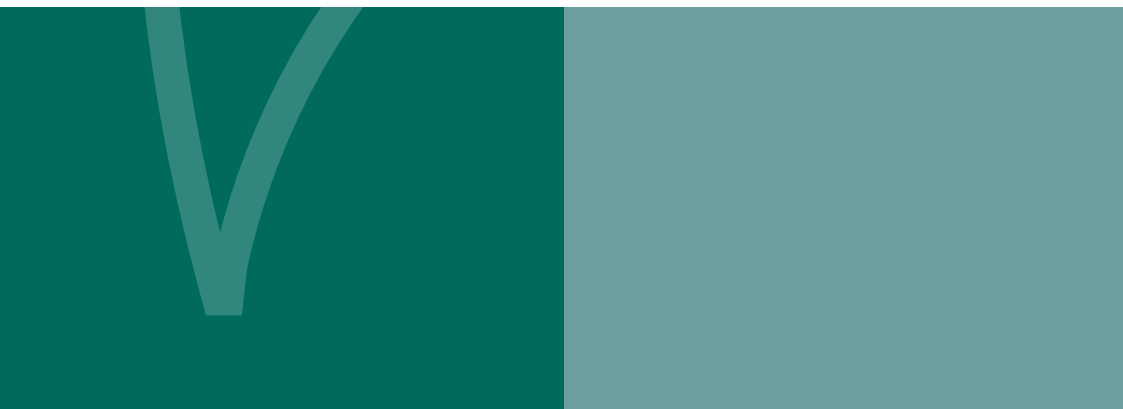




**Greener
Kirkcaldy**

A Greener and Fairer Tomorrow, Starting Today

Our Strategic Plan 2023 – 2028



INTRODUCTION

Greener Kirkcaldy

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. Some of the projects it describes are subject to securing external funding and support. New, unforeseen opportunities will also arise. We will be flexible and use this plan as a living document, with regular reviews and updates.

Our mission 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.

Three key values guide 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



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.

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

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 plan 2023-28

Our aims

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.

We also aim to create a financially sustainable future for Greener Kirkcaldy. We will do this by diversifying our funding streams so that we can become more resilient and continue to support people in Kirkcaldy and Fife.

Our approach

We will achieve our aims by:

- Continuing to deliver our 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 our social enterprise projects and community fundraising
- Strengthening our role as a community anchor organisation 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
- Telling our story and sharing our impact widely
- Reinforcing our values and behaviour change approaches



Consulting our Community

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 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

You can read a report on our community consultation and its results on our website.

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.

Our staff, volunteer and community consultations found strong support for continued work on five key themes:



Climate Action



Energy



Food and Growing



Travel



Community Engagement and Development

Our consultations also identified a number of key priorities for the future:

- Projects that support 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

What we're going to do:

- The Climate Action Fife partnership project, supporting individuals, businesses and organisations to tackle the climate emergency
- Climate change communications and engagement events for a range of audiences
- Fife Climate Knowhow training, providing an introduction to climate change action for communities and the public sector
- Innovative behaviour change activities encouraging climate-friendly businesses, homes and gardens, food, travel and community tree planting
- Capacity building to get more community groups and public sector organisations involved in action on the climate emergency
- Feasibility study into a climate adaptation pilot project to build resilience and help people prepare for climate disruption



Energy

What our community told us they want:

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

What we're going to do:

We will continue to deliver home energy advice, outreach work, training and workshops across Fife, including:

- The Cosy Kingdom home energy advice service, helping Fifiers stay warm and save energy
- Climate Friendly Homes, supporting households to make their homes more energy efficient and climate friendly
- Our handy service, fitting simple energy-efficiency measures such as thermal curtains, radiator panels and LED light bulbs

COSY KINGDOM

www.cosykingdom.org.uk



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



What we're going to do:

Lang Spoon Community Kitchen



- Free cookery and household budgeting courses
- Paid cooking classes and kids cooking clubs
- Cooking clubs and activities for different audiences
- Community events, open days and cooking demos
- Volunteer opportunities, work experience and accredited training
- Workshops and courses on plant-based cooking, plant-based 'taster' events and plant-based options at our community meals and pop-up café
- Weekly community meals
- A community fridge redistributing short-dated donated food
- The Lang Toun Larder Community Pantry and pop-up café



Ravenscraig Walled Garden

- Free basic 'grow your own' courses teaching people to grow vegetables, fruit and herbs
- Paid workshops and courses on a range of topics, including growing preserving and using produce
- Community events and open days
- Gardening clubs and activities for different audiences
- Volunteer opportunities, work experience and accredited training
- Growing fruit and vegetables to be used in our community food projects

Climate-friendly garden

We are creating a demonstration climate-friendly garden at our community building. We will invite the public and local groups and organisations to visit the garden and learn how they could recreate it.



Travel

What our community told us they want:

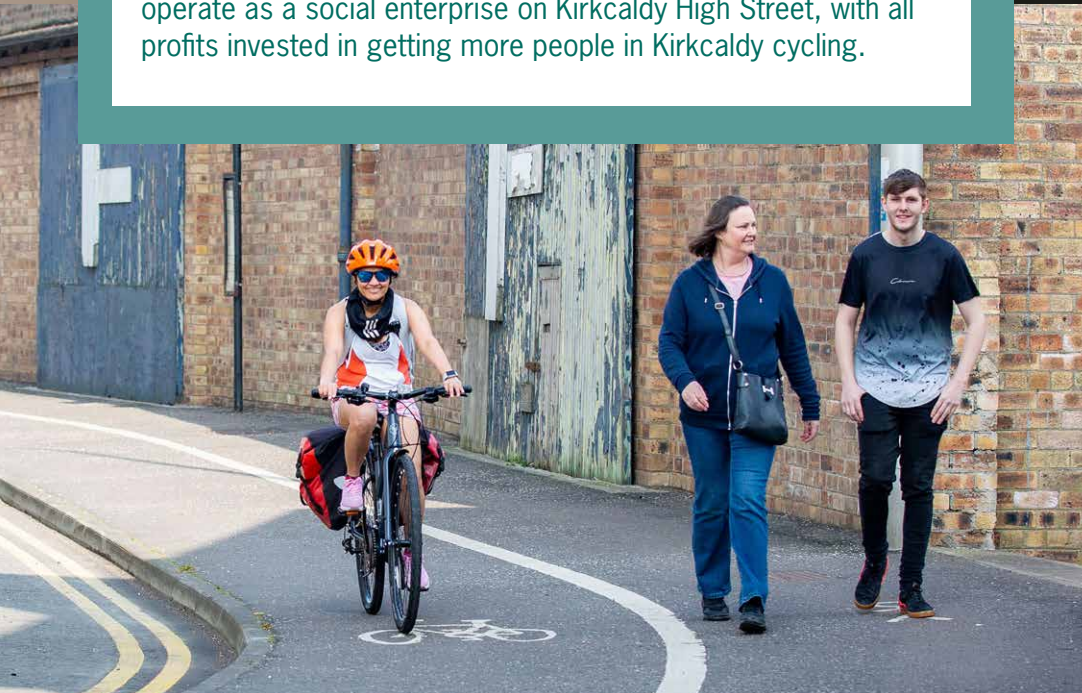
- Training and events to increase skills and confidence in cycling
- Affordable bike repairs, sales and hires
- Electric bike sales and repairs
- Local and themed led walks
- Car-free days and events

Our community bike shop, **Lang Toun Cycles**, will continue to operate as a social enterprise on Kirkcaldy High Street, with all profits invested in getting more people in Kirkcaldy cycling.

What we're going to do:

We will continue to deliver activities and events to increase peoples' knowledge, skills and confidence to cycle and walk more for local journeys, including:

- Programmes of walks, showcasing local routes
- Cycle training and led rides
- Free Dr Bike fix-it sessions, build-a-bike courses and bike maintenance classes
- A Kirkcaldy-area cycling festival
- Cycle servicing and repairs
- Sales of refurbished bikes, accessories and new e-bikes
- A bike lending library
- Volunteering opportunities and work placements
- Targeted activities for different audiences
- Partnership with Cycling Scotland to support organisations through the Cycling Friendly Workplace programme
- Car-free days to show people what their local spaces could be like if they were free of traffic





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 for young people, families and intergenerational groups
- Community events to bring people together, improve mental health and wellbeing and reduce isolation
- Open days and visits to our sites



What we're going to do:

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
- Partnership work with Youth First and Fife College
- Volunteering opportunities and work experience for young people
- Other family-friendly events and intergenerational activities

Volunteering, training and employability

Volunteers are at the heart of all our work. They play a vital role in supporting our activities. We will:

- Offer a range of volunteer roles in our community building, kitchen, gardens, bike shop at our events and engaging our online community
- Offer work experience and employability placements in our kitchen, garden and bike shop
- Explore accredited training options
- Give volunteers ownership by encouraging them to lead sessions, develop their own projects and take part in project working groups
- Encourage volunteer development through inductions, regular reviews, training and peer support
- Signpost volunteers to our other activities and give them the opportunity to experience different roles
- Bring staff and volunteers together through regular training and events

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, bring the community together and reduce isolation, including:

- Our Annual Gathering where we host inspiring guest speakers and consult people on our future plans
- Our annual Apple Day and Apple Wassail at Ravenscraig Walled Garden
- Regular open days in our community building, kitchen and gardens
- Weekly community meals
- Social events



Developing our organisation

We have a strong staff team with a wide range of skills and experience. We will continue to build the skills and capacity of our team and create a positive working environment through good systems of support, meaningful work, regular training and development and cross-team collaboration.

Our volunteer management committee bring a good mix of community contacts, local knowledge, skills and professional experience to Greener Kirkcaldy. We will continue to recruit committee members to fill skills gaps and equip the organisation for the work ahead.

We work with a variety of fantastic local, regional and national groups and organisations. We will continue to strengthen our existing partnerships, seek out new ones and participate in local and national networks.



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 campaigns to increase our membership and create an increased sense of ownership of Greener Kirkcaldy within the local community. We will hold events that give our members an opportunity to get more involved in our activities and contribute their ideas.

Generating income

We will continue to diversify our income streams by developing our social enterprise projects, 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 our social enterprise activities and carry out feasibility studies into new activities. We will also invite groups to use our amazing facilities, offering room and kitchen hire in our community building.

We will be open and transparent about our income generating activities and share the impact of our work widely. We are committed to social inclusion and the majority of our events will continue to be free of charge.

Reducing our own impact

Our 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. An internal Green Team leads on delivery of the plan. The current version can be viewed on our website.

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



Increasing our equality and diversity

We are part of the Fife Centre for Equalities (FCE) 'Equality Pathfinder' programme. This work aims to improve our diversity and inclusion. It is central to our values of social justice and community empowerment. We have developed an Equalities Action Plan which is driven by an internal Equalities Action Group.



Delivering this plan

We have set ambitious social, environmental and financial targets for the next five years:

Target	March 2023 (baseline)	By April 2025	By April 2028
Social			
Number of members	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	11,838	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 CO ₂ equivalent, CO ₂ e), 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

We will constantly monitor, review and adapt 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 report on our progress.

We will keep partners, members and the wider community informed and engaged in our progress. People will be encouraged to get involved through consultations, surveys, working groups and volunteering. In year three, we will carry out a full community consultation to get feedback on the progress of the plan and gather any new ideas.

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, at our sites and with the local media.

We will also share our progress and learning with other groups and organisations to inspire them to take action.

Follow us on social media:

 greenerkirkcaldy

 greenerkdy

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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 your feedback:

Please contact us with your comments and ideas.

Email: info@greenerkirkcaldy.org.uk

Thank you to our funders, partners, volunteers, members and community for making our work happen.