

**Agenda Item 5**

**Following The Public Pound:  
Falkirk Community Trust**

**Falkirk Council**

**Title: Following The Public Pound: Falkirk Community**

**Meeting: Trust Scrutiny Committee (External)**

**Date: 10 October 2019**

**Submitted By: Director of Corporate & Housing Services**

**1. Purpose of Report**

1.1 The purpose of this report is to provide the Committee with an update of the performance of Falkirk Community Trust (the Trust) in line with Following the Public Pound guidance and Council procedures. The report covers the performance of the Trust between 1 April 2018 and 31 March 2019.

**2. Recommendation**

2.1 **It is recommended that the Committee considers the performance of the Trust, and select a course of action from the following options:**

- (1) Approve the report and acknowledge progress by the Trust in meeting Council priorities;**
- (2) Request further information on specific aspects of the service provided; or**
- (3) Request a follow-up report for future Scrutiny Committee consideration.**

**3. Background**

3.1 Each organisation that the Council funds or that is considered an Arms Length External organisation is subject to monitoring in line with 'Following the Public Pound' guidance. This means the Council making sure that the funding it allocates is being used for the purposes allocated and that it represents best value in terms of supporting the Council achieve its priorities and outcomes.

3.2 The Council's new corporate plan contains three priorities, which are summarised as follows:

- People: raising aspiration and ambition, and reducing the impact of poverty on children and their families;
- Place: growing our economy, improving the neighbourhoods we live in, and promoting vibrant town centres; and

- Partnership: working with communities to deliver better services, empowering and enabling people to be self reliant, and promoting stronger, more self reliant communities.

3.3 The corporate plan also notes six outcomes and the part organisations such as the Falkirk Community Trust play in achieving these. In particular, the Trust provides help to progress these outcomes by encouraging local people to become more active and improve their own wellbeing and confidence. This in turn can help them make a more positive contribution to their communities. It is hoped that more active lifestyles will mean that people are less likely to experience illness and be able to remain fit and active as they grow older.

3.4 The Trust provides cultural, recreation, sports and library services on behalf of Falkirk Council. The provision of these services are set out in a 25 year agreement between the Council and the Trust established in 2011. The Council provided support of £11.086m in 2018/19 and has 5 members on the Board of the Trust.

3.5 As well as providing the services noted above, the Trust also has responsibility for:

- The provision of sports, heritage and arts development programmes, health and fitness and outdoor learning, and delivery of the active schools programme;
- The development and lead delivery of strategies and plans in respect of culture, sports, strategic parks and library services. The Trust also contributes to wider Council policy development, where appropriate;
- Leading on the development of the following strategies for the Council:
  - The Culture and Sports Strategy – 2014 to 2024;
  - The Arts Delivery Plan – 2016 to 2021;
  - The Public Arts Strategy;
  - The Heritage Delivery Plan for Falkirk – 2015 to 2018;
  - The Physical Activity and Wellbeing Strategy;
  - The Library Service Development Plan – 2016 to 2020; and
  - Master planning for major sites and Management Plans for each strategic park.

#### **4. Considerations**

4.1 The performance monitoring reports attached gives an overview of the service provided by the Trust, the agreed objectives or outcomes performance information during the reporting period and a financial overview set out. The Committee should consider this report and then determine from the options set out in para 2.1 any further information or action required.

- 4.2 The Council's Chief Finance Officer is the key liaison officer with the Trust. This role includes meeting with the Trust's Chief Executive on a quarterly basis and responsibility for monitoring provision of service.
- 4.3 The Trust provides quarterly and annual performance reports to its Audit and Performance Sub Group. This provides the source of information for this report. The reports covering the following periods are appended to this report:
- Appendix 1 - 1 April 2018 to 31 March 2019
- 4.4 The following table provides a summary of Trust performance against targets over these reporting periods. A traffic light system is used within the table and the supporting appendices to categorise how well performance has met target. Explanation of each indicator is set out in more detail in the appendices.

Reporting Period	Within 5% or above target performance 		5% to 10% below target performance 		10% or more below target performance 	
	No. of indicators	% of total	No. of indicators	% of total	No. of indicators	% of total
April 2018 to March 2019 (32 indicators)	20	62.5%	5	15.6%	7	21.9%

- 4.5 The Trust's key year-end performance highlights in 2018/19 against targets, include:
- 24,168 Kelpies Tour Tickets were sold (66.7% above annual target);
  - Rounds of golf played (38.8% above target);
  - Admissions to Bo'ness Health & Fitness Club (23.4% above target), with Stenhousemuir Health & Fitness Club reaching 23%;
  - 4,611 visits to Kinneil Museum, which is a 24.4% increase (+993 visits) compared to 2017/18; and
  - Active Schools outperforming target by 21% for delivery of participant sessions.
- 4.6 Some of the areas where performance was not as forecast include:
- The Trust missed its target for admissions to Bo'ness Recreation Centre by 30.8%.
  - Visits to the Helix (14.3% below target);
  - Admissions to Neighbourhood Sports Centres were 30.8% below target. In particular, admissions in Q4 were 44.2% lower than Q4 in 2017/18, equating to 16,324 fewer admissions. This decline in footfall can be explained by the closure of Hallglen, Polmont and Stenhousemuir/Carron Gymnastics Centres for an extended time for essential works;
  - Participants in Cultural Services activities reaching 27.1%; and
  - Target for Mariner Health & Fitness Club was missed by 12.8%.

4.7 Some of the Trust's performance highlights are reported in its annual report, provided at Appendix 2, include:

- 20% increase in visits to Callendar House (69,913), and visits to Kinneil Museum were up by 24% (+903);
- The Hippodrome won the Scottish Hospitality award for 'Best Cinema Experience in Scotland' and admissions increased by 9.1% (+2,672);
- 309,048 activity sessions for young people delivered through Active Schools, an increase of 12.6%;
- Over 24,000 tickets issued for Kelpie Tours, which was a significant increase on the previous year (22.5%);
- The Helix welcomed its 4 millionth visitor since it opened;
- Highest admissions on record across the gyms, up by 6.4%;
- The Helix and Callendar House continued to receive 5 star reviews on TripAdvisor; and
- The Trust worked with 407 local clubs and organisations to benefit culture and sport.

4.8 A copy of the Trust's Financial Reports and Statements has been provided. Income for the period totalled £19.4m, of which £11.086m is funding from the Council and is a £0.386m reduction compared to 2017/18. In addition the Trust's wholly subsidiary, Falkirk Community Trading Limited, achieved break even for the year. The unrestricted reserves at 31 March 2019 were £1.544m, with £206,000 set aside to cover severance costs. The Trust's overall costs stood at £19.83m for 2018/19. This represents an increase compared to 2017/18.

## 5. Consultation

Nil

## 6. Implications

### Financial

6.1 An assessment of the financial implications for the Trust is summarised at 4.8, and in more detail at Appendix 3.

### Resources

6.2 An assessment of the resource implications for the Trust is noted within the report at paragraph 4.8.

### Legal

6.3 The Trust must continue to meet the requirements of the Scottish Charities Regulator, OSCR.

## **Risk**

- 6.4 If services are not provided by the Trust, then there is a risk of not being able to attain our outcomes.

## **Equalities**

- 6.5 Nil.

## **Sustainability/Environmental Impact**

- 6.6 Nil.

## **7. Conclusions**

- 7.1 This report has been prepared in accordance with the requirements of Following the Public Pound. It demonstrates the continuing performance the Trust is achieving against most of its key indicators and its financial performance.

## **Director of Corporate & Housing Services**

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Date - 30 September 2019

## **APPENDICES**

Appendix 1 – Falkirk Community Trust Performance: 1 April 2018 to 31 March 2019

Appendix 2 – Falkirk Community Annual Report: 1 April 2018 to 31 March 2019

Appendix 3 – Falkirk Community Trust Financial Reports and Statements 2018/19

### **List of Background Papers:**

**The following papers were relied on in the preparation of this report in terms of the Local Government (Scotland) Act 1973:**

- Following the Public Pound guidance

## Falkirk Community Trust

**Subject:** April 2018 – March 2019 12-month Performance Report  
**Meeting:** Audit and Performance Sub-Group  
**Date:** 16<sup>th</sup> May 2019  
**Author:** Team Leader Performance Review

## 1. Introduction

1.1 This is the 2018-19 year-end report on our performance indicators and covers the 12-month financial period April 2018 – March 2019. The report flags relevant current activity or planned action in support of achieving the Trust's strategic objectives.

## 2. Performance Statement

2.1 Attached is a statement with indicator performance presented in the form of graphs with contextual commentary. Indicators are flagged at the end of each quarter using a red-amber-green traffic light system. Each flag measures performance against target.

2.2 This performance report is presented in a format which aims to enhance clarity and provide a concise report of quarterly indicator performance. Graph trend lines (detailed in red) reflect the recent performance trend of each indicator. Information presented numerically alongside each graph enables an 'at a glance' summary including:

- annual target for current year;
- year-end performance including variance compared to the previous year; and,
- year-end performance achieved against annual target.

2.3 The flagging status for this period is summarised below:

Green 	This PI is on or above target (within 5% of target or above target)	There are <b>20</b> green-flagged indicators.
Amber 	This PI is slightly below target though performance may be improving (5-10% below target)	There are <b>5</b> amber-flagged indicators.
Red 	This PI is significantly below target and performance is not improving (10% or more below target)	There are <b>7</b> red-flagged indicators.

2.4 An overview of indicator flaggings against target for 2018-19 is shown in Table 1 on page 3.

2.5 Performance for the 2018-19 year was generally positive with almost two-thirds of indicators green-flagged against target at year-end. Compared to the end-Q3 position there was one additional indicator flagged green, two more amber-flagged indicators, and three fewer indicators flagged red.

2.6 Encouragingly, year-end performance improved in approximately half of indicators with increases in real terms compared to the totals recorded last year: more admissions, more visits, more participants, increased usage. This equates to increased use of Trust services and facilities by our customers.

2.7 Performance in the fourth quarter was equally positive with 20 indicators reporting improved performance for Q4 compared to the same period last year.

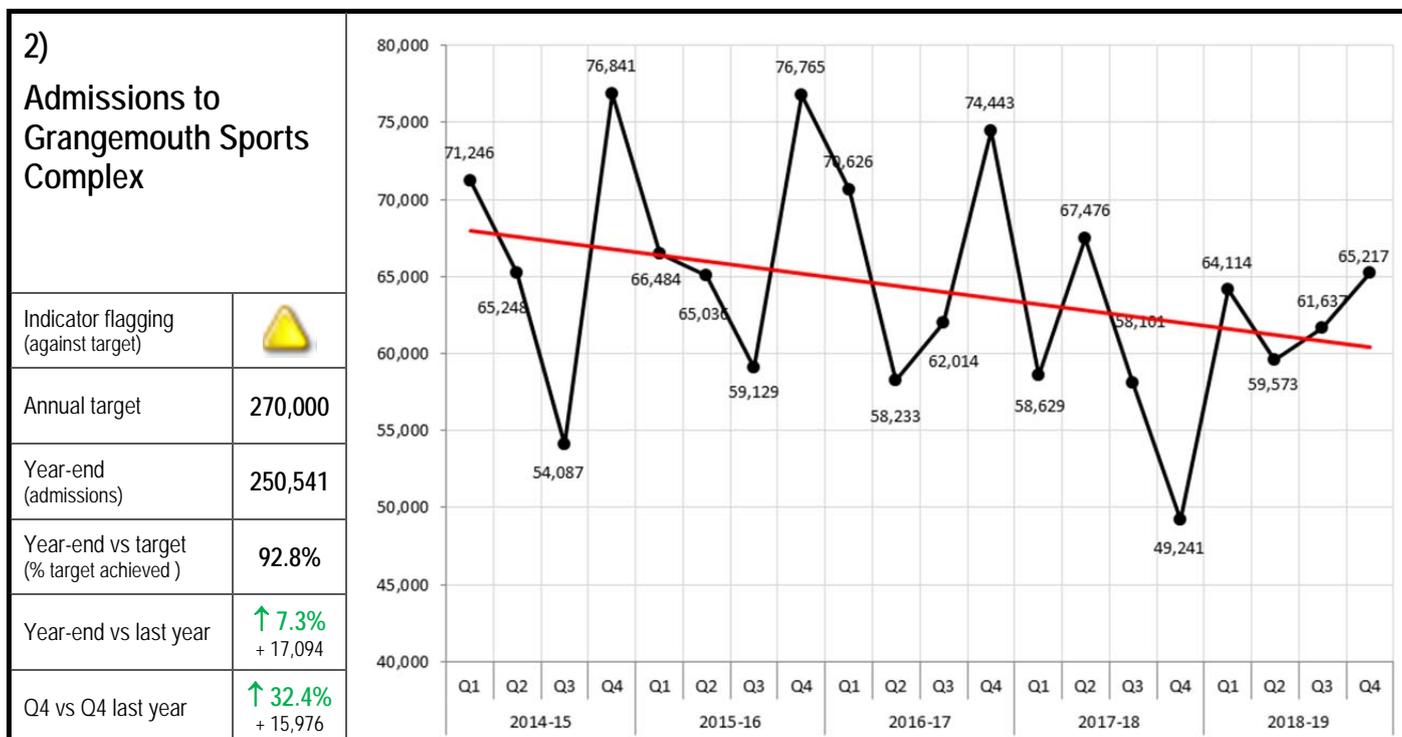
- 2.8 There were successes in several areas with the following key performance highlights for Q4 2018-19 (comparisons are made against the same quarter last year):
- 89.9% increase in Admissions to Mariner Centre;
  - 78.5% increase in Kelpie Tours;
  - 34.1% increase in Health & Fitness Programme Initiative Participants;
  - 32.4% increase in admissions at Grangemouth Sports Complex;
  - 30.0% more Visits to Callendar House;
  - 25.6% increase in Admissions to Stenhousemuir Health & Fitness Club;
- 2.9 The key year-end performance highlights against target for the 2018-19 year include:
- Kelpies Tour Tickets achieving 66.7% above target;
  - Rounds of Golf Played achieving 38.8% above target;
  - Admissions to Bo'ness Health & Fitness Club achieving 23.4% above target;
  - Admissions to Stenhousemuir Health & Fitness Club achieving 23.0% above target;
  - Visits to Kinneil Museum exceeding target by more than 21%;
  - Active Schools delivering 21% more Participant Sessions than target.
- 2.10 Areas where performance was lower than expected against target for 2018-19 include:
- Admissions to Bo'ness Recreation Centre 30.8% below target;
  - Admissions to Neighbourhood Sports Centres 30.2% below target;
  - Participants in Cultural Services Activities 27.1% below target;
  - Visits to the Helix 14.3% below target;
  - Admissions to Mariner Health & Fitness Club 12.8% below target.
- 2.11 Performance information, including the current and all previous quarterly performance reports, is available to view on the Falkirk Community Trust website:  
<http://www.falkirkcommunitytrust.org/about/performance.aspx>.
- 2.12 A report on the next quarterly period April – June 2019 will be made at the next meeting of the sub group on 15<sup>th</sup> August 2019.
- 3. Recommendation**
- 3.1 Directors are asked to note:
- Progress made throughout the fourth quarter of 2018-19.
  - Performance at year-end 2018-19;
  - Actions to address areas requiring improvement in the forthcoming year.

**Alistair Mitchell**  
**Team Leader Performance Review**

**Table 1: Overview of 2018-19 year-end indicator flagging against target**

Indicator	% target achieved	Flagging
1. Admissions to Bo'ness Recreation Centre	69.2%	
2. Admissions to Grangemouth Sports Complex	92.8%	
3. Admissions to Mariner Centre	96.1%	
4. Admissions to Grangemouth Stadium	82.5%	
5. Admissions to Bo'ness Health & Fitness Club	123.4%	
6. Admissions to Grangemouth Health & Fitness Clubs	106.4%	
7. Admissions to Mariner Health & Fitness Club	87.2%	
8. Admissions to Stenhousemuir Health & Fitness Club	123.0%	
9. Admissions to Health & Fitness Clubs – Overall	110.6%	
10. Health & Fitness Programme Initiative Participants	94.7%	
11. Admissions to Neighbourhood Centres	69.8%	
12. Out of hours admissions to Community Use High Schools	90.0%	
13. Rounds of golf played	138.8%	
14. Visits to Muiravonside Country Park	110.9%	
15. Places booked on Sport Development Courses	83.3%	
16. Active Schools distinct participants	109.8%	
17. Active Schools participant sessions provided	121.2%	
18. Active borrowers at public libraries	94.5%	
19. Issues from public libraries	97.1%	
20. Visits to public libraries	97.5%	
21. Usage of public access terminals in libraries	98.6%	
22. Resources added to library stock – Adults	126.4%	
23. Resources added to library stock – Junior	131.9%	
24. Admissions to Falkirk Town Hall	92.0%	
25. Admissions to the Hippodrome	96.7%	
26. Participants in Cultural Services activities	72.9%	
27. Visits to Callendar House	112.8%	
28. Visits to Kinneil Museum	121.3%	
29. Participation in Outdoor Activities	100.7%	
30. Visits to the Helix	85.7%	
31. Kelpies Tour tickets sold	166.7%	
32. Participants in programmed activity at the Helix	105.7%	

<b>1)</b> <b>Admissions to Bo'ness Recreation Centre</b>		
Indicator flagging (against target)		
Annual target	143,000	
Year-end (admissions)	98,964	
Year-end vs target (% target achieved)	69.2%	
Year-end vs last year	↓ 20.1% - 24,852	
Q4 vs Q4 last year	↓ 6.6% - 1,942	
Usage performance	<p><b>Q4 performance</b></p> <ul style="list-style-type: none"> <li>Admissions were 6.6% lower than Q4 last year, equating to 1,942 fewer admissions.</li> <li>Swimming admissions show an increase of 25.5% (+2,453 admissions).</li> <li>Sauna admissions were -33% (-575 fewer admissions) than last quarter.</li> </ul> <p><b>2018-19 performance</b></p> <ul style="list-style-type: none"> <li>Year-end admissions were 20.1% lower (-24,852 admissions) than last year.</li> <li>Admissions achieved 69.2% of annual target, a variance of -44,036 admissions.</li> <li>This resulted in a red-flagging against target.</li> </ul>	
Reasons for variances	<ul style="list-style-type: none"> <li>Q4 included an unexpected water charge of £62k. After being queried by the Trust's accountants this has reduced by £51k to £11k, but not in time for this report.</li> <li>Continual problems with pool dosing system led to increased call outs to Maintenance Company.</li> <li>Sauna has been out of action resulting in the loss of custom.</li> </ul>	
Actions	<ul style="list-style-type: none"> <li>The sales potential of the refurbished gym will be a key focus going in to 2019/20</li> <li>Increasing social media awareness of the facility and the improvements being made to the sauna area and swimming pool programme</li> <li>'FAB Weekend' social media campaign proved successful by specifically targeting the people of Bo'ness. It will continue to be promoted to engage nursery and primary school pupils and parents in the area.</li> <li>Greater interaction with the trading team to develop special offers when participating in activities.</li> <li>Reduce energy expenditure, greater cooperation with the energy management team will produce small savings (e.g. urinal flow measures, lights sensors, etc)</li> <li>Summer programme will encourage all age groups to use the centre. Target will be quiet periods of general low use.</li> </ul>	



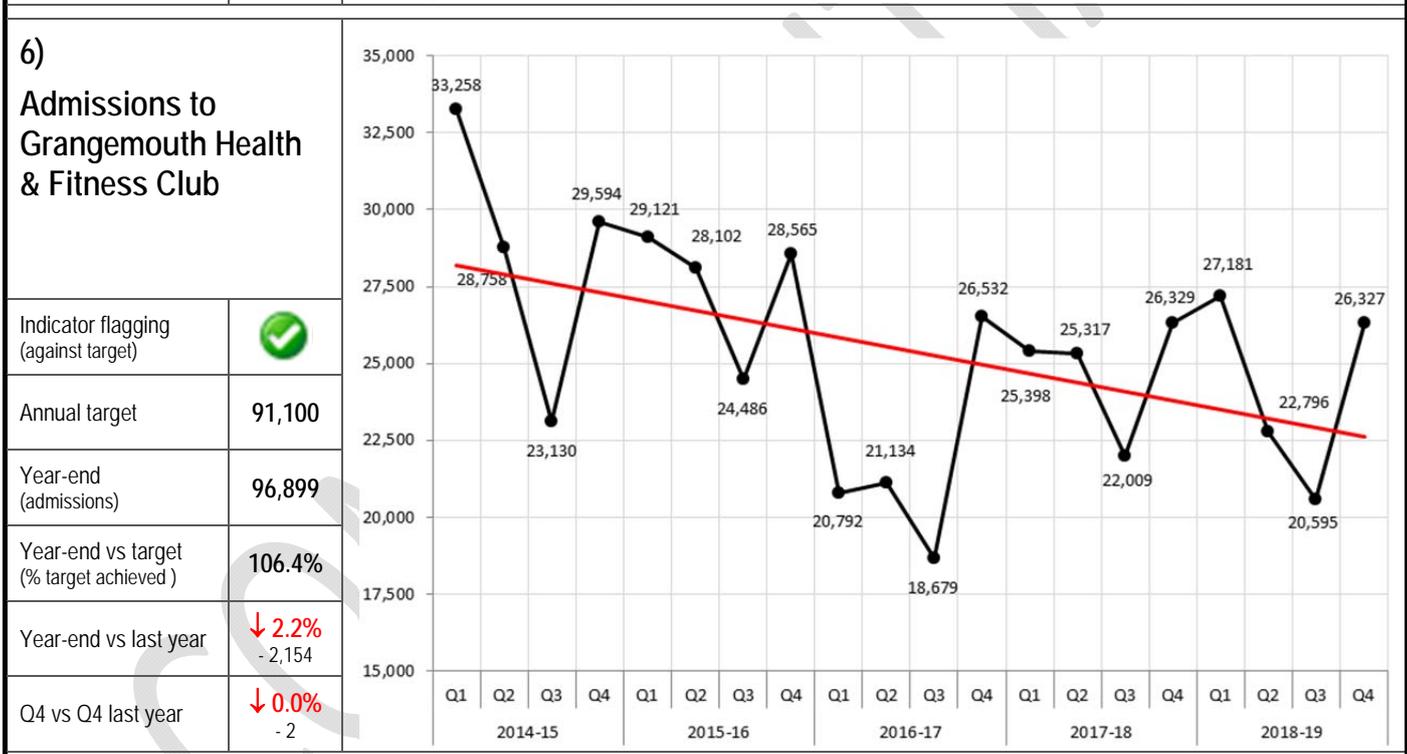
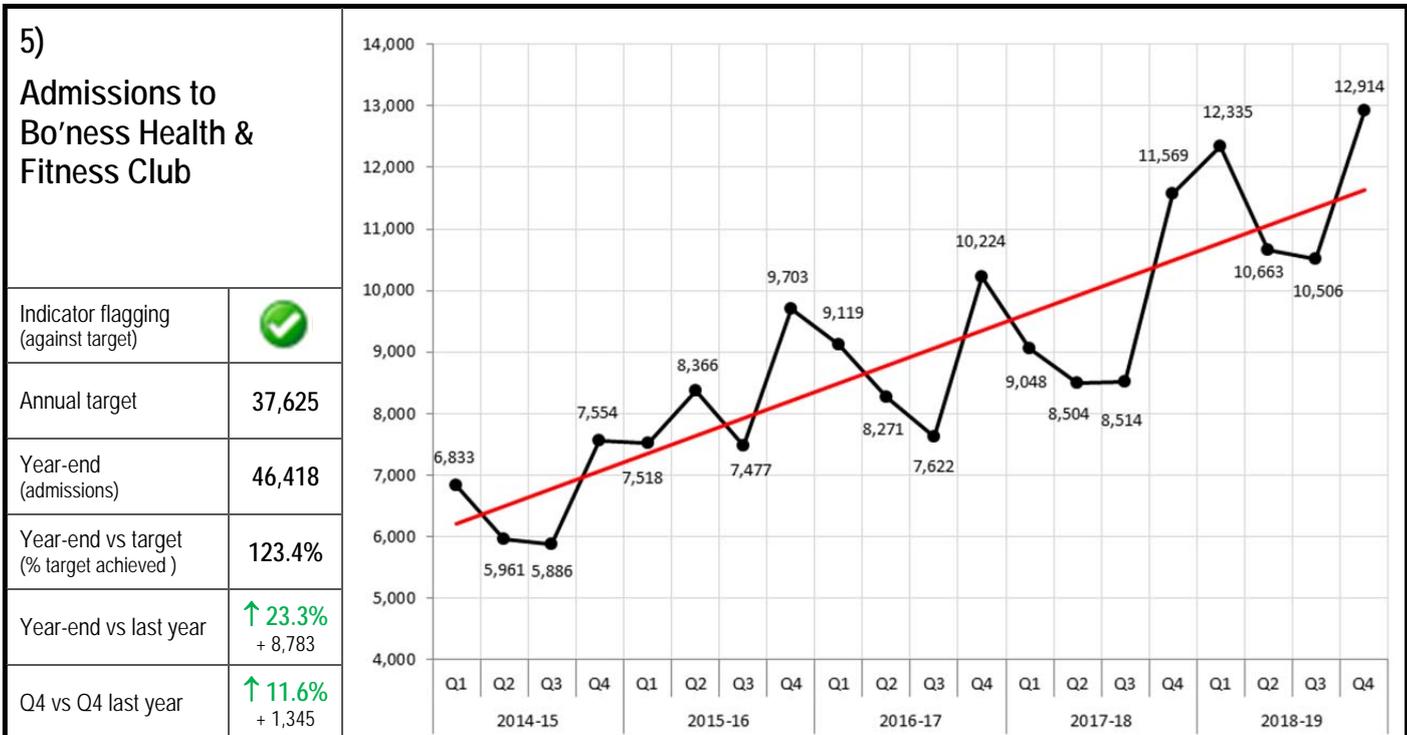
<b>Usage performance</b>	<p><b>Q4 performance</b></p> <ul style="list-style-type: none"> <li>Q4 admissions were 32.4% higher than Q4 last year, equating to +15,976 admissions.</li> <li>Q4 admissions by centre area:             <ul style="list-style-type: none"> <li>Swimming admissions increased by 35.4% (+8,229 admissions).</li> <li>Adult swimming increased by 23.0% (+2,227 admissions).</li> <li>Junior swimming by 49.8% (+5,345 admissions).</li> <li>Spectators increased by 70.0% (+7,787 admissions).</li> <li>Sauna admissions increased by 57% (+837 admissions).</li> <li>Sports club admissions decreased by 16% (-574 admissions).</li> <li>Soft play decreased by 13% (-421 admissions).</li> </ul> </li> </ul> <p><b>2018-19 performance</b></p> <ul style="list-style-type: none"> <li>Year-end admissions were 7.3% higher (+17,094 admissions) than last year.</li> <li>Year-end performance achieved 92.8% of annual target, a variance of -19,459 admissions and resulted in an amber-flagging against target.</li> </ul>
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<b>Reasons for variances</b>	<ul style="list-style-type: none"> <li>The improved swimming performance in Q4 is mainly due to last year's Q4 closure for essential maintenance.</li> <li>The recent investment to refurbish the sauna facilities has seen an increase in sauna admissions and income.</li> <li>Sports Hall 2 was closed 11<sup>th</sup>-31<sup>st</sup> March for a maintenance programme that included the refurbishment of the floor. Due to the closure, sports club booking and casual sports bookings have been impacted as Hall 1 could not accommodate all bookings and as a result the Complex failed to achieve green flag for admissions.</li> <li>A review of the process to record event spectators lead to new reporting procedures being implemented.</li> <li>The repackaged birthday parties continue to build on the success reported in Q3 with an increase of 960 admissions against the same period last year.</li> </ul>
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<b>Actions</b>	<ul style="list-style-type: none"> <li>Collaborate with marketing team on internal and external promotions.</li> <li>Launch new café menu.</li> <li>Continue to promote birthday party packages.</li> <li>Promote the soft play offer.</li> <li>Continue to review pool programme and sports hall bookings to influence future programming.</li> </ul>
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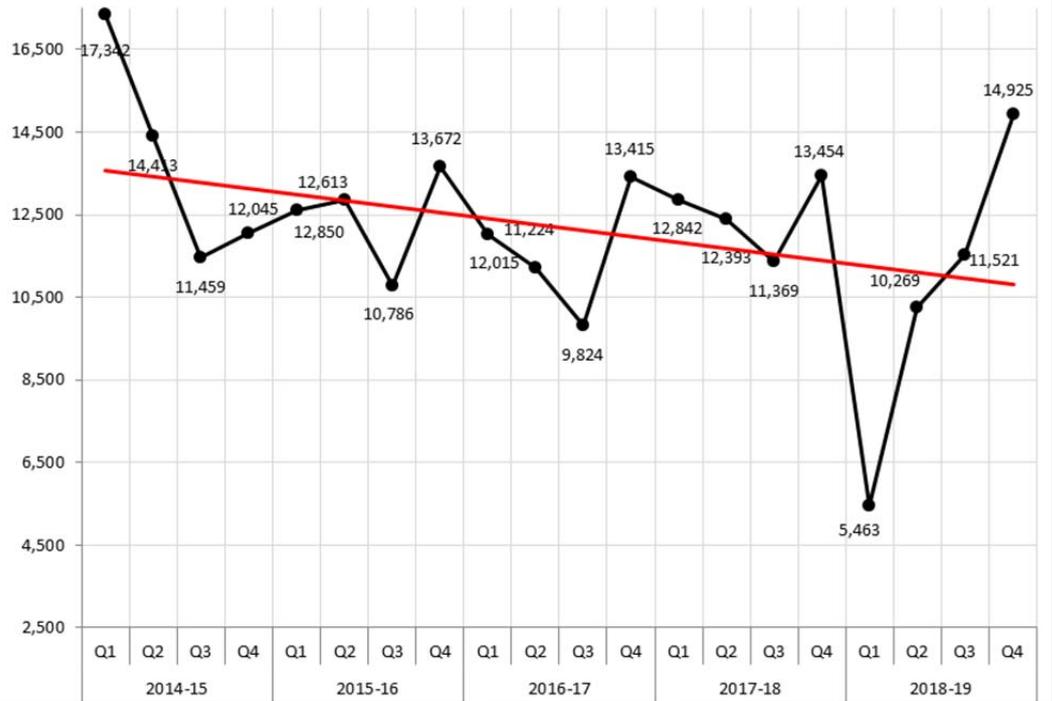
<b>3)</b> <b>Admissions to Mariner Centre</b>		<table border="1"> <caption>Quarterly Admissions Data</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2014-15</td> <td>50,457</td> <td>47,335</td> <td>39,597</td> <td>42,994</td> </tr> <tr> <td>2015-16</td> <td>63,886</td> <td>67,454</td> <td>47,485</td> <td>61,381</td> </tr> <tr> <td>2016-17</td> <td>46,976</td> <td>62,365</td> <td>37,336</td> <td>52,727</td> </tr> <tr> <td>2017-18</td> <td>45,394</td> <td>50,744</td> <td>32,511</td> <td>36,632</td> </tr> <tr> <td>2018-19</td> <td>16,239</td> <td>49,039</td> <td>52,587</td> <td>69,530</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2014-15	50,457	47,335	39,597	42,994	2015-16	63,886	67,454	47,485	61,381	2016-17	46,976	62,365	37,336	52,727	2017-18	45,394	50,744	32,511	36,632	2018-19	16,239	49,039	52,587	69,530
Year	Q1		Q2	Q3	Q4																											
2014-15	50,457		47,335	39,597	42,994																											
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2018-19	16,239		49,039	52,587	69,530																											
Indicator flagging (against target)																																
Annual target	195,000																															
Year-end (admissions)	187,395																															
Year-end vs target (% target achieved)	96.1%																															
Year-end vs last year	↑ 13.4% + 22,114																															
Q4 vs Q4 last year	↑ 89.9% + 32,898																															
Usage performance	<p><b>Q4 performance</b></p> <ul style="list-style-type: none"> <li>Q4 admissions were 89.9% higher than Q4 last year, equating to an additional 32,898 admissions.</li> <li>Q4 admissions by centre area: <ul style="list-style-type: none"> <li>Swimming admissions increased by 28.7%.</li> <li>Adult swimming increased by 43% (+ 4,816 admissions)</li> <li>Junior casual admissions increased by 20.5% (+3,481 admissions).</li> </ul> </li> <li>Great Mariner Reef Soft Play had +12,925 admissions against the same period last year.</li> </ul> <p><b>2018-19 performance</b></p> <ul style="list-style-type: none"> <li>Year-end admissions were 13.4% higher (+22,114 admissions) than last year.</li> <li>Year-end performance achieved 96.1% of annual target, a variance of -7,605 admissions and resulted in a green-flagging against target.</li> </ul>																															
Reasons for variances	<ul style="list-style-type: none"> <li>The centre has undergone a major investment programme to improve overall customer experience with the relocation of the main entrance, reception and café and the introduction of The Great Mariner Reef Soft Play, a new area of business for the Trust.</li> <li>Great Mariner Reef Soft Play admissions and the uplift in general swim admissions have been the main factors influencing improvement in Q4 and annual usage.</li> <li>Q4 expenditure exceeded budget due to the timing of billing for utilities, general repairs and maintenance contracts.</li> </ul>																															
Actions	<ul style="list-style-type: none"> <li>Continue to promote Great Mariner Reef Soft Play, membership and parties.</li> <li>Promote new café menu</li> <li>Review swimming pool programme and user data to influence future programming.</li> <li>Collaborate with marketing team on internal and external promotions</li> <li>Communicate and promote Mariner Phase 2 developments</li> </ul>																															

<b>4)</b> <b>Admissions to Grangemouth Stadium</b>		
Indicator flagging (against target)		
Annual target	130,000	
Year-end (admissions)	107,201	
Year-end vs target (% target achieved)	82.5%	
Year-end vs last year	↑ 5.1% + 5,193	
Q4 vs Q4 last year	↓ 11.3% - 2,527	
<b>Usage performance</b>	<p><b>Q4 performance</b></p> <ul style="list-style-type: none"> <li>Q4 admissions were 11.3% lower than Q4 last year, equating to 2,527 fewer admissions.</li> </ul> <p><b>2018-19 performance</b></p> <ul style="list-style-type: none"> <li>Year-end admissions were 5.1% higher (+5,193 admissions) than last year.</li> <li>Year-end performance achieved 82.5% of annual target, a variance of -22,799 admissions and resulted in a red-flagging against target.</li> </ul>	
<b>Reasons for variances</b>	<ul style="list-style-type: none"> <li>Continued partnership working with Falkirk Victoria Harriers has seen a slight increase in usage for track admissions</li> <li>There has been an increase in coaching development/training days in partnership with Scottish Athletics.</li> <li>The circa £50k refurbishment of the gym area has been largely well received by athletes and other user groups.</li> </ul>	
<b>Actions</b>	<ul style="list-style-type: none"> <li>Continue to promote the Stadium as a national venue for events in 2019/20.</li> <li>Working with marketing &amp; the Health &amp; Fitness team to promote the gym at the Stadium, highlighting products not available in other Trust venues.</li> </ul>	



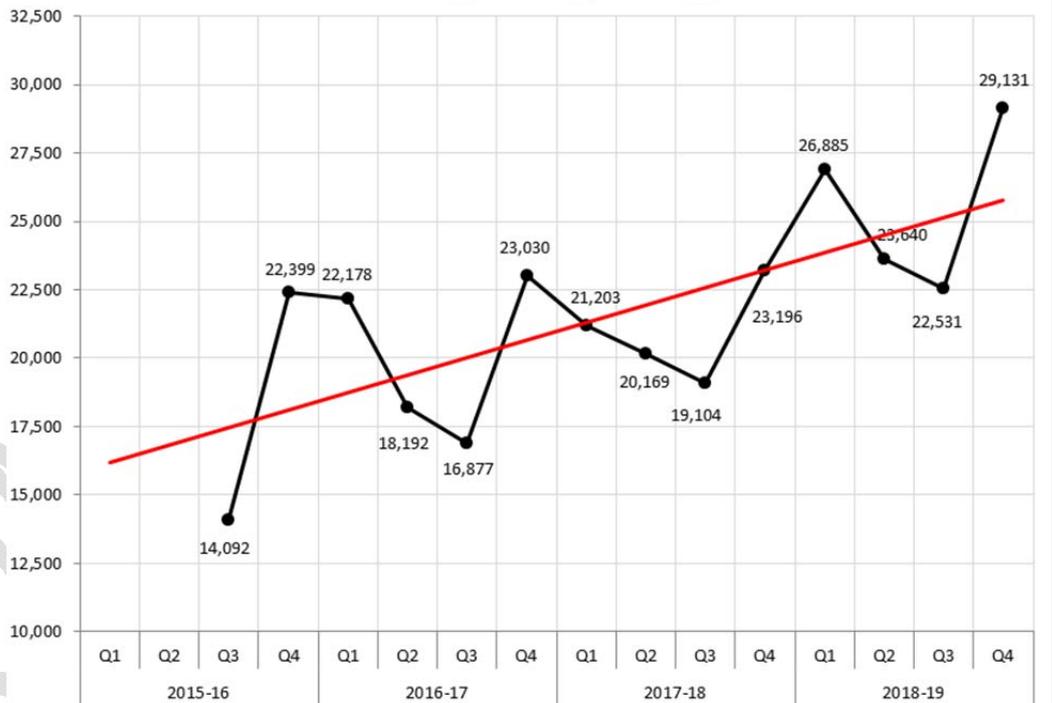
### 7) Admissions to Mariner Health & Fitness Club

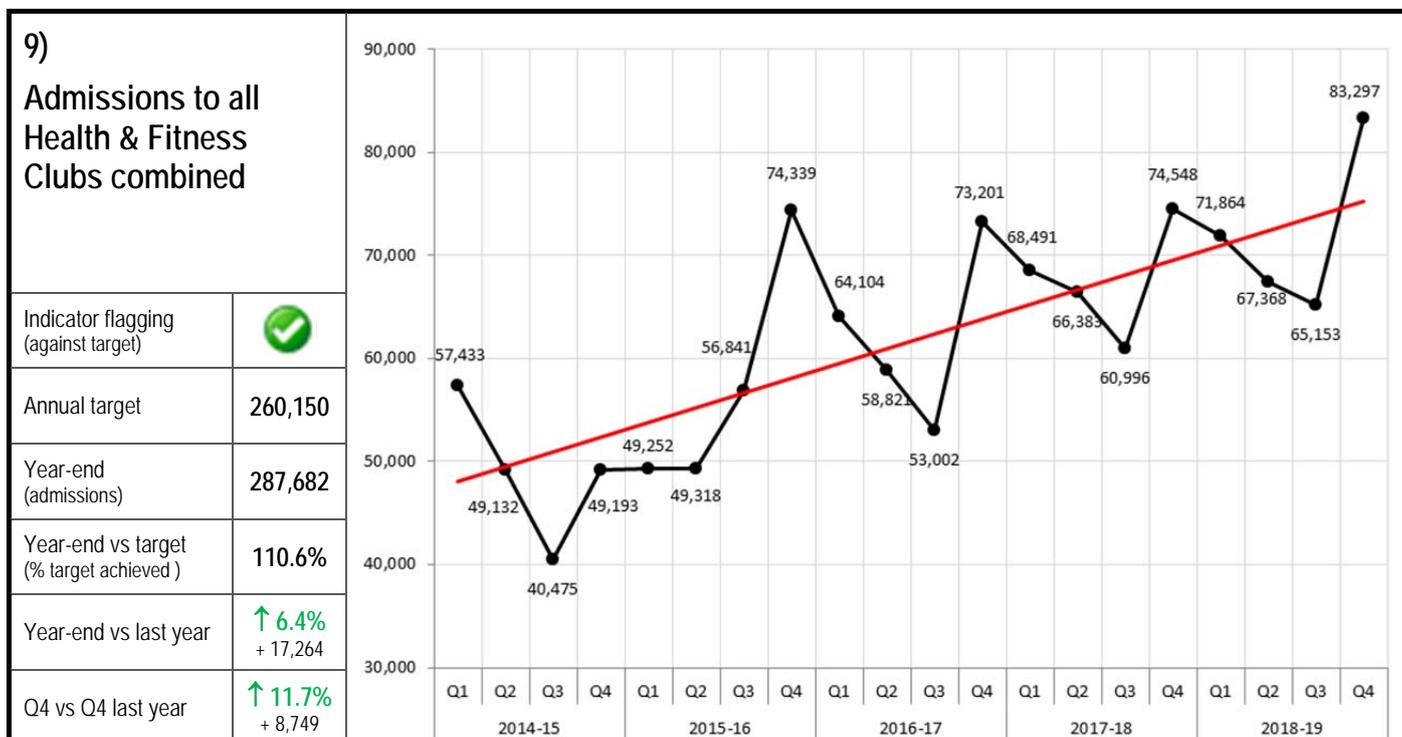
Indicator flagging (against target)	
Annual target	48,375
Year-end (admissions)	42,178
Year-end vs target (% target achieved)	87.2%
Year-end vs last year	↓ 15.7% - 7,880
Q4 vs Q4 last year	↑ 10.9% + 1,471



### 8) Admissions to Stenhousemuir Health & Fitness Club

Indicator flagging (against target)	
Annual target	80,050
Year-end (admissions)	102,187
Year-end vs target (% target achieved)	123.0%
Year-end vs last year	↑ 22.1% + 18,515
Q4 vs Q4 last year	↑ 25.6% + 5,935

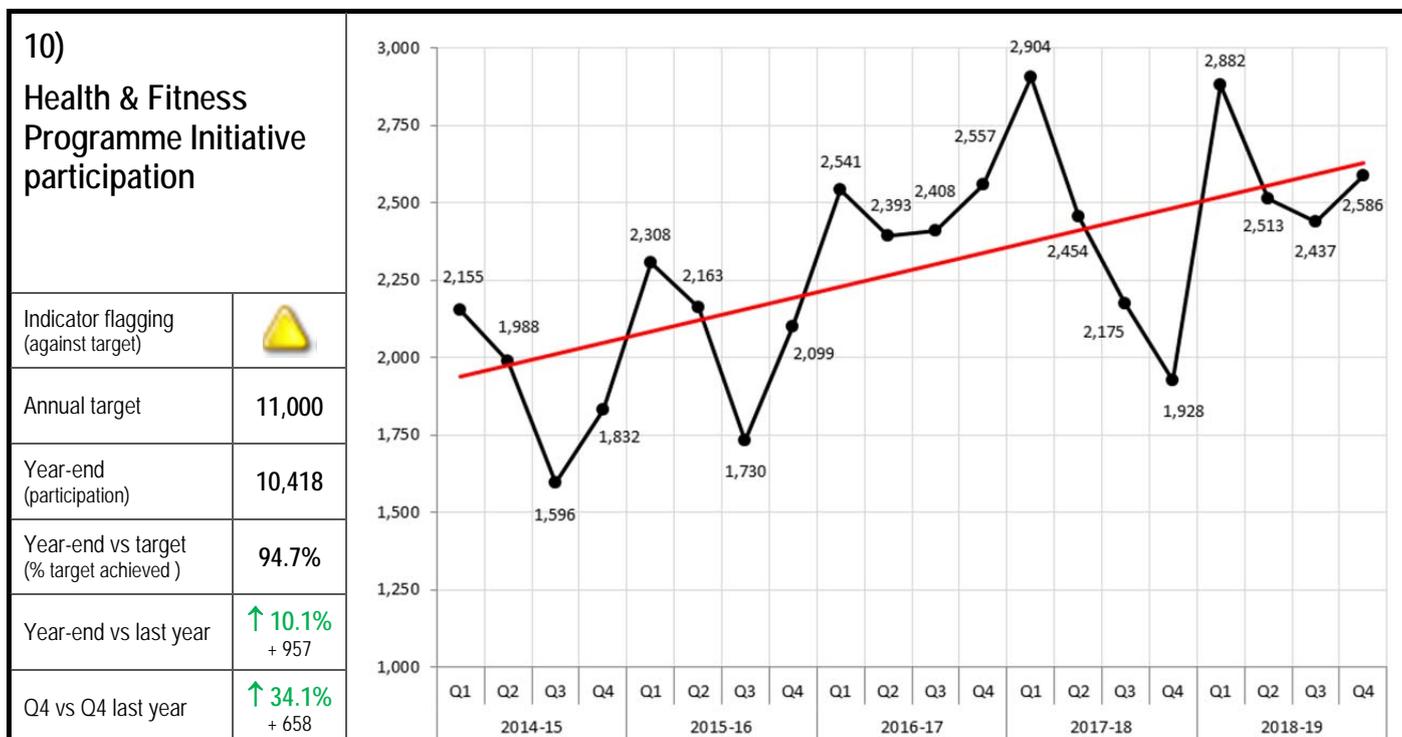




<b>Usage performance</b>	<p><b>Bo'ness (PI 5)</b></p> <ul style="list-style-type: none"> <li>Q4 admissions were 11.6% higher than Q4 last year, equating to an additional 1,345 admissions.</li> <li>Year-end admissions were 23.3% higher (+8,733 admissions) than last year.</li> <li>Year-end performance achieved 123.4% of annual target, a variance of +8,793 admissions and resulted in a green-flagging against target.</li> </ul>
	<p><b>Grangemouth (PI 6)</b></p> <ul style="list-style-type: none"> <li>Q4 admissions were almost identical to Q4 last year, with just 2 fewer admissions.</li> <li>Year-end admissions were 2.2% lower (-2,154 admissions) than last year.</li> <li>Year-end performance achieved 106.4% of annual target, a variance of +5,799 admissions and resulted in a green-flagging against target.</li> </ul>
	<p><b>Mariner (PI 7)</b></p> <ul style="list-style-type: none"> <li>Q4 admissions were 10.9% higher than Q4 last year, equating to 1,471 additional admissions.</li> <li>Year-end admissions were 15.7% lower (-7,880 admissions) than last year.</li> <li>Year-end performance achieved 87.2% of annual target, a variance of -6,197 admissions and resulted in a red-flagging against target.</li> </ul>
	<p><b>Stenhousemuir (PI 8)</b></p> <ul style="list-style-type: none"> <li>Q4 admissions were 25.6% higher than Q4 last year, equating to an extra 5,935 admissions.</li> <li>Year-end admissions were 22.1% higher (+18,515 admissions) than last year.</li> <li>Year-end performance achieved 123.0% of annual target, a variance of +19,137 admissions and resulted in a green-flagging against target.</li> </ul>
	<p><b>Overall Combined (PI 9)</b></p> <ul style="list-style-type: none"> <li>Q4 admissions were 11.7% higher than Q4 last year, equating to 8,749 additional admissions.</li> <li>Year-end admissions were 6.4% higher than last year, an extra 17,264 admissions to the Trust's health &amp; fitness clubs compared to last year.</li> <li>This equates to over 2,200 additional visits to Trust gyms per month</li> <li>Year-end performance achieved 110.6% of annual target, a variance of 27,532 admissions and resulted in a green-flagging against target.</li> </ul>

<b>Reasons for variances</b>	<ul style="list-style-type: none"> <li>• Bo'ness usage growth included a 6-day closure in January to complete the full gym refurbishment, including new equipment. This gym refurbishment contributed towards increased usage towards the end of the Q4 period.</li> <li>• Grangemouth usage increased and is predominantly due to the strong fitness class programme rather than the gym admissions. Grangemouth is in need of major developments within the gym</li> <li>• The 7-week closure at the Mariner had a significant impact with admissions never recovering the lost ground against target. Q4 performance was encouraging with nearly 500 additional visits per month.</li> <li>• Stenhousemuir growth continued with over 1,500 extra visits per month for the financial year, clearly highlighting the need to expand the offering at Stenhousemuir.</li> <li>• Regular membership campaigns have proved successful throughout the year with targets being collectively achieved.</li> <li>• The '12 days of fitness' offer in December generated good income and usage at a quiet time of year.</li> <li>• Length of stay and member retention is a concern (this is also an industry problem). A solution to address this has been identified with work continuing to implement it.</li> </ul>
<b>Actions</b>	<ul style="list-style-type: none"> <li>• Continue working with the Trust's IT provider to implement retention software as soon as possible, to aid in a focus on customer retention.</li> <li>• Expansion of the Stenhousemuir gym scheduled for 2019-20.</li> </ul>

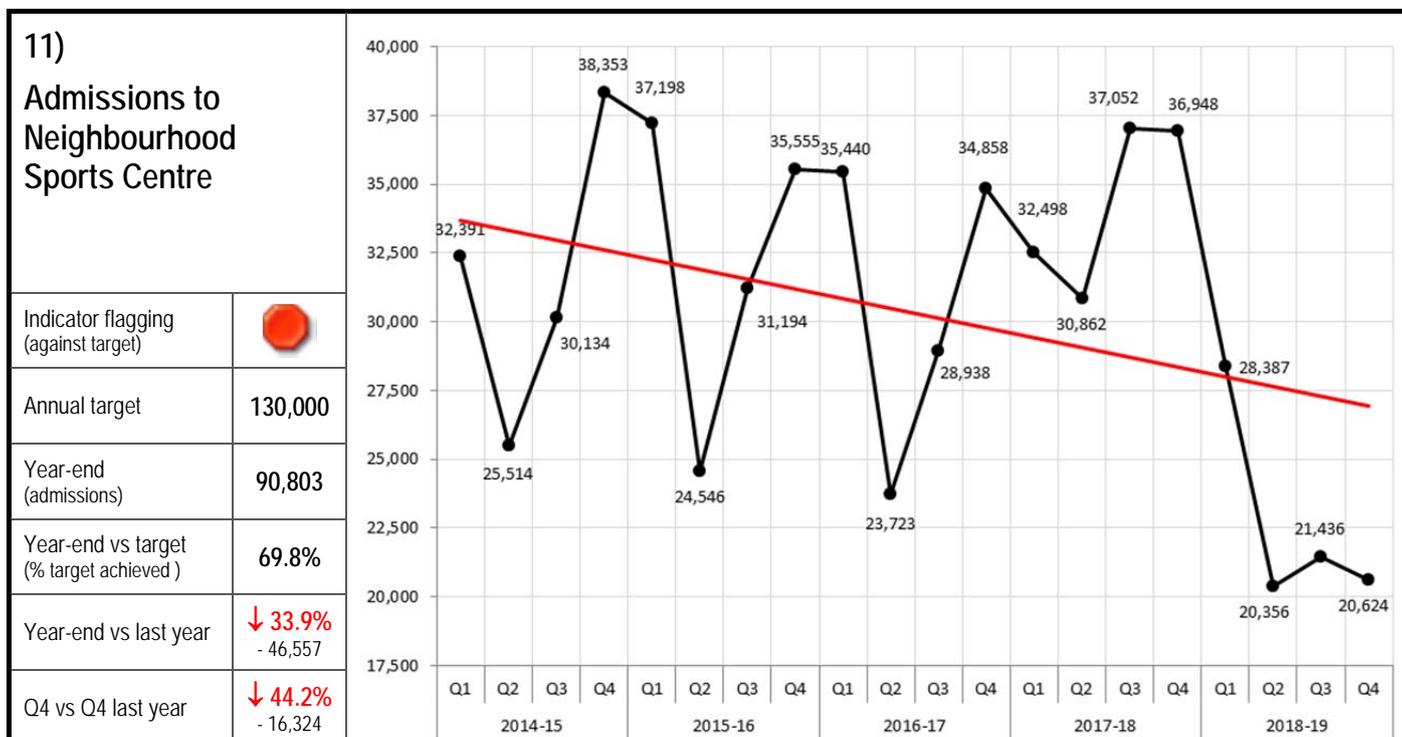
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<b>Usage performance</b>	<p><b>Q4 performance</b></p> <ul style="list-style-type: none"> <li>Q4 participation was 34.1% higher than Q4 last year, an increase of 658.</li> </ul> <p><b>2018-19 performance</b></p> <ul style="list-style-type: none"> <li>Year-end participation was 10.1% higher (+957) than last year.</li> <li>Individual programmes, whole year compared to last year: <ul style="list-style-type: none"> <li>Step Forth +22.8% (+1,321)</li> <li>Buggy walks -4.2 % (-58)</li> <li>Helix walks -11.5 % (-259)</li> <li>Walking events -72.3% (-47)</li> </ul> </li> <li>Year-end performance achieved 94.7% of annual target, a variance of -582 under target and resulted in an amber-flagging against target.</li> </ul>
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<b>Reasons for variances</b>	<ul style="list-style-type: none"> <li>Q4 participation benefited from the mild weather. Last year 60 walks were cancelled during Q4 alone.</li> <li>An annual walk leader meeting was arranged in January which helped our volunteers coordinate together.</li> <li>Better consistency across walks and in the way they are promoted.</li> <li>Buggy Walk cards were printed to give to health visitors to promote our buggy walks.</li> <li>Continued dedication from volunteers has helped improve numbers and maintain high numbers on our walks.</li> <li>The Step Forth Coordinator has benefited from shared good practice from Paths For All conference.</li> </ul>
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<b>Actions</b>	<ul style="list-style-type: none"> <li>Improving links with health visitor team throughout Forth Valley and continuing to meet regularly to promote and update Buggy Walks.</li> <li>Step Forth will attend Forth Valley "NHS Create" sessions to promote walks to GPs, physiotherapists and occupational therapists who come together for these "CPD" events.</li> <li>Use of pop up banners at promotional events to better illustrate Active Forth work and promote the Trust brand.</li> <li>Step Forth, in partnership with Paths for All, are hosting a "Buggy Walk 10 year Reunion" for all parents who have benefited from our buggy walks, to be hosted at Callendar House.</li> <li>A new Walk Leader Trainer will train our new walk leaders – this volunteer has been given great feedback and has good availability for taking courses.</li> <li>Step Forth will apply for funding for jackets, training and first aid for our volunteers in the new financial year, to help towards making volunteers feel valued.</li> <li>The first quarter yields a very high number of walkers so we hope to see even more participants taking part in Step Forth next year.</li> </ul>
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**Usage performance**

**Q4 performance**

- Q4 admissions were 44.2% lower than Q4 last year, equating to 16,324 fewer admissions.

**2018-19 performance**

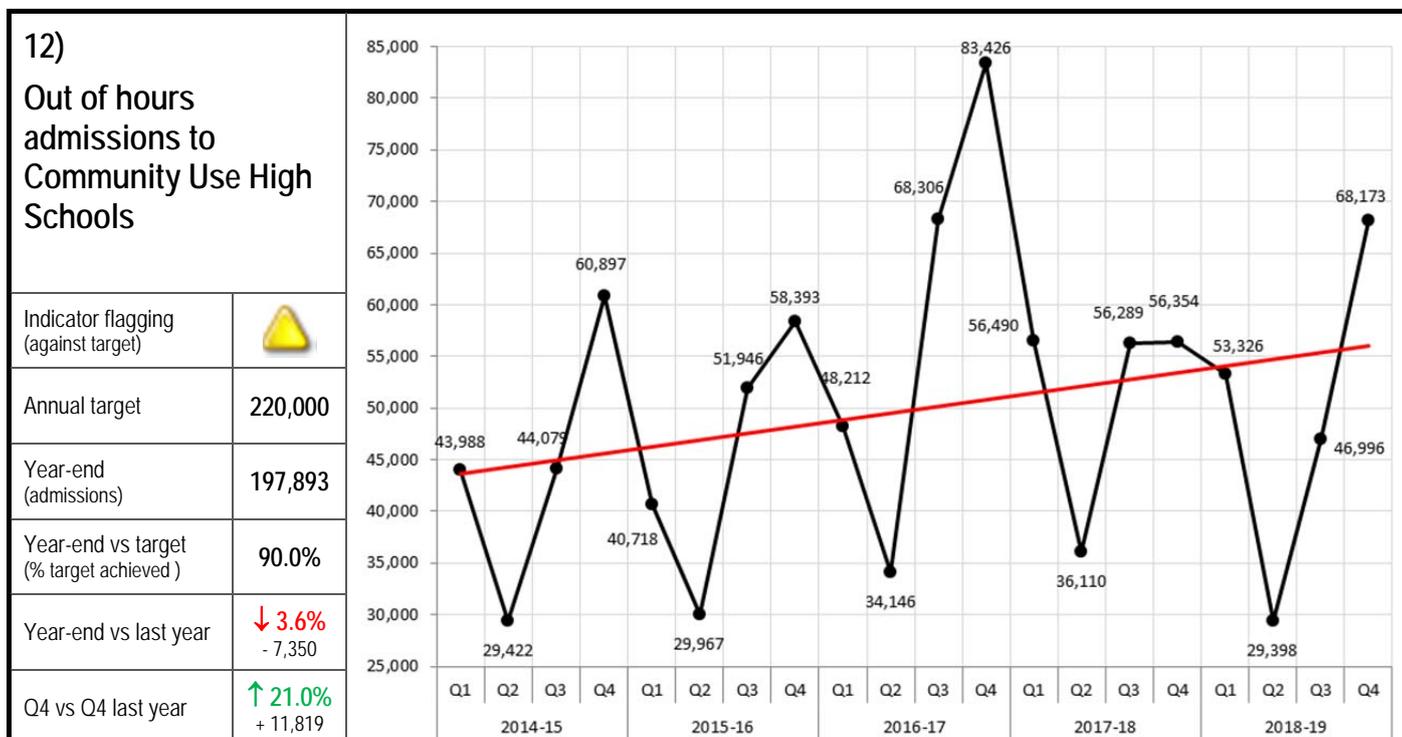
- Excluding the venues no longer operating as Trust neighbourhood centres, there was a like-for-like increase of +3,256 admissions at year-end compared to last year for the remaining neighbourhood centres.
- Year-end admissions were 33.9% lower (-46,557 admissions) than last year.
- Year-end performance achieved 69.82% of annual target, a variance of -39,197 admissions and resulted in a red-flagging against target.
- Individual centre year-end admissions, compared to previous year:
  - Bankier Sports Centre -13.3% (-124 admissions);
  - Denny Football Centre -14.1% (-834 admissions);
  - Denny Sports Centre +17.5% (+2,385 admissions);
  - Hallglen Sports Centre +0.9% (+326 admissions);
  - Polmont Sports Centre -1.0% (-202 admissions);
  - Stenhousemuir Sports Centre -68.0% (-18,201 admissions) – closed in November 2018 for redevelopment as Carron Gymnastics Centre;
  - Woodlands Games Hall -100.0% (-29,907 admissions) – no longer Trust-operated following transfer to community operation;
  - Polmonthill Snowsports +11.9% (+1,705 admissions).

**Reasons for variances**

- Hallglen, Polmont and Stenhousemuir/Carron Gymnastics Centres were closed for an extended period of time during Q4 for essential works, which impacted on customer usage & income.
- Long-term sickness absence at Hallglen & Polmont Sports Centres has had a significant impact on expenditure.
- The yoga group have left Hallglen and been replaced by a new martial arts booking.

**Actions**

- Carron Gymnastics Centre is now fully operational which will see increased income and usage. There are plans to expand the programme in 19/20 Q1.
- Work will commence with Snowsports Scotland consultants on the national facilities review, which will inform programmes and opportunities going forward in to 2019/20.



**Usage performance**

**Q4 performance**

- Q4 admissions were 21.0% higher than Q4 last year, equating to 11,819 additional admissions.

**2018-19 performance**

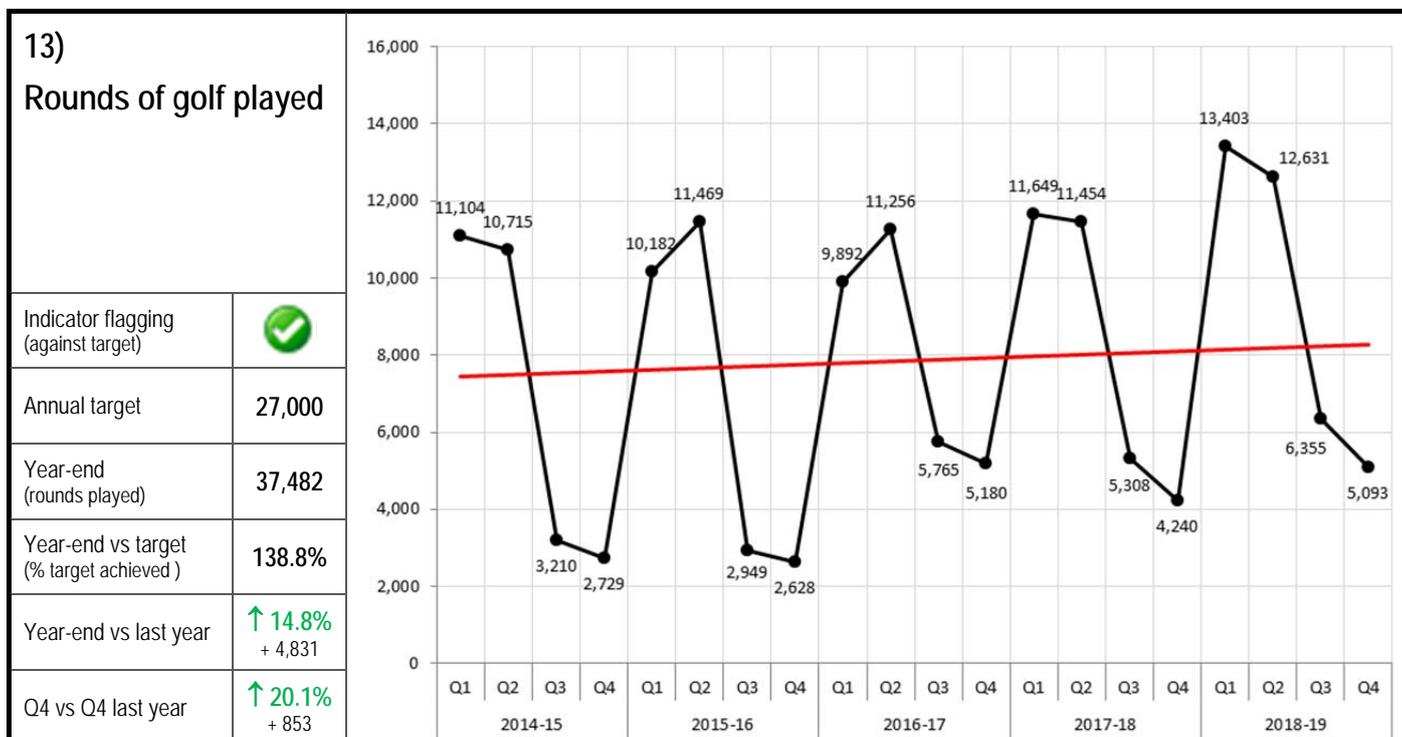
- Year-end admissions were 3.6% lower (-7,350 admissions) than last year.
- Individual school year-end admissions, compared to previous year:
  - Braes HS: -38.6% (-7,350 admissions);
  - Denny HS -15.2% (-12,260 admissions);
  - Falkirk HS +57.2% (+10,439 admissions);
  - Grangemouth HS +4.8% (+1,347 admissions);
  - St Mungo's HS +25.7% (+10,510 admissions).
- Year-end performance achieved 90.0% of annual target, a variance of -22,107 admissions and resulted in an amber-flagging against target.

**Reasons for variances**

- Braes HS is the only non-automated admissions system and remains dependent on staff collecting usage data accurately. Ensuring the correct induction and training is key to ensure accuracy in recording.
- Transfer of some events from Denny HS to Falkirk HS has impacted on overall usage at both venues.

**Actions**

- Denny HS pool will be closed during the replacement of the swimming pool lining in 2019/20. It is anticipated this will have a negative impact on usage.
- Ensuring all events usage is captured more accurately across all five venues through improved induction and training of staff.
- New bookings at Braes HS including yoga and netball will improve performance.
- Continued collaboration with on site "school" teams to access venues at times our customers demand.
- Working with marketing on internal and external promotion, especially the improved website to raise awareness.



**Usage performance**

Note: this indicator combines golf played at Grangemouth Golf Course and at Callendar Park Par 3 courses.

**Grangemouth Golf Course:**

- The number of rounds played during Q4 was 20.1% higher than Q4 last year, equating to 853 additional rounds played at this course.
- Year-end total was 33,512, an increase of 3,761 rounds played (+12.6%) on last year.

**Callendar Park Par 3:**

- The Par 3 course closed at the end of September for its winter shutdown and will reopen in April 2019.
- Year-end total was 3,970, an increase of 1,070 rounds played (+36.9%) on last year.

**Performance combined:**

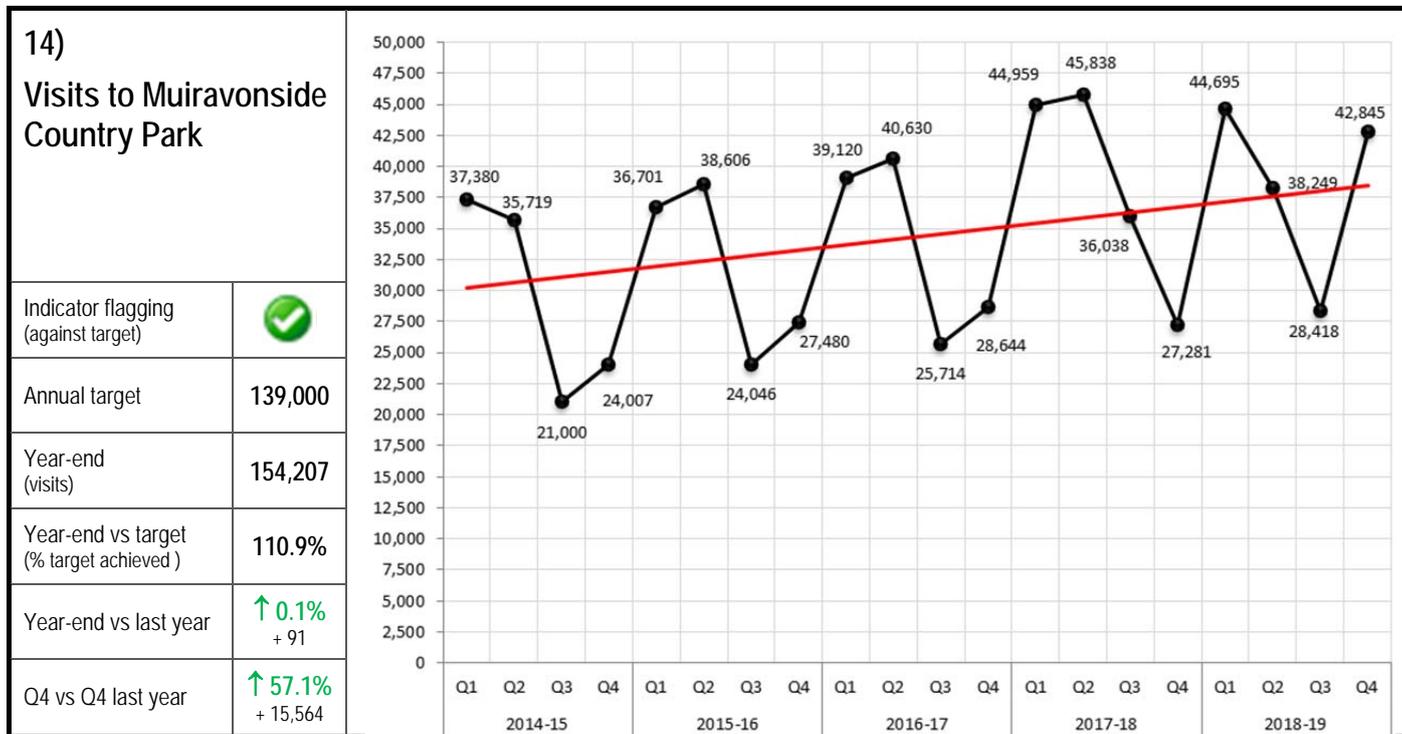
- Overall Q4 performance was 20.1% higher than Q4 last year, equating to 853 additional rounds played. This increase occurred solely at Grangemouth Golf Course.
- Year-end rounds played were 14.8% higher (+4,831) than last year.
- Year-end performance achieved 138.8% of annual target, a variance of +10,482 rounds played and resulted in a green-flagging against target.

**Reasons for variances**

- Promoting opportunities to play to a new audience, combined with favourable weather for playing golf with fewer than 2 days where snow impacted on play, have resulted in excellent performance at Grangemouth Golf Course.
- Attendance figures do not correlate directly with income as many players buy a season ticket rather than pay-per-play, with income attributed to a different period.

**Actions**

- The team have been heavily promoting season tickets sales, while further focus will be on promoting pay and play offers.
- Improvements to the course enabling better access in poor weather have been carried out by the team. Feedback from customers has been very positive.
- The golf team aim to capitalise on this positive word of mouth through a new open Facebook page which replaces a previous closed group for golf.



Note: vehicle counters at Muiravonside failed in early Q4 2018-19 resulting in no visits being recorded for January-March 2019. Visitor numbers for the 3-month period have been estimated based on income from the car park barrier, using the relationship between vehicle counters and parking barrier income from previous months as a basis.

**Q4 performance**

- January estimated visitor numbers = 11,394.
- February estimated visitor numbers = 16,216.
- March estimated visitor numbers = 15,235.
- Comparisons with previous years should be treated with caution due to the estimated nature of Q4 18-19 figures. Park staff have reported Muiravonside Park being busier this year compared to last with an increase in event attendance.

**2018-19 performance**

- Year-end figures were calculated from the automated vehicle counters for the 9-month Q1-Q3 period, with Q4 being estimations as noted above.
- The number of visits at year-end was 0.1% higher (+90) than last year.
- Year-end performance achieved 110.9% of annual target, a variance of -+15,207 visits. Performance to end-Q3 had suggested a green-flagging was possible at year-end, hence a green-flagging has been retained in light of the estimated nature of the Q4 total.

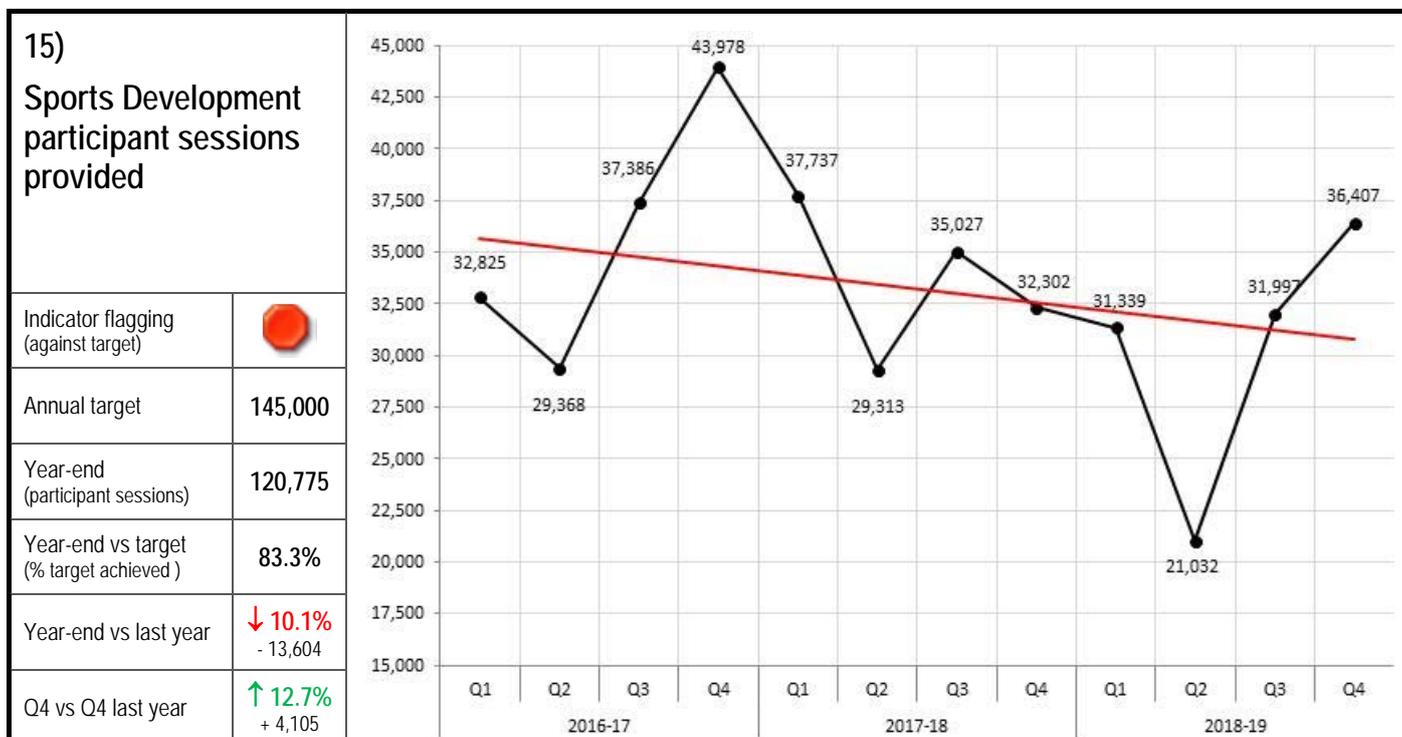
**Usage performance**

**Reasons for variances**

- 18-19 has been the first financial year with charges for car parking in place at Muiravonside.

**Actions**

- Programmes of public events have been run including some free events funded by TESCO.
- Working with Marketing, particularly the digital media staff, to improve awareness of the park for families within a 45min drive time who have disposable income and are used to paying for other family friendly activities.
- Limited capacity in the main car park is impacting on the ability to generate income with the car park filling quickly on busy days. Solutions to increase parking capacity for the summer will be considered.



**Usage performance**

**Q4 performance**

- Q4 performance was 12.7% higher than Q4 last year, equating to 4,105 additional participant sessions being provided.

**2018-19 performance**

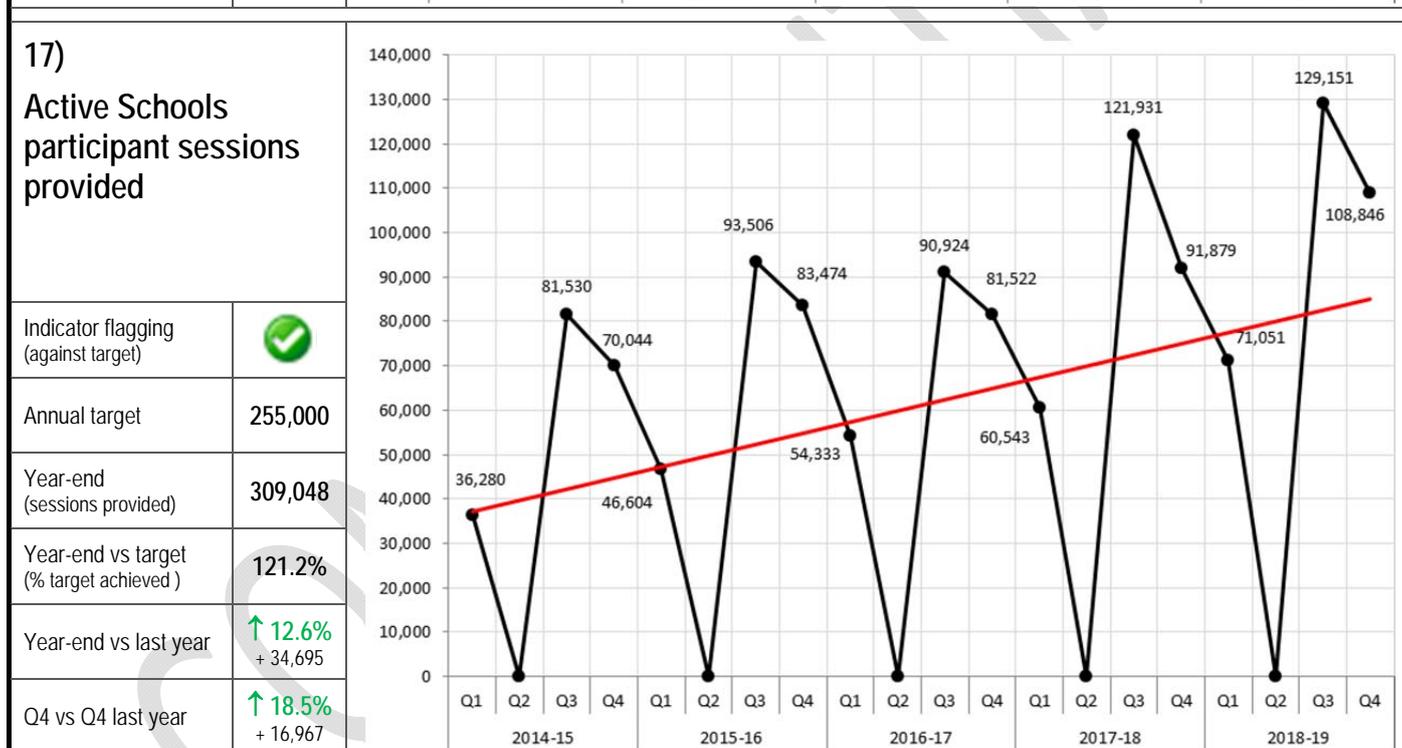
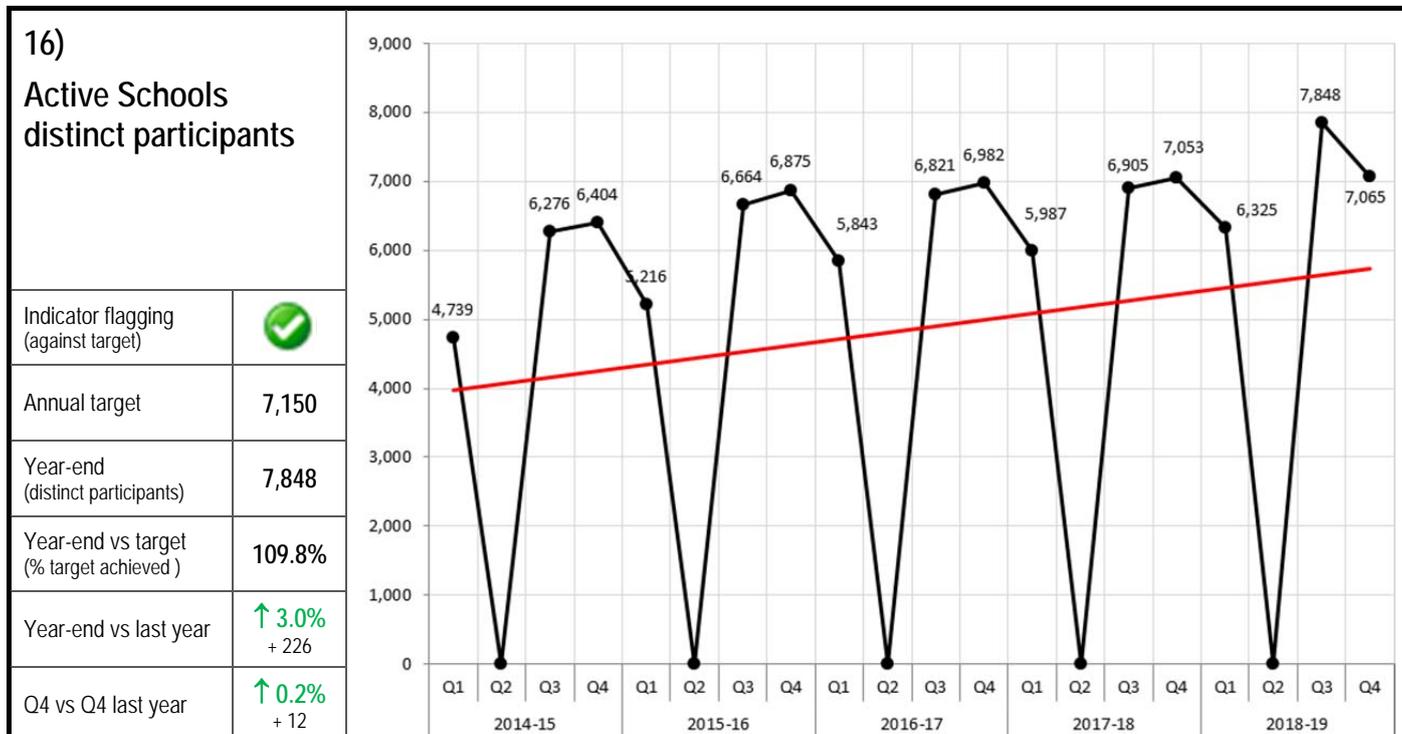
- The number of participant sessions at year-end was 10.1% lower (-13,604 participant sessions) than last year.
- Year-end performance achieved 83.3% of annual target, a variance of 24,225 participant sessions, resulting in a red-flagging against target.
- Year-end totals for individual sports (compared to last year) are as follows:-
  - Badminton -9.1% (-168)
  - Basketball +15.4% (+471)
  - Events -91.5% (-5,492)
  - Football -43.7% (-1,720)
  - Gymnastics +22.7% (+2,113)
  - Mini Gyms +22.7% (+1,382)
  - Netball, new activity (+1,134)
  - Pre-school dance -100.0% (-270)
  - Pre-school football -100% (-517)
  - Pre-school tennis -100% (-494)
  - Swimming -10.4% (-9,609)
  - Athletics, new activity (+1,440)
  - Tennis -17.0% (-1,334)

**Reasons for variances**

- The gymnastics programme increase follows the opening of Carron Gymnastics Centre in Q4. An extensive programme with over 170 new pre-schoolers is now being delivered. The opening of the new gymnastics venue has also resulted in increased interest and growth in participation at satellite sessions across Falkirk
- Netball continues to perform well despite a small decrease in sessions. A relationship has been formed with a local club – Braes Blazers Netball Club – who have taken a twice-weekly let at Braes High School.
- Continued growth in recreational basketball, assisted by linking with Falkirk Fury, have increased the number of classes as part of a wider programme in two targeted areas (Polmont and Larbert).
- The overall decrease in tennis is a direct impact of discontinuing three popular tennis classes previously at Stenhousemuir Sport Centre to allow the gymnastics project to happen. Although several customers were relocated, not everyone could be retained within the programme.
- The community transfer of Woodlands Games Hall and resulting loss of football and tennis programmes saw a decrease in year-to-year comparisons.
- Events programme participation has reduced following lower individual school sign up and the particular interests of school-based staff. There was also limited delivery at the Big Picnic in Q2 compared to last year.

<p><b>Actions</b></p>	<ul style="list-style-type: none"> <li>• Swimming Development are working to rationalise the number of classes available to match the current programme to reduce teaching costs.</li> <li>• Growth opportunities have been identified at Carron Gymnastics Centre which will see the delivery of 8 new classes (including 2 for ASN children) in Q1 and Q2 19-20. Sports Development will work with the Quality and Inclusion Officer and partner clubs.</li> <li>• Increase participation in the current swimming programme through the introduction of class monitoring software (Cap2) to assist with the retention and uptake of swimmers in the programme.</li> <li>• A focused approach with partners to develop football in Bo'ness, Camelon and Dunipace where an increase in participation and pathways of participation can be created.</li> <li>• Revising the event programme for Tennis and Netball to improve accessibility and increase the opportunity to play in varying formats.</li> <li>• Sport Development have absorbed the Athletics programme and have a development plan to improve the overall profile and performance of athletics across Falkirk.</li> <li>• Prioritise relationships Active Schools coordinators and Marketing team to deliver time sensitive marketing to relevant audiences quickly based on the demands of our programme</li> </ul>
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Usage performance

- The Active Schools programme continues to benefit from a long upwards trend.

**Distinct Participants:**

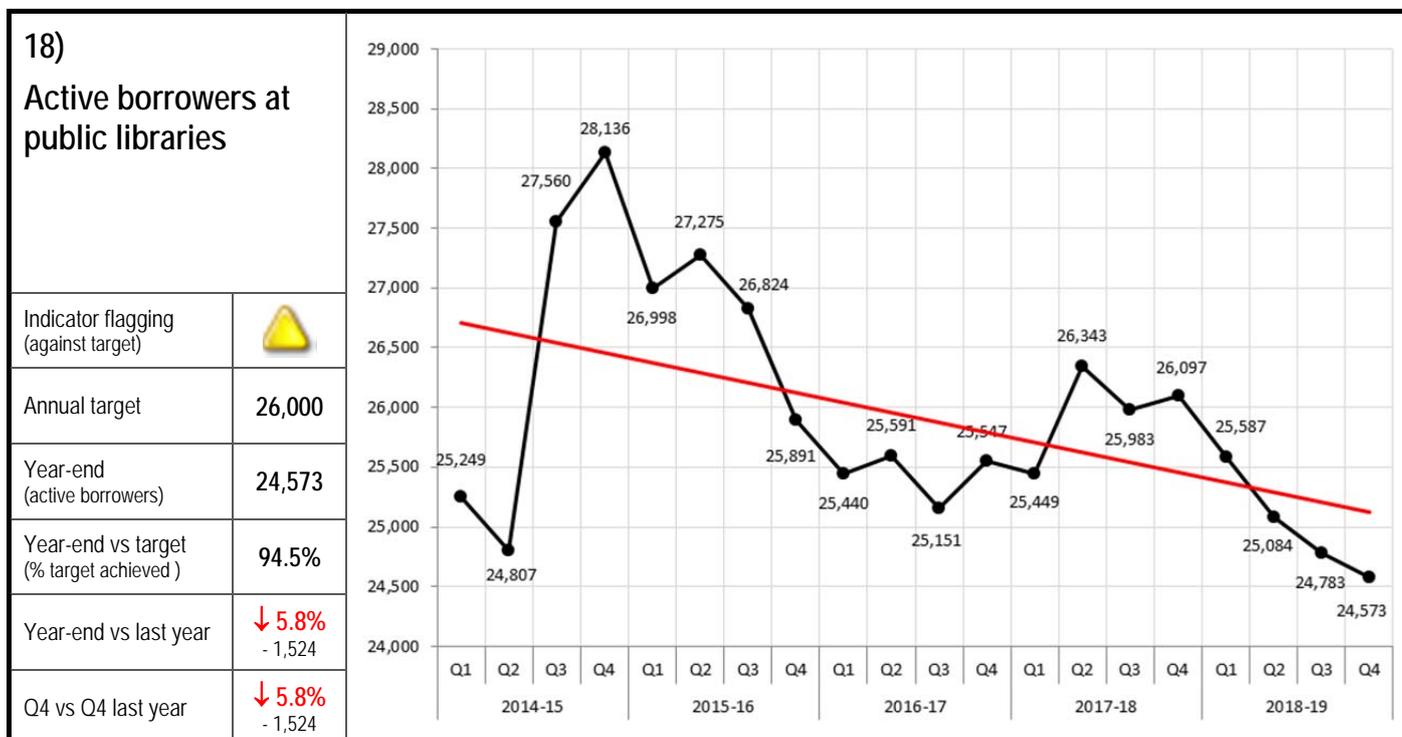
- Q4 number of distinct participants increased by 0.2% (+12 participants) compared to the same period last year.
- The number of distinct participants for the whole 18-19 12-month period totalled 7,848, an increased of +226 and a +3.0% variance on last year.
- Year-end performance achieved 109.8% of annual target, a variance of +698 against target, and resulted in a green-flagging.

**Participant Sessions:**

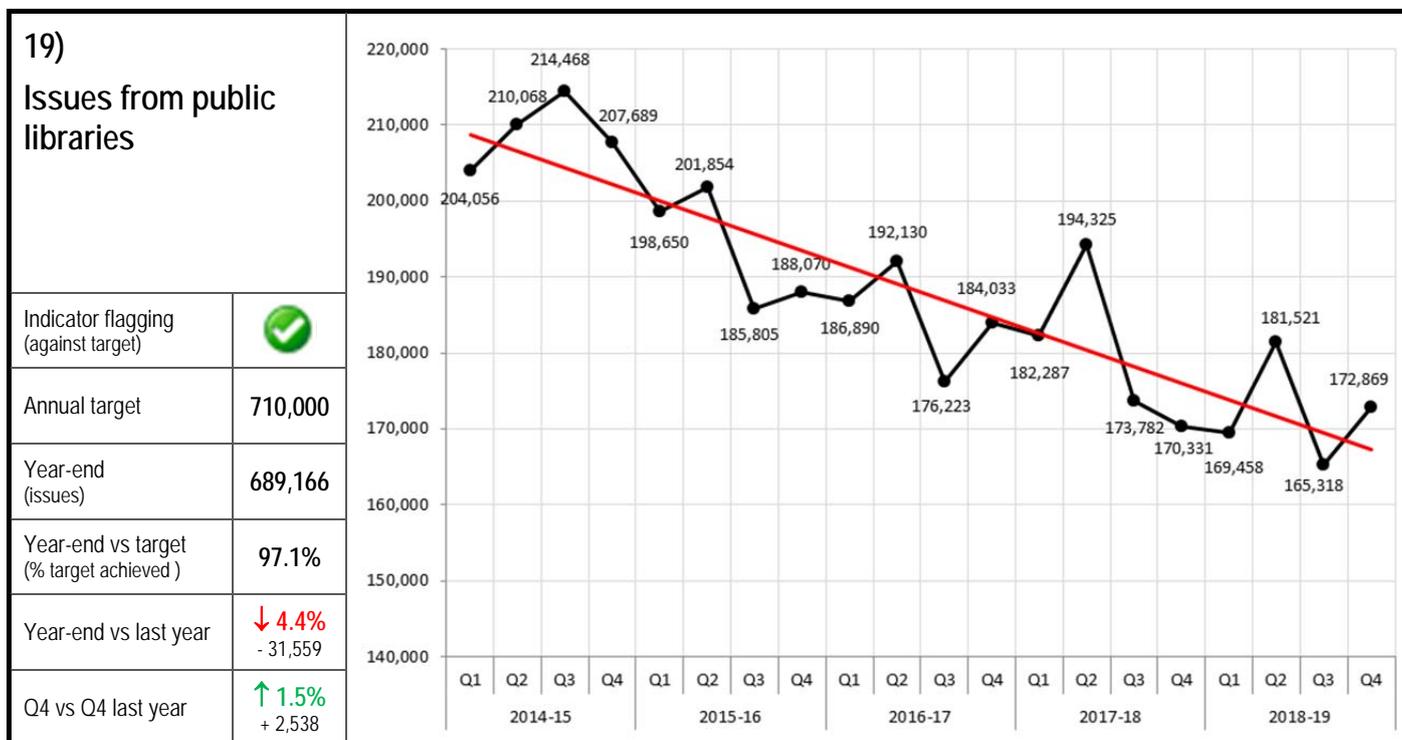
- Q4 sessions provided were 18.5% higher than Q4 last year, equating to 16,967 additional participant sessions).
- Year-end sessions provided were 12.6% higher (+34,695 sessions) than last year.
- Year-end performance achieved 121.2% of annual target, a variance of +54,048 participant sessions and resulted in a green-flagging against target.

<b>Reasons for variances</b>	<ul style="list-style-type: none"> <li>• With over 90% of all activity sessions delivered by volunteers, the programmes benefits greatly from the depth and strength of our relationships with all schools and clubs locally.</li> <li>• Across the programme coordinators – in partnership with schools – continue to become more adept at targeting disengaged and non-participants. This is resulting in the continued increase in distinct participants.</li> <li>• Data analysis in providing context and informing decisions has allowed the Active Schools team to make more measured, reasoned decisions when planning programmes for best impact.</li> <li>• A number of schools are investing PEF (Pupil Equity Fund) money through the Active Schools team, as a result of the increased profile of Health and Wellbeing. This has led to several schools now running breakfast activity clubs etc.</li> </ul>
<b>Actions</b>	<ul style="list-style-type: none"> <li>• Active Schools will continue the work to embed the programme within schools planning, particularly within the primary programme.</li> <li>• In partnership with Falkirk Council, the Active Schools team have established a Physical Education, Physical Activity and Sport (PEPAS) steering group. This aims to further develop and enhance the connections between the programme and Education.</li> <li>• A focus on volunteer retention and recruitment is a long-term goal to counter the longstanding downward trend in teachers volunteering against the backdrop of reducing staffing levels in schools.</li> <li>• Prioritising relationships within Secondary schools: with a large number of staffing changes, striving to maintain performance in affected venues will be key.</li> </ul>

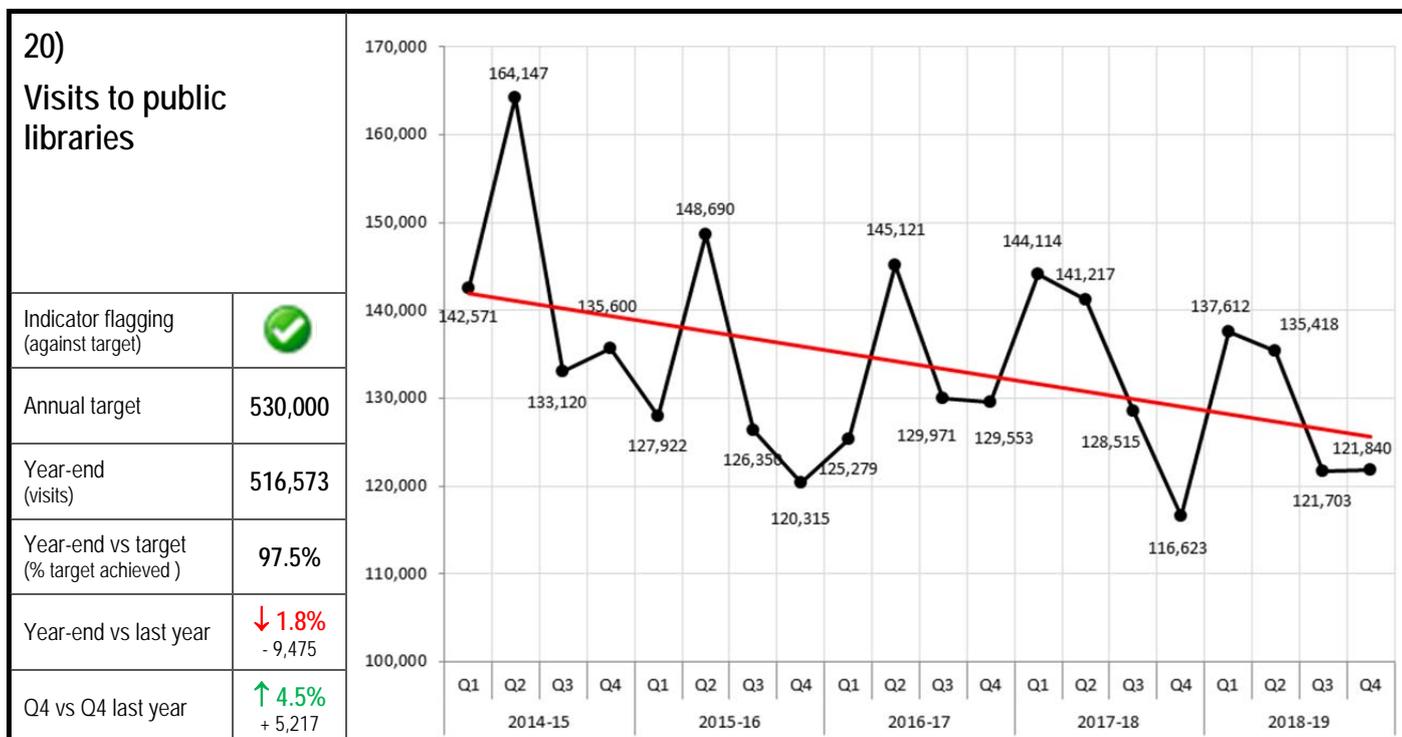
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<b>Usage performance</b>	<p><b>Q4 performance</b></p> <ul style="list-style-type: none"> <li>Year-end active borrower totals were 5.8% lower (-1,524 borrowers) than last year.</li> </ul> <p><b>2018-19 performance</b></p> <ul style="list-style-type: none"> <li>Year-end performance achieved 94.5% of annual target, a variance of -1,427 and resulted in an amber-flagging against target.</li> <li>Adult active borrowers totalled 19,710 (-6.2% compared to last year) at year-end, with junior active borrowers accounting for 4,150 (-12.6%) of the combined total.</li> <li>Digital active borrowers increased by 110.9% from 338 last year to 713 at this year-end.</li> </ul>
<b>Reasons for variances</b>	<ul style="list-style-type: none"> <li>Active Borrower numbers have continued to fall with a particular fall in junior Borrowers. This is linked to a similar decline in visits and issues – mostly associated with works at Falkirk Library in November/December leading to fewer visits to our largest, busiest library.</li> <li>Digital active borrowers has risen sharply after our new e-offer was introduced. Additional stock was purchased to increase the offer. However, Digital borrowers still only account for 3% of our borrowers.</li> </ul>
<b>Actions</b>	<ul style="list-style-type: none"> <li>A full summer programme has been planned, based on the theme of "Space" with events in all libraries</li> <li>All libraries are increasing their work with local schools and nurseries to promote library membership and love of reading</li> <li>Local History week in May and Make a Noise in Libraries fortnight in June will see libraries running an array of events with local history societies and special events for disabled people.</li> </ul>



<b>Usage performance</b>	<p><b>Q4 performance</b></p> <ul style="list-style-type: none"> <li>Q4 issues were 1.5% higher than Q4 last year, equating to 2,538 additional issues.</li> </ul> <p><b>2018-19 performance</b></p> <ul style="list-style-type: none"> <li>Year-end admissions were 4.4% lower (-31,559 admissions) than last year.</li> <li>Year-end issues for each of the library (compared to last year) are as follows:- <ul style="list-style-type: none"> <li>Bonnybridge: -5.0% (-1,938 issues)</li> <li>Bo'ness: -8.7% (-5,238 issues)</li> <li>Denny: -0.9% (-536 issues)</li> <li>Falkirk: -10.3% (-14,089 issues)</li> <li>Grangemouth: -9.2% (-7,441 issues)</li> <li>Larbert: -7.4% (-9,991 issues)</li> <li>Meadowbank: -4.3% (-4,607 issues)</li> <li>Slamannan: +3.8% (+146 issues)</li> <li>EBooks/Digital Resources: +36.2% (+6,903 issues)</li> </ul> </li> <li>With the exception of digital issues, the general trend is a decline in the number of issues from libraries.</li> <li>Year-end performance achieved 97.1% of annual target, a variance of -20,834 below target, and resulted in a green-flagging against target.</li> </ul>
<b>Reasons for variances</b>	<ul style="list-style-type: none"> <li>Issues are higher than Q4 last year as last year libraries were closed for three days in March.</li> <li>Fall in visits and issues in Falkirk Library occurred mainly in November/December coinciding with access issues due to the lift being out of order, scaffolding around the front door, and activities being cancelled due to planned building works for the Advice Hub.</li> <li>Investment in new e-book stock to boost the online offer has led to an increase in digital issues.</li> </ul>
<b>Actions</b>	<ul style="list-style-type: none"> <li>A social media campaign is commencing to further promote the digital offer.</li> <li>Falkirk Library is now back to normal with a full range of activities being offered.</li> <li>Investment in collections of large print and spoken word CDs to boost library stock.</li> </ul>



**Usage performance**

**Q4 performance**

- Q4 visits were 4.5% higher than Q4 last year, equating to 5,217 additional visits.

**2018-19 performance**

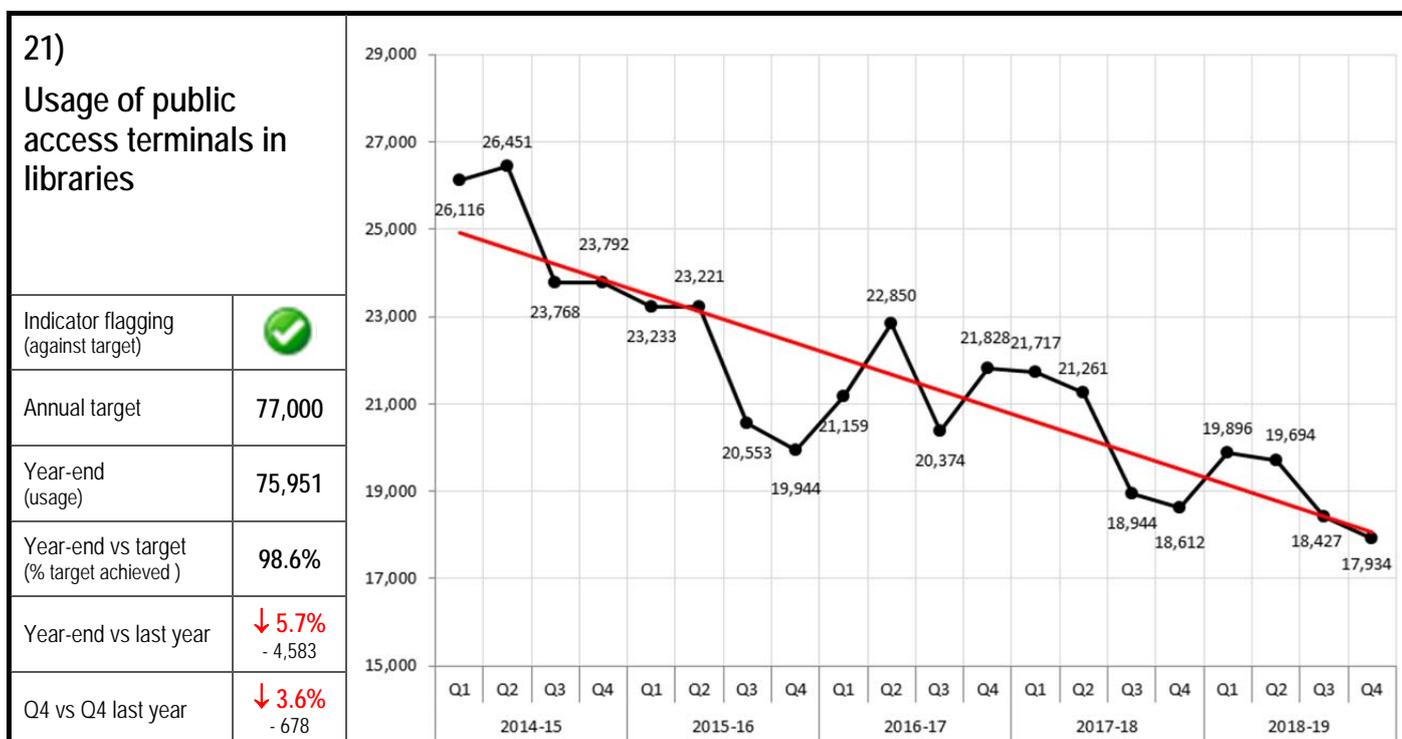
- Year-end visits for all libraries combined were 1.8% lower (-9,475 visits) than last year.
- Year-end visits for each of the library (compared to last year) are as follows:
  - Bonnybridge: +2.6% (+803 visits)
  - Bo'ness: -2.6% (-1,228 visits)
  - Denny: +17.9% (+9,802 visits)
  - Falkirk: -7.9% (-9,1123 visits)
  - Grangemouth: -0.6% (-448 visits)
  - Larbert: -0.6% (-582 visits)
  - Meadowbank: -11.1% (-12,966 visits)
  - Slamannan: -2.6% (-165 visits)
- The trend is generally downwards with reductions seen at all libraries with the exception of Denny.
- Year-end performance achieved 97.5% of annual target, a variance of -13,427 visits against target, and resulted in a green-flagging against target.

**Reasons for variances**

- Visits increased compared to Q4 last year because all libraries were closed for three days in March last year
- Visits at Falkirk Library fell in November/December when the lift was broken, the front door was surrounded in scaffolding, and activities were cancelled due to planned building works for the Advice Hub.
- Visits have fallen in Meadowbank Library as staff are manually counting visits due to a defective visit counter.
- Visits are still rising at the new library in Denny, aided by class visits and a new weekly session for nursery children.

**Actions**

- A new visit counter has been installed in Meadowbank Library.
- Libraries have started to issue replacement hearing aid batteries, in partnership with NHS Audiology. This should lead to increased visits.
- In 2018-19 libraries held 1,592 activities, an increase of 5% from last year. This year, as well as the summer programme and Local History Week in May, libraries are planning events for Make a Noise in Libraries fortnight and Disabled Access Day.



Usage performance	<p><b>Q4 performance</b></p> <ul style="list-style-type: none"> <li>Usage of public access PCs in Q4 was 3.6% lower than Q4 last year, equating to 678 fewer usages.</li> </ul> <p><b>2018-19 performance</b></p> <ul style="list-style-type: none"> <li>Year-end usage was 5.7% lower (-4,583 uses) than last year.</li> <li>Usage per library at year-end compared to last year: <ul style="list-style-type: none"> <li>Bonnybridge: -12.0% (-582 uses)</li> <li>Bo'ness: +3.0% (+214 uses)</li> <li>Denny: +8.5% (+589 uses)</li> <li>Falkirk: -10.2% (-2,935 uses)</li> <li>Grangemouth: -13.7% (-1,972 uses)</li> <li>Larbert: +1.5% (+144 uses)</li> <li>Meadowbank: +0.2% (+18 uses)</li> <li>Slamannan: -8.1% (-59 uses)</li> </ul> </li> <li>The trend varied across libraries with the majority of the decrease resulting from reduced use at Falkirk Library.</li> <li>Year-end performance achieved 98.6% of annual target, a variance of -1,049 usages and resulted in a green-flagging against target.</li> </ul>
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Reasons for variances	<ul style="list-style-type: none"> <li>Access issues at Falkirk Library in November/December led to a 20% fall in use of the PCs compared to the same period last year.</li> <li>PC use is gradually falling as more people have access to the Internet on their own devices.</li> </ul>
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Actions	<ul style="list-style-type: none"> <li>Tablet classes are still proving popular in Bonnybridge Library – with a new set of classes planned for the next few months.</li> <li>Libraries are exploring providing digital assistance to people looking to apply for a UK Resettlement visa.</li> </ul>
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