

Our Strategic Plan - A greener and fairer tomorrow, starting today 2023 - 2028



2026 Strategic Plan Review

Introduction

In 2023, we launched our five-year Strategic Plan, A Greener and Fairer Tomorrow, Starting Today, setting out our vision for Greener Kirkcaldy and the priorities that would guide our work until 2028. The plan focuses on five key areas of work: Climate Action, Energy, Food and Growing, Travel and Community Engagement and Development.

It describes our aims to:

- Strengthen key projects that support our values and vision
- Develop new ideas to meet the needs and aspirations of local people
- Broaden and deepen our community engagement
- Create a financially sustainable future for Greener Kirkcaldy by diversifying our funding streams and generating our own income

Alongside these priorities, we committed to strengthening our organisation by developing and empowering our staff, volunteers, trustees and membership, building and strengthening partnerships, reducing our own impact and increasing our equality and diversity.

It has been three years since we published our current strategic plan. A lot has changed in that period – for our organisation, for our community and globally. We wanted to celebrate what we've achieved, understand how our community's priorities have changed and consider where Greener Kirkcaldy should focus next.

More than 150 staff, volunteers, members and local people took part in our review. We also reflected on our own experiences over the last three years and considered how the wider world has changed since 2023. This report summarises what we've achieved so far, what we heard through the review and how it will shape the future of Greener Kirkcaldy.

Our progress so far

Since 2023, Greener Kirkcaldy has continued to grow in both scale and impact. We've expanded services, developed new partnerships, responded to changing community needs and strengthened our role as a community anchor organisation and development trust.

While many of our core projects have continued to grow, we've also taken on new strategic roles across Fife and started to help shape the future of Kirkcaldy through regeneration and community development.

Together with our staff, volunteers, members, partners and funders, we've:

- Supported over 47,000 people through projects, events and services
- Engaged more than 22,000 people through Climate Action Fife and helped communities save over 75,000 tonnes of carbon dioxide equivalent (CO₂e)

- Helped households save over £5 million through energy, debt and benefits advice
- Provided in-depth energy advice to over 8,600 households
- Delivered over 4,500 Handy Service visits, making homes more energy efficient
- Trained over 1,400 frontline workers to support people experiencing fuel poverty
- Served over 6,000 community meals and welcomed 6,700 community fridge visits
- Redistributed more than 28 tonnes of surplus food
- Delivered hundreds of cooking, growing and food skills sessions, helping over 1,300 people build confidence, reduce food waste and eat well on a budget
- Distributed over 1,200 fruit trees to households across Fife
- Supported 140 volunteers each year, contributing 18,000 volunteer hours
- Supported 8,000 people to walk, wheel and cycle more
- Refurbished 1,000 bicycles and distributed 700 free bikes across Fife
- Developed Lang Toun Cycles into the Greener Kirkcaldy Active Travel Hub
- Launched bike libraries for e-bikes, kids bikes and NHS staff
- Established the now annual Fife Climate Festival, bringing together more than 75 community-led events across Fife in its first year
- Provided start-up support for the Fife Climate Hub, supporting community climate action across Fife
- Expanded employability, green skills and volunteering opportunities
- Increased our influence through strategic partnerships across Fife
- Began playing a leading role in Kirkcaldy town centre regeneration
- Continued investing in Greener Kirkcaldy's staff, buildings and long-term resilience

Listening to our community

We asked three simple questions: What are we doing well? What should we focus on over the next few years? What role should Greener Kirkcaldy play in the future?

The feedback was overwhelmingly positive. People recognised how much Greener Kirkcaldy has grown over the past few years while remaining true to our values. There was strong support for our existing work and a clear desire to see us continue developing our role within the community. Thank you to everyone who took part. Your ideas and feedback have helped shape the next stage of Greener Kirkcaldy's journey.

What is working well

The review confirmed strong support for Greener Kirkcaldy and the way we work. People described us as a trusted, welcoming organisation that delivers practical support while bringing people together to tackle climate change, reduce inequalities and strengthen our community.

Our staff, volunteers, leadership and governance were repeatedly highlighted as one of our greatest strengths. People value our friendly and knowledgeable team, high-quality volunteering opportunities and the positive culture we have built.

People particularly valued:

- Climate Action Fife
- Cosy Kingdom

- Community meals and cookery programmes
- Walking and cycling activities
- Volunteering and employability opportunities
- Our welcoming community building, active travel hub and community training garden
- Our partnership working and community leadership

Across all our programmes, people recognised the impact of our work. Climate Action Fife, Cosy Kingdom, our community food activities and Lang Toun Cycles were all highlighted as examples of successful projects that are making a real difference. Our building and training garden were also recognised as valuable community spaces.

Many people also recognised how Greener Kirkcaldy's role has grown over recent years. As well as delivering projects, we are increasingly seen as a trusted community anchor organisation and development trust that brings people together, supports other organisations and helps shape positive change across Kirkcaldy, Fife and the third sector.

What you told us to prioritise

People also shared clear priorities for the future. The highest priorities were continuing to support people experiencing food insecurity and fuel poverty. There was also strong support for continuing our work on climate action, local food and growing and walking and cycling.

People want Greener Kirkcaldy to continue creating opportunities for people to learn new skills, volunteer and build confidence and employability, while strengthening our work with businesses, schools and other community organisations.

The review also highlighted growing support for Greener Kirkcaldy to play a bigger role as a development trust and community anchor organisation. People want us to take a more active role in supporting town centre regeneration, community ownership and community wealth building, helping local people have a greater influence over the future of Kirkcaldy. There was also support for us to continue strengthening our role regionally and nationally, by bringing organisations together, supporting community-led climate action, sharing our knowledge and experience and helping influence the policies and investment needed to create lasting change.

Finally, many people recognised the importance of strengthening Greener Kirkcaldy itself. There was strong support for us to build our financial resilience, develop new income streams and continue investing in our staff, volunteers, members and partnerships so we can respond to future challenges and opportunities.

People told us our priorities should include:

- Supporting people experiencing food insecurity and fuel poverty
- Tackling the climate emergency and improving the local environment
- Helping people save energy and improve home efficiency
- Local food and growing
- Walking and cycling
- Volunteering, employability and skills development
- Supporting businesses and organisations to become more sustainable and deliver community projects
- Providing welcoming community spaces

- Working in partnership with others
- Community development, empowerment and community wealth building
- Town centre regeneration and community ownership
- Supporting communities and organisations regionally and nationally to take climate action and influence policy and decision-making
- Strengthening Greener Kirkcaldy's long-term resilience, including bolder income generation projects

What we've learned

Alongside the consultation, we reflected on our own experiences over the past three years and considered the wider changes affecting our community. Together, these highlighted several important lessons that will shape our work over the coming years.

- **A changing world** - The challenges facing our communities and the third sector continue to evolve. The cost of living remains high, the impacts of climate change are becoming more visible, the political landscape is continuously changing and charity funding is increasingly competitive. At the same time, new opportunities are emerging around Kirkcaldy's regeneration, community ownership and stronger local, regional and national partnerships. These create new ways for Greener Kirkcaldy to support communities and increase our impact.
- **Our role has evolved** - Greener Kirkcaldy has become more than an organisation delivering practical projects. We are increasingly supporting community-led regeneration, developing partnerships, supporting other organisations and using our experience to influence decision-making. The review showed there is strong support for us to build on this wider role while remaining rooted in our community and values.
- **Building a resilient organisation** - The review reinforced the importance of strengthening Greener Kirkcaldy itself. Building unrestricted income, making better use of our assets, investing in our people and developing new enterprise opportunities will help ensure we remain financially resilient and able to respond flexibly to future challenges and opportunities.
- **Staying true to our values** - As Greener Kirkcaldy grows, it is important that we remain rooted in our community. The review showed that people value our welcoming, community-led approach and want us to continue listening, adapting and working collaboratively. Whatever new opportunities we pursue, our values and our commitment to local people will remain at the heart of everything we do.
- **Our story has evolved** - Greener Kirkcaldy has changed significantly over the years. Alongside delivering practical projects, we are a development trust, community anchor organisation, social enterprise and trusted strategic partner. We have a range of different income streams, various local and regional projects and a large team of staff and volunteers. The review highlighted the need to better explain who we are, what we do and how our different projects and activities connect. A clearer organisational narrative will help people understand our wider role, the impact we have and how everything we do contributes to our vision and values.

What's next?

Originally, we planned to refresh our existing Strategic Plan for its final two years.

However, the review showed that while the priorities we set in 2023 remain the right ones, Greener Kirkcaldy has evolved significantly. Our role has expanded and our ambitions for the future have grown. New opportunities around regeneration, community ownership, partnership working and influencing wider change mean we are now able to make an even greater contribution to our communities. Rather than making small changes to our existing plan, our Board agreed that now is the right time to develop a new five-year strategy that reflects our broader role, renewed ambition and the opportunities ahead, enabling us to maximise our impact for local people, communities and the environment.

Over the coming months we'll work with staff, volunteers, members, partners and local people to develop our 2027-2032 Strategic Plan.

Together we'll explore questions including:

- What role should Greener Kirkcaldy play locally, across Fife and beyond?
- How do we remain community-led as we continue to grow?
- How can we become more financially resilient?
- What opportunities should we pursue around community ownership, regeneration, community energy and community wealth building?
- How can we maximise our impact on climate action, social justice and community development?

The process will include further community engagement, learning from other organisations and strategic workshops before a draft strategy is developed. We expect to publish our new Strategic Plan in spring 2027.

Thank you

Greener Kirkcaldy has always been shaped by its community.

The ideas, passion and support of our staff, volunteers, members, partners, funders and local people have helped us grow from a small local charity into a trusted community anchor organisation making a difference across Kirkcaldy and Fife.

Thank you to everyone who contributed to this review. We're excited to work with you to shape the next chapter of Greener Kirkcaldy and continue building a greener, fairer and more resilient future for everyone.

This report was prepared by Chief Executive, Lauren Brook. The review was led by Development Manager, Kitty O'Connor. We welcome any feedback - please contact Kitty on kitty@greenerkirkcaldy.org.uk, with any comments or questions.