**March 2016**



**CultureNL Limited**

**Business Plan 2016-2019**

*Inspire Experience Live*

**To deliver high quality and inspiring cultural experiences and facilities which promote and increase participation, meet customer and visitor expectations and improve the quality of life.**

**Contents**

**Page**

**1. CultureNL - Introduction 3**

**2. About CultureNL 4**

**3. Mission, Vision and Values 4-5**

**4. Our Ambitions and Objectives 2016-19 6-20**

**5. Local, Regional and National Context 21-22**

**6. Budget and Financial Forecasts 22-23**

**7. Capital Investment 23**

**8. Organisational Structure 23-24**

**9. Challenges and Risks 24**

**10. Performance Monitoring 24**

**1. CultureNL - Introduction**

Culture is part of everyone’s life. This, our second business plan, allows us to raise awareness of the value of culture and set out the ambitions and priorities which we wish our organisation to achieve over the next 3 years. It provides a focus for our work allowing us to continue to realise our mission to provide inspiring cultural events and activities which contribute to improving quality of life for everyone who participates.

CultureNL is committed to the continued development of cultural activity and is responsible for delivering a service of major importance to the communities of North Lanarkshire and beyond.

Operational since April 2013 we have made good progress in our first 3 years. We have seen an increase in visitor and customer numbers especially within museums and community arts along with an increase in digital use within our libraries. With an increase in both income and external funding secured by the organisation and a greater online and social media presence we have seen more cohesion, increased cross sectional working and new partnership projects being developed.

We introduced new activities, enhanced and developed facilities and reduced the subsidy to the Trading Company. We recruited a new marketing team, undertook our first employee survey and received very positive feedback as well as developing a bespoke performance management framework and reviewing our complaints and compliments procedure and our service standards.

Our next three years will see us further raise the profile of CultureNL, promoting the importance of participating in cultural activity to people of all ages and abilities and highlighting the role we play in making lives better in terms of health and wellbeing. We want to ensure that everyone has access to our experiences.

The ambitious new objectives and priorities set for the next 3 years will ensure that we are delivering cultural and community services which people wish to use; ensure we are delivering the services required, meeting needs and making a difference to the lives of those who enjoy our services. To do this we need to know more about our audiences and customers, and also find out about those who don’t yet use our services; we will look at how we promote our organisation and the services we provide; we will be as efficient as possible, making use of new technology and ensuring we spend wisely. We will also be consolidating our service – making best use of the strengths and experience of our employees and developing a number of strategies and action plans including retail, programming, arts, health and wellbeing, libraries and museums to provide a focus for all sections within the organisation and contribute to a revised overall cultural strategy.

We are still a relatively young organisation and we intend to use the next 3 years to further strengthen our position – to ensure financial sustainability, continuously improve our operation and offer greater staff development opportunities, despite a variety of external challenges.

We will continue to build partnerships and generate income where possible whilst also recognising the need to remain inclusive; we will continue to develop our teams, our museums, venues, libraries and facilities and crucially develop our programmes of activity in order to enable as many people as possible, regardless of age or ability, to engage with CultureNL. We aim to build on the good work already undertaken whilst continuously improving our organisation. We aim to be the very best we can be!

**2. About CultureNL**

A registered Scottish charity and company limited by guarantee, CultureNL began operation on 1 April 2013 and is responsible, on behalf of North Lanarkshire Council, for the management and development of a wide range of cultural, community and leisure services and facilities across North Lanarkshire, including entertainment venues, community arts, play services, museums and heritage, archives and records management, libraries and information, community facilities (including school pitch and hall letting) and catering.

We manage over 200 sites across North Lanarkshire including venues, museums, libraries and community facilities and offer a diverse range of cultural programmes, activities and experiences to a wide range of customers.

Our annual turnover in 2014/15 was £19,439,218 and at 31 March 2016 we employed approximately 650 people within the organisation.

CultureNL is led by a Board of Directors comprising 6 Partner Directors, who are nominated by North Lanarkshire Council; 5 Independent Directors; a Director nominated from the joint trade unions; and an employee director elected from within the staff group.

As mentioned in the introduction, our first 3 years saw a number of critical objectives being realised including a review of the catering, marketing and library services; the creation of a CultureNL marketing plan and website; a self evaluation of our services utilising the How Good Is Our Culture and Sport framework; and the review and refurbishment of a number of facilities following a £1.2 million capital investment.

Our first 3 years also saw some outstanding *annual* achievements including over 33,000 people participating in community arts classes; over 200,000 visitors to our museums; 93% occupancy at the annual pantomime in Motherwell Theatre; over 100,000 bookings of community facilities; and over 2.3 million transactions made to library customers.

**3. Mission, Vision and Values**

The CultureNL mission is ‘to deliver high quality and inspiring cultural experiences and facilities which promote and increase participation, meet customer and visitor expectations and improve the quality of life’.

CultureNL works with the communities of North Lanarkshire and beyond to:-

* encourage enjoyment and involvement in cultural activity
* promote opportunities which are accessible to all
* create stronger, more cohesive communities through participation in cultural activities
* work in partnership with local and national agencies to promote and widen cultural experiences
* provide welcoming, well maintained venues and community spaces
* be a strong, sustainable, successful organisation which is valued by our customers, communities and supporters; and
* maximise resources, value our employees, grow our business and generate income to further develop the organisation.

CultureNL and its staff embrace the principles of customer focus, integrity, effort, continuous improvement, adaptability, quality, partnership and collaboration, ingenuity and equality.

**4. Our Ambitions and Objectives 2016-19**

Although still a relatively young organisation we have learned a great deal in our first 3 years in operation and are now in a position to become even more dynamic and independent. Adopting a more strategic approach to service delivery our priorities, aims and objectives for the next 3 years are outlined below, focusing on meeting customer needs, organisational development and financial sustainability.

|  |  |  |
| --- | --- | --- |
| **Action** | **Detail** | **Milestone/Measure/Outcome** |
|  |  |  |
| ***Meeting Customer Needs***  ***2016/17*** |  |  |
| **Convene cross sectional programming working group and develop new programming strategy** | * Create stronger and clearer links between the CNL vision and individual service delivery * Integrate service KPIs into the section plan * Develop a programme of activities which can support equitable access for all * Work with Culture Republic to segment and profile our entertainment venues in order to develop our position within the market * Define programmes for each venue/facility/section and consider how each event can be enhanced/complemented by other sections within the organisation | * Cross sectional programming group to be convened in April 2016 * Research to be undertaken * Draft programming strategy to be developed by October 2016 and to commence delivery from January 2017 |
| **Deliver remainder of 4 year programme of activity commemorating WW1** | * Continue commemorative programme until November 2018 * Promote intergenerational and cross sectional activity | * Programme of exhibitions, workshop and screenings developed to raise awareness and increase participation |
| **Undertake review of community arts provision** | * Undertake customer research to identify user needs * Undertake research/benchmarking with other cultural providers * Consider reduction in the number of weekly classes * Increase number of one-off arts activities increasing the number of activities run by professional providers * Raise profile of community arts within North Lanarkshire * Generate increased level of income from 2017/18 | * Review, rebrand and re-launch community arts programme by April 2017 * Increase annual income target by 10% in 2017/18 |
| **Complete the review of the library service** | * Complete structural changes identified * Increase efficiency within libraries * Generate agreed budget saving * Further progress actions associated with approved review action plan | * Structural change complete by 1 August 2016 * Realise completion of action plan by 1 April 2017 * Begin to realise budget saving as of 1 April 2016, full saving realised in 2017/18 |
| **Complete review of primary school letting** | * Fully implement Area Letting Plan across primary school estate thus realising operational and staffing efficiency | * Notify existing users by June 2016 * Implement in full by August 2016 |
| **Undertake review of museums staffing** | * Review of staffing to be undertaken in order to realise greater operational efficiency * Examine all roles, remits and work patterns to determine service requirements * Liaise with staff and Trade Union representatives as required * Realise budget saving | * New structure in place by August 2016 * More efficient and co-ordinated service realised * Budget saving fully realised by July 2017 |
| **Realise in full the catering action plan** | * Plan in place to further develop the catering operation into a profit making enterprise * Review staff training needs * Review existing customer offer * Develop further the wedding/function market * Undertake financial reporting in accordance with agreed new system * Undertake benchmarking with other providers * Update inventory of equipment * Create prioritised list for equipment replacement * Identify financial solution re purchase of equipment * Identify future major capital refurbishments * In conjunction with the marketing team, agree service priorities and a new marketing strategy * Liaise with suppliers and review existing procurement contracts | * Action identified in existing review plan to be complete by October 2016 * Improvement in Trading Company performance to result in a break even position by April 2017. |
| **Review community facilities operating model** | * Undertake review of staffing structure * Create generic job roles * Review opening hours * Consult with staff and trade unions regarding reinstatement of public holidays * Reduce overtime spend * Close surplus properties * Realise budget saving | * Less costly, more streamlined service to be in place by December 2016 * Budget saving realised in full in 2017/18 |
| **Continue development of Encounters festival** | * Create stronger and clearer links between the CNL vision and individual service delivery * Raise profile of brand * Increase cross sectional team work and cross selling of events and activities | * Hold annual ‘Encounters’ festival in October 2016 and look to expand relevant branding opportunities |
| **Undertake benchmarking and increase partnership working with external providers to support the development of cultural opportunities and improve participation in arts and culture from 2016 onwards** | * Agree what information is required from other providers * Undertake research into suitable benchmarking partners, make initial approach and convene liaison meetings * Actively seek to develop new partnerships linked to business aims and objectives and customer needs * Develop further partnerships with volunteer groups | * Identify benchmarking partners by July 2016 and agree schedule of meetings * Any action required following meetings to commence as of September 2016 |
| **Further develop service integration and cross service working/cross selling of services from 2016 onwards** | * Create working groups for programming, business development, Encounters * Increase awareness amongst managers of performance management reporting and working together to achieve business aims | * Creation of working groups to be completed in April 2016 * Managers meetings to be scheduled every 8 weeks from April 2016 with performance reporting included as a standing item |
| **Demonstrate continuous improvement and efficient and effective service delivery from 2016 onwards** | * Retain or improve external accreditations from VisitScotland, Museums Galleries Scotland etc.   Address under performance via quarterly performance reporting process | * Identify dates for assessment and ensure all required work undertaken * Publicise service improvements on an annual basis |
| **Review marketing plan and develop the role of the marketing team** | * Complete the rebrand of facility signage * Develop further use of IT, including social media, to improve efficiency and enhance external communications, activities, processes and engagement * Complete all actions identified in current marketing action plan * Engage in greater cross sectional working and joint marketing of projects to increase market saturation * Increase focus on thematic and targeted campaigns * Monitor uptake via surveys at events and on website * Review existing marketing plan * Draft new marketing plan linked to sectional action plans | * Complete actions identified in existing marketing plan by August 2016 * Draft new marketing action plan by October 2016 |
| **Establish baseline for monitoring customer satisfaction and gain better understanding of customer segmentation** | * Develop customer consultation processes, plans and timeline * Agree content and communication of customer surveys * Develop and utilise existing customer databases to increase sales and audience development * Establish trends in customer need and improve the visitor/customer experience in order to increase income/attendance * Increase new customer participation and spread of users across the organisation | * Generate feedback from customers * Increase customer satisfaction rate to average of 95% by 31 March 2017 * Use data from customer surveys to gain clear evidence based understanding of current audiences * Use this information to inform programming, pricing and promotion from 31 March 2017 * Build new customer base |
| **Secure feedback from partners, stakeholders and employees following first 3 years in operation** | * Undertake second employee survey and publish results * Undertake actions required to address any issues raised via staff survey * Undertake customer consultation and publish results | * Undertake employee survey in Summer 2016 * Undertake customer surveys in line agreed customer consultation timeline * Use staff and customer feedback to inform programming, pricing and promotion from 31 March 2017 |
| **Convene Business Development working group** | * Convene group to ensure cross sectional approach to business development * Provide co-ordinated approach regarding income generation * Achieve income targets * Ensure business focus priority | * Develop business focus throughout management team * Enable participants to have a greater understanding of how their work can have a positive effect on other areas of the business * Create Business Development working group in April 2016 |
|  |  |  |
| ***Organisational Development 2016/17*** |  |  |
| **Develop 3 year museums and heritage action plan** | * Create stronger and clearer links between the CNL vision and individual service delivery * Integrate service KPIs into the section plan * Agree museums and heritage priorities for next 3 years * Agree budget priorities for next 3 years * Develop rolling maintenance programme * Further develop museums outreach programme to include wider community use * Develop digital access to museums and archive collections * Undertake programme of staff development following agreed process * Raise profile of service across Scotland * Increase income annually * Consider further opportunities for capital investment/development * Continue to secure external funding * Develop volunteer programme * Build on projects with existing partners and develop further partnership working * Develop an agreed vision for the museums service and create a service fit for 2020 and beyond linking to the National Strategy * Undertake regular customer surveys * Provide representation on the CultureNL programming and business development working groups | * Following Board approval of the plan, priority actions will be delivered, commencing during 2016 |
| **Develop 3 year arts action plan** | * Create stronger and clearer links between the CNL vision and individual service delivery * Integrate service KPIs into the section plan * Build further creative partnerships and develop link with other providers * Engage the national arts organisations in the annual programme * Develop artist in residence bid linked to Photomedia Studio * Review existing community arts programme to consider customer need and impact relating to dance, drama, music, visual art, photography, craft, film, public art * Develop further income generating opportunities * Develop increased number of bespoke/professional artist led workshops and events * Undertake regular customer surveys to inform programme * Provide representation on the CultureNL programming and business development working groups | * Following Board approval of the plan, priority actions will be delivered, commencing during 2016 |
| **Develop 3 year libraries action plan** | * Create stronger and clearer links between the CNL vision and individual service delivery * Integrate service KPIs into the section plan * Link aims and objectives to those of the National Strategy for Public Libraries * Promote reading, literacy and learning * Promote digital inclusion and further develop use of IT and access to digital library services/e books and magazines * Promote economic wellbeing * Promote social wellbeing * Promote culture and creativity * Develop service in line with distilled series of themes including children and young adults; adults; reader development; lifelong learning; digital inclusion; health and wellbeing * Develop library services consultation group to help inform future library developments * Further develop use of Public Access Computers * Develop libraries as social spaces offering wider opportunities for all ages * Promote new meeting room spaces * Review library estate to ensure fit for purpose * Consult with museums and heritage in order to develop role of local history within libraries * Provide representation on the CultureNL programming and business development working groups | * Following Board approval of the plan, priority actions will be delivered, commencing during 2016 |
| **Develop CultureNL health and wellbeing plan** | * Create stronger and clearer links between the CNL vision and individual service delivery * Integrate service KPIs into the section plan * Involve existing partners in the development of the plan * Further develop partnerships to support the health and wellbeing agenda * Raise awareness of the positive effect which leads from participation in cultural activity * Increase participation of people aged 13 to 25 and those over 60 using CNL services – contribute to building resilience, improving mental health and provision of advisory services * Utilise feedback from How Good Is Our Culture and Sport self evaluation | * Following Board approval of the plan, priority actions will be delivered, commencing during 2016 |
| **Develop 3 year retail action plan** | * Linked to the museums and heritage plan, catering action plan and the business development working group the 3 year plan will identify retail opportunities across the service, consider stock and display options, pricing and promotion | * Following Board approval of the plan, priority actions will be delivered, commencing during 2016 |
| **Continue to work within the How Good Is Our Culture and Sport self evaluation framework from 2016** | * Communicate the values and impact of culture to staff, customers and stakeholders * Continue to undertake the self evaluation process, focusing on one quality indicator per 12 -18 months | * Commencing August 2017, identify quality indicators to be assessed * Agree timeline for future self assessment |
| **Develop and monitor maintenance plan** | * Linked to individual section plans and the Property Maintenance SLA create one overarching maintenance plan for CultureNL * Agree CRA and revenue spend in accordance with the plan | * Completion of individual maintenance plans due by October 2016 * Overarching plan to be completed December 2016 * Ongoing monitoring of CRA and revenue spend |
| **Review support services performance** | * Review existing SLAs on annual basis to ensure fit for purpose and value for money * Renegotiate or seek alternate provider if required | * Agree quarterly meetings with providers of services as of April 2016 * Annual review of SLAs to be undertaken March 2017 |
| **Re-appoint Board of Directors or recruit/appoint Directors in line with CNL recruitment/nominations guidelines** | * Recruit Board of Directors either through re-election at AGM, through nomination from the Council or by open recruitment * If necessary adverts for Independent Directors to be placed in September 2016 * Arrange refresher training for existing Board members and induction training for new members * Ensure the Board reflects an appropriate range/mix of skills | * Place adverts September 2016 * Recruit to Board November 2016 * Training to be undertaken January 2017 |
| **Ensure staff are equipped to fulfil their role in the organisation** | * Create new CultureNL induction pack * Engage all staff to create new culture of CultureNL * Embed the shared vision throughout the organisation * Communicate the values and impact of culture to staff * Improve employee understanding of the policies and strategies of CNL and how they relate to their own work * Implement mechanisms for recognising and celebrating staff achievements * Undertake training needs analysis * Identify training budget and transparent criteria for access to funds * Develop and roll out revised PRD scheme linked to employee development plans * Draft, then implement the CultureNL HR strategy or ‘People Policy’ | * Achieve 100% uptake of new PRD process by March 2017 * Reduce absence levels to below public sector average * Reduce staff turnover on annual basis * Provide annual staff development opportunities following a clear and transparent process and selection criteria |
| **Improve employee communications** | * Circulate engaging and informative e-newsletters/newsletters on quarterly basis * Develop scheme to encourage staff to visit/review other sections of the organisation through ‘go and see’ opportunities * Explore feasibility of undertaking events or activities which lead to greater staff interaction * Aim to build staff knowledge of other parts of the organisation | * Positive response to staff surveys * Greater cross sectional interaction |
| **Develop visitor/heritage centre and café within existing Clock Theatre building within Colzium Estate** | * Working with North Lanarkshire Council’s Regeneration Services develop existing Clock Theatre facility into café, heritage centre and public toilets | * Complete and commence operation October 2016 |
| **Commence operation of Cumbernauld Community Enterprise Centre and secure level of business use in accordance with approved business plan** | * Operate community facility and business units * Review usage after 3 years in operation | * Complete and commence operation July 2016 |
| **Undertake review of health and safety risk assessments and safe systems of work** | * Identify funding and recruit temporary Health and Safety Officer * Convene working group of employees and Trade Union representatives * Agree rolling programme for review * Undertake review and action as required * Ensure ongoing compliance with all current Health and Safety legislation | * Commence actions August 2016 |
| **Provide opportunities for board members to engage with employees** | * Compile quarterly menu of events and activities, professional or social, at which Board members and staff can play an active role * Raise profile of Board members amongst the wider employee group | * Programme of activity to commence June 2016 |
| **Ensure a culture of quality improvement is embedded within the organisation** | * Share performance feedback with staff * Raise awareness within the organisation of the value of culture and the role of staff in promoting this * Ensure that, as an organisation, we are the best we can be | * Continue to make a positive contribution to Single Outcome Agreement national outcomes |
| **Undertake 6 monthly review of risk register** | * Management team to review and update risk register every 6 months * Audit and Governance group to undertake 6 monthly review of risk register | * Update to date register approved by Audit and Governance group |
|  |  |  |
| ***Financial Sustainability***  ***2016/17*** |  |  |
| **Realise efficiency and cost pressure savings of c£1.53 million in 2016/17** | * In accordance with approved savings package monitor progress towards realising the agreed level of saving * Highlight any risks/issues perceived and suggest appropriate solution | * Secure saving by 31 March 2017 |
| **Increase income level secured by 3% in 2016/17** | * All services charged with increasing income | * Realise increase in income by 31 March 2017 |
| **Maintain improvement in the trading company (catering)** | * Reduce subsidy to trading company as per Board agreement and work towards break even position | * Reduce subsidy to trading company in 2016/17 |
| **Develop internal processes in order to maximise income and control expenditure** | * Finance team to agree standard procedures and processes relating to income and expenditure * Budget monitoring meetings to be held with accountant and budget holders following each period end | * Standardised procedures developed and rolled out to managers by June 2016 |
|  |  |  |
| ***Meeting Customer Needs***  ***2017/18*** |  |  |
| **Undertake lead cultural role in British Transplant Games 2017** | * Part of the organising working group led by North Lanarkshire Council , CultureNL takes the lead cultural role for North Lanarkshire * Attendance at meetings and development of cultural activity, including opening ceremony | * Delivery of the Games 2017 |
| **Review administrative support across CNL** | * Undertake review of administrative staff in order to streamline service, remove duplication of effort and create cross sectional team * Scope review to improve efficiency * Realise revenue saving | * Review of administrative team complete by June 2017 |
| **Deliver remainder of 4 year programme commemorating WW1** | * Continue commemorative programme until November 2018 * Engage older people and promote intergenerational activity | * Programme of exhibitions, workshop and screenings developed to raise awareness and increase participation. Runs throughout 2017 |
| **Rollout wireless connectivity across key CNL sites in order to improve customer access to services** | * Dependent on external funds, where available roll out wireless connectivity across an identified number of libraries and other facilities * Ensure revenue budget covers ongoing costs of wi fi in identified facilities * Continue to liaise with the Council to ensure delivery | * Improved customer service via installation of wi fi. Expected delivery throughout 2017 |
| **Develop a systematic approach to gathering evidence and examples of how training leads to service improvement** | * Linked to employee development plans, process to be identified to enable feedback from training opportunities * Advise section managers of feedback and include relevant action within sectional plans | * Engaged employees benefit from training opportunities which are then used to improve service delivery. Commence April 2017 |
| **Achieve average target of 95% customer satisfaction for CNL services** | * Continue with customer engagement strategy using existing feedback from customers to improve service delivery | * Improved service delivery leading to more satisfied customers. Commence engagement June 2017 |
| **Further develop genuine community partnerships from 2017 onwards** | * Build relationships in line with action plans * Engage community in relevant aspects of service planning and delivery * Further raise profile and increase participation in cultural activity * Potential to develop new audiences | * Linked to action plans further community links/partnerships should be developed during 2017 |
| **Gain better understanding of the social and economic impact of cultural services across North Lanarkshire** | * Further align programming to local needs * Liaise with town centre managers, tourism area development staff and other partners to identify how cultural programming can further benefit the local economy * Liaise with partners identified in the health and wellbeing plan to assess the social impact locally of cultural programming * Use evidence to further influence programming | * Regular engagement with relevant partners to commence April 2017 |
|  |  |  |
| ***Organisational Development 2017/18*** |  |  |
| **Develop volunteering opportunities within CNL** | * Linked to museums and heritage action plan there is opportunity to widen the role of volunteers across the organisation * Convene working group and establish volunteer policy in line with sector guidance * Seek opportunities to develop partnership arrangements with volunteer groups | * Publish volunteer policy June 2017 |
| **Increase overall number of attendances within the organisation per 1000 population** | * Develop new target in line with existing KPIs | * Consider new performance indicators commencing April 2017 |
| **Develop the organisation to become more flexible and entrepreneurial** | * Build on the work of the Business Development working group and encourage staff to develop new ways of working * Become less risk averse as an organisation and use success of ‘blockbusters’ to support more niche and experimental activity in line with programming strategy * Raise profile of organisation and develop positive reputation through varied customer offer * Increase income opportunities | * Realise increase in income from March 2018 * Gain stronger reputation as cultural organisation |
| **Review current use of Connect intranet or consider alternate suitable model which meets the needs of CNL** | * Undertake research into suitable intranet provision for CultureNL * Consider requirements and budget requirements | * Commence organisational use of intranet by March 2018 |
| **Develop asset management plan for Play facilities** | * Following agreed policy and procedure develop an asset management plan for play facilities including play areas, wheeled sports areas, multi use games areas and parkour courses * Use plan to inform future development, spend, removal | * Following Board and Council approval implement plan from 2018 onwards |
| **Increase venues ticket sales income by 5% per annum** | * Venues and marketing teams to collaborate to increase ticket sales income through increased offer/promotion * Potential to attract new customers | * Income generation realised |
|  |  |  |
| ***Financial Sustainability***  ***2017/18*** |  |  |
|  |  |  |
| **Develop an asset management strategy** | * Undertake property rationalisation across the estate in accordance with framework contained in strategy * Invest in estate in accordance with approved strategy | * Ensure best use of capital, revenue and CRA budgets * Development of ‘fit for purpose’ properties |
| **Improve approach to ICT planning** | * Develop ICT strategy * Consider service wide requirements when commissioning ICT projects | * More efficient, customer focused IT solutions in place March 2018 |
| **Reinstate fixed public holidays** | * Undertake staff and trade union consultation and agree to reinstate 6 public holidays * Improve operational efficiency * Realise budget saving | * Public holidays reinstated as at 1 January 2017 with removal of annual floating holidays |
| **Deliver further savings package with Council** | * Further anticipated savings package developed in 2017 including reduction in management fee and funding of cost pressures | * Package ready for delivery 2017/18 |
|  |  |  |
| ***Meeting Customer Needs***  ***2018/19*** |  |  |
| **Undertake lead cultural role in European Sports Championships 2018** | * Part of the cultural working group led by Glasgow Life, CultureNL takes the lead cultural role for North Lanarkshire * Attendance at meetings and development of cultural activity | * Delivery of Games in 2018 |
| **Continue with customer engagement plans** | * As in previous years follow customer engagement plans in order to ensure service development and improvement | * Generate feedback from customers * Retain customer satisfaction rate to average of 95% * Use data from customer survey to gain clear evidence based understanding of current audiences * Use this information to inform programming, pricing and promotion * Continue to build customer base |
| **Consider facility/venue development in line with capital availability** | * Undertake review of facilities and consider opportunities for development * Agree capital allocation with NLC * Consider bids for external funding | * Develop facilities and ensure all fit for purpose |
|  |  |  |
| ***Organisational Development 2018/19*** |  |  |
| **Review business plan, assess progress and performance and set objectives for 2020-23** | * Business Plan reported to both Board and Council on quarterly basis via performance reports * Annual actions reviewed quarterly by Board | * Business Plan and individual action plans regularly and systematically reviewed * Performance reported to Audit and Governance Group; Board of CultureNL and North Lanarkshire Council |
| **Review and update all action plans** | * Undertake annual review of existing plans to ensure progress remaining on track * Update and review remaining actions | * Continuous improvement planning including proposed service developments. March 2018 |
| **Review and update existing working groups** | * Undertake annual review of existing working groups to ensure progress on track and composition of group still relevant * Update and review remaining actions | * Continuous improvement planning including proposed service developments. March 2018 |
|  |  |  |
| ***Financial Sustainability 2018/19*** |  |  |
|  |  |  |
| **Implement capital funded projects and investment proposals** | * 2018 sees a new capital programme being funded by North Lanarkshire Council * Critical areas of spend identified to support the Business Plan * Monitor accordingly | * Proposals identified in 2017 for progression following approval of Council’s capital plan |
| **Implement agreed asset management plans** | * In accordance with plan agree capital, revenue and CRA spend * Monitor accordingly | * Deliver according to approved plan commencing April 2018 |
| **Maintain improvement in the Trading Companies** | * Catering trading CIC in break even position * Ongoing monitoring of Cumbernauld Community Enterprise Centre CIC | * 2018/19 catering CIC in position to contribute to the charity |
| **Secure energy management savings** | * Identify improvement projects designed to reduce energy consumption | * 2018/19 realise revenue saving on energy costs |
|  |  |  |

**5. Local, Regional and National Context**

North Lanarkshire has the fourth largest population of all Scottish authority areas with approximately 338,000 residents currently. We are aware from figures provided by The National Records of Scotland Population Projections that up to 2035 the total population is expected to increase by 5,570; the number of pre-school and school aged children will fall, as will the working age population. The number of people of pensionable age is expected to be a key challenge with the number of people within this group expected to increase by 64%.

Life expectancy is significantly lower in North Lanarkshire than in Scotland as a whole and the mortality rates for all causes and all ages are significantly worse than the Scottish average.

North Lanarkshire is bordered by the local authorities of East Dunbartonshire, Falkirk, Glasgow City, South Lanarkshire, Stirling and West Lothian.

North Lanarkshire Council’s Corporate Plan (2013-18) and the North Lanarkshire Partnership Community Plan (2013-18) were developed as intertwined strategies that set out key strategic aims for the Council and its community partners and identify the key actions needed to achieve their priorities.

The Council’s Corporate Plan priority themes are as follows:-

* health and wellbeing
* lifelong learning
* regeneration
* service and people first

The North Lanarkshire Partnership Community Plan priority themes include:-

* health and wellbeing
* lifelong learning
* regeneration
* community safety
* developing the partnership

Cross cutting themes in both plans are:-

* children and young people
* adult protection
* welfare reform

The work of CultureNL links to all of these priorities, either directly or indirectly.

The North Lanarkshire Cultural Strategy highlights the importance of the role of culture within North Lanarkshire and sets out a strategy for developing activity that increases quality, participation and learning and celebrates cultural heritage.

There is a clear body of evidence to suggest that taking part in cultural activity has a beneficial impact on health and wellbeing, playing an important role in preventative health work and enhancing and supporting the local health and wellbeing agenda.

Cultural activities for young people can have a very positive effect on self-esteem and confidence building, reducing youth offending and anti-social behaviour, ensuring streets and social spaces are safer places for all.

Cultural and creative activity plays a central role, through A Curriculum for Excellence, in enhancing traditional teaching methods and resources, engaging with children and young people in a unique way that may not feel like ‘learning’ and children and young people are able to engage in new subjects, skills and activities within a less formal environment.

Regionally and nationally a number of plans and strategies recognise the importance and benefits of participation in cultural activity including the Lanarkshire Tourism Action Plan; Creative Scotland’s ‘Time To Shine – Scotland’s Youth Arts Strategy’; Creative Scotland’s Corporate Plan ‘Unlocking Potential Embracing Ambition 2014-24’; ‘Going Further’, the National Strategy for Scotland’s Museums and Galleries; and the Scottish Government’s national strategic and performance framework ‘Scotland Performs’, amongst others.

**6. Budget and Financial Forecasts**

In building the financial plan for 2016-19 cost modelling is based on existing management fee, future cost pressures and potential future savings targets.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Anticipated Cost Pressures** | **2016/17** | **2017/18** | **2018/19** | **Total** |
|  |  |  |  |  |
| Staff Increments inc impact of Pay and Grading Model | 41,655 | 31,064 | 24,919 | 97,638 |
| Energy uplift | 0 | 46,553 | 48,881 | 95,434 |
| Pay Inflation | 100,000 | 90,000 | 90,000 | 280,000 |
| Cessation of NI contracting out arrangement | 279,862 |  |  | 279,862 |
| Auto Enrolment | 0 | 100,223 | 33,408 | 133,631 |
| Living Wage | 36,300 |  |  | 36,300 |
|  | **457,817** | **267,840** | **197,208** | **922,865** |
| **PLUS** Planned Efficiency Savings | 1,072,000 | 1,072,000 | 0 | 2,144,000 |
| **Net Budget Movement** | **1,529,817** | **1,339,840** | **197,208** | **3,066,865** |
|  |  |  |  |  |

The following assumptions have been made with regard to future cost pressures:-

Energy: 0% in 2016 and 5% thereafter

Pay Inflation: 1% each year adjusted for impact of savings

Auto Enrol: Assumes 80% uptake, main impact 2017 with balance in 2018

NI Changes: Additional employer NI costs due to cessation of contracting out arrangements

Between 2016 and 2019 an anticipated average of 70% of funding will come from North Lanarkshire Council via a management fee with the average balance of 30% derived by CultureNL from a mixture of income generating opportunities.

CultureNL has to achieve an efficiency saving of £1.072 million in 2016/17 whilst also funding known cost pressures of over £450,000. Confirmation will be required in future years regarding future savings targets. Actions required in order to meet the approved package of savings for 2016/17 have been incorporated into this business plan and focus on:-

* service review
* income generation
* property savings
* efficiency via use of IT

**7. Capital Investment**

Whilst CultureNL manages over 200 properties on behalf of North Lanarkshire Council, the buildings, be they museums, libraries, venues or community facilities, remain in the ownership of the local authority. It is an acknowledged fact that there is a need to invest in the facilities to ensure future sustainability of services to communities and a maximum return on investment in terms of income generation.

The greatest risk to this aim is the condition of part of the community facilities portfolio with a number of facilities scoring a level C in condition survey meaning ‘showing major problems and/or not operating adequately’. Securing funding to upgrade a significant number of facilities is challenging particularly in the current financial climate. In order to meet the challenge both CultureNL and the Council require to function in a collaborative, realistic and solution oriented manner in order to rationalise the estate to ensure best use of the Council’s capital budget and continue to source and bid for external funding for not only facilities but also to further develop the catering function throughout the organisation and the theatrical technical infrastructure in our entertainment venues.

**8. Organisational Structure**

As of March 2016 CultureNL employed 649 members of full time, part time, sessional or casual staff, across Creative Services, Community Facilities, Museums and Heritage, Libraries and Information, Catering and Support Services.

In 2016/17 our People Strategy will be developed in order to develop and retain both staff and board members in an effective, fair and supportive way. The strategy will be structured around:-

* recruitment and retention
* induction
* organisational and personal development
* equality and diversity
* performance development

**9. Challenges and Risks**

The successful operation of Culture NL involves managing a wide range of risks which are included in a risk register. There is a requirement to identify, review and monitor risk with each manager assuming responsibility for their own area of business operation. At governance level the risk register is reviewed every 6 months by the Audit and Governance Group, consisting of members of the Board of CultureNL.

A number of risks and challenges surround the operation of the organisation and the delivery of services however the greatest risk in the current climate is financial – be it reduction of the 2016/17 revenue budget or the development of new income streams.

**10. Performance Monitoring**

We know that cultural activity can have far reaching benefits for individuals and communities but often in ways that are not quantifiable. Despite this, performance management is a central management process. CultureNL has developed a bespoke performance management framework utilising the principles and practices of the national How Good Is Our Culture and Sport (HGIOCS) quality framework. HGIOCS uses self-evaluation as the central methodology in its continuous improvement processes and is the basis for our planning for improvement approach. This model for evaluation allows for data and performance stories to be accommodated within the reporting arrangements, giving the ability to have an improved sense of impact upon communities and individuals.

Detailed assessment of the actions and targets identified in the business plan will be made and reported to both the Board of CultureNL and to the Council on a quarterly basis. Performance will be monitored using robust information from operational plans, addressing under performance and demonstrating performance improvements.

CultureNL welcomes comments, compliments and complaints as a valuable form of feedback as they can often help identify areas of the service where we need to make changes and improvements.

Where relevant, services are also subject to audit and scrutiny.