagship project for Greener Kirkcaldy. We started giving energy advice in 2010; the service has grown and developed significantly since then, building an excellent reputation and extending its reach. We now give in-depth advice to over 1,000 households each year and we lead the Cosy Kingdom partnership to deliver home energy advice visits and outreach work across Fife. The partnership also includes St Andrews Environmental Network and Citizens Advice & Rights Fife. It works closely with Fife Council, Fife Housing Association Alliance, and with many others in the local voluntary and statutory sectors.

In 2016 we secured a Service Level Agreement (SLA) from Fife Council which part-funds the Cosy Kingdom partnership, covering around one-third of its costs. The rest of the service is funded by a mixture of short-term grants, such as our 2017-18 Scottish Power Energy People Trust project to help families with children out of fuel poverty, and commissioned projects such as our recent collaboration with St Bryce Kirk, where we delivered advice to the Kirk community as part of their Climate Challenge Fund project.

Our energy advice work helps people out of fuel poverty; it also makes an important contribution to tackling carbon emissions and climate change. We can be confident that fuel poverty will remain a priority for the Scottish Government and charitable funders for the foreseeable future. It is also a growing priority for Fife Council, with commitments to reduce fuel poverty included in their Local Housing Strategy and the Fairer Fife action plan. Climate change also remains high on the Scottish Government's agenda.

We will continue to develop and deliver our energy advice work, and to play a leading role in tackling fuel poverty and climate change in Fife. Our initial priority will be to secure further SLA and grant funding in order to consolidate staffing and service levels in 2018 and

beyond. We will also focus on quality management, using the Scottish National Standards for Information and Advice Providers to assess and improve the Cosy Kingdom service, and to embed a culture of continuous improvement. We will then grow the service, as funding allows, focussing on people most affected by fuel poverty (such as older people, tenants of private landlords and people with a disability or long-term illness) and on people who want support to reduce their carbon footprints.

Contribution to our aims: this project is of the 'highest' social and environmental benefit, as it will make a significant impact on beneficiaries' carbon footprints, energy bills and thermal comfort.

Timescale: Greener Kirkcaldy are already delivering this work and have the skills and capacity in place to further develop it.

Degree of difficulty: the skills, experience, capacity and reputation of Greener Kirkcaldy make this a relatively straightforward work stream to deliver.

Income potential: whether funding comes through grant funding or service level agreements, the income potential for this area of work will remain high throughout the period of this business plan. We will seek additional SLA or long-term grant funding for the service. We will also continue to earn income through delivering energy advice services to other organisations, and we will investigate the potential for offering add-on services such as Thermal Imaging surveys that homeowners might be willing to pay for.

Handy service

	<i>Contribution to our aims</i>	<i>Timescale</i>	<i>Degree of difficulty</i>	<i>Income Potential</i>
Handy service				

We have run a 'handy' service since 2011, fitting simple energy-efficiency measures such as draught-proofing and LED light bulbs. The service worked with 459 households in 2016-17, around half of the people to whom we gave in-depth energy advice. The service is means-tested: only people in fuel poverty or receiving certain benefits can get it. Demand for the service grows every year and we are frequently asked to provide a paid-for equivalent for people who are able to pay.

We plan to explore a social enterprise model whereby people in fuel poverty receive the handy service free, as at present, and others pay. This model is used successfully by Glasgow community charity South Seeds, for details see <http://southseeds.org/projects/energy-saving-handyman-service>.

Contribution to our aims: this project is of the 'highest' social and environmental benefit, as it will make a significant impact on beneficiaries' carbon footprints, energy bills and thermal comfort.

Timescale: we will first carry out a feasibility study to explore these ideas further. We will aim to complete that by March 2019.

Degree of difficulty: we know that a social enterprise handy service works elsewhere, so it should be straightforward to implement in Fife.

Income potential: a social enterprise model would enable us to increase the number of people that the handy service helps. It would still require grant or service-level-agreement funding to support its work with people in hardship.

Community-scale renewable energy

	<i>Contribution to our aims</i>	<i>Timescale</i>	<i>Degree of difficulty</i>	<i>Income Potential</i>
Community-scale renewable energy				

We will explore the potential for community-scale renewable energy projects in order to generate income for Greener Kirkcaldy and to reduce our community's carbon footprint.

We will initially focus on building capacity among our staff, volunteers and the wider community. We will learn about the 'smart energy' agenda and other new opportunities, get involved in local 'energy masterplan' initiatives, and learn from the experience of other communities around Scotland and beyond who have benefitted from renewable energy projects. We will then seek new opportunities and partnerships to take forward projects locally.

Contribution to our aims: this area of work has the potential to make a significant impact on our community's carbon footprint.

Timescale: renewable energy projects are long-term. We do not have a specific project proposal at this time; we will focus initially on building organisational capacity to help us identify opportunities.

Degree of difficulty: community renewable energy projects have become more difficult in recent years due to changes in the financial/regulatory environment. It is likely that any projects we do take forward will involve significant amounts of funding and partnership working and require careful consideration and external professional advice. There is, however, considerable expertise available to Greener Kirkcaldy through national, community renewables support organisations.

Income potential: there are grant and loan funds that Greener Kirkcaldy could access to take forward a community renewable energy project, which could then potentially offer a reasonable return on investment.

Waste reduction projects

Waste reduction and reuse education

<i>Project or service</i>	<i>Contribution to our aims</i>	<i>Timescale</i>	<i>Degree of difficulty</i>	<i>Income Potential</i>
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Waste reuse and repair education				
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We will build upon the success and the knowledge and experience gained during our current grant-funded Too Good To Waste project, which started in April 2015 and ends in March 2018, developing it into a social enterprise model. Our current project is already encouraging people to reuse and repair more, through programmes of sewing and upcycling workshops, bicycle and computer maintenance courses, and drop-in fix-it sessions. These activities have been over-subscribed and feedback from participants show that they have been successful in changing attitudes and behaviours.

Many people have told us that they would be willing to pay for the Too Good To Waste activities. We will therefore introduce charges for some workshops and courses, while offering free sessions to community groups whose members are mainly people on low incomes. We will also, in response to requests from our members and the wider community, add new activities such as furniture repair and upcycling, in partnership with local reuse charity Furniture Plus.

Contribution to our aims: this project has a high social and environmental benefit. It raises awareness of key environmental issues, builds skills and knowledge among participants, saves them money, and leads directly to reductions in waste and the associated carbon emissions.

Timescale: this work leads directly on from our current Too Good To Waste project, and will start in April 2018.

Degree of difficulty: delivering the Too Good To Waste project over the last 3 years has developed the capacity in our staff and volunteer team to further develop this area of work. The key change is the introduction of charges for some activities. We will make use of Fife's social enterprise support organisation, Brag Enterprises, to assist us with pricing and marketing strategies.

Income potential: The Climate Challenge Fund, who funded our current Too Good To Waste project, have committed a further 2 years' funding to enable us to transition the project to a social enterprise model and to provide free sessions to people on low-incomes. We will likely always require an element of grant-funding to provide these free sessions, which are important in ensuring that this project is socially inclusive.

Reuse sales

<i>Project or service</i>	<i>Contribution to our aims</i>	<i>Timescale</i>	<i>Degree of difficulty</i>	<i>Income Potential</i>
Reuse sales				

Research by waste experts WRAP shows that more than 70% of the clothing donated for reuse ends up being sent overseas as part of the global trade in second-hand clothes. We have been inspired by Zero Waste Dunbar's Big Pick project which collects unwanted clothing for reuse in the local community, saving carbon emissions and retaining the value locally. We plan to trial a similar model in Kirkcaldy.

Our project will collect donations of pre-loved clothing, and sell it to our community at affordable 'pay by the kilo' sales. Un-sold clothing will be donated to local charities tackling clothing poverty in Fife or used in our upcycling activities.

Contribution to our aims: this project will save carbon emissions and help to tackle clothing poverty in Fife.

Timescale: this project will require more detailed planning, but could then take place at any time.

Degree of difficulty: the Big Pick model is new to Fife, however Zero Waste Dunbar have proved that it works. Their manager has offered to share learning with Greener Kirkcaldy to help us get started.

Income potential: Zero Waste Dunbar have told us that their Big Pick project generates a surplus of income over operating costs.

Transport projects

Transport behaviour change project

<i>Project or service</i>	<i>Contribution to our aims</i>	<i>Timescale</i>	<i>Degree of difficulty</i>	<i>Income Potential</i>
Transport behaviour change project				

In 2017 we carried out a pilot 'greener travel' project, encouraging people to walk or cycle as alternatives to short car journeys and promoting fuel-efficient driving, electric and hybrid cars. The pilot showed high demand for this kind of work, especially cycling activities, and we plan to build on it to deliver a larger transport behaviour-change project.

We will carry out beginner cycle training and group rides for different abilities, a bike loan scheme, bike maintenance workshops, group walks and a new 'Festival of Walking' for Kirkcaldy. The project will also include promotion of car-pooling, electric and hybrid vehicles, and fuel-efficient driving, and it will offer new volunteer opportunities for people to lead rides or walks, and support their peers to make active travel choices.

Contribution to our aims: this project has a high social and environmental benefit. It will bring people together, raise awareness of important environmental and health issues, and result in a reduction in Kirkcaldy's transport carbon footprint.

Timescale: this work leads on from our current pilot project, and will start in April 2018.

Degree of difficulty: the pilot developed our capacity to deliver this project. We will also have the support of Fife Council's Active Communities Team and the new Kirkcaldy Cycling Collective networking group.

Income potential: The Climate Challenge Fund, who funded the 2017 pilot project, have committed 2 years' funding to this work. In the longer term, elements of it could be incorporated into a new active travel social enterprise as described below.

Active Travel Social Enterprise

<i>Project or service</i>	<i>Contribution to our aims</i>	<i>Timescale</i>	<i>Degree of difficulty</i>	<i>Income Potential</i>
Active Travel Social Enterprise				

Building on the learning we gain during the transport behaviour change project described above, we will carry out a detailed feasibility study into developing a low-carbon transport social enterprise for Kirkcaldy.

We will research what works elsewhere, assess the gaps and opportunities locally, and consult people on what services they would use. Several ideas for this project were proposed during our 2017 community survey and consultation workshops, including a bicycle reuse project and a bicycle or electric bicycle hire scheme. The enterprise could work directly with the public, and with local employers.

Contribution to our aims: this project would have a high social and environmental benefit, similar to that of the transport behaviour change project.

Timescale: we will start the feasibility study in spring 2019, once the transport behaviour change project has been running for around a year.

Degree of difficulty: setting up a new active travel social enterprise will require significant capital and start-up revenue funding; premises, and strong partnerships, so we have ranked this as having a high degree of difficulty. There are, however, several successful projects in Scotland from whom we could learn, including the Edinburgh Bike Station and Stirling Cycle Hub.

Income potential: this project has the potential to become financially self-sustaining once established.

Community Development projects

Community Events

<i>Project or service</i>	<i>Contribution to our aims</i>	<i>Timescale</i>	<i>Degree of difficulty</i>	<i>Income Potential</i>
Community Events				

Greener Kirkcaldy has always carried out a programme of events designed to engage a wide range of people in our work, raise awareness of environmental issues, and bring the community together. Highlights include our Annual Gathering at which we host inspiring guest speakers and consult people on our future plans; our annual Apple Day harvest celebration and Greener Christmas Fair; and our series of Wild Walks exploring the local environment.

We now plan to introduce more family-friendly events, and to try new activities to help people connect with and enjoy the outdoors. We will investigate running John Muir Awards locally for groups, families and individuals.

Contribution to our aims: our community engagement events raise the profile of Greener Kirkcaldy and help us to engage with many new people each year.

Timescale: this work is an established part of our programme and will continue for the period of this Strategic Plan.

Degree of difficulty: we have 8 years' experience of running events which has built a high level of capacity in our staff and volunteer team. We will continue to learn, experiment and develop this work.

Income potential: we are committed to social inclusion and many of our events will continue to be free of charge. We know, however, that some participants are willing to pay, so we will review the charges for our events and develop a clear pricing policy which helps to cover the costs of our events but does not exclude people on low incomes.

Natural Play childcare and training

<i>Project or service</i>	<i>Contribution to our aims</i>	<i>Timescale</i>	<i>Degree of difficulty</i>	<i>Income Potential</i>
Natural Play childcare and training				

Our last major strategic planning exercise, in 2013, identified the need to expand childcare provision in Kirkcaldy, and a desire for Greener Kirkcaldy to get involved. Since then, we have gradually build capacity in this area by running school holiday Kids Club events giving outdoor play experiences to primary-school age children.

In 2016-17 we worked with consultants Community Enterprise to carry out a detailed feasibility study into the social enterprise potential of this sector. We then developed a detailed business plan for a new social enterprise initially offering 'Natural Play' holiday and after-school clubs to local families, and later adding training in outdoor play for people working in the childcare sector. We will now implement the business plan, starting by running regular Kids Clubs with a fee, alongside a free (grant-funded) outreach programme for families on low incomes. The activities will take place outdoors, in Kirkcaldy's parks, woodland and beaches.

Contribution to our aims: this project has a high social benefit.

Timescale: we will launch this project in spring 2018, and further develop it over the course of this strategic planning period.

Degree of difficulty: this is a reasonably straightforward project; however, it will require specialist skills, policies and procedures to ensure regulatory compliance.

Income potential: our business plan for the project shows that it could become a self-sufficient social enterprise by charging for activities. There are also a number of grant funders who support play work for children from families on low incomes. Greener Kirkcaldy has been awarded funding by the Big Lottery Fund's Young Start programme to support this work in 2018-20.

Support for local businesses and community groups

<i>Project or service</i>	<i>Contribution to our aims</i>	<i>Timescale</i>	<i>Degree of difficulty</i>	<i>Income Potential</i>
Support for local businesses and community groups				

We will further develop our role as a community anchor organisation, working with partners to support and encourage community organisations and local businesses to 'go greener'.

Resource Efficient Scotland (RES), which is funded by the Scottish Government, provides free support for organisations looking to reduce their waste or energy use. We will complement RES's work and add value by working with local networks such as Green Business Fife and Kirkcaldy 4 All to encourage uptake of RES's services and engage local businesses' staff in our projects. We will also continue to support local community groups and charities to carry out their own environmental projects, sharing our experience and knowledge.

Contribution to our aims: this work is important to widening our influence and encouraging all organisations to work towards a greener society.

Timescale: our support for local community groups and charities is currently reactive to their requests. We will develop and clarify the support we can offer to them and to businesses, and seek out new opportunities from 2019.

Degree of difficulty: it may be difficult to engage busy business-people in the green agenda; the potential for cost savings and good publicity will be useful motivators.

Income potential: there is little income potential for Greener Kirkcaldy in this work, as RES give in-depth support and advice for free.

Prioritising for the work ahead

In the first two years of this Strategic Plan period, to April 2020, we will give the highest priority to the following projects:

<i>Project or service</i>	<i>Contribution to our aims</i>	<i>Timescale</i>	<i>Degree of difficulty</i>	<i>Income Potential</i>
Food Hub				
Energy advice				
Community-scale renewable energy				
Waste reuse and repair education				
Natural Play childcare and training				

See 'Our work programme', below, for an overview of our initial implementation plan.

Organising ourselves to deliver

Our people

Staff

We have a strong staff team, with a wide range of skills and experience. Our staff turnover is currently low and we will endeavour to keep it so, by providing good systems of support and supervision; a positive working environment; meaningful work; and opportunities for training and development.

Over the period 2014 to 2018, the Scottish Government's Strengthening Communities programme part-funded a post with Greener Kirkcaldy, dedicated to the research and development of new projects and programmes. That support was invaluable and we will now mainstream this function, building the skills and capacity of our management team to support this Strategic Plan, and funding organisational development work through a combination of our general funds (earned income) and external funding specifically sourced for development work (e.g. Investing in Ideas to support feasibility studies).

External consultants

External consultants can be a useful, additional resource if suitable development funding can be secured.

Board

Our board currently has seven members who bring a good mix of community contacts, local knowledge, skills and professional experience to Greener Kirkcaldy. They all live in the local area and are passionate about our community. We will continue to recruit board members to fill vacancies and any identified skills gaps, to equip the organisation for the work ahead. We will also be mindful of the need to attract a diverse board which reflects the community we work in.

The board normally meets every six weeks. It has two main sub-committees, with responsibilities for Human Resources and Futures (strategic planning and horizon scanning), which meet quarterly or as required, and a third Constitution sub-committee which convenes as required.

We also set up short-life working groups consisting of staff, board members and key project partners, to direct key projects, such as our planned Food Hub. Going forward, we will build on this approach to further involve volunteers in our work (see 'Volunteers', below).

Volunteers

We will develop a Volunteer Strategy in 2018, setting out our approach to develop our volunteering programmes and recruitment, in order to increase diversity and attract volunteers who want to get more deeply involved with Greener Kirkcaldy and our projects.

It is also proposed to establish working groups of interested volunteers to help develop the projects set out in this Strategic Plan, and to seek funding for a dedicated Volunteer Coordinator to support our volunteers.

Members

We will take a community development approach, bringing our members and the wider community together to shape our priorities and plans. We will hold regular members events and an Annual Gathering which is open to all; and we will continue to engage and consult the community while we further develop the projects set out in this Strategic Plan.

A membership drive will increase our membership leading to an increased sense of ownership of Greener Kirkcaldy within the local community.

Partnership working

Greener Kirkcaldy has a strong track record of working with other organisations. Examples include the Cosy Kingdom partnership with St Andrews Environmental Network and Citizens Advice & Rights Fife, our work with Kirkcaldy Community Gardens & Allotments at Ravenscraig Walled Garden, and our Living Well on a Budget cookery courses which we deliver with a range of voluntary and public-sector partners. Fife Council will continue to be a key partner as we deliver this Strategic Plan: we will work closely with several departments including Housing Services and Community Learning and Development.

We will strengthen existing connections, seek out new ones, and be proactive about sharing information on current projects, future ideas and common issues. We will invite more partners to join our project development working groups, and we will continue to participate in networks such as the Kirkcaldy Welfare Reform and Anti-Poverty group, Fife Communities Climate Action Network and the Fife Food Insecurity Steering Group.

We know that partnership working sometimes emerges unexpectedly: we will be open to opportunities and to others' ideas.

Trading Subsidiary(ies)

We will establish a trading subsidiary (or subsidiaries) to deliver the new income generating projects, as required. The Futures Working Group will, as a first step, familiarise themselves with this process, seeking specialist advice from social enterprise support organisations and Greener Kirkcaldy's accountant. Trading subsidiaries can then be established as and when required. Greener Kirkcaldy will remain as the 'parent' organisation delivering charitable projects and programmes and being the 'guardian' of our vision.

Programme management

We realise the importance of constantly monitoring, reviewing and adapting this Strategic Plan as we develop the projects it sets out (and identify new opportunities). We will carry out a formal review of the Plan each year, and produce an updated version of this document.

Our Chief Executive will lead the programme of work to implement the Strategic Plan, prepare annual work-plans setting out the key activities to be undertaken, and report regularly on progress to the board of Greener Kirkcaldy.

Our work programme

The table below gives an overview of our implementation plan for the next two years.

Task	Apr 2018 to Mar 2019	Apr 2019 to Mar 2020
Developing and delivering projects and services:		
Deliver our programme of grant-funded projects and services	From now	Ongoing
Manage move to new premises at East Fergus Place <ul style="list-style-type: none"> • Work with architect to manage refurbishment • Plan move of office and High Street Hub functions • Maintenance and operational plans • Communications - members and wider community 	From now	
Food Hub project <ul style="list-style-type: none"> • Plan programmes of activities to be delivered at each site • Costing/pricing analysis to set fees • Marketing plan 	From now	Ongoing
Greenspace development: develop exit plan for Dunnikier Park: documentation, maintenance plans and handover	From now	
Energy advice <ul style="list-style-type: none"> • Use <i>Scottish National Standards for Information and Advice Providers</i> to embed culture of improvement • Seek contract opportunities to deliver energy advice services to other organisations 	From now	Ongoing
Waste reuse and repair education <ul style="list-style-type: none"> • Introduce charges for open workshops and courses • Free activities for low-income groups 	From now	Ongoing
Transport behaviour change project <ul style="list-style-type: none"> • Walking and cycling promotion • Greener driving options 	From now	Ongoing
Community Events <ul style="list-style-type: none"> • More family-friendly events • Clear pricing policy 	From now	Ongoing
Natural Play childcare <ul style="list-style-type: none"> • Regular Kids Clubs with a fee • Free programme for families on low incomes 	From now	Ongoing
Developing robust business cases:		
Greenspace development: create clear 'offer' and tariff of charges for supporting other organisations	From now	

Task	Apr 2018 to Mar 2019	Apr 2019 to Mar 2020
Handy service: feasibility study into social enterprise model	By March 2019	
Reuse sales: feasibility study and pilot sales		Spring 2019
Active Travel Social Enterprise: feasibility study		Spring 2019
Support for local businesses and community groups: develop and clarify the support we can offer		Spring 2019
Fundraising:		
Submit funding applications to continue existing projects and services	As required	As required
Scope and submit funding applications for feasibility studies and new projects	As required	As required
Develop approach and tools for individual giving and sponsorship campaigns, including Gift Aid	Summer 2018	Ongoing
Developing the organisation:		
Create detailed plan to increase membership		Spring 2019
Capacity building (staff and volunteers) <ul style="list-style-type: none"> • Training on social enterprise mindset • Build knowledge of opportunities around community-scale / renewable energy 	From now	Ongoing
Develop Volunteer Strategy for the next 5 years	Summer 2018	
Complete PQASSO quality standard self-assessment and implement recommended improvements	By March 2019	
Gain PQASSO accreditation		By March 2020
Carry out review of our impact evaluation systems and make plan for their improvement	By March 2019	
Developing a set of targets and indicators to monitor progress towards implementing this plan	Spring 2018	
Develop understanding of trading subsidiary structures	Summer 2018	
Implement trading subsidiary(ies)		As required

Our communication and engagement

Greener Kirkcaldy will only be able to implement this ambitious plan by working closely with the relevant partner organisations. We will keep our existing and potential partners up-to-date on our plans through one-to-one meetings, briefings to networks, and our public communications.

At our 2018 Annual Gathering we will present and explain this Strategic Plan to our members and the wider community. We will also share this document, plus a short summary version, on our website and promote the information through our newsletter and social media. Printed copies will be made available through the High Street Hub and the Training Garden.

We will keep our community informed and engaged in our progress towards implementing the Plan. People will be encouraged to get involved, through consultations and surveys, project working groups and volunteering.

We also want to inspire people to get more involved in other community activities – and to start up their own! We will use our communication channels to encourage wider civic participation, for example sharing information about other organisations' events, consultations people could take part in, and opportunities to volunteer.

Next steps

The key steps to be taken following the publication of this Strategic Plan are:

1. Preparation of an annual work-plan for 2018-19, setting out the key activities to be undertaken towards implementing the Plan
2. Set up project working groups for the initial priority projects, each of which will be lead by a Greener Kirkcaldy staff or board member and will include project partners, volunteers and other stakeholders
3. Communication of the Plan as set out above in 'Our communication and engagement'

The first annual review of the Plan will take place in April 2019.

Appendix A – ideas for inclusion

The 'mind map' below shows the long-list of ideas for projects and services that were suggested during our 2017 community consultation.

