

A Greener and Fairer Tomorrow, Starting Today

Our Strategic Plan 2023 - 2028



This strategic plan was prepared by our Chief Executive Lauren Brook, alongside Greener Kirkcaldy's management committee, staff, volunteers, members and our community.

We welcome any feedback - please contact Lauren on lauren@greenerkirkcaldy.org.uk with any comments or questions.

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Introduction

Greener Kirkcaldy is a community-led charity working locally to bring people together, take positive action on the climate emergency and support people through fuel poverty and food insecurity. We deliver a range of projects, events and skills training to achieve the needs and goals of local people – working together towards a future where everyone can live better and tread more lightly on our planet.

This strategic plan outlines our projects and services over the next five years. It was developed using the learning from our previous five-year plan and in consultation with our staff, volunteers, members and local community. Our plans over the next five years centre on consolidating and strengthening the key projects that support our values and vision, whilst giving ourselves space to develop and pilot new ideas to meet local needs and aspirations. It is also our ambition to create a financially sustainable future for Greener Kirkcaldy, diversifying our funding streams so that we can become more resilient and continue to support Kirkcaldy and Fife.

About Greener Kirkcaldy

Greener Kirkcaldy is a registered Scottish charity (SC041412) and a company limited by guarantee (SC371318). The organisation formed in 2009 when a group of local people got together to do something positive for Kirkcaldy 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, managing grant funding and partnership working. We are governed by a strong volunteer management committee who live in the local area and are passionate about Kirkcaldy. We currently employ 40 staff, have around 120 regular volunteers, 900 members and a mailing list of approximately 3,000.

Our vision and values

We want our town to be a good place to live and work. We believe in a future where everyone has a say in what happens locally, people are working together to protect our environment and those in hardship are supported to live well.

Greener Kirkcaldy has three key values guiding all of our work:

- **Protecting the Environment** - we are concerned with reducing carbon emissions, improving our local environment and reconnecting people with nature
- **Social Justice** - we wish to reduce inequalities and help people in hardship, in particular those in fuel or food poverty
- **Choosing our Own Goals as a Community** - we want to inspire and empower our community to have a say in what happens locally and to have a sense of ownership of Greener Kirkcaldy

These values were chosen collectively by staff, management committee members and volunteers, using the Common Cause framework. They underpin everything we do and influence how we do it.

What we do

We are based in Kirkcaldy, with a community building, training kitchen, bike shop and garden. We also work with partners to deliver projects across Fife.

In April 2018, we published our Strategic Plan for a Sustainable Future 2018–2023. It described our aims:

- To broaden and deepen our community engagement
- To work towards financial sustainability by growing the proportion of our income that comes from social enterprise, service level agreements, donations and sponsorship
- To deliver an ambitious programme of work, meeting the needs and aspirations of local people

You can read a report on our achievements and progress here:

<https://www.greenerkirkcaldy.org.uk/our-2018-2023-strategic-plan-report-on-our-achievements/>

Between April 2022 and March 2023, over 12,000 people engaged with our projects and services. These included:

- The Cosy Kingdom home energy advice service, helping Fifers stay warm and save energy
- Cooking classes, training courses and kids cooking clubs in the Lang Spoon Community Kitchen
- Weekly community meals, the Lang Toun Larder Community Pantry and community fridge, redistributing short-dated food donated by local businesses and individuals
- Growing and gardening workshops at Ravenscraig Walled Garden
- The Climate Action Fife partnership project, supporting individuals, businesses and organisations to tackle the climate emergency
- Lang Toun Cycles Community Bike Shop, a social enterprise offering cycle servicing and repairs, sales of refurbished bikes and a bike library
- Cycle rides and training, maintenance classes, fix-it events and build-a-bike programmes
- Kirkcaldy Cycling Festival
- Volunteering and employability opportunities across our work

Our community building in Kirkcaldy town centre is open five days a week and houses our office, an events space and our Lang Spoon Community Kitchens, fridge and pantry. We are an independent charity but we work closely with Fife Council and Home Energy Scotland, as well as community partners like Love Oor Lang Toun, Fife Communities Climate Action Network, Kirkcaldy Community Gardens & Allotments and other local groups and organisations.

Our funders

Our work is funded through a mix of grant funding, service level agreements, social enterprise activities and community donations. In 2022-23 the following funders supported

our work: Business Gateway, Brag Enterprises, Community Energy Scotland, Cycling Scotland, Cycling UK, Development Trusts Association Scotland, Energy Saving Trust, Fife Council, Glen Housing, Paths for All, The Robertson Trust, SGN, The National Lottery Community Fund, The Scottish Government, community donations and the customers of our social enterprise projects. We are grateful to them all.

Developing our new strategic plan

Greener Kirkcaldy is a community-led charity. Everything we do is guided by the people who live, work and study in the local area. People from our community had a key role in shaping our strategic plan.

Work to develop this plan began in summer 2022. We identified the programme of projects and services that we want to take forward by:

- Reviewing our progress and achievements towards our 2018-23 strategic plan
- Carrying out environment scanning, analysis and scenario planning to identify external challenges and opportunities
- Gathering ideas and experience from our staff and volunteer teams through a series of workshops and surveys
- Carrying out a community consultation with over 350 people through:
 - A workshop at our November 2022 Annual Gathering and AGM
 - An online survey
 - Pop-up events in Kirkcaldy town centre

This work was led by Greener Kirkcaldy's Futures Working Group, a sub-committee of our management committee. The Futures Working Group includes three management committee members and two members of staff. Other management committee and staff members have also supported specific pieces of research and assessment, as required.

You can read a report on our community consultation and its results on our website blog: <https://www.greenerkirkcaldy.org.uk/going-greener-together-consulting-our-community-on-our-new-strategic-plan/>

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

Contribution to our values	High	Medium	Low
Timescale	Now or next 6 months	Within 2 years	More than 2 years away
Difficulty	Low	Medium	High
Funding potential	Grant funding confirmed or likely, profit from social enterprise or donations	Possible grant funding or break even from social enterprise activities	Not likely to be funded, no social enterprise or donation potential

Our strategic plan 2023 – 2028

This strategic plan sets out our ambitions for the next five years. It has been developed using the learning from our previous five-year plan and in consultation with our staff, volunteers, members and local community. Some of the projects it describes are subject to securing external funding and 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 aim

Greener Kirkcaldy has grown significantly since the start of our previous strategic plan in 2018, more than doubling our turnover and number of staff as we broadened our programme of activities and diversified our sources of income. We now wish to consolidate that growth. Over the next five years, our aim is to strengthen the key projects that support our values and vision, whilst also giving ourselves space to develop and pilot new ideas to meet the needs and aspirations of our community.

It is also our ambition to create a financially sustainable future for Greener Kirkcaldy. We believe that our vision of a greener and fairer Kirkcaldy will continue to attract grant funding from the public, private and charitable sectors. However, like all voluntary sector organisations, we face challenges of political, economic and social uncertainty. We need to diversify our funding streams and grow the proportion of our income generated through social enterprise projects, service level agreements, donations and sponsorship to help us become more financially resilient and continue to support people in Kirkcaldy and Fife.

Our approach

We will achieve our aims by:

- Continuing to deliver our key grant funded projects to the highest standards
- Researching and piloting new ideas to support our core projects
- Approaching new grant funders, trusts and foundations
- Developing and expanding our social enterprise projects and community fundraising
- Strengthening our organisation's role as a community anchor organisation¹ through membership, volunteering and encouraging inclusivity and diversity
- Continuing to build strong local, regional and national partnerships
- Reducing our own environmental impact and ensuring we 'walk the talk'
- Making the most of our excellent facilities and resources
- Strengthening our quality management, monitoring and impact evaluation systems
- Reinforcing our values and behaviour change approaches
- Telling our story and sharing our impact widely

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

Our work programme

The following pages outline the projects and services we intend to take forward. This includes projects that we are currently delivering, those that are already in development and new ideas that we will research and pilot. 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.

Our staff, volunteer and community consultations found strong support for continued work on five key themes: climate action, energy, food and growing, travel and community engagement and development. We have therefore categorised our programme under these headings. Our consultations also identified a number of key priorities for the future:

- Prioritising work that supports our organisational values
- Tackling the climate emergency
- Supporting people through the cost of living crisis, fuel poverty and food insecurity
- Providing volunteering, training and employability opportunities
- Bringing our community together, reducing isolation and improving mental health and wellbeing
- Diversifying our funding streams and generating our own income to help us become more financially resilient
- Working in partnership with other organisations
- Remaining socially inclusive as we develop our income generation activities
- Engaging with young people and families
- Building on the great range of skills and assets within our community

Climate action

What our community told us they want:

- Education on the climate emergency
- Support for people and organisations to reduce carbon emissions and transition to net zero
- Cross sector partnerships bringing people together to tackle the climate emergency
- Activities to help people prepare for climate disruption

Climate Action Fife

We will continue to lead the Fife-wide Climate Action Fife partnership project, made up of 12 cross-sector partners including Fife Council, Fife College, Fife Communities Climate Action Network and a range of Fife community groups and organisations. Funded by the National Lottery Community Fund's Climate Action Fund until 2027, the project will deliver an ambitious programme of climate action to tackle the key areas of emissions, work with all sectors and build capacity and resilience across Fife. The aim is to deliver a community-led movement that can demonstrate what is possible when people take the lead in tackling climate change. Activities include:

- Climate change communications, training and engagement events for a range of audiences
- Fife Climate Knowhow training and education for communities and the public sector
- Innovative behaviour-changing and emission-reducing activities, encouraging climate-friendly businesses, homes and gardens, food, travel (cycling & holidays) and community tree planting
- Capacity building to get more community groups and the public sector across Fife involved in action on the climate emergency

Contribution to values	This project is of the highest environmental benefit, as it will make a significant impact on carbon footprints. It will also contribute to community empowerment and social justice by encouraging a fairer Fife.
Timescale	We are already delivering this project and have skilled staff, resources and partnerships in place.
Difficulty	This is a complex and ambitious project to deliver, coordinating many cross-sector partners. However, we have learned a significant amount since beginning work on the project in 2020 and partnership agreements are in place.
Funding potential	We have grant funding secured from the National Lottery Community Fund's Climate Action Fund until summer 2027. During the final year of this project, we will explore options for follow-on projects and further funding.

Climate adaptation

The climate emergency is here and Scotland's climate is changing. These changes are already impacting people and places across Fife and are projected to continue and intensify over the coming decades. Adaptation Scotland² argues that taking early action to adapt will help increase resilience, reduce risks and support people to prepare for the opportunities that a changing climate can bring. We will carry out a feasibility study to learn more about climate adaptation and what approaches might work best to build resilience and help people prepare for climate disruption in Fife. We will also consider what we can put in place to help our own organisation to adapt.

Contribution to values	This project has high social and environmental benefit.
Timescale	We need time to build our capacity, knowledge and skills. We aim to have a feasibility study completed by autumn 2025.
Difficulty	This is new to us, however, we know some other groups have done work on this topic and there is guidance for our sector.
Funding potential	We think there is likely to be grant funding available for this work, but this will form part of our feasibility study.

² <https://www.adaptationscotland.org.uk/>

Energy

What our community told us they want:

- Support to help people struggling to heat their homes
- Advice on reducing energy, carbon and making homes more climate friendly

Energy advice

We will continue to lead the Cosy Kingdom partnership, delivering home energy advice, outreach work, training and workshops across Fife. Cosy Kingdom is a partnership between Greener Kirkcaldy, St Andrews Environmental Network and Citizens Advice & Rights Fife. It works closely with Fife Council, Fife Housing Association Alliance and many others in the local voluntary and statutory sectors.

Our energy advice work helps people out of fuel poverty, supporting people in crisis and carrying out vital preventative work to build resilience to future risks. With the current cost of living crisis, this work is more important than ever and we are seeing unprecedented demand for our support. Our work also makes an important contribution to tackling carbon emissions and climate change. Our Climate Friendly Homes project, funded as part of Climate Action Fife, supports households to make their homes more energy efficient and climate friendly.

We started giving energy advice in 2010 and have adapted and developed our work over the years to meet local need and be more efficient. We will continue to develop these projects to play a leading role in tackling fuel poverty and climate change in Fife. We will also continue to seek additional funding and new partnerships to meet increasing demand, support specific demographics and increase the carbon reduction side of our work. For example, our South West Fife project works with people in areas of high levels of deprivation through a targeted street-by-street engagement campaign.

Contribution to values	This project is of the 'highest' social and environmental benefit, as it makes a significant impact on carbon footprints, energy bills and thermal comfort.
Timescale	We are already delivering this work and have the skills and capacity to develop it further.
Difficulty	Our skills, experience, partnerships and reputation make this a relatively straightforward work stream to deliver.
Funding potential	The service is currently part-funded by a Service Level Agreement (SLA) from Fife Council, along with a mixture of short-term grants. Our carbon reduction work is funded through the Climate Action Fife project. We are confident that this work will continue to attract grant funding.

'Handy' service

We will continue to offer our means-tested 'handy' service, fitting simple energy-efficiency measures such as thermal curtains, radiator panels and LED light bulbs. This is available to people in fuel poverty or on certain benefits. Demand for this service grows every year and we are now referring around 50% of the people we give energy advice to the 'handy' service.

We also plan to explore the potential for a paid-for equivalent to our 'handy' service, offering home energy efficiency measures and thermal imaging at a cost for people who are able to pay. This is something people have told us they would be interested in. We will carry out a feasibility study into a social enterprise model whereby people in fuel poverty continue to receive the 'handy' service for free and others pay.

Contribution to values	This project is of the 'highest' social and environmental benefit, as it makes a significant impact on carbon footprints, energy bills and thermal comfort.
Timescale	We are already delivering our 'handy' service and have the skills and capacity in place to develop it. The potential social enterprise work will come later – we aim to do a feasibility study in summer 2025.
Difficulty	We know that a social enterprise 'handy' service works elsewhere, but it will take significant development work to assess how this could work in Fife.
Funding 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.

Food and growing

What our community told us they want:

- Courses and workshops teaching skills in growing and cooking
- Support to help people access food with dignity
- Advice on climate friendly cooking and gardening
- Cooking and gardening clubs for different audiences
- More focus on plant based diets
- Kitchen and garden open days and cooking demos

Lang Spoon Community Kitchen

Our Lang Spoon Community Kitchen is a place for people to cook, eat and learn. We will continue to offer a wide range of courses, events and training on all aspects of food and drink. This will include tried and tested activities and new ideas, including:

- Free cookery and household budgeting courses for people on low incomes
- Cooking classes and kids cooking clubs for paying customers
- Cooking clubs and activities for different audiences, e.g. older people and families
- Community events, open days and cooking demos

- Volunteer opportunities, work experience and accredited training

Our community consultation particularly highlighted significant support for more focus on plant-based food (60% of respondents). We will run workshops and courses on plant-based cooking, organise 'taster' events giving people the chance to try plant-based food and offer more plant-based options at our community meals and pop-up café.

One of our initial priorities will be to write a new business plan for the Lang Spoon Community Kitchen. We will review our social enterprise activities so far and explore new ideas for generating income such as external catering and accredited training.

We will also support people in our community to access food through:

- Weekly pay-as-you-feel community meals
- A community fridge redistributing short-dated donated food
- The Lang Toun Larder Community Pantry and pop up café

We have seen demand for this support grow significantly in recent years as a result of the impact of the Covid-19 pandemic and cost-of-living crisis. In the first year of our strategic plan, we will carry out a review of these activities and explore the best approach and model to help our community access food in a dignified way.

Contribution to values	This project is of the 'highest' social and environmental benefit.
Timescale	We are already delivering this project and have the skills and capacity to develop it further.
Difficulty	Our skills, experience and reputation make this a relatively straightforward work stream to deliver.
Funding potential	This kitchen will operate as a social enterprise with a mix of paid courses and free activities events. Income will also be generated by renting the facilities. Our paid courses are popular and we have grant funding secured until 2026. We are confident that we will be able to attract further funding to supplement our social enterprise work.

Ravenscraig Walled Garden

We will continue and expand our workshops, volunteer sessions and events at our Community Training Garden at Ravenscraig Walled Garden. These will include:

- Free basic 'grow your own' courses teaching people to grow their own vegetables, fruit and herbs
- Themed workshops and courses for paying customers, including topics on growing, preserving and using produce
- Community events and open days
- Gardening clubs and activities for different audiences e.g. families, children
- Volunteer opportunities, work experience and accredited training
- Growing fruit and vegetables to be used in our community food projects

One of our initial priorities will be to write a new business plan for our community garden, reviewing our social enterprise activities and exploring new income generating activities. We will also test a new approach to our volunteer sessions, providing support and training to empower volunteers to take the lead and encouraging more volunteer-led sessions.

As part of our Climate Action Fife project, we have also begun work creating a demonstration 'climate friendly garden' at our community building. We will continue work on this, inviting the public and local groups and organisations to visit the garden and learn how they could recreate it.

Contribution to values	This project is of the 'highest' social and environmental benefit.
Timescale	We are already delivering this project and have the skills and capacity to develop it further.
Difficulty	Our skills, experience and reputation make this a relatively straightforward work stream to deliver.
Funding potential	The garden will operate as a social enterprise with a mix of paid courses and free activities and events. Our paid courses are popular and we have grant funding for our volunteer activities secured until 2026. We are confident that we will be able to attract further funding to supplement our social enterprise work.

Travel

What our community told us they want:

- Training and events to increase skills and confidence in cycling
- Affordable bike repairs, sales and hires
- E-bike sales and repairs
- Local and themed led walks
- Car-free days and events

Active Travel

Our community bike shop, Lang Toun Cycles, will continue to operate on Kirkcaldy High Street, offering:

- Cycle servicing and repairs
- Sales of refurbished bikes, accessories and new e-bikes
- A bike lending library
- Bike maintenance workshops
- Volunteering opportunities and work placements

The shop operates as a social enterprise, with all profits invested in getting more people in Kirkcaldy cycling. Alongside this, we will continue to run a variety of free cycling activities

and events aiming to increase peoples' knowledge, skills and confidence to cycle more for local journeys. These activities will include:

- Cycle training and led rides for a variety of audiences
- Free Dr Bike fix-it sessions, build-a-bike courses and bike maintenance classes
- A Kirkcaldy-area cycling festival
- Targeted activities in areas of high deprivation and for different audiences

We will also continue to partner Cycling Scotland's nationally recognised Cycle Friendly Workplace programme, with whom we have a service level agreement to support local organisations to encourage workplace cycling.

We will develop new activities in line with our new Lang Toun Cycles business plan (written alongside this strategic plan). This will include piloting new potential income-generating activities, such as options for business-to-business selling, online sales, e-bike repairs, bike to work schemes, charged bike hire, membership subscriptions and becoming an accredited training provider. We will also explore new grant funded projects and partnerships, for example providing bikes to families on low incomes and a new bike mechanics employability programme.

Following strong support in our community consultation for walking activities (70%), we will add this to our travel behaviour change work, with programmes of walks, showcasing local routes and increasing knowledge and confidence to walk more for local journeys. We will also deliver 'themed' walks to educate people on the climate emergency, for example nature, coastal and geology walks. We will pilot these initially with grant funding, but consider other options for funding these activities in the long-term, for example charging a small fee or asking for donations.

Contribution to values	Our active travel projects are of the 'highest' social and environmental benefit. They bring people together, raise awareness of important environmental and health issues and result in a reduction in Kirkcaldy's transport carbon footprint.
Timescale	We are already delivering cycling activities and have the skills and capacity to develop them further. Walking should be relatively easy to add to our programme.
Difficulty	Developing our bike shop social enterprise activities has its challenges with the current cost-of-living crisis. Encouraging people to drive less is also a difficult behaviour change activity. However, we have skilled and experienced staff in place to deliver and develop this project and there are several successful projects in Scotland we can learn from.
Funding potential	This project will operate as a social enterprise with a mix of paid courses and free activities. Our new business plan will trial ideas to increase our social enterprise income and we are confident that we will be able to attract further grant funding to supplement our social enterprise work.

Car-free days

We have trialled these, on a small-scale, in previous projects, but were limited by the Covid-19 pandemic. We will pilot more events to engage people in what their local spaces could be like if they were 'car free', working in partnership with local groups and organisations and exploring potential funding options.

Contribution to values	Similar to our active travel work, this will have high social and environmental benefit.
Timescale	Later – this work will need a long lead in time. We intend to look for funding for car free activities from 2025 onwards.
Difficulty	Closing streets to traffic is complex, expensive and requires significant partnership work and community engagement.
Funding potential	We are confident that there is grant funding available for car-free activities.

Community engagement and development

What our community told us they want:

- Volunteering opportunities and volunteer-led projects
- Training and employability opportunities to tackle unemployment
- Activities with young people, families and intergenerational activities
- Community events to bring people together, improve mental health and wellbeing and reduce isolation
- Open days and visits to our sites

Volunteering, training and employability

Volunteers are at the heart of all our work and play a vital role in supporting our activities. We will continue to offer practical experience and structured volunteering opportunities for local people. We will develop our programmes to meet community need, increase diversity and attract volunteers who want to get more deeply involved with Greener Kirkcaldy and our projects. We will do this by:

- Offering a range of volunteer roles in our community building, kitchen, gardens, bike shop, at our events and engaging our online community
- Giving volunteers ownership by encouraging them to lead sessions, develop and deliver their own projects and inviting them to take part in our organisational and project working groups
- Encouraging volunteers to take ownership of their development through inductions, regular reviews and peer support
- Signposting volunteers to our other activities and trialling a Greener Kirkcaldy-wide rotating programme, giving volunteers the opportunity to experience different roles
- Bringing staff and volunteers together through regular training and events

We also recognise the importance of offering enhanced developmental opportunities for those who wish to develop their skills with the aim of accessing future training, further education, or improving their employment prospects. We will continue to seek employability funding to enable us to develop practical, individually tailored placements, embedded within our project teams. Activities could include:

- Work experience and employability placements in our kitchen, garden and bike shop
- Piloting a training programme for bike mechanics at Lang Toun Cycles
- Exploring other accredited training options for Greener Kirkcaldy, such as SQA accreditation, City and Guilds and Velotech

Contribution to values	This is of the highest social benefit. Our volunteer opportunities bring people together, tackle social isolation and loneliness and support people to gain skills and confidence for employment.
Timescale	We are already delivering these activities and have the skills and capacity to develop them further. Developing our employability programmes will require more time and we will build this gradually over the next five years.
Difficulty	We are still building our skills and knowledge in employability. Becoming an accredited provider is complex and will take time to develop.
Funding potential	We are confident that there is grant funding available for our volunteering and employability activities. We also know there are other projects in Scotland which generate income by delivering accredited training.

Young people and families

We will build on our work in this area through a range of activities, including:

- Kids holiday cooking clubs and family cooking workshops
- A kids growing club
- Cycling and walking activities for kids and families
- Climate action partnership work with Youth First and Fife College
- Volunteering opportunities and work experience for young people
- Other family friendly events and intergenerational activities

We will pilot some of these activities as social enterprises, charging a fee, whilst also offering a free (grant-funded) outreach programme for families on low incomes.

Contribution to values	This is of the highest social benefit and will also increase skills and knowledge in environmental issues.
Timescale	We are already delivering some of these activities. We need to build our skills and capacity to develop others so will introduce them gradually over the next five years.
Difficulty	Some of these activities are relatively easy to deliver; some will require new skills and development work. We will work with partners to deliver some activities.
Funding potential	This project will operate as a social enterprise with a mix of paid and free activities. We will pilot activities to see what works.

Community events and open days

We will continue to deliver a programme of events to engage a wide range of people in our work, raise awareness of environmental issues and bring the community together. Highlights will include:

- Our Annual Gathering at which we host inspiring guest speakers and consult people on our future plans
- Our annual Apple Day and Apple Wassail at Ravenscraig Walled Garden
- Regular community garden open days
- Weekly community meals

We plan to add to these activities with more community open days and events in our community building and kitchen, giving people the opportunity to enjoy our amazing facilities and showcasing our building as a 'demo' climate friendly site. We will also develop more community social events to bring our community together and reduce isolation.

Contribution to values	Our community engagement events raise the profile of Greener Kirkcaldy and help us to engage with many new people each year. They also bring people together, reduce isolation and improve health and wellbeing.
Timescale	This work is an established part of our programme and will continue for the period of this strategic plan.
Difficulty	We have 12 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.
Funding 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 ask for donations to help cover the costs of our events, without excluding people on low incomes.

Developing our organisation

Our team

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. We will also ensure staff feel a sense of ownership of Greener Kirkcaldy, its vision and aims. We will involve the team in decision-making and strategic planning, encourage staff to lead on projects and provide many opportunities for ideas and feedback. We will encourage cross-team collaboration through regular all-staff meetings, away days, training, collaborative projects and cross-team working groups.

Management Committee

Our volunteer management committee 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 management committee 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 management committee, which reflects the community we work in. The management committee normally meets every six weeks. It has three main sub-committees, with responsibilities for Human Resources, Social Enterprise (development and planning) and Futures (strategic planning and horizon scanning), which meet quarterly or as required.

Our members

We will take a community development approach, bringing our members and the wider community together to shape our priorities and plans. We will conduct regular membership campaigns to increase our membership and lead to an increased sense of ownership of Greener Kirkcaldy within the local community. We will also continue to engage and consult our community while we further develop the projects set out in this strategic plan.

We will hold regular members' events and an Annual Gathering, which is open to all, giving our members an opportunity to get more involved in our activities, as well as contribute their ideas and feedback. We will also review our membership offering, as well as our expectations of members. This will include exploring potential new member benefits, exclusive activities and the possibility of member-led projects and activities.

Partnership working

Greener Kirkcaldy has a strong track-record of working with other organisations. For example, local town centre regeneration group Love Oor Lang Toun, the Cosy Kingdom partnership with St Andrews Environmental Network and Citizens Advice & Rights Fife, and the 12 cross-sector organisations in the Fife-wide Climate Action Fife partnership. 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 so we will also be open to new opportunities and ideas.

Income generation

We will continue to diversify our income streams by developing the social enterprise projects outlined in this plan, attracting service level agreements and contracts 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.

We will develop and implement business plans for all of social enterprise activities, starting with implementation of our new Lang Toun Cycles business plan and followed by writing new business plans for our Lang Spoon kitchen and community training garden. We will also test approaches to generate additional income from our amazing facilities, offering room and kitchen hire in our community building and bike shop and exploring potential new activities such as catering for events.

We will continue to 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 Lang Toun Cycles bike shop, Lang Spoon Community Kitchen and community training garden at Ravenscraig Walled Garden.

We will be open and transparent about our income generating activities, ensuring that our community understand why they are necessary and that we share the impact of our work widely. We will also remain socially inclusive, ensuring that people on low incomes can still access our activities.

Reducing our own impact

Greener Kirkcaldy's work helps people and organisations to reduce their carbon footprints. We also take our own internal environmental impact seriously. We have developed a Climate Action Plan setting out an ambition for our operations to be carbon-neutral by 2030. This focuses on actions that cut across the whole organisation and is an account of our progress to date as well as future plans and aspirations. Our internal 'Green Team', which includes representatives of our staff, management committee and volunteers, leads on delivery of the plan. The current version of the plan can be viewed here: <https://www.greenerkirkcaldy.org.uk/climateplan>. We are currently in the process of updating the plan for 2023.

We also aim to promote a sustainable food ethos across our organisation. We have created an Ethical Food policy, and we will make sure the menus at our large-scale events, for example our Annual Gathering, open days, volunteer celebrations and staff training days, are plant-based.

Increasing our equality and diversity

Greener Kirkcaldy is part of the Fife Centre for Equalities (FCE) 'Equality Pathfinder' programme. This work aims to improve our diversity and inclusion and is central to our values of social justice and community empowerment. Equality Pathfinders are organisations taking part in a voluntary recognition scheme leading the way in making Fife a fair, equal and inclusive place to live, work and study. We have already gained bronze status and are now working towards silver level.

We have created our first draft Equalities Action Plan. This will be led by an internal 'Equalities Action Group', which includes representatives of our staff, management committee and volunteers. It identifies a number of actions for the next few years. We recognise that we do not know all there is to know in the areas we have included in this first plan, however, we will add to the plan as we learn, creating new and valuable practice and knowledge within Greener Kirkcaldy.

Managing and monitoring our progress

We will constantly monitor, review and adapt this strategic plan as we develop the projects it sets out and identify new opportunities. Each stream of work will follow an evaluation plan and monitor its own set of Key Performance Indicators (KPIs). We will carry out a formal review of the plan each year, write a report on our progress and produce an updated version of the plan (where necessary). In year 3, we will carry out a community consultation to get feedback on the progress of the plan and gather any new ideas.

Our Chief Executive will lead the programme of work, prepare annual work plans setting out the key activities to be undertaken, coordinate KPIs and evaluation plans and report regularly on progress to Greener Kirkcaldy's management committee.

Our targets

Alongside funder targets for our individual projects and services, we will also use the following indicators to assess our progress towards our aims:

Target	Baseline (March 2023)	By April 2025	By April 2028
Social			
Membership of Greener Kirkcaldy	977	1,200	1,500
Number of people who regularly volunteer with us	120	160	200
Total number of people taking part in our projects and services, per year	11,383	17,500	20,000
Utilisation rate of our community building for events, activities and external hires	32%	40%	60%
Environmental			
Carbon footprint savings made (measured in tonnes of CO2 equivalent, CO2e), per year	49,927	58,927	66,945
Financial			
Income from sales and services	£73,969	£157,000	£202,000
Funds raised through individual giving and sponsorship	£8,142	£20,000	£30,000

Communication and engagement

We will keep our community informed and engaged on our progress. People will be encouraged to get involved, give their feedback and ideas through consultations and surveys, open days and events, project working groups and volunteering. We will use statistics, case studies and pictures to tell our story and share the impact of our work on our website, social media, in our newsletter and at our sites.

We will launch the strategic plan at a Community Open Day in spring 2023. We will also share this document, plus a short summary version, on our website and promote it through our newsletter and social media. Printed copies will be available from our building. 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.

We want to inspire other communities and groups to take action. We will share our progress and learning through the many local and regional networks we are a part of. For example Fife Communities Climate Action Network, Scottish Communities Climate Action Network and Development Trusts Association Scotland.

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.

Timeline

The table below gives an overview of our implementation plan for the next five years. However, we know that this might change. Some of the projects it describes are subject to securing external funding which may not be available. New, unforeseen opportunities or challenges will also arise. We will be flexible and update this timeline as we go.

Task	2023-25	2025-2028
Strategic plan launch event and communication campaign	Spring 2023	
Deliver our programme of climate action, energy, food and growing, travel and community development grant-funded projects and services	Ongoing	Ongoing
Deliver and develop our social enterprise activities	Ongoing	Ongoing
Climate action: <ul style="list-style-type: none"> Explore potential follow-on projects for Climate Action Fife Feasibility study into potential climate adaptation project 		Summer 2026 Autumn 2025
Energy: <ul style="list-style-type: none"> Seek additional funding and new partnerships Feasibility study into energy efficiency social enterprise 	Ongoing	Ongoing Summer 2025
Food and growing: <ul style="list-style-type: none"> Write new business plans for kitchen and garden Review community fridge and pantry and explore new models of food provision Develop our room and kitchen hire offering New workshops and events around plant-based food Trial volunteer-led sessions at Ravenscraig Walled Garden Trial a kids growing club at Ravenscraig Walled Garden 	Summer 2023 Autumn 2023 Early 2024 By April 2024 By Dec 2024	Summer 2025
Travel: <ul style="list-style-type: none"> Pilot new income generating activities at Lang Toun Cycles Explore new grant funded projects and partnerships Explore funding for car free days 	From now From now	Ongoing Ongoing 2025 onwards
Volunteering, training and employability: <ul style="list-style-type: none"> Create new processes for volunteer inductions and development Create a detailed plan for developing our employability programmes Explore other accredited training options 	Spring 2023 By March 2024	2025 onwards

<ul style="list-style-type: none"> • Trial a Greener Kirkcaldy wide volunteer programme 		Summer 2027
Community events and open days: <ul style="list-style-type: none"> • Expand our programme of community events • More open days at our community building, kitchen and garden • More family events and activities • Introduce donations/'pay-as-you-feel' for more events 	From now	Ongoing
Fundraising: <ul style="list-style-type: none"> • Submit funding applications to continue existing projects and services • Scope and submit funding applications for feasibility studies and new projects • Trial and test community fundraising, donations and sponsorship campaigns 	Ongoing	Ongoing
Create detailed plan to increase membership	Autumn 2023	
Develop and deliver Climate Action Plan and Equalities Action Plan	Ongoing	Ongoing
Managing and monitoring our progress <ul style="list-style-type: none"> • Evaluation plans, annual work plans and KPIS • Regular progress reports to the management committee • Reports to funders as required • Annual review and report on progress 	From now	Ongoing
Communication and engagement <ul style="list-style-type: none"> • Partnership work and networking • Share our impact and progress • Promote other community activities 	Ongoing	Ongoing