

**FALKIRK COUNCIL**

**Subject: FOLLOWING THE PUBLIC POUND: FALKIRK COMMUNITY TRUST**  
**Meeting: SCRUTINY COMMITTEE**  
**Date: 12 NOVEMBER 2015**  
**Author: CHIEF EXECUTIVE**

**1. INTRODUCTION**

1.1 The following report provides Members with information about the agreement between Falkirk Council and the Falkirk Community Trust (the Trust), for the period 1 April 2014 to 31 March 2015, in line with Following the Public Pound and Council procedure.

1.2 The table below provides Members with an overview of the arrangement in place:

<b>Organisation</b>	<b>Project details</b>	<b>Duration of agreement</b>	<b>Total support (financial &amp; in-kind) during report period</b>	<b>Elected Members currently nominated to the Trust Board</b>
Falkirk Community Trust	The provision of cultural, recreation, sports and library services on behalf of Falkirk Council	25 years from June 2011	£13.085M (2014/15)	Councillors Dennis Goldie, Linda Gow, Robert Spears, Baillie William Buchanan, and Provost Pat Reid

1.3 Whilst the Trust provides the strategic services listed above it 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;
- The strategies and plans on which the Trust leads the development include:
  - The Culture and Sports Strategy: *Inspiring Active Lives* which guides a number of supporting plans that are in development including;
  - The Physical Activity Plan and Wellbeing Plan;
  - The Arts and Heritage Plans , Libraries Development Plan: and
  - Master planning for major sites and Management Plans for each strategic park.

- 1.4 The Council's Chief Finance Officer is the designated key liaison officer with the Trust. In addition to regular meetings between the Chief Executive of the Council and the Chief Executive of the Trust, the Chief Finance Officer meets the Chief Executive of the Trust on a quarterly basis, and attends the Board as required. As the Trust is a company limited by guarantee, has charitable status, is governed by its Memorandum and Articles of Association, has a defined relationship with the Council and has adopted a number of approaches on the management and mitigation of risk, it is considered to represent a minimum risk to the Council. Since its establishment the Trust has submitted its Business Plan, accounts and performance information to Members for regular scrutiny.

## **2. ORGANISATION OBJECTIVE & SERVICE OUTCOMES**

- 2.1 The Trust supports the Council by delivering a range of sports and cultural services on its behalf with the aim of:

- Encouraging the population of the Falkirk Council area to be more active and promoting health and fitness opportunities that are accessible to everyone;
- Supporting people to be more creative and nurturing potential for personal success and wellbeing through the provision of cultural and sporting facilities and resources;
- Helping individuals and community groups to benefit from lifelong learning opportunities and make a social and economic contribution; and
- Involving local people in caring for the areas' environment and heritage, and encouraging others to visit the area.

- 2.2 The Trust has four key outcomes which contribute to the Council's Corporate Plan as follows:

<b>Trust Outcome</b>	<b>Corporate Plan Goal</b>
People are fitter, healthier and more active, more often	Continuing to improve the health, safety and wellbeing of our citizens and communities
People benefit from lifelong learning opportunities	Further developing a thriving and sustainable vibrant economy
People are more creative and the potential for success and wellbeing is nurtured	Continuing to improve the health, safety and wellbeing of our citizens and communities
People are involved in caring for the area's heritage and environment	Enhancing and sustaining an environment in which people want to live and visit

- 2.3 The business case which underpinned the establishment of the Trust highlighted the following benefits:

- Providing a vehicle with a singular focus on community facing developments;
- Achieving financial savings;
- Maintaining a proximity to the Council family, so that the Trust can derive benefits from this and reduce risk to the Council; and
- Offering potential to widen community ownership and engagement.

### 3. PERFORMANCE

3.1 The Trust provides a quarterly performance report to the Trust Board's Audit and Performance Sub Group. This reports performance on the Trust's Business Plan using a total of 27 indicators, covering the 4 outcomes listed at 2.2. A copy of the performance report covering the period April 2013 to March 2014 is attached at Appendix 1. This report provides a more detailed commentary on each indicator. In summary the Trust reported that:

- 59%, or 16 out of 27 reported indicators were within 5% or above target performance;
- 26%, or 7 out of 27 reported indicators were 5% to 10% below target; and
- 15%, or 4 out of 27 reported indicators were 10% or more below target

3.2 In addition to the 2014/15 yearly report, the Trust has also provided a quarter 2 performance report, covering the period, April to August 2015, as attached at Appendix 2. This is supported by more locally based information, requested by Members, attached at Appendix 3. Both appendices provide a more detailed commentary on Trust performance. In summary the Trust reported that:

- 58%, or 18 out of 31 reported indicators were within 5% or above target performance;
- 35%, or 11 out of 31 reported indicators were 5% to 10% below target; and
- 7%, or 2 out of 31 reported indicators were 10% or more below target

3.3 In addition to this the Trust has secured some major achievements and improvements during 2014/15. These make an important contribution towards the fulfilment of the Trust's Business Plan and its contribution to the Council's Corporate Plan. A fuller account is provided within the Trust's annual report, which is available at [http://www.falkirkcommunitytrust.org/about/docs/annual-reports/Annual Report 2014 - 2015.pdf](http://www.falkirkcommunitytrust.org/about/docs/annual-reports/Annual%20Report%202014%20-%202015.pdf). Some of the Trust's key achievements include:

- Significant capital investment received from Falkirk Council has allowed the Trust to invest in improving the wave machine at the Mariner Centre and the flumes at Grangemouth Sports Complex. This has helped to support a measurable increase in income at the Mariner Centre;
- The Trust raised over £500,000 through competitive grant awards and sponsorship. The Trust also received £1.183m in external funding. This included funding for Active Schools the Youth Music Initiative;
- A new Library Management System has been introduced, which has resulted in significant improvements in the online catalogue;
- 700 local school children broke the Guinness Word Record as the largest group of people playing tennis 'keepy uppy'. This was part of the opening of refurbished tennis courts at Zetland Park;
- Kinneil Museum underwent refurbishment, resulting a new ground floor exhibition. This has helped to increase museum visits this year;
- This was the first full season of operating the Helix and Kelpie Tours. Over 950,000 visits took place during the year, double the number expected;

- The Trust's Arts and Libraries teams together with Falkirk Council's Social Work Services have collaborated to improve long term opportunities for vulnerable young people. This has utilised arts to improve confidence, life aspirations, social skills and develop the creative talents of 10 young people aged 11-18 from children's homes. Some of the issues these young people have experienced include, separation from birth parents, neglect, abuse, and experiencing the trauma of loss. These range of experiences have traditionally contributed to such young people experiencing bad outcomes, such as, poor educational attainment and poor destinations on leaving school;
- Grangemouth Stadium has benefitted directly from the legacy of the Commonwealth Games by being the recipient of 50% of the track used for athletics events at the Games. This is being used to replace the dilapidated track previously used;
- Those facilities which experienced increased admissions during the year included, Bo'ness Recreation Centre, Grangemouth Stadium, Grangemouth Gym and Kinneil Museum. Active schools participation increased by 12% during the year;
- Those facilities which experienced decreased admissions during the year included, Grangemouth Sports Complex, the Mariner Centre, the Hippodrome and Callendar House. Admissions at the first two centres were impacted by their closure for a period while facilities were upgraded; and
- Customer income for the Trust as a whole, continued to show improvement, reaching £5.25m in 2014/15. Health and fitness income topped £1m for the first time in 2014/15.

#### 4. FINANCIAL OVERVIEW

4.1 A copy of the Trust's Audited Report and Financial Statements for 2014/15 is available at [http://www.falkirkcommunitytrust.org/about/docs/audited-accounts/Report and financial statements 2015.pdf](http://www.falkirkcommunitytrust.org/about/docs/audited-accounts/Report%20and%20financial%20statements%202015.pdf). The Trust applied £66,000 from a revaluation reserve, which left a small surplus of £12,000. The Trust's wholly owned subsidiary, Falkirk Community Trading Limited, achieved a break even position. The latter includes provision of catering and retail services. The reserve at 31 March 2015 stood at £374,000.

4.2 A summary of the 2014/15 accounts, is as follows:

Description	2014/15 (£)	2013/14 (£)
Total Incoming Resources	19.52m	18.218m
Falkirk Council contribution	13.085m	12.139m
Total Expenditure	18.871m	18.008m
Balance as 31 March 2014	952,000	952,000
Balance at 31 March 2015	1.601m	-

#### 5. GOING FORWARD

5.1 The major strategic, business and operational risks associated with the Trust have been identified and are reviewed by the Board periodically. A Strategic Risk Management policy is in place, together with a risk register with review and mitigation processes.

5.2 The Trust continues to focus its forward against the following strategic objectives:

- Meeting customer needs;
- Organisational development; and
- Financial sustainability.

5.3 Work is ongoing during 2015/16 to progress the Kinneil Masterplan with key stakeholders including, Historic Scotland and the Heritage Lottery Fund. Positive support has been received from local community organisations and representatives. The Trust is engaging with these stakeholders to shape the future funding strategy, which will facilitate the fulfilment of the ambitions set out in the Masterplan.

5.4 2016 has been designated, by the Scottish Government, as a year in which we will celebrate Scotland's achievements in innovation, architecture and design. The local area has a proud heritage in these topics. The Trust has a key role in shaping a 12 month programme to reflect this, which will act as further spur for tourism.

5.5 The Trust has drafted a new Physical Activity and Wellbeing Plan and a Library Services Development Plan. These are currently being consulted on with Falkirk Council, with sign off by the Council thereafter.

5.6 2015 has seen the opening of Stenhousemuir Gym, which sees the provision of a state of the art facility and equipment. This will make an important contribution to Trust income in the coming years.

5.7 Over the next 3 years the Trust will be required to manage a £2.1m reduction in revenue funding from Falkirk Council. The Trust aims to meet this challenge through a mix of measures including, income generation and growth plans, and by securing efficiency savings and service reductions. Another important aspect of this will be the implementation of an Asset Management Plan, in conjunction with Falkirk Council.

## **6. CONCLUSION**

6.1 This is the third formal report on the Trust in accordance with the requirements of Following the Public Pound. The report demonstrates the continuing good progress the Trust is making against its key targets. This year has seen significant investment in Trust facilities and equipment with a view to securing a platform for sustained income growth. Significant funding challenges continue to lie ahead however. The report outlines the steps the Trust is taking to mitigate this challenge. As with all Following the Public Pound Reports Members can:

- Approve the report and acknowledge the progress the Trust has made in delivering on its core commitments for the Council;
- Request further information on specific aspects of the services provided; and/or
- Request action with follow-up for further consideration by the Committee.

## **7. RECOMMENDATIONS**

**It is recommended that Committee:**

- 7.1 Considers this report and selects from one of the options listed at 6.1 what course of action it requires; and**
- 7.2 Notes the progress and performance of the Trust during the period 2014/15.**

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### **CHIEF EXECUTIVE**

Date: 26 October 2014

Ref: ABC1015AW – FCT FPP Report

Contact Name: Andrew Wilson

### **LIST OF BACKGROUND PAPERS**

- 1. Falkirk Community Trust Business Plan

Any person wishing to inspect the background papers listed above should telephone Falkirk 01324 506046 and ask for Andrew Wilson.

## Falkirk Community Trust




**Subject:** April 2014 – March 2015 12-month Performance Report  
**Meeting:** Audit and Performance Sub-Group  
**Date:** 14<sup>th</sup> May 2015  
**Authors:** Alistair Mitchell, Team Leader Performance Review

## 1. Introduction

- 1.1 This is the 2014-15 quarter four report on our performance indicators and covers the 12-month financial period April 2014 – March 2015. 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 bar charts 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 Figures presented alongside the charts provide an 'at a glance' summary of variance in indicator performance compared to the same quarter last year, and variance in cumulative performance for the year total against the previous year.
- 2.3 Three additional indicators reporting performance of the Helix site were added at the start of the current financial year and remain unflagged. Annual targets will be included and these indicators flagged from 2015-16 onwards.
- 2.4 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>14</b> green-flagged indicators.
Amber 	This PI is slightly below target though performance may be improving (5-10% below target)	There are <b>4</b> amber-flagged indicators.
Red 	This PI is significantly below target and performance does not appear to be improving (10% or more below target)	There are <b>9</b> red-flagged indicators.

- 2.5 Compared to the quarter three report (October-December), indicator flagging has changed as follows:
- Two less green-flagged indicators
  - One more amber-flagged indicator
  - One more red-flagged indicators
- 2.6 Two previously green-flagged indicators (PI 2 and 24) have moved to red at year-end; one amber-flagged indicator (PI 7) has moved to red at year-end; two previously green-flagged indicators (PI 10 and 12) have dropped to amber; one indicator (PI 20) has improved from amber to green-flagging at year-end; one indicator (PI 22) has improved from red to amber flagging; and one indicator (PI 23) has improved from red to green flagging.

- 2.7 2014-15 year-end performance is less positive than previous year's successes. Approximately half of indicators remain flagged green against target, but actual performance (number of admissions, visits, bookings, etc) has decreased in real terms for almost two-thirds of indicators. This trend in admissions, visits and bookings is being closely monitored by Trust management and, where possible, action being taken where necessary.
- 2.8 The key performance highlights for the 2014-15 year include the following:
- Bo'ness Recreation Centre admissions 14% higher than 2013-14, with an additional 17,305 admissions to the Centre and exceeding target by 11.5%.
  - Admissions to Grangemouth Stadium exceeding last year's total by 2,300 (+2.0%) despite the 8-week track closure for installation of our new running surface from Glasgow 2014. Target was exceeded by 7% (+8,100 admissions).
  - Grangemouth Circuit Club admissions grown by 4% over last year and exceeded target by 3.8% (+4,240), mainly due to increased fitness class usage.
  - Neighbourhood Centre admissions exceeded target by 5.3% (+6,392).
  - Use of Community Schools admissions exceeded target by 4.9% (+8,386) although fell slightly short of the 2013-14 total.
  - An additional 1,000 rounds of golf were played at Grangemouth Golf Course compared to last year, helping the indicator to exceed target.
  - Active Schools delivered a record number of participant sessions, 12.2% more than last year, and exceeded target by 10.5% (+17,854 participant sessions).
  - Kinneil Museum admissions were 15.8% higher this year compared to 2013-14 despite the 2-month closure for refurbishment, and exceeded target by 16% (+431 visits).
- 2.9 A report on the period April – June 2015 will be made at the next meeting of the sub group on 13<sup>th</sup> August 2015.

### **3. Recommendation**

- 3.1 Directors are asked to note the following:
- Progress made throughout 2014-15;
  - Actions to address areas requiring improvements in the forthcoming year;
  - Reporting methods formats are being refined ahead of the next performance report to enhance clarity and provide a more concise report.

**Alistair Mitchell**  
**Team**

**Leader**

**Performance**

**Review**



1)



## Admissions to Bo'ness Recreation Centre

Q4 2014/15 vs Q4 2013/14:

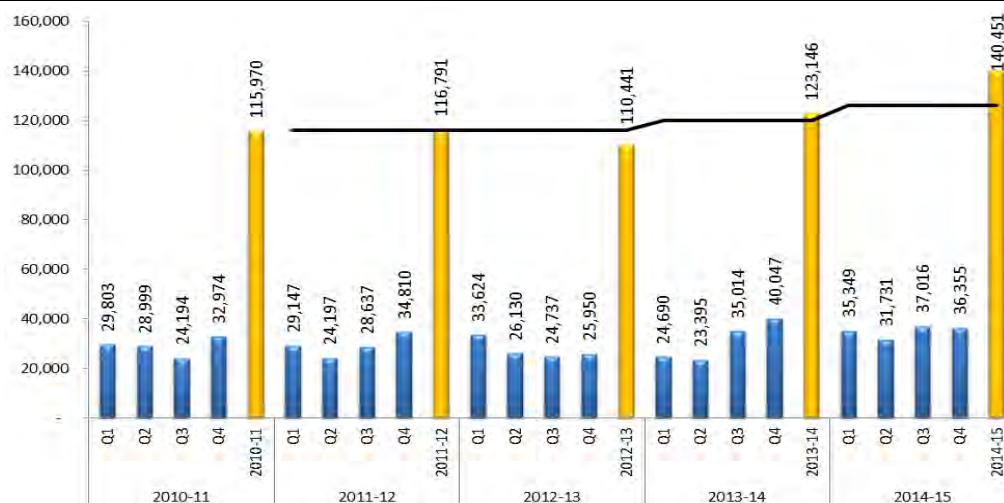
↓ 9.2%

- 3,692 admissions

Year total 2014/15 vs 2013/14:

↑ 14.1%

+ 17,305 admissions



2014-15 annual target: 126,000 admissions

Performance at year-end exceeded the annual target by 11.5% (+14,451 admissions) with the highest admissions for several years. Usage continues to perform well due to the team's ability to keep the programme fresh and a focus on customer engagement. Income at year-end fell just short of target (£184k against a target of £191k) largely due to reductions in squash and indoor football by c.£3k. Artificial pitch and birthday party income performed well while swimming remained constant. The areas of significant growth during 2014-15 were badminton, events, birthday parties, and sauna & steam room usage.

Although Q4 performance this year was lower than same period last year, 2013-14 Q4 saw a spike in admissions relative to preceding years. The drop is mainly due to a decline in indoor football use brought about by the saturation of available pitches in the area. Whilst usage of sports halls for football is down, badminton usage continues to increase using some booking slots now vacated by football.

Looking ahead to 2015-16, work is ongoing to introduce more roller beats classes in the near future. Areas identified for improvement and focus are squash and indoor football admissions.

2)



## Admissions to Grangemouth Sports Complex

Q4 2014/15 vs Q4 2013/14:

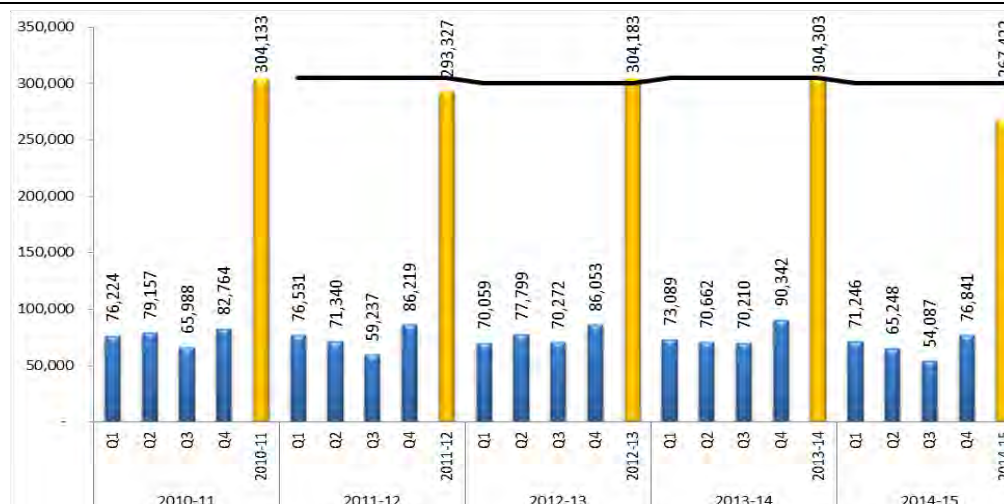
↓ 14.9%

- 13,501 admissions

Year total 2014/15 vs 2013/14:

↓ 12.1%

- 36,881 admissions



2014-15 annual target: 300,000 admissions

Overall admissions for 2014/15 were lower than last year and fell c.11% (-32,578) below target at year-end, hence the change in indicator flagging to red. However, income at year-end was only less than 1% below target despite the reduction in admissions. The 3-week closure for maintenance and venue improvements during Q3 had significant impact, but has enhanced the customer experience. Further planned investment during 2015/16 will revitalise the flumes offer and should reverse the swimming admissions trends.

Performance during Q4 reduced compared to the same period last year. Swimming pool admissions decreased with c.3,000 fewer school admissions following the loss of P5 swimming, and casual swimming decreased by c.2,300. The Scottish Schools basketball finals attracted c.5,000 admissions over 6 days but in general fewer and quieter events resulted in c.4,500 fewer spectators. Soft play admissions were lower than last year and casual football and badminton bookings continued to decline.

2015-16 Q1 activities include the launch of new 'mini moves' dance classes for 1-5 year-olds and netball coaching sessions and a large programme of events including gymnastics competitions, 5 roller derby bouts and several swimming galas including the Scottish Disability Sport Senior Swimming Championships.

3)



### Admissions to Mariner Centre

Q4 2014/15 vs Q4 2013/14:

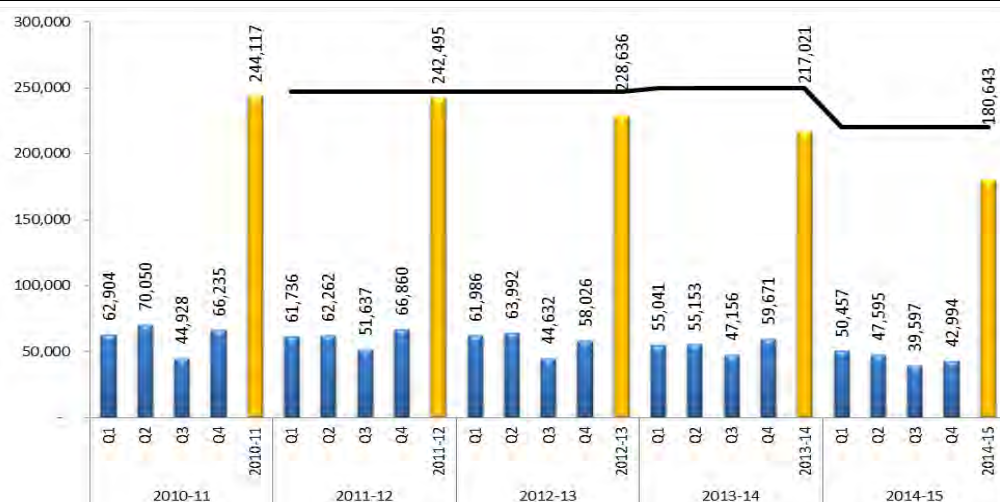
↓ 27.9%

- 16,677 admissions

Year total 2014/15 vs 2013/14:

↓ 16.8%

- 36,378 admissions



2014-15 annual target: 220,000 admissions

Year-end performance was lower than last year and fell c.18% short of target. Contributing factors were the lack of wave machine combined with good weather and opening of The Helix providing a greater draw than indoor venues. Income at year-end was c.21% below target (c.-£116k), a reflection of the broken wave machine compounded by the 4-week closure in March. Swimming income since the pool reopened recorded a 95% increase on the same 4-day period last year with almost £5k of income.

Admissions during Q4 continued the trend of decreasing admissions. The 26-day pool closure for installation of the new wave machine and air-handling units led to a 36% decrease in swimming admissions. Encouragingly, since reopening on 28<sup>th</sup> March swimming admissions were 54% higher than the equivalent 4-day period last year. Admissions increased for Falkirk Fury basketball fixtures (+133%), badminton and short tennis (+138%). Indoor football showed the same trend seen elsewhere with a 38% decrease, while Roller Derby decreased 83% following the relocation of a team to Hallglen SC.

Increased swimming income and admissions are anticipated for 2014-15 with the wave machine being back in action with bigger and better waves. A week-long Easter camp will be delivered in the centre; this is a new venture for the venue.

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### Admissions to Grangemouth Stadium

Q4 2014/15 vs Q4 2013/14:

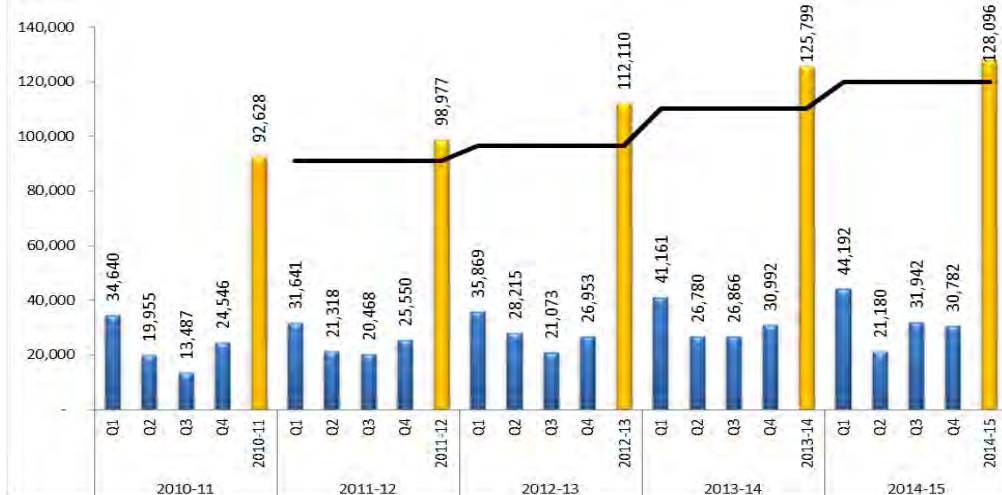
↓ 0.7%

- 210 admissions

Year total 2014/15 vs 2013/14:

↑ 1.8%

+ 2,297 admissions



2014-15 annual target: 120,000 admissions

Year-end performance increased compared to last year and exceeded target by 6.7% (+8,096 admissions) despite the 8-week closure of the track earlier in the year for installation of the new running surface following Glasgow 2014. Income for the year exceeded target by c.10% with c.£169k of income achieved. 2014-15 highlights included: gymnastics continuing to grow in popularity; c.2,700 additional admissions to the Run, Jump & Throw programme and c.1,000 extra admissions to the running track despite the closure for replacement works.

Q4 admissions were near identical to the same period last year. Increases were seen in track training sessions (+380), run, jump and throw classes (+800) and weights users (+1,000), while Jog Scotland (-130) and spectators (-1,300) decreased compared to Q4 2013/14. New activity including Scottish Institute of Sport athletics attracted 359 admissions and Falkirk Football Club new activity accounted for 406 admissions.

Looking ahead to next quarter, a sizeable schedule of events is planned for what is normally the busiest quarter of the year.

5)



### Admissions to Bo'ness Circuit Club

Q4 2014/15 vs Q4 2013/14:

↓ 0.5%

- 35 admissions

Year total 2014/15 vs 2013/14:

↓ 6.0%

- 1,660 admissions



6)



### Admissions to Grangemouth Circuit Club

Q4 2014/15 vs Q4 2013/14:

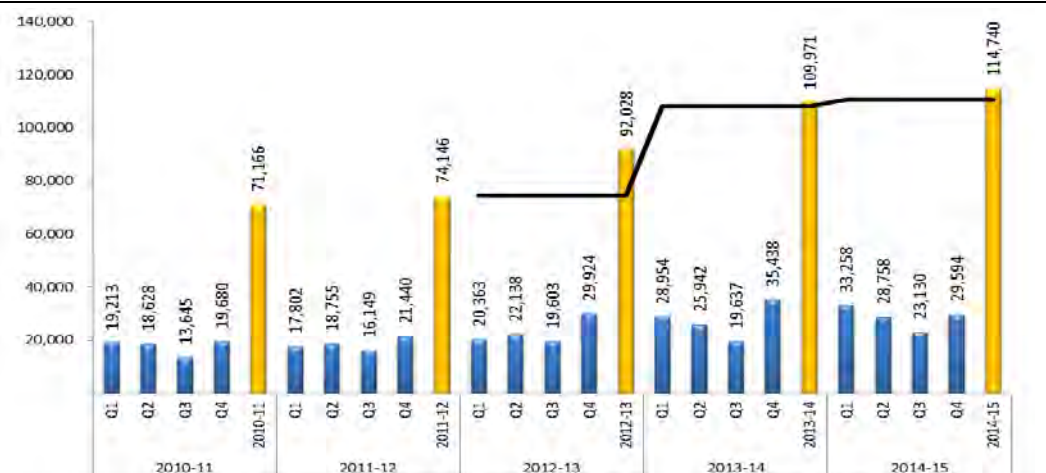
↓ 16.5%

- 5,844 admissions

Year total 2014/15 vs 2013/14:

↑ 4.3%

+ 4,769 admissions



7)



### Admissions to Mariner Circuit Club

Q4 2014/15 vs Q4 2013/14:

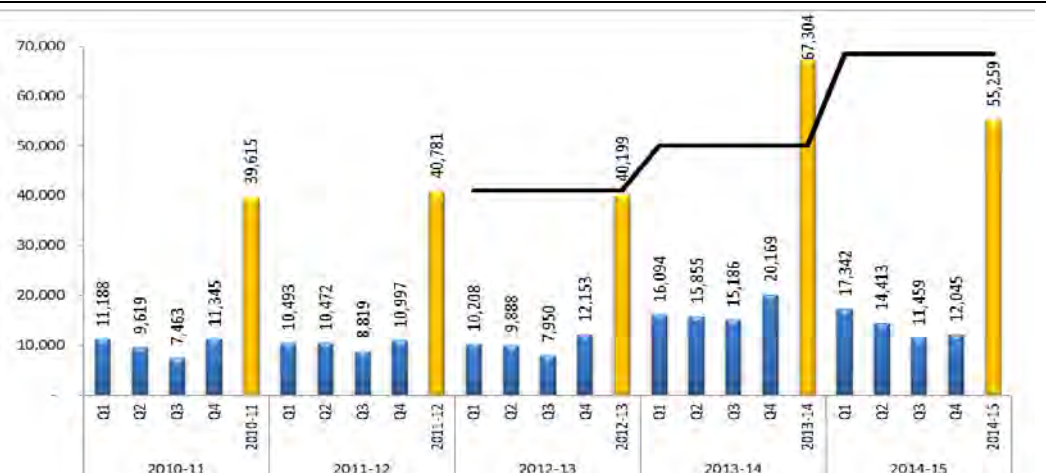
↓ 40.3%

- 8,124 admissions

Year total 2014/15 vs 2013/14:

↓ 17.9%

- 12,045 admissions



2014-15 annual targets: Bo'ness 31,500; Grangemouth 110,500; Mariner 68,500.

Year-end performance was mixed. Admissions at Grangemouth Circuit Club were higher than last year and exceeded target by 3.8% (+4,240 admissions), but Bo'ness and Mariner Circuit Club admissions fell short of target by 16.7% and 19.3% respectively. Mariner Circuit Club dropped from amber to red flagging at year-end. Despite mixed performance in admissions, income increased by 19% (+c.£25k) at Bo'ness and 10% (+c.£53k) at Grangemouth, while Mariner income very nearly matched last year's total (-c.£2k).

Q4 admissions decreased at all 3 Circuit Clubs compared to the same quarter previously. Analysis shows that popularity of group fitness classes remains high with continued growth, while competition in the Falkirk area is having an impact on gym usage.

First quarter promotional activity includes a 'Don't Cover Up, Shape Up' membership campaign with benefits for both new and existing members. A new fitness class timetable will be introduced at the start of May with a new Les Mills 'GRIT' programme at Grangemouth delivering Cardio, Strength and Plyo. Revised Bodypump and Bodycombat class programmes will be launched in mid-April with new music to keep classes fresh and appealing to existing members. Changes at Bo'ness Circuit Club involving relocation of the access system from the gym at main reception will be monitored to ensure customers remain aware of the need to register for classes prior to participating.



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### Admissions to the Neighbourhood Centres

Q4 2014/15 vs Q4 2013/14:

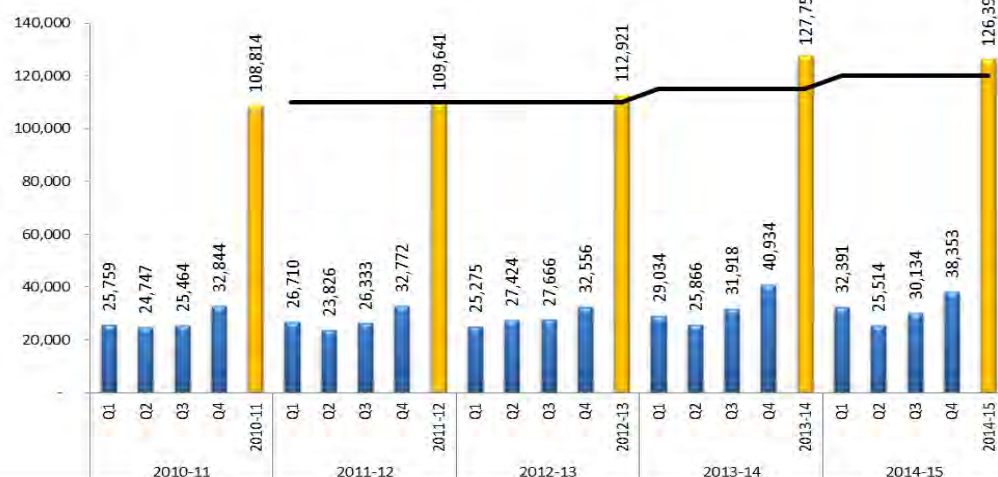
↓ 6.3%

- 2,581 admissions

Year total 2014/15 vs 2013/14:

↓ 1.1%

- 1,360 admissions



2014-15 annual target: 120,000

Year-end performance achieved 5.3% (+6,392) above target hence remains flagged green, although is marginally lower than last year's total admissions. Income at year-end fell 13% (c.£37k) short of target with a downturn in indoor and outdoor football. Income from classes/clubs has grown, an example being income from classes/clubs only at Hallglen increasing from c.£18.7k in 2013-14 to c.£32.1k in 2014-15.

Q4 admissions at neighbourhood centres decreased compared to last year. Increases occurred at Hallglen SC and Denny Football Centre while all other neighbourhood centres recorded decreases. Indoor football is declining at all centres and there was a significant downturn in outdoor pitch use at Denny SC and Woodlands due to their poor condition.

We are actively considering potential changes of use for specific centres to reinvigorate the interest in local community's participation at facilities.

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### Out of hours admissions to Community Use High Schools

Q4 2014/15 vs Q4 2013/14:

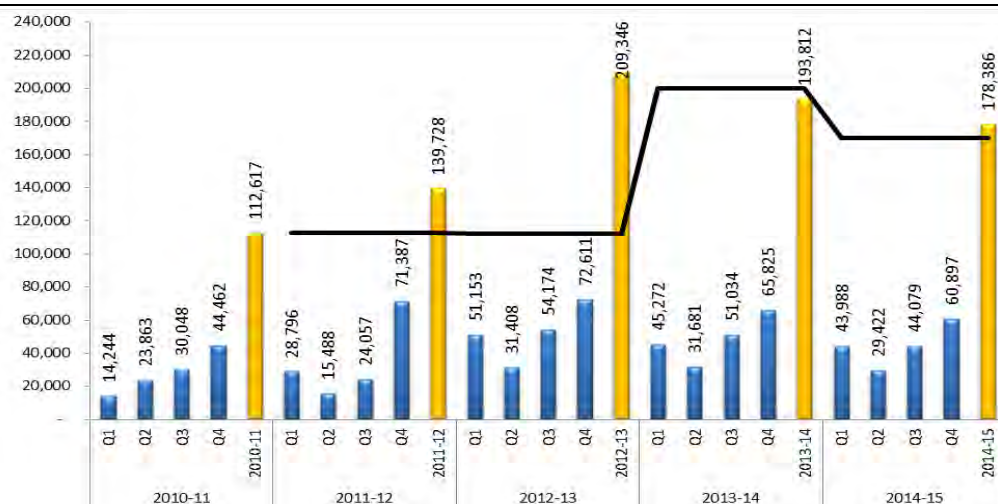
↓ 7.5%

- 4,928 admissions

Year total 2014/15 vs 2013/14:

↓ 8.0%

- 15,426 admissions



2014-15 annual target: 170,000

Year-end performance exceeded target by 4.9% (+8,386). The success of Denny HS has helped achieve this with existing clubs growing their memberships and local communities utilising facilities. However, this success has hidden the decline in admission numbers at all other community access facilities which may be linked to the charging for junior club bookings. Income overall fell 23% (c.£38k) short of target. Income at Denny HS alone increased in line with increased admissions.

Q4 admissions reduced at all community use schools compared to the same period last year, with the exception of Denny HS where a 26% increase during Q3 was followed by a 71% increase for Q4 (+7,720) with large increases in both adult and juvenile swimming, sports club bookings and general sports bookings. Swimming use across all community-access schools increased by 11% in general. The decrease is mainly due to the reduction/loss of outdoor football bookings and group bookings such as Choir, Callenetics and Pipe Band practice. Highlights for the quarter include badminton at St Mungos (+62%), junior indoor football at Grangemouth (+220%) and basketball (+135%) and events (+178%) at Denny.

Looking ahead to Q1, admissions may be reduced following the relocation of Falkirk Community Trust Easter Programmes to other Trust facilities. Raising the profile of the facilities available to the community remains a priority for 2015-16.



10)



### No. of participants in Healthy Lifestyle Physical Activity programmes

Q4 2014/15 vs Q4 2013/14:

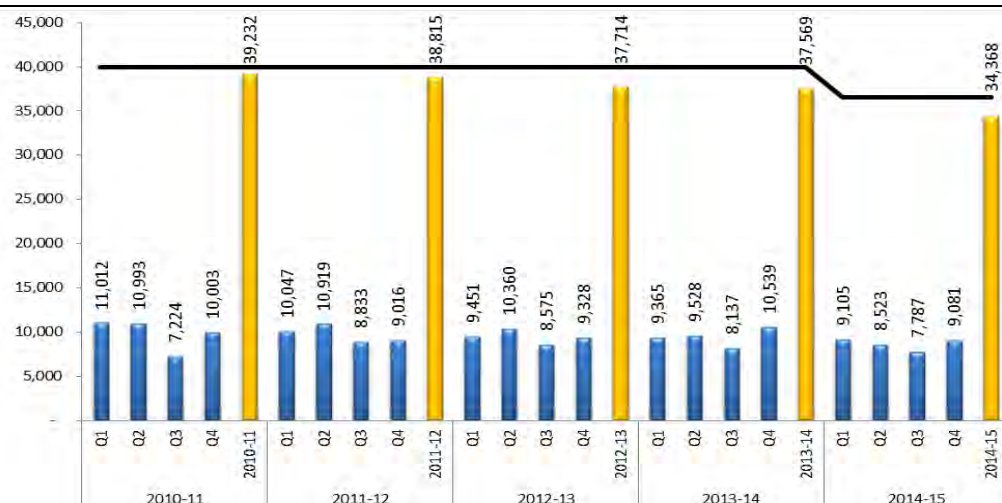
↓ 13.8%

- 1,458 participants

Year total 2014/15 vs 2013/14:

↓ 8.2%

- 3,073 participants



2014-15 annual target: 36,500

Performance at year-end fell 5.5% (-2,004 participants) short of target hence indicator flagging moving from green to amber. Cumulative income at year-end was c.£65k, a 5.5% increase on the 2013-14 year total.

The number of participants during Q4 was reduced compared to the same period last year. Active Forth admissions decreased by c.17% (-793). Step Forth (including Strollers, Helix Walks and walking events) increased by 10% (+171) primarily due to new walk opportunities in the Helix programme. Teens usage increased by c.5% with 58 more visits. Healthy Lifestyles (FC staff) admissions decreased by 35% (-1,022).

Looking ahead to 2015-16, a programme of strength and balance Active Forth classes initially piloted in Bo'ness are planned to start at Mariner and Grangemouth. Staffing revisions have been made to increase staffing at busy times at each Circuit Club to improve customer care. New Step Forth walks designed as longer progression walks, will commence on Wednesdays at The Helix, and the Helix Buggy Group and Nordic walking should continue to expand as awareness amongst parents increases.

11)



### No. of rounds of golf played

Q4 2014/15 vs Q4 2013/14:

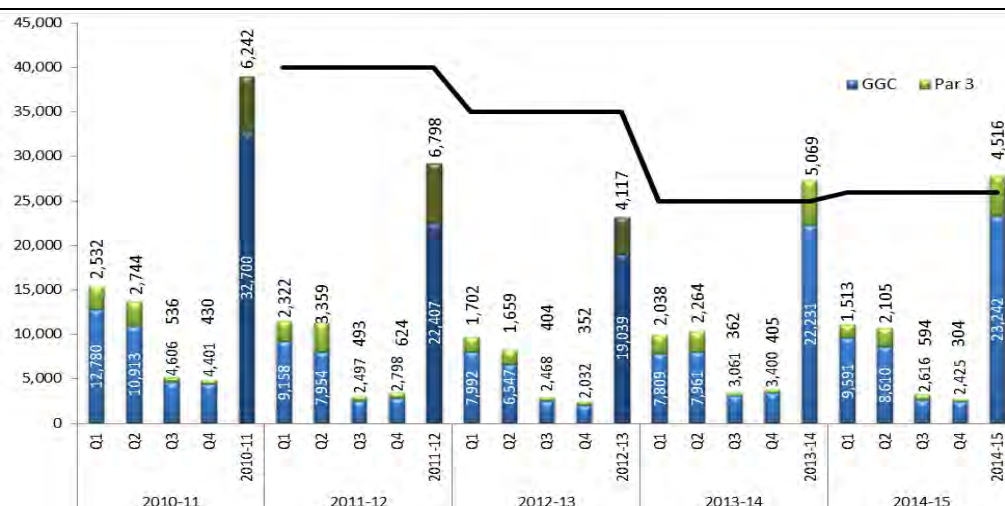
↓ 28.3%

- 1,076 rounds played

Year total 2014/15 vs 2013/14:

↑ 1.7%

+ 458 rounds played



2014-15 annual target: 26,000

Year-end performance exceeded target by 6.8% (+1,758 rounds) with a total of 27,158 rounds played. This increase occurred solely at Grangemouth Golf Course with Callendar Park Par 3 seeing a decrease. Q4 performance was lower than the same period last year with c.1,100 fewer rounds played compared to Q4 2013-14. This decrease occurred at both venues.

GGC:

An overall year increase of c.1,000 rounds played was largely due to exceptionally warm and dry weather experienced for long periods earlier in 2014-15. Q4 admissions were lower with wet weather and snow affecting course availability more than last year. The aim is to improve this for 2015-16 by continuing with drainage improvements. Pricing changes with a reduced winter rate when the course is not fully open should increase rounds played in winter through perceived better value.

Callendar Park Par 3:

Q4 admission decreases are largely due to the course being closed for almost all of January due to snow and frost, giving a worse than average winter period. Overall income for 2014-15 was c.£12.2k which fell c.£7k short (-36%) of the income target, possibly due to the fall in individual round sales as customers swapped to season tickets with a set price for unlimited play.

12)



### Admissions to Falkirk Town Hall

Q4 2014/15 vs Q4 2013/14:

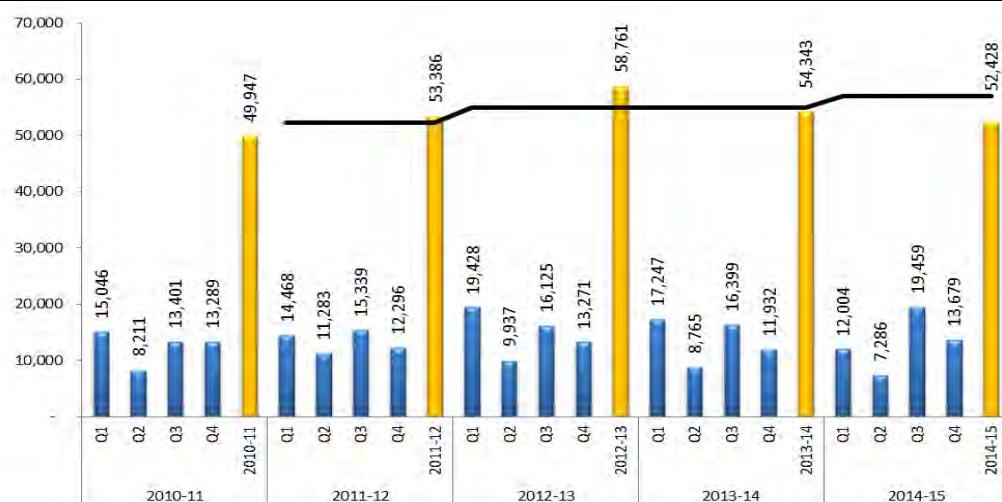
↑ 14.6%

+ 1,747 admissions

Year total 2014/15 vs 2013/14:

↓ 3.5%

- 1,915 admissions



2014-15 annual target: 57,000

Overall admission for 2014-15 were 3.5% lower than last year and 8% below target (-4,572), hence this indicator flagging moves from green to amber. Income for performances/events exceeded target by c.4% with a year-end total of c.£32k, while income for lets was c.£73k and exceeded target by c.13%. Further work is required to increase ticket sales and uptake, and we have potential to grow our conference business through more proactive promotion. .

Admissions during Q4 were 14.6% higher than the same quarter last year (+c.1,700). Arts team use of FTH increased (38 activities/events compared to 29 last year) and included People's Millions project dance classes, Reaction drama group's weekly sessions and the Falkirk Music Pot project as part of Creative Place. Attendances at Arts programme increased c.15% although there were more (+4) activities scheduled this year.

The Q1 programme includes work from the Puppet & Animation Festival 2015, 'The Edibles' as part of Scotland's Year of Food and Drink 2015 and our own Food and Drink Weekend, and a Starcatchers/ RSNO piece for early years. The Kilkennys, Mike Denver and MacFloyd are all programmed on the basis of an identified and established audience following. 'Anatomy of a Piano' (Will Pickvance) offers a slightly less mainstream musical night out and follows sell-out shows at Edinburgh Festival Fringe.

13)



### Admissions to the Hippodrome

Q4 2014/15 vs Q4 2013/14:

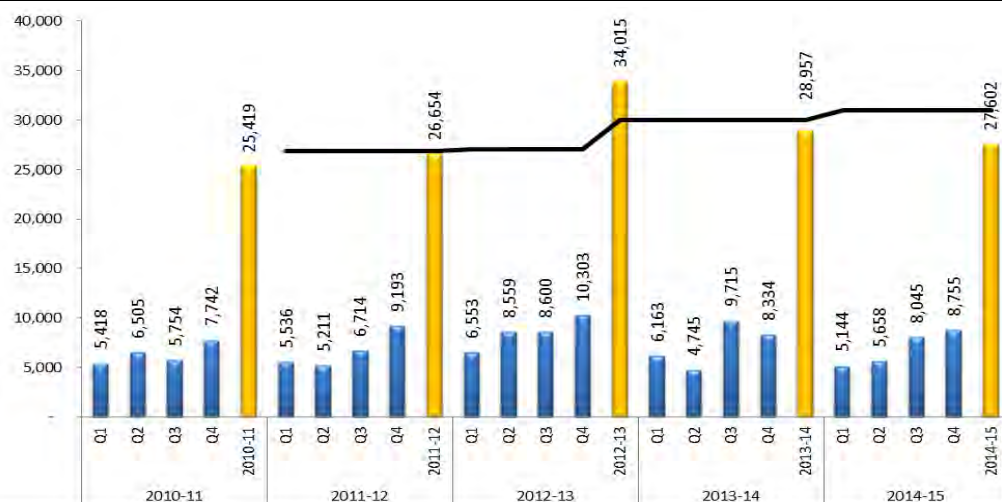
↑ 5.1%

+ 421 admissions

Year total 2014/15 vs 2013/14:

↓ 4.7%

- 1,355 admissions



2014-15 annual target: 31,000

Year-end performance was 4.7% lower than last year and fell 11% below target (-3,398 admissions). Income for the year exceeded target by 7% with year-end total of c.£105k despite falling short on admissions. Although disappointing in not achieving target, the Hippodrome delivered a high quality, varied and exciting programme that made links with local interests and initiatives through the special events programme; sustained the popular 'Reel Saturday Screenings' for children and young families; continued to build the NT Live programme and, where feasible, ensured that audience needs were met, e.g. Autism-friendly screenings.

Q4 admissions were 5.1% higher than the same quarter last year, with a successful Festival of Silent Film 2015 in March selling over 1,900 tickets (+1.4% on last year). 11 of 18 ticketed events were sold out – a report being prepared for the Trust Board will provide more details.

Q1 programming offers of opportunities to start the year with good attendances including, 'The Second Best Marigold Hotel', the Oscar-winning, 'Still Alice' as well as an exciting season of NT Live screenings plus other mainstream releases. Special events include a Laurel and Hardy Triple Bill with live music accompaniment by Forrester Pyke and 'The Good, the Bad and the Ugly' as part of the supporting activity programme for the exhibition at the Park Gallery, 'Fantasia' – photographs by Fabrizio Gianni.

14)



### Admissions to Park Gallery

Q4 2014/15 vs Q4 2013/14:

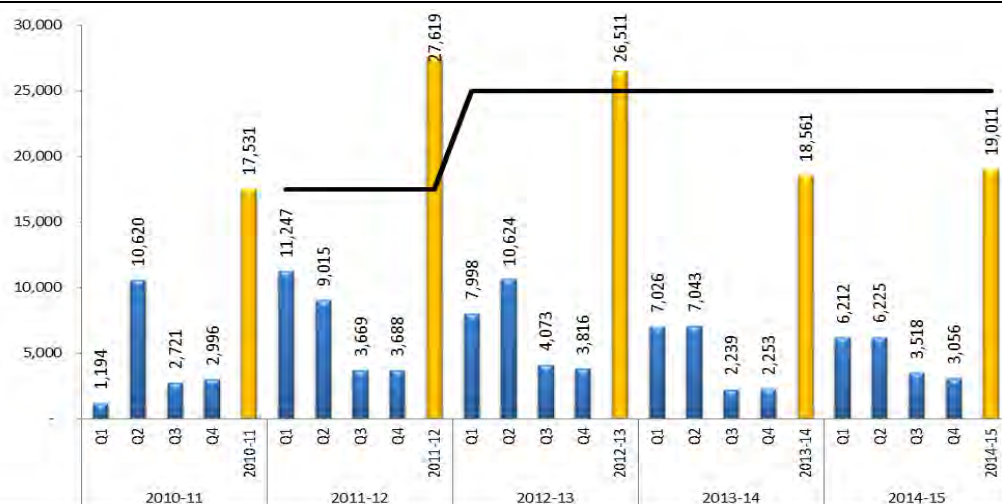
↑ 35.6%

+ 803 admissions

Year total 2014/15 vs 2013/14:

↑ 2.4%

+ 450 admissions



2014-15 annual target: 25,000

Year-end performance exceeded last year by 2.4% but fell short of target by 24.0% (-5,989) and remains flagged red.

Fourth quarter admissions were significantly higher than the same quarter last year, with Ruth Nicol's 'Three Rivers Meet' exhibition generating a lot of interest and attendances to date as well as achieving a 4\* review in The Times.

A review of 2014-15 found that the interactive and hands-on nature of Marion Deuchars' 'Let's Make Art' ensured 'dwell-time' for visitors increased. John Shankie's 'Refractory and Refrigeration' achieved good attendances despite the exhibition's challenging nature, both thematically and in presentation. Fiona Strickland's exhibition, 'Strictly Botanical' provided an engaging and accessible exhibition for the winter season and excellent attendances reflected this.

The forthcoming exhibition, 'Fantasia' by Fabrizio Gianni has been programmed on the basis of the quality and appeal of his work (fashion and film photography) as well as the multiple areas of interest that the exhibition contains: photography, fashion, film and popular culture. These areas, as well as the wealth of background information to the works, offer a plethora of 'stories' that the Marketing team and Park Gallery team will use to ensure we continue to generate attendances throughout the run of the exhibition.

15)



### No. of participants in Cultural Services activities

Q4 2014/15 vs Q4 2013/14:

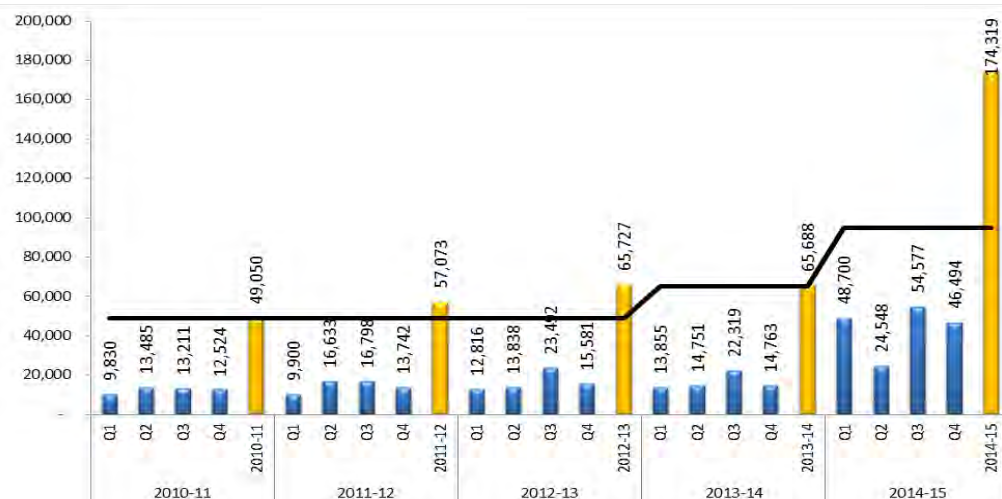
↑ 214.9%

+ 31,731 participants

Year total 2014/15 vs 2013/14:

↑ 165.4%

+ 108,631 participants



2014-15 annual target: 95,000

The scope of this indicator was amended at the start of 2014-15 and now includes Youth Music Initiative (YMI) participation within schools as well as participation outwith. Comparisons with previous quarterly totals should be treated with caution.

Q4 activities included: a 2-year, People's Millions-funded, dance initiative, 'Are You Dancing?', working with young people with additional needs; delivery of the Arts Champions project working with looked-after young people; the 'Start' project at FTH introducing theatre to secondary school-children across the area; continued delivery of Reaction Drama group and Falkirk Youth Theatre weekly workshops; and a programme of interpretative and educational activities developed alongside the Park Gallery programme. Participatory activity included early years movement and dance (Busy Bees) and dance for adults and older people.

A new YMI programme is being developed to include all nursery education facilities during 2015-16, with the new programme starting in August 2015. Other Q1 activity includes the BBC Ten Pieces project culminating in a large concert at FTH in June 2015 with performances by participating primary schools. Our Creative Places programme continues with the launch of 'Alight Here: an Anthology of Falkirk Writing curated by Alan Bissett' at FTH, and the community tour of the specially commissioned 'What the F\*\*kirk?' written and performed by Alan Bissett.



16)



### No. of places booked on Sport Development Courses

Q4 2014/15 vs Q4 2013/14:

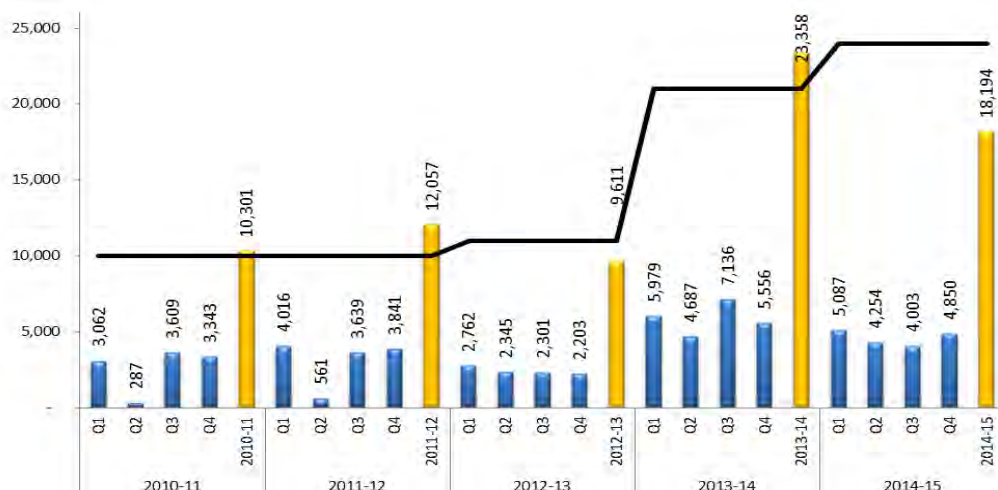
↓ 12.7%

- 706 places booked

Year total 2014/15 vs 2013/14:

↓ 22.1%

- 5,164 places booked



2014-15 annual target: 24,000

Year-end performance fell short of last year's total and ended 24.2% (-5,806 bookings) below target. Football continues to drop with work ongoing on a partnership agreement with local clubs and closer links with Active Schools. Gymnastics has been steady with new classes at St Andrews PS and associated marketing and taster sessions with schools. A development programme with local nurseries resulted in 197 swimming places taken up but are not counted in the above. Year-end income total was c.£233k.

Sports Development bookings during Q4 2014-15 were lower than the same period last year with the following significant changes:

- Football -36% (-43), due to continued competition with local professional clubs;
- Basketball -34% (-39), with more players moving into junior Falkirk Fury teams via established development pathways;
- Pre-school -48% (-363), possibly attributed to a lack of customer awareness of existing classes;
- Pre-school swimming -41% (-78);
- Swimming -3% (-61).

Work with Marketing is ongoing to develop a campaign to increase awareness of Sports Development's offer. Staff will ensure marketing material is promoted through holiday programmes to raise awareness of term-time classes.

17)



### No. of Active Schools participant sessions provided

Q4 2014/15 vs Q4 2013/14:

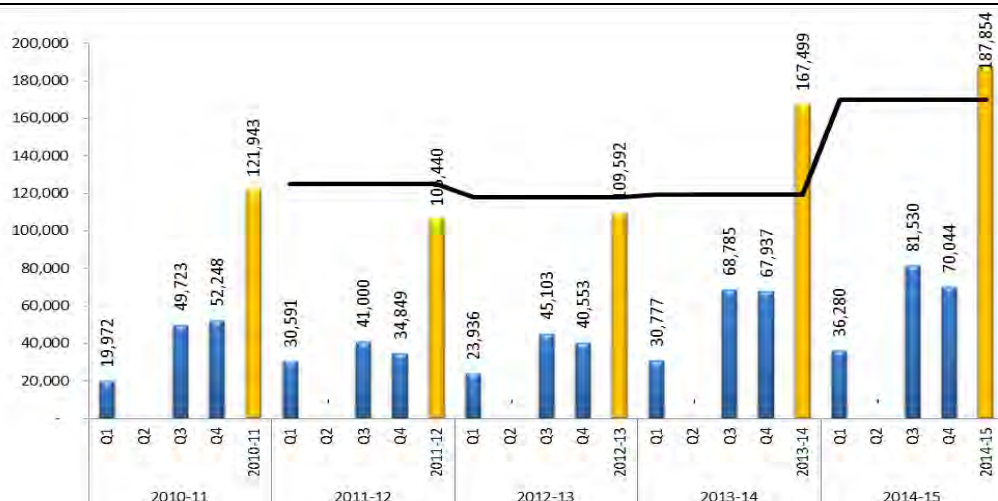
↑ 3.1%

+ 2,107 participant sessions

Year total 2014/15 vs 2013/14:

↑ 12.2%

+ 20,355 participant sessions



2014-15 annual target: 170,000

Performance at year-end exceeded target by 10.5% (+17,854 participant sessions). This year began with schools being engaged with and promoting the Commonwealth Games in Glasgow. The majority of primary schools were engaged with 'Going for Glasgow' with an increase in the number of Active School opportunities for pupils to take part in extra-curricular sport. This project also included a legacy phase which saw legacy activity remaining a focus for schools after the Games, evidenced by the significant increase in performance in Q3.

Q4 figures increased over last year with an extra c.2,100 participant sessions. There was a more pronounced drop from Q3 to Q4 than previous years, but this follows the pattern of previous years where Easter falls early resulting in a shorter activity block with fewer sessions.

Looking ahead, the Active Schools programme is currently being reviewed in partnership with **sportscotland** and Education Services; new objectives, ways of working and focus areas are currently being identified. While these changes will not be implemented until Q2 2015-16, the next quarter report will also track the number of distinct participants engaged with the Active Schools programme.



18)



### No. of active borrowers from public libraries

Q4 2014/15 vs Q3 2014/15:

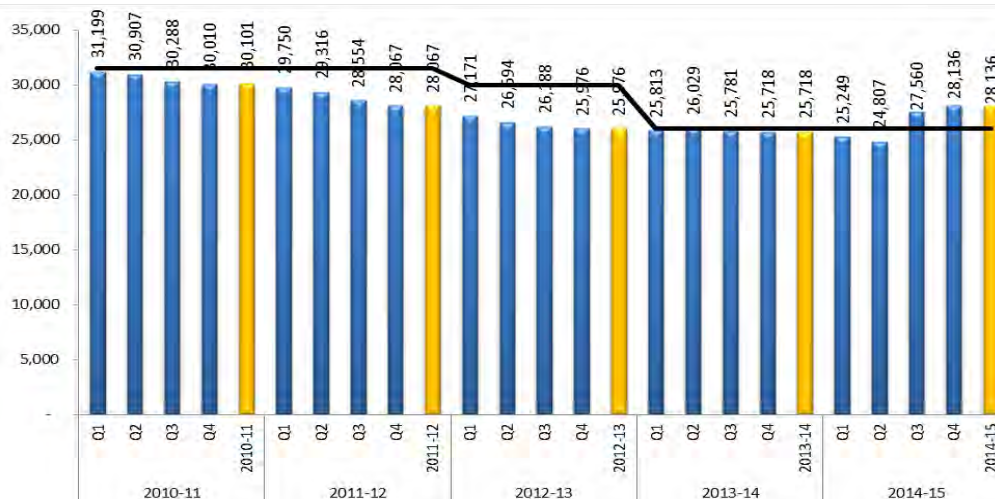
↑ 2.1%

+ 576 borrowers

Year end 2014/15 vs 2013/14:

↑ 2.3%

+ 2,418 borrowers



2014-15 annual target: 26,000

Note: unlike other indicators, quarterly totals do not accumulate towards a yearly total. The new Library Management System (LMS) introduced during Q3 uses a different method to calculate active users, hence comparisons with previous totals should be treated with caution. This indicator is likely to remain changeable while records of active users of digital borrowing services are integrated within this measure.

A total of 1,089 new active borrowers joined the library service during Q4 2014/15. Despite the loss of some active memberships there was an overall increase in active borrowers compared to the preceding quarter. Despite the change in counting method due to the new LMS, this indicator remains flagged green at year-end on the basis Q1 and Q2 trends suggesting performance would remain close to target.

Looking ahead to Q1 2015/16, events are being held in the Mariner Centre and Grangemouth Sports Complex to promote libraries and membership as part of Bookbug Week. A further promotional event is planned for the end of June in Helix Park to promote our Summer Reading Scheme. Marketing of 'Every Child A Library Member' will commence towards the end of the quarter, in conjunction with Falkirk Council Registrars.

19)



### No. of issues from public libraries

Q4 2014/15 vs Q4 2013/14:

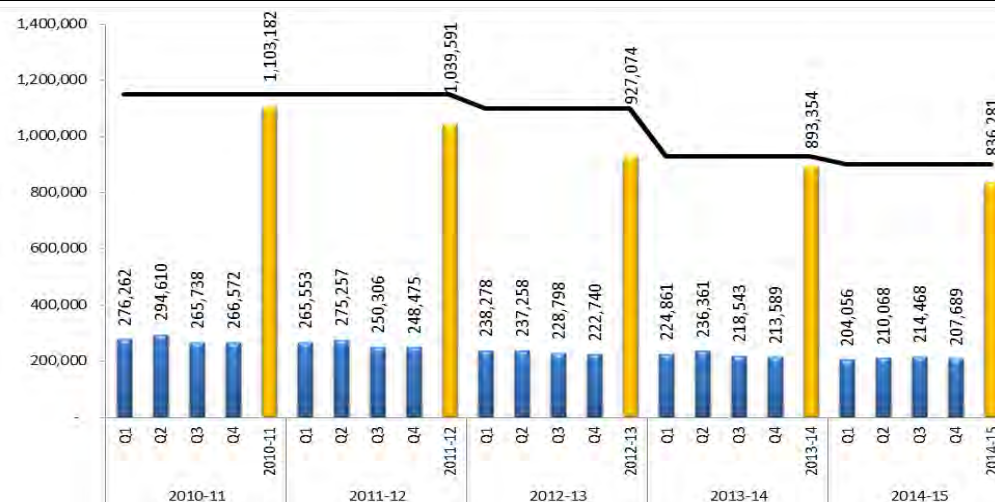
↓ 2.8%

- 5,900 issues

Year total 2014/15 vs 2013/14:

↓ 6.4%

- 57,073 issues



2014-15 annual target: 900,000

Year-end total issues fell 7.1% (-63,719) short of target hence this indicator has been flagged amber. The migration to the new Library Management System in December is estimated to have led to c.5,000 issues not being counted while the system was offline. Fewer renewals also resulted from extended loan periods to allow the migration to take place. The reduced size and stock levels at the temporary Denny library have resulted in issues from the library reducing by c.20% compared to previous.

The number of issues made during Q4 decreased compared to the same period last year with 5,900 fewer issues made. The mobile library was off the road for four weeks during this quarter for repairs and resulted in issues being 8% lower (c.800) than the same quarter last year.

Looking ahead to quarter one of 2015-16, integration of digital resources in catalogue should increase visibility and usage of digital service. Bookbug Week in May and World Book night events in April are expected to add additional issues to the quarterly total.

20)



### No. of visits to libraries

Q4 2014/15 vs Q4 2013/14:

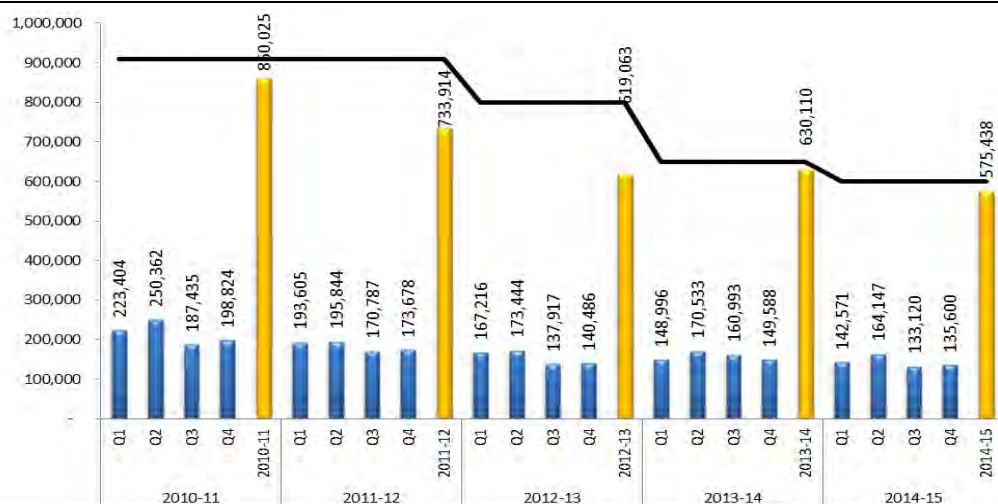
↓ 9.4%

- 13,988 visits

Year total 2014/15 vs 2013/14:

↓ 8.7%

- 54,672 visits



2014-15 annual target: 600,000

Performance at year-end was 4.1% (-24,562) below target hence the indicator flagging improving from amber to green.

Q4 visits to libraries were reduced compared to the same quarter last year, with c.14,000 fewer overall visits. Reductions in visits occurred at all libraries with the exception of Slamannan where visits increased by 17% (+162). The reductions in visits correlate to reductions in issues. The visit total was affected by the mobile library being off the road for 4 weeks following vandalism. Several libraries have been trying to encourage visits through hosting of a greater number of events and sessions.

Q1 planned activities focussing on attracting users to libraries include World Book Night events on 23<sup>rd</sup> April and Bookbug Week events in May. Consultation activity with the local community in Denny will take place as well as visiting local groups to raise the profile of the library in the community. A major road near Meadowbank library is currently closed until the end of October and requires customers to follow a long detour which will deter some customers.

21)



### No. of times the public access terminals were used in libraries.

Q4 2014/15 vs Q4 2013/14:

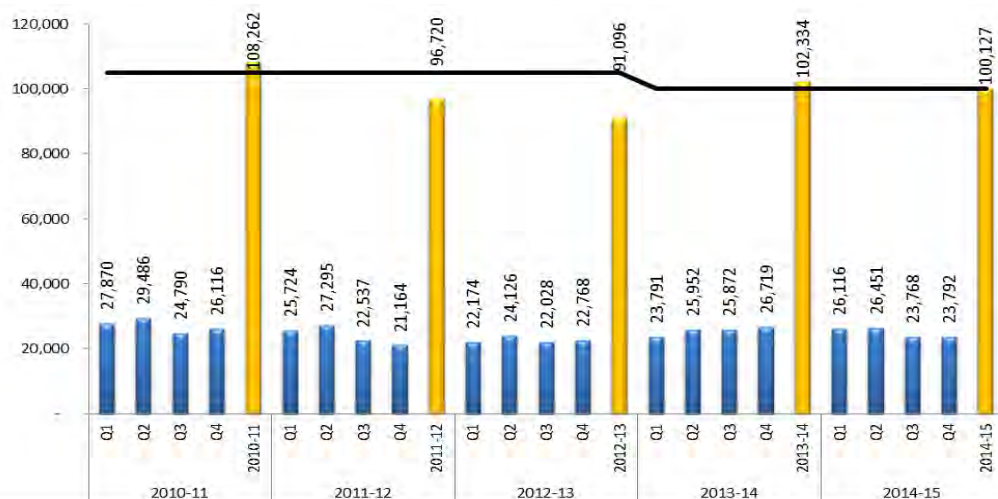
↓ 11.0%

- 2,927 uses

Year total 2014/15 vs 2013/14:

↓ 2.2%

- 2,207 uses



2014-15 annual target: 100,000

Year-end performance achieved target, with 127 uses achieved above the target of 100,000. It is anticipated that performance may level off in the year ahead as usage capacity is reached at peak times in libraries.

The use of public access terminals decreased slightly during 2014/15 Q3 compared to the same quarter last year. This decreased usage goes against the recent trend seen throughout last year following the introduction of the Government's Digital by Default policy. Usage was affected by Wi-Fi at some libraries being out of action for 2 weeks in January, with network issues causing problems for some customers using the public access PCs.

Looking ahead, changes to Universal Credit for single people in May will affect c.1,400 people who may require access to library computers. To assist those who may require this help, Falkirk Library has programmed in some basic PC instructional classes programmed for this quarter.

22)



### No. of resources added to library stock – Adults

Q4 2014/15 vs Q4 2013/14:

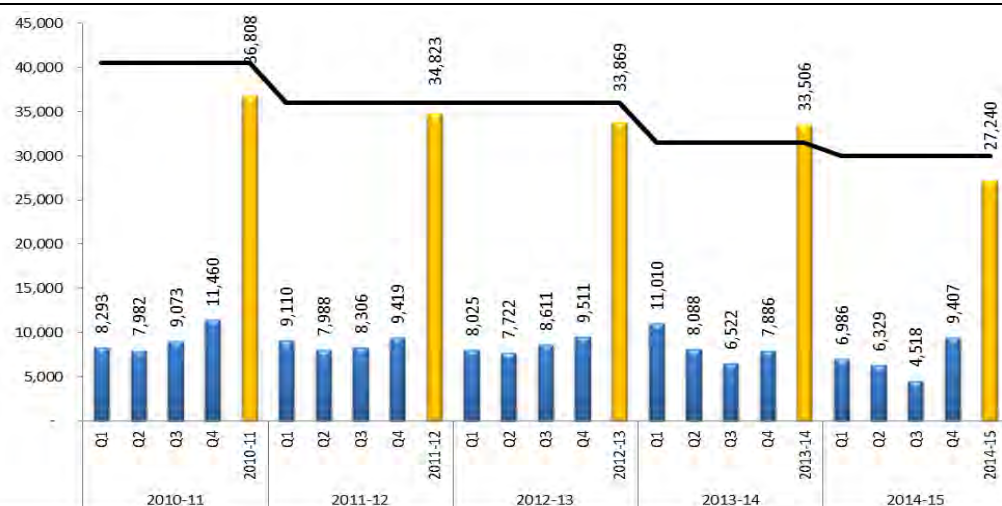
↑ 19.3%

+ 1,521 resources

Year total 2014/15 vs 2013/14:

↓ 18.7%

- 6,266 resources



23)



### No. of resources added to library stock – Junior

Q4 2014/15 vs Q4 2013/14:

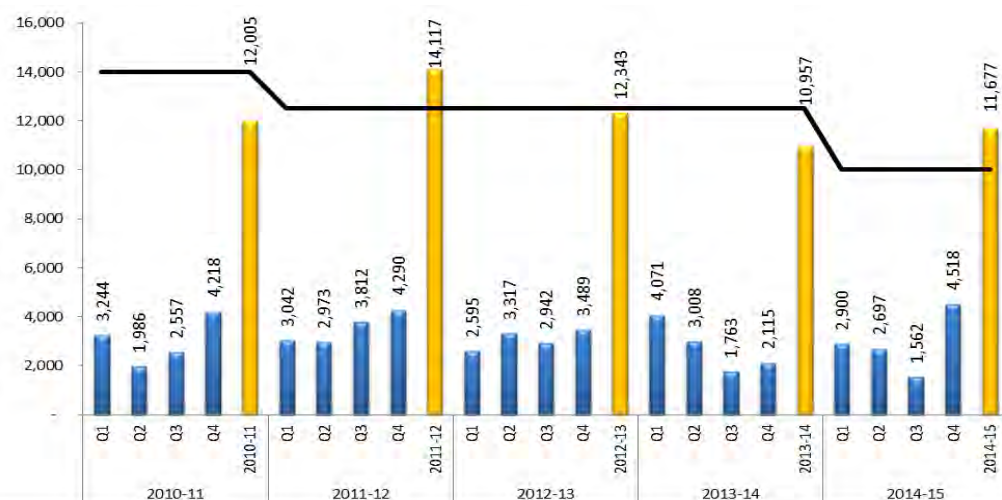
↑ 113.6%

+ 2,403 resources

Year total 2014/15 vs 2013/14:

↑ 6.6%

+ 720 resources



2014-15 annual targets: Adult 30,000, Junior 10,000.

Library stock budget was held back during 2014-15 to contribute to the purchase cost of the new Library Management System (LMS), making quarters less comparable with previous performance.

Adult resources added fell short of target at year end (9.2% below target, -2,760 resources), while Junior additions to stock exceeded target by 16.8% (+1,677). Junior additions to stock moves from a red to green flagging at year-end while adult additions to stock moves from red to amber. This follows purchasing in February and March for adult and junior resources. Targets for both indicators had been adjusted downwards although the full effect of budget reallocation for the purchase of the LMS and temporary suspension of stock ordering may not have been fully considered.

Adult and Junior additions to stock were inflated during Q4. Book ordering resumed in mid-February after being unable to order books earlier in the year while the Library Management System was replaced.

24)



### No. of visits to Callendar House

Q4 2014/15 vs Q4 2013/14:

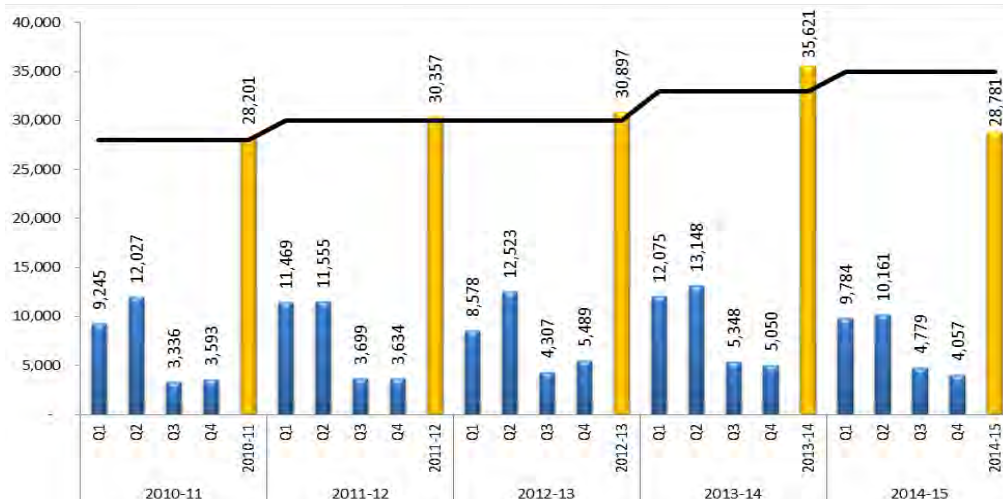
↓ 19.7%

- 993 visits

Year total 2014/15 vs 2013/14:

↓ 19.2%

- 6,840 visits



2014-15 annual target: 35,000

Year-end total visits were lower than last year and fell 17.8% (-6,219) below target hence this indicator being flagged red. Callendar House visitor numbers for Q4 were lower than the same period last year. Anecdotally, staff report that visitors may have been put off by inclement weather during January and February: rainfall was 149% above the Scottish average with storms and cold temperatures. The Callendar House tearoom has been refreshed and the menu developed to support VisitScotland Taste Our Best programme, with a schedule of promotions planned to increase footfall to the food offer during next quarter.

A number of paid-for Easter activities were fully booked in advance of Easter. John Muir Way annual celebrations commence in April with a number of geocaches in Callendar Park encouraging people to visit the House. The popular "Your Adventure Starts Here" activity will continue in the next quarter to encourage children and families to explore Callendar House and the park, and the House will participate in the Festival of Museums in mid-May with a range of activities to encourage new and repeat family visits to Callendar House.

Note: examination of the counting and reporting method identified that visits for Q1 2014-15 was incorrectly reported as 16,234 visits during Q1, Q2 and Q3 reports this year. The correct figure of 9,784 for Q1 has now been reported.

25)



### No. of Visits to Kinneil Museum

Q4 2014/15 vs Q4 2013/14:

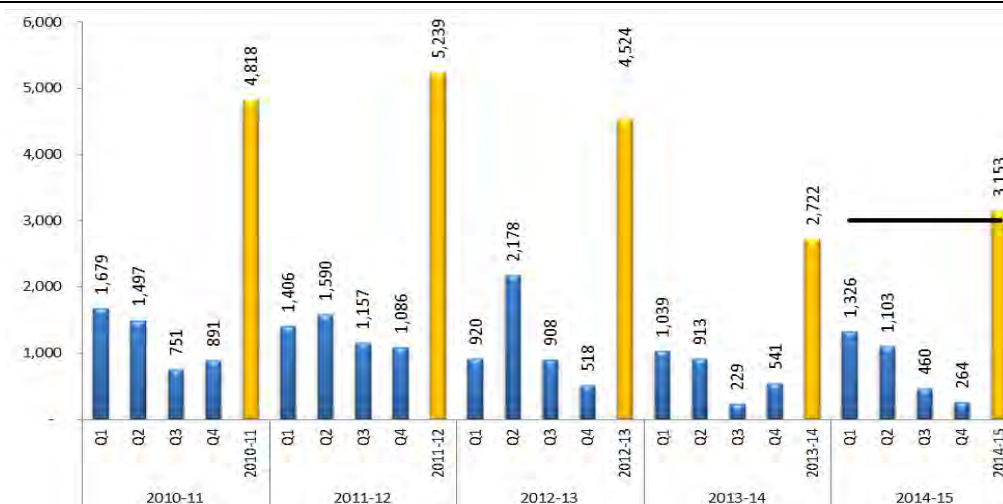
↓ 51.2%

- 277 visits

Year total 2014/15 vs 2013/14:

↑ 15.8%

+ 431 visits



2014-15 annual target: 3,000

The total number of visits at year-end was higher than last year's total and exceeded target by c.16% (+431 visits), despite the closure for refurbishment of the exhibition area. New displays may attract new visits to Kinneil Museum as could new developments arising from Kinneil Masterplan. Friends of Kinneil have a programme of openings at Kinneil House which are supported by opening the Museum. Kinneil Museum will take part in the Festival of Museums in May with the 'Night at Kinneil House and Museum' free event and new online and print promotional material for the Museum is being prepared.

Visits to Kinneil Museum during Q4 2014-15 were lower than the same period last year due to the museum being closed for 2-months of the 3-month period for refurbishment of the exhibition area. 264 visits were recorded for the 5-week period of opening during this quarter.

The target for 2014-15 was reset following the introduction of a revised counting mechanism from Q1 2013/14. Performance comparisons with last year are valid, but comparisons with preceding years should be treated with caution.



26)



### Total participants in Heritage Education Workshops for Schools

Q4 2014/15 vs Q4 2013/14:

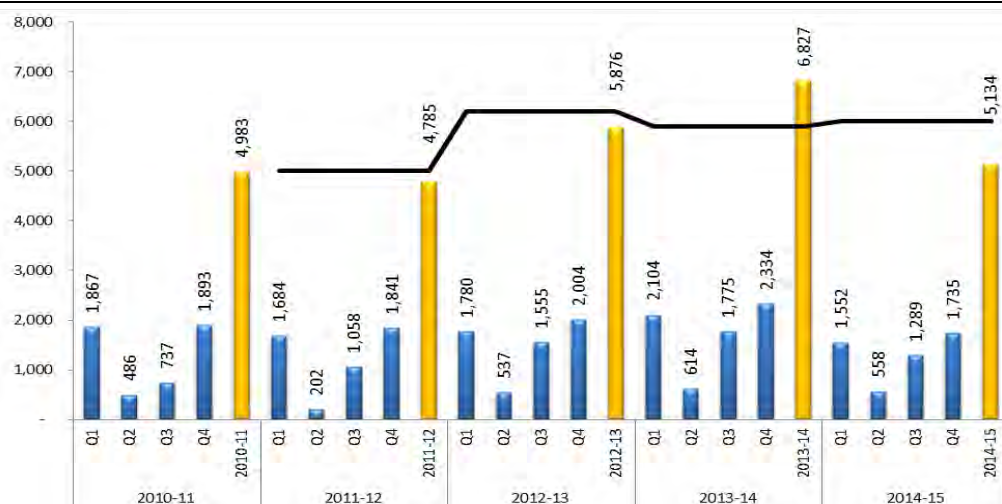
↓ 25.7%

- 599 participants

Year total 2014/15 vs 2013/14:

↓ 24.8%

- 1,693 participants



2014-15 annual target: 6,000

Year-end performance was 14.4% (-866) below target. As anticipated in the previous report, Q4 performance was lower than previous years. Delivery of schools workshops at Callendar House was slightly lower (-8%), with the main factor for the decrease being that in Q4 2013/14 we ran a popular 'Our Area in the First World War' project in Laurieston Primary School (generating 314 usages), and had launched new Loan Boxes generating 180+ additional usages. This level of activity did not take place this year.

The 'Our Area in the First World War' exhibition begins its tour of Falkirk Libraries and FVRH, and as such we anticipate an increase in usage during Q1 and Q2. The exhibition will also form the backdrop to an artist's talk at Larbert Library as part of the Quintinshill rail disaster centenary commemorations in May 2015. Callendar House's participation in this year's Festival of Museums (May 2015) will be focussed on a heritage-based storytelling event for all ages, 'Curious Connections' developed by the Heritage Learning team and linking with the 'Someone Told Me' exhibition in the 2nd Floor Galleries.

Work has been undertaken to revise the schools workshops offer to ensure growth; and connectivity with Curriculum for Excellence.

27)



### No. of participants in Outdoor Activities

Q4 2014/15 vs Q4 2013/14:

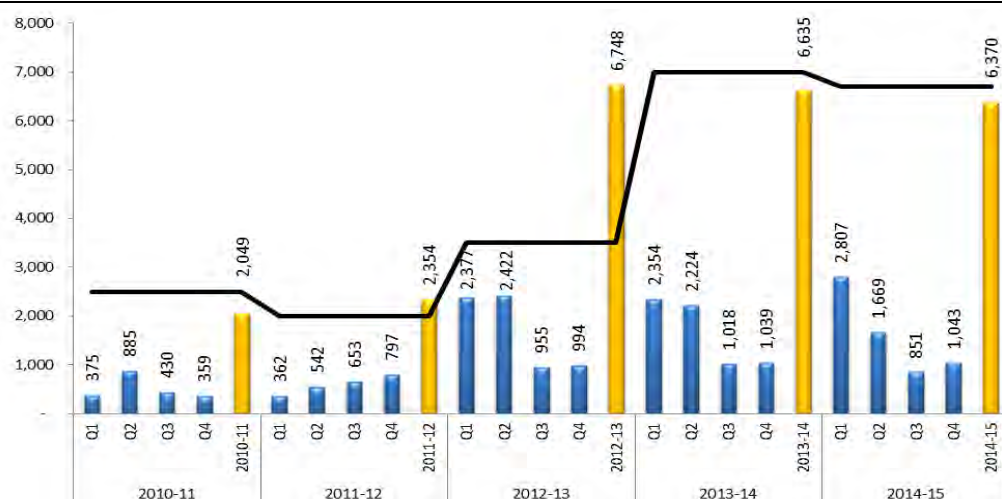
↑ 0.4%

+ 4 participants

Year total 2014/15 vs 2013/14:

↓ 4.0%

- 265 participants





2014-15 annual target: 6,700

Year-end participant numbers were slightly reduced compared to the preceding year, ending the year 4.9% below target (-330 participants). Income for the year totalled c.£51k against a target of £23k, and is an increase on the previous year income of £43k. An increase in both adult numbers and percentage uptake, the success of the Lowland Leader Award and good winter conditions has provided an increase in income. A number of new courses through our Community Programme have proved popular and financially productive. A record number of Education Programme sessions were delivered although participant numbers were slightly down with schools requesting lower pupil ratio sessions.

Participant numbers for 2014-15 Q4 are near-identical to the same quarter last year. The community Adults programme saw increases in participants and uptake largely due to favourable winter conditions and continued growth of our ski touring programme. Junior participation was reduced compared to the same period last year due to lower pupil ratios limiting total participant capacity.

Looking ahead to 2015-16, Q1 is the busiest period for the Schools Programme with current predictions to achieve similar numbers to last year based on bookings to date. Community Programme bookings are also currently similar to last year. An additional school will participate in an adventure week programme and will help towards income targets and participant uptake.

28) Not flagged

### No. of tickets sold for Kelpies tours

Q4 2014/15:

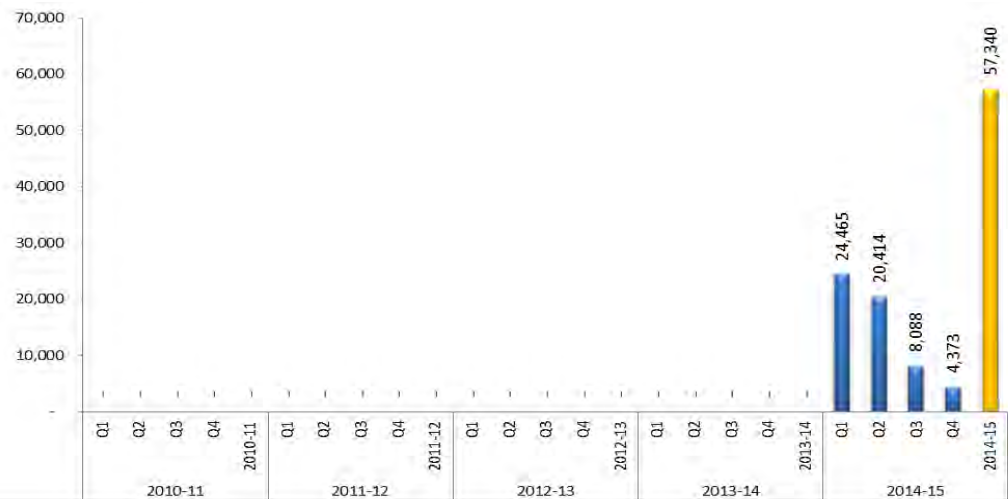
**N/A**

4,373 tickets sold

Year total 2014/15:

**N/A**

57,340 tickets sold



Overall for the year Kelpies Tours have proved to be extremely popular and have regularly beaten budget predictions. They have also received overwhelmingly positive feedback from our visitors and will be expanded with the launch of new, fun-filled Kelpie Family Tours with lots of interactive activities along the way.

Tour numbers for Q4 2014-15 were lower than all preceding quarters as expected. A reduced programme of tours had been planned to take the seasonal fall in visitor numbers into account. Tours operated from Wednesday to Sunday until the start of April, although additional tours were added for school half-term holidays in February and helped contribute towards a total of c.1,300 tours for the month of February.

Demand for tours remains unknown being the first winter/spring period and will be reviewed on an ongoing basis and adjusted if necessary. Tour tickets sold are expected to increase again following the quieter winter period with the Easter weekend and local 2-week school holidays falling at the start of April.

29) Not flagged

### No. of visits to Helix

Q4 2014/15:

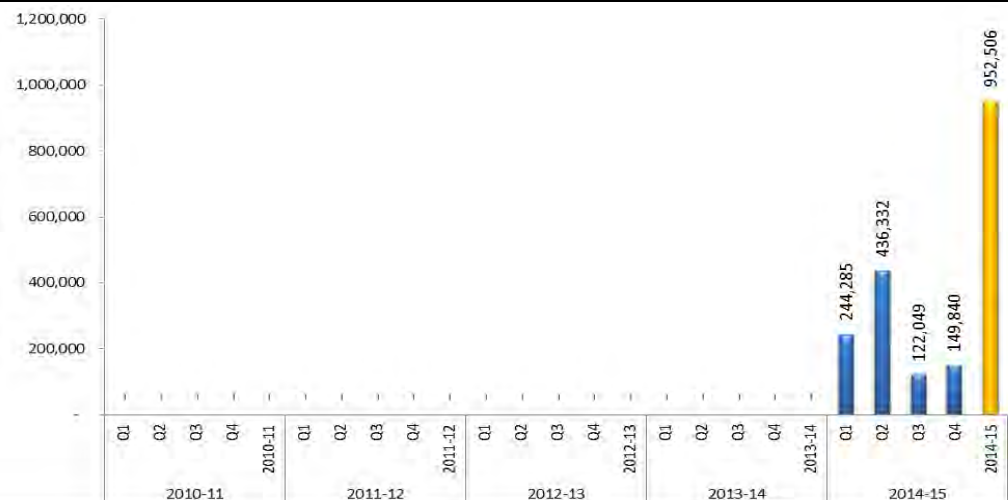
**N/A**

149,840 visits

Year total 2014/15:

**N/A**

952,506 visits



Number of visits to Helix Park, Canal Hub and The Kelpies is measured by electronic people counters installed at specific locations around the Helix site. Counters were installed during Q1 and became fully functional from the start of Q2, hence visit numbers for Q1 were devised using an industry standard calculation based on the number of Kelpies tour tickets sold.

January saw a slight increase in visitor numbers compared with December. February proved very successful with over 70,000 visitors in attendance, boosted by the half-term school holidays and a period of drier weather.

The high profile launch of the Kelpies, followed by the opening of the Adventure Zone ensured that the Helix was a significant attraction in Scotland, the rest of the UK and internationally. The Plaza Café will re-open at the end of March. The Kelpies Visitor Centre will open later in 2015 and provide another high profile addition to the site with further retail and catering opportunities to enhance the visitor experience but also to support income generation. Car Park charging at the Kelpies Car Park will come into operation from Easter and thus will provide an additional income stream for the site. This will be combined with an additional high quality external catering offer which will again provide an addition to the visitor offer on the site as well as providing additional income streams.

30) Not flagged

No. of participants in  
programmed activity  
at the Helix

Q3 2014/15:

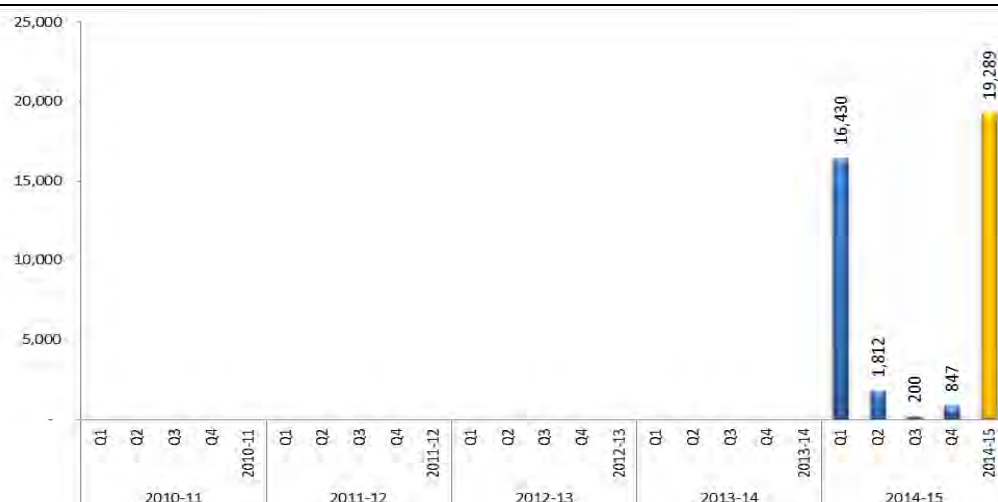
**N/A**

847 participants

Year total 2014/15:

**N/A**

19,289 participants



This indicator has been introduced to describe use of the Helix site for activity programmes and planned events which take place on the site. Performance of this measure is expected to be irregular being reliant on scheduling of large events and activities.

Participation in programmed events during Q4 included our Novice Duathlon in March which attracted 99 participants. An event to celebrate 'Earth Hour' at the end of March attracted 100 participants, with the Kelpies plunged into darkness and a lone piper playing. Junior Parkrun remains popular with good regular attendances. Geocaching commenced on the Helix site at the end of March and attracted 71 participants in the one week it has been live.

Further events will be held during the 2014-15 year in line with the Helix Events Strategy. This indicator is being developed to fully include all programmed activity taking place on the Helix site going forward.

## ***A strong, sustainable and valued organisation***

Indicator	2011/12 total	2012/13 total	2013/14 total	2014/15				
				Q1	Q2	Q3	Q4	Year Total
Sickness Absence - % days lost	3.34%	4.03%	4.03%	4.20%	4.17%	4.10%	6.41% <sup>1</sup>	4.70% <sup>1</sup>
Staff Turnover	11.7% Jul-Mar	8.6%	10.6% equates to 51 staff	3.3% equates to 16 staff	1.9% equates to 10 staff	3.3% equates to 17 staff	0.8% <sup>1</sup> equates to 4 staff	9.7% <sup>1</sup> equates to 47 staff
No of Health & Safety incidents and accidents	121	105	96	33	43	22	9	107
No. of complaints and formal enquiries received and dealt with	120	94	118	27	8	26	20	81
Number of hits on Trust website	n/a	407,333	580,642	169,005	158,086	151,566	181,139	659,796

<sup>1</sup> To end of February 2015 only (March figure unavailable at time of writing)

Updated sickness absence figures are for the 2014-15 year to the end of February 2015 only and show an increase compared to last year, with an average rate of 4.70% compared to 4.03% in 2013-14. Sickness absence remains higher than desired and the target remains to reduce this closer to lower levels seen in preceding years.

Staff turnover figures are only to the end of February 2015. Staff turnover for Q4 (to the end of February) was low at 0.8%, equating to 4 employees. For the 2014-15 year to end-February staff turnover was 9.7% of the total number of employees, equating to 47 employees. Updated figures including the month of March will be provided in the next report. At the end of February 2015, the Trust had a total headcount of 486 contracted employees (temporary and permanent staff).

There were 8 accidents and incidents reported during the fourth quarter with a total of 106 for the 2014/15 year, an increase of 10 on the same quarter last year. This comprised 8 incidents and 1 accident. There were no reportable accidents during this period.

The number of complaints and formal enquiries received and dealt with during the fourth quarter of 2014/15 was 20, with a total of 81 recorded for the full year. It should be noted that a revised complaints handling procedure was introduced across the Trust on 1<sup>st</sup> May 2013, with complaints being recorded at different levels.

The number of hits recorded on the Trust website during the fourth quarter was the highest number quarterly total recorded to date. The total recorded for 2014-15 was 14% higher (+79,154 website visits) than last year. These hits were carried out by 90,241 unique public visitors to the Trust website. This indicates continued increased traffic on the Trust's website by a greater number of visitors.

## Falkirk Community Trust

**Subject:** July – August 2015 Quarter Two Performance Report  
**Meeting:** Audit and Performance Sub-Group  
**Date:** 29<sup>th</sup> October 2015  
**Authors:** Alistair Mitchell, Team Leader Performance Review

## 1. Introduction

- 1.1 This is the 2015-16 quarter two report on our performance indicators and covers the 6-month financial period April - September 2015. 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 The format of this performance report has been amended to enhance clarity and provide a more concise report of quarterly indicator performance. Graphs now include a trendline (detailed in red) providing an indication of the recent performance trend of each indicator.

Information presented numerically alongside each graph to enable an 'at a glance' summary includes:

- annual target for current year;
- year-to-date including variance compared to the previous year; and,
- year-to-date 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>18</b> green-flagged indicators.
Amber 	This PI is slightly below target though performance may be improving (5-10% below target)	There are <b>11</b> amber-flagged indicators.
Red 	This PI is significantly below target and performance does not appear to be improving (10% or more below target)	There are <b>2</b> red-flagged indicators.

- 2.4 As we are at the mid-point in the year, predictions can be made with more certainty than at the end of the first quarter, but the outturn for the remainder of the year remains uncertain.
- 2.5 Performance in the second quarter was generally positive with the majority of indicators performing well against target for the 2015-16 year-to-date. Compared to the Q1 report there are four fewer green-flagged indicators, two additional amber-flagged indicators, and two indicators now flagged red against target. Comments have been made throughout the report to highlight where changes in the flag status of indicators occur.
- 2.6 Appropriate target setting is a key factor in performance analysis. A review of 2014-15 year performance informed a review of targets to ensure they remain both challenging and realistic. Current year performance with a reduced number of red-flagged indicators suggest improvements have been made in informed target setting for this year.

- 2.7 There were a number of improvements in actual quarter performance relative to the same quarter last year. The key performance highlights for Q2 2015-16 include the following:
- Mariner Centre admissions increased by 42% with an additional 19,859 admissions following the refurbishment of the wave machine.
  - Usage of Grangemouth Stadium increased by 113% (+23,994 admissions) following the installation of the new track last year.
  - Bo'ness Health & Fitness Club admissions increased by 40% with an additional 2,405 admissions compared to the same quarter last year, following the introduction of new equipment.
  - Participants in Healthy Lifestyle Physical Activity programmes increased by 15% (+1,244 participants) following the introduction of new activities and an expanded programme.
  - Grangemouth Golf Course recording a 7% (+754) increase in the number of rounds played.
  - Falkirk Town Hall admissions increased by 9% with an extra 501 admissions during Q2.
  - Admissions to the Hippodrome increased by 11% (+646).
  - Park Gallery admissions increased by 42% equating to 2,598 additional admissions to the exhibition space.
  - Participants in Cultural Services activities 32% higher than Q2 last year, with all nursery schools now engaged in the YMI programme.
- 2.8 Actual performance (admissions, bookings, visits, etc) for the year-to-date is lower for over half of indicators compared to the same end-Q2 position in 2014-15, meaning lower admissions, bookings and visits in over half of Trust venues than at this point last year.
- 2.9 A report on the period October-December 2015 will be made at the next meeting of the sub group on 3<sup>rd</sup> March 2016.

### **3. Recommendation**


#### **3.1 Directors are asked to note the following:**

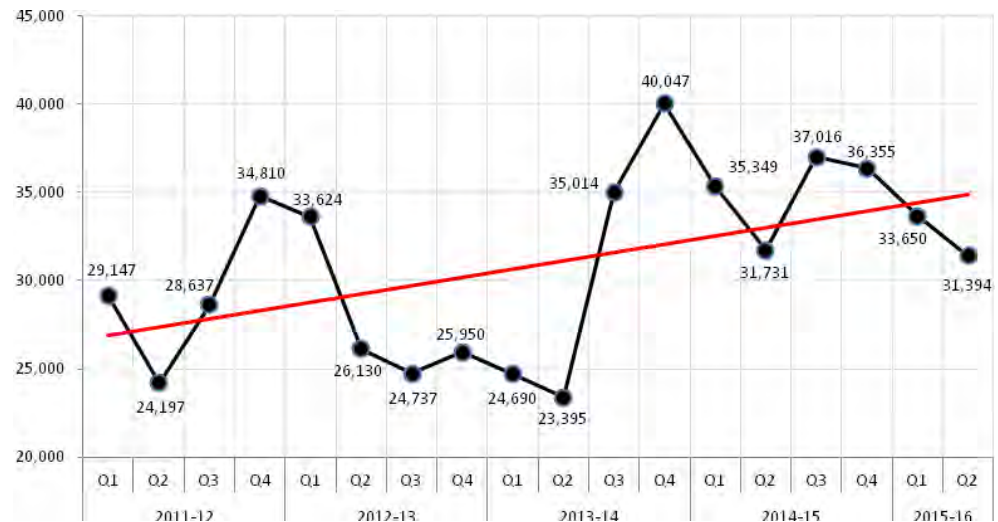
- **Progress made throughout the second quarter of 2015-16;**
- **Actions to address areas requiring improvements in the forthcoming quarter;**
- **Current predictions for year-end performance.**



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

## 1) Admissions to Bo'ness Recreation Centre

Indicator flagging (against target)	
Annual target:	142,000
Year-to-date:	65,044
Year-to-date vs last year:	↓ 3.0% - 2,036
Year-to-date vs annual target:	45.8% achieved




Admissions to Bo'ness Recreation Centre during Q2 were near-identical to last year (-337 admissions). Most activities had similar usage or very slight decrease, with indoor football continuing to show the biggest downward trend. Outdoor football continued to improve on 2014-15 admissions. Year-to-date admissions remain slightly lower than the same point last year but remain on course to achieve close to target at year-end.

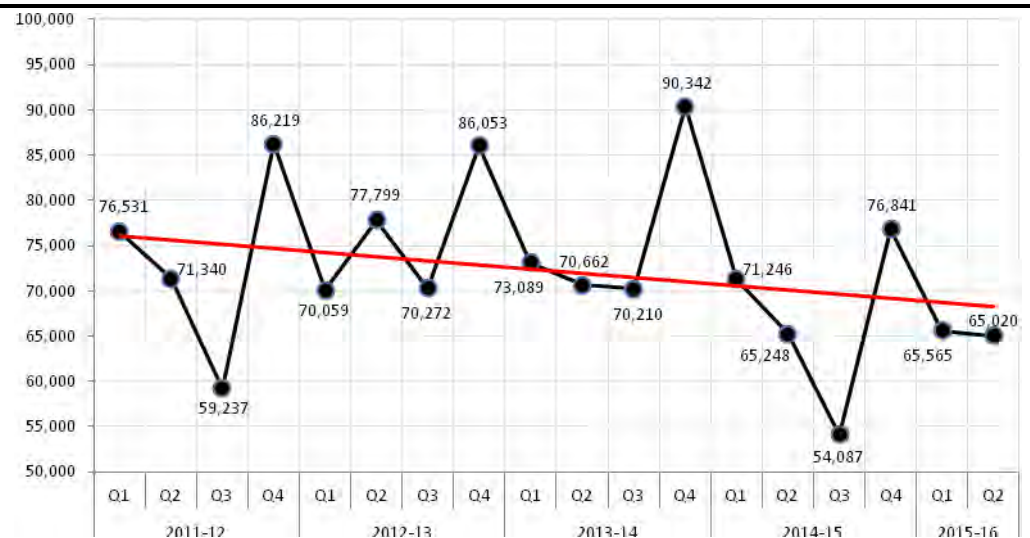
Year-on-year income increased due to resale and rental of non-sporting areas, however income has dropped to 20% below target (£91k vs £114k target).

Changes to the programme during Q3, such as 'adults only' swimming sessions on Monday evenings and expansion of 'Zorb' experiences, are being introduced to improve the customer offer.

This indicator remains flagged green at the end of Q2 with admissions expected to achieve close to target at year-end. It is anticipated that income may end behind financial targets.

## 2) Admissions to Grangemouth Sports Complex

Indicator flagging (against target)	
Annual target:	294,000
Year-to-date:	130,585
Year-to-date vs last year:	↓ 4.3% - 5,909
Year-to-date vs annual target:	44.4% achieved





Grangemouth Sports Complex usage was relatively static during Q2 compared to the same period last year (-228 admissions): July was higher than last year while August and September were lower, which may reflect the worse than normal weather experienced throughout July. Reductions occurred in general swimming and crèche admissions, while football block and casual bookings increased as did soft play and fun session usage. Year-to-date performance remains below target.

Income for the quarter was £26k higher than the same period last year, but remains £46k (17%) below target at this time.

New lets including a triathlon club and NHS booking will contribute to admissions and income for next quarter, with discussions ongoing with the Trust's Outdoor Activities team regarding a kayak club using the facility.

This indicator remains flagged amber on the basis that year-to-date usage levels which are lower than last year make this year's target unlikely to be met. Current predictions are for performance to fall short of target at year-end.

3)

### Admissions to Mariner Centre

Indicator flagging (against target)



Annual target:

209,000

Year-to-date:

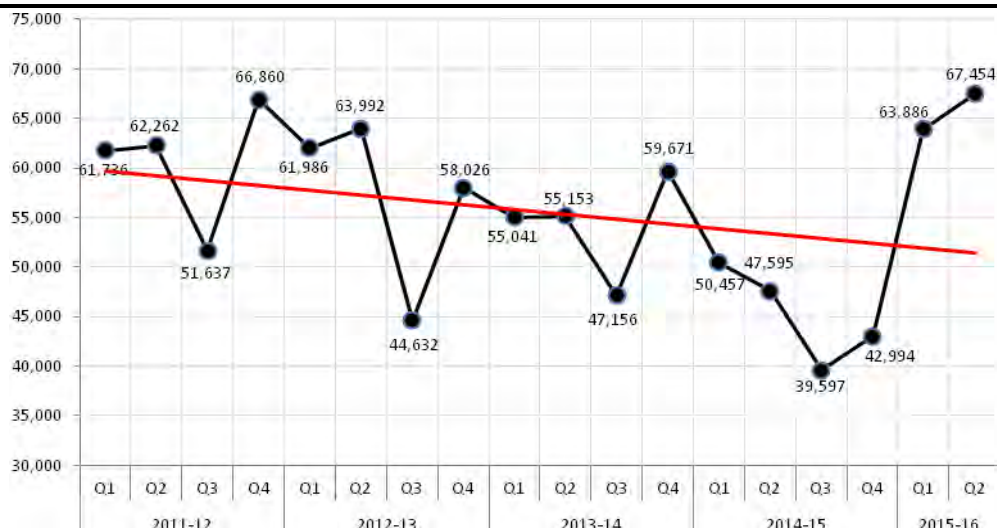
131,340

Year-to-date vs last year:

↑ 33.9%  
+ 33,288

Year-to-date vs annual target:

62.8%  
achieved



The refurbishment of the wave machine secured a 42% increase in swimming admissions, the most successful quarterly total at the Mariner Centre since the Trust began. Other indoor admissions increased including short tennis (+48%), table tennis (+25%), basketball (+18%) and clubs (+28%). Overall usage during Q2 increased by 42% (+19,859 admissions) compared with same period in 2014-15. The Centre's 30<sup>th</sup> birthday celebration weekend in July recorded 3,740 admissions. Overall year-to-date admissions remain significantly higher than last year with an extra 33,288 admissions.

Q2 income was £127k against a quarterly target of £130k. Based on performance for the year-to-date (£247k), the year-end income target of £493k is expected to be achieved.

Activities planned for Q3 include a refresh of the Mariner Centre marketing, work with sports clubs to raise their profile within the centre, reviews of mini-gyms and daytime sports hall programmes, promotion of Saturday night pool discos and the junior lifesaving academy, and the introduction of softplay/bouncy castle weekend promotions.

A green flagging is retained based on expectations for performance for the remainder of 2015-16 to continue the higher levels seen during Q1 and Q2.

4)

### Admissions to Grangemouth Stadium

Indicator flagging (against target)



Annual target:

133,000

Year-to-date:

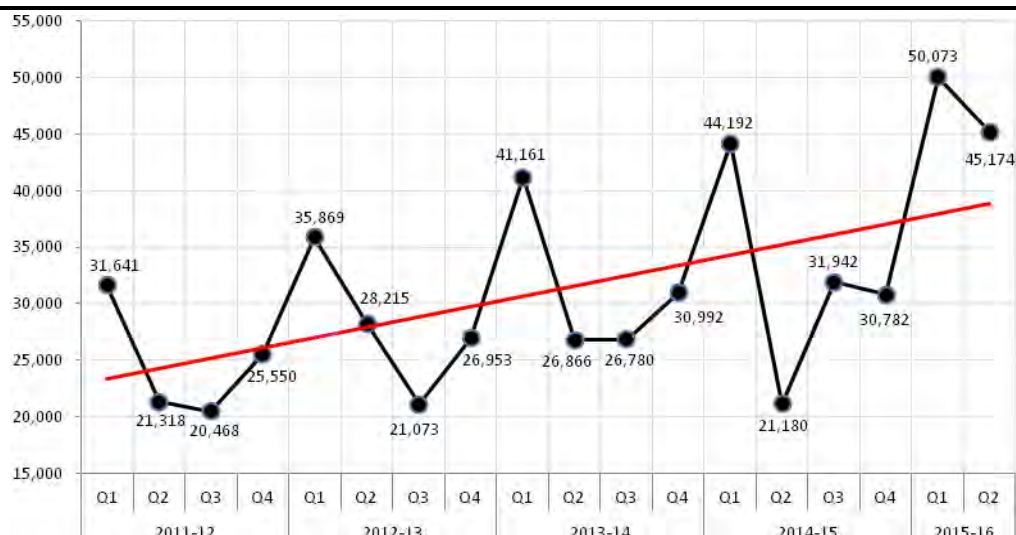
95,247

Year-to-date vs last year:

↑ 45.7%  
+ 29,875

Year-to-date vs annual target:

71.6%  
achieved



Year-to-date admissions at Grangemouth Stadium are the highest recorded since the Trust began. Q2 admissions increased by 113% (+22,994) compared to the same period last year with additional events and numbers participating following the completion of the new track installation and the continuing Commonwealth Games effect. Two Scottish Athletics major championships and Schools International Athletics competitions were very well attended, and open graded meets have continued to achieve higher entries. Further investment through sportscotland funding is planned for the indoor facilities which will further enhance the attractiveness of this venue.

Income for the year-to-date is currently £95k against a yearly target of £157k, with the majority of business taken over the first two quarters of the year.


Third quarter activities and events include Scottish Schools' road relays, SFA referee training and exams, Scottish Athletics and Scottish Schools coach education weekends, and the first UK Athletics Facility Managers/Operators course to be held in the UK in October. Indications are that year-end performance will exceed annual targets for admissions and income. Admissions and income generation will slow down in Q3 and Q4 due to the seasonal nature of athletics.

### 5) Admissions to Bo'ness Health & Fitness Club

Indicator flagging (against target)	
Annual target:	22,500
Year-to-date:	15,884
Year-to-date vs last year:	↑24.2% + 3,090
Year-to-date vs annual target:	70.6% achieved




### 6) Admissions to Grangemouth Health & Fitness Club

Indicator flagging (against target)	
Annual target:	123,000
Year-to-date:	57,223
Year-to-date vs last year:	↓7.7% - 4,793
Year-to-date vs annual target:	46.5% achieved



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

Indicator flagging (against target)	
Annual target:	60,500
Year-to-date:	25,463
Year-to-date vs last year:	↓19.8% - 6,292
Year-to-date vs annual target:	42.1% achieved

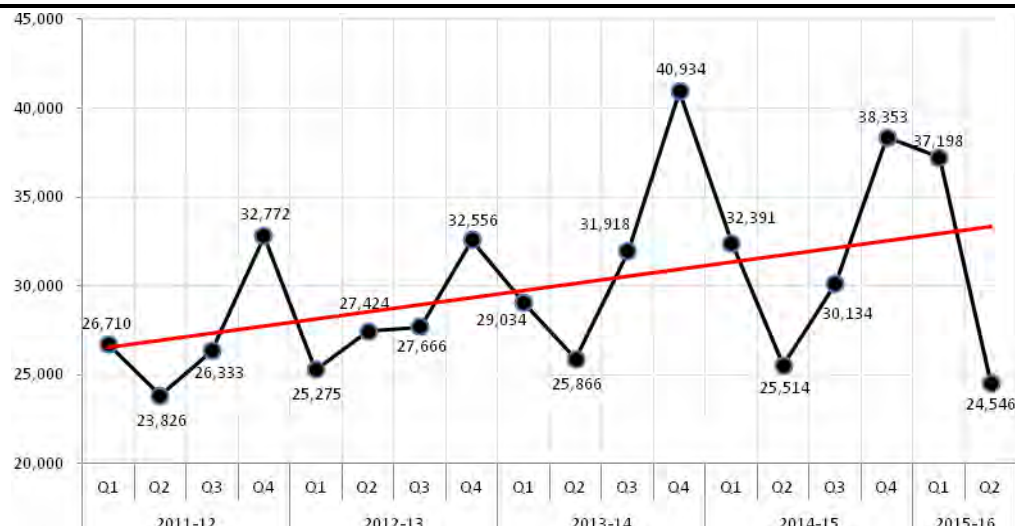


The upward performance trend continues with a significant increase at Bo'ness (+40.3%, +2,405) while there were some decreases at Grangemouth (-2.3%, -656) and Mariner (-10.8%, -1,563). A highly successful membership campaign in September saw all gyms exceeding membership sales targets. Income for the year-to-date of £488k is currently 10% (-£47k) behind last year's end-Q2 figure and behind this year's target of £1.1m.

The Trust's new gym successfully opened in Stenhousemuir on 25<sup>th</sup> September; full performance reporting will be included in the next (Q3) report. A 6-week presale promotion attracted 241 new members and generated over £3k, with an additional 182 memberships sold in the 6 days since opening before the end of the quarter. Looking ahead to Q3, it was recognised that this period last year was difficult, hence a one-week membership campaign is being implemented in early November to increase membership, income and usage for this quarter. Expectations are for Bo'ness to exceed target at year-end while Grangemouth and Mariner are likely to fall short of target if similar Q3 and Q4 performance to last year is repeated.

## 8) Admissions to Neighbourhood Sports Centre

Indicator flagging (against target)	
Annual target:	126,000
Year-to-date:	61,744
Year-to-date vs last year:	↑ 6.6% + 3,839
Year-to-date vs annual target:	49.0% achieved




Neighbourhood Centre admissions reduced by 3.8% (-968 admissions) compared to Q2 last year. Year-to-date admissions remains above the total achieved at this time last year.

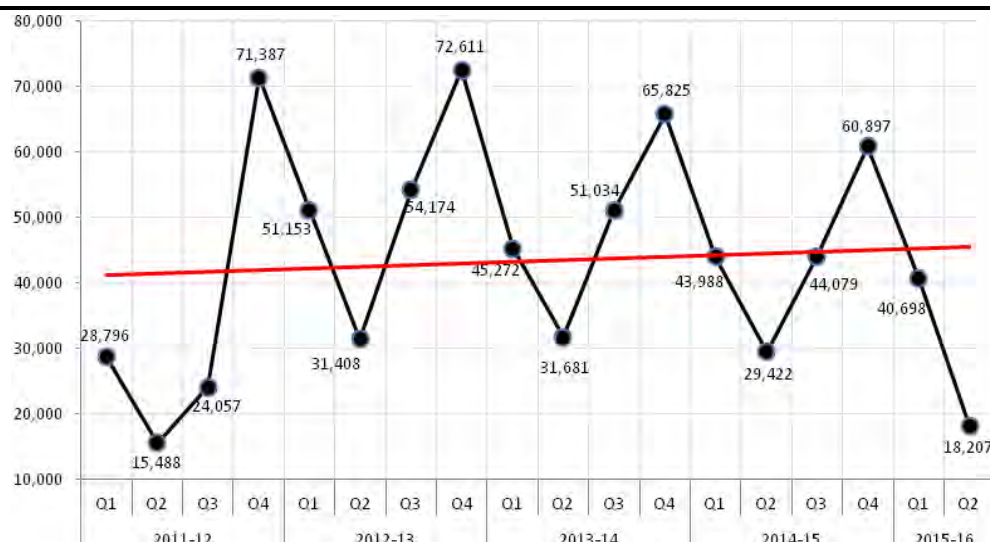
Income for this quarter grew by 18% compared to the same quarter last year but remains 16% behind target (£142k achieved vs £153k target) at the end of Q2.

Activity during the next quarter will continue to rationalise resources and further explore programme opportunities for additional income generation.

Expectation at year-end is for admissions to meet or exceed target if similar Q3 and Q4 to last year is achieved. However, there is unlikely to be sufficient financial growth in order to meet the financial target for 2015-16.

## 9) Out of hours admissions to Community Use High Schools

Indicator flagging (against target)	
Annual target:	190,000
Year-to-date:	58,905
Year-to-date vs last year:	↓ 19.8% - 14,505
Year-to-date vs annual target:	31.0% achieved



Community use admissions at high school facilities during Q2 fell by 38.1% compared to the same period last year, with year-to-date admissions now 19.8% (-14,505) lower than at the same point last year. The main factors having a detrimental effect are clubs/block bookings not rebooking over the summer period or delaying bookings until September, a reduced sports summer programme in schools (relocated to other Trust facilities) and a significant drop in swimming admissions.

The impact of reduced admissions is reflected in reduced income against target. Actual income achieved for Q2 of £31k was marginally higher than the same quarter last year, and remains under budget for the year-to-date.

Third quarter plans include developing a targeted marketing plan for community access schools in collaboration with the Marketing team, a review of programming, and closer links with the Active Schools team to promote evening and weekend use of facilities. The majority of clubs and block bookings will resume in early October.

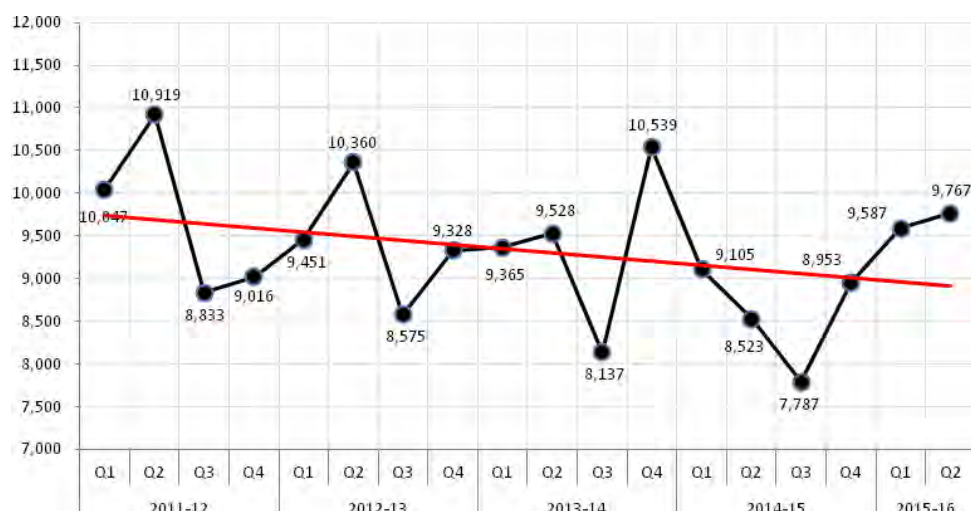
Year-end expectations are for this indicator to fall short of both admissions and income targets, hence a downgrading from amber to red flagging at this time. Event and club/block bookings will play a major role in determining if targets will be achieved.



# 10)

## Participants in Healthy Lifestyle Physical Activity programmes

Indicator flagging (against target)	
Annual target:	36,500
Year-to-date:	19,354
Year-to-date vs last year:	↑ 9.8 + 1,726
Year-to-date vs annual target:	53.0% achieved



A 14.6% increase (+1,244) in the number of participants was recorded in Q2 this year compared to the same period last year. Increases occurred in Active Forth (+169), Step Forth (+175) and Teens (+412). A reduction in Healthy Lifestyles (corporate usage, -282) is reflected in the 772 recorded visits for Trust staff to health and fitness facilities. New activities and improved staffing levels in Active Forth contributed to the increased usage. Step Forth increases arose with new walks in Carriden and the Helix despite some wet weather. Teens increases occurred largely at Bo'ness with the recent refurbishment having a significant effect on usage.


Active Forth income for Q2 was £16.8k, a 4% increase on the same period last year. Cumulative income for the 2015-16 year to date of £37.2k shows a 10% increase on last year.

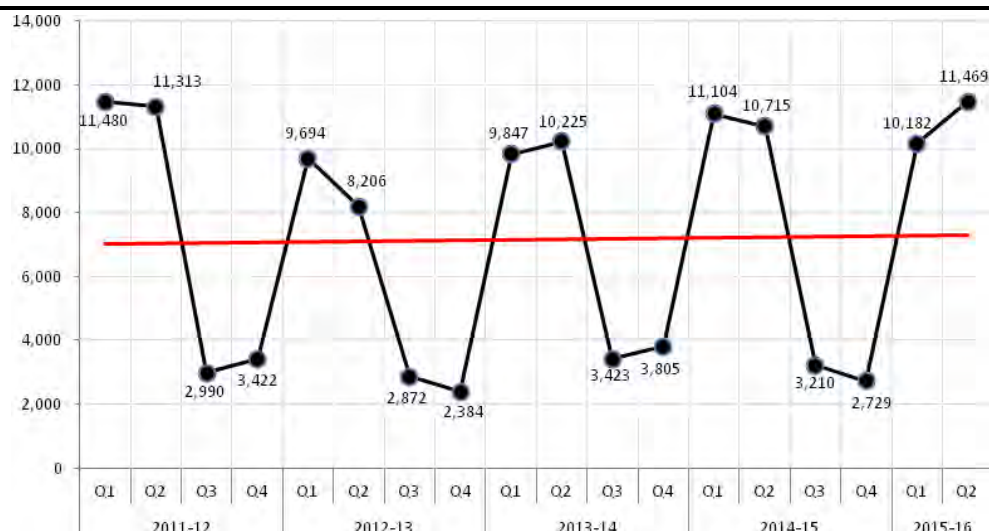
A full-time member of Active Forth staff forms part of the new Stenhousemuir staff team, creating extra capacity and leading to higher levels of outreach and networking with health professionals to improve referrals across all gyms. A new Strength & Balance class has started at Grangemouth which will complement Step Forth's current Otago provision.

Expectation is for this indicator to achieve target at year-end following the introduction of the new club, new staff member and increased walking activity, hence retaining a green flagging.

# 11)

## Rounds of golf played

Indicator flagging (against target)	
Annual target:	28,500
Year-to-date:	21,651
Year-to-date vs last year:	↓ 0.8% - 168
Year-to-date vs annual target:	76.0% achieved



Total rounds of golf played at the Trust's facilities during Q2 was the highest quarter on record since the Trust began, with a 7% increase (+754) compared to the same period last year. This increase occurred mostly at Grangemouth Golf Course (+660) with an additional 94 rounds played at Callendar Park Par 3. This may be linked to less clement weather during second quarter this year compared to last year. Overall year-to-date remains fractionally behind last year with 168 fewer rounds played.

Grangemouth Golf Course: a series of offers and promotions have helped keep the reduction in usage to a minimal and will continue to be used during Q3 to attract new customers. Work will focus on encouraging Callendar Park Par 3 customers to try the GGC facilities during the winter closure of the Par 3.

Callendar Park Par 3: usage was largely similar to the same 6-month period last year. The Par 3 is now closed for the winter period and will reopen in April 2016.

The indicator retains an amber flagging based on the expectation that year-end performance will fall short of target. A large degree of uncertainty exists in this area of operation which is so heavily affected by the weather.

12)

### Admissions to Falkirk Town Hall

Indicator flagging  
(against target)

Annual target:

54,000

Year-to-date:

24,662

Year-to-date vs  
last year:

↑ 43.1%  
+ 7,426

Year-to-date vs  
annual target:

45.7%  
achieved



Q2 admissions improved by 9% (+501) compared to Q2 last year. Highlights in admissions included The Cavern Beatles, Nathan Carter and Funbox. Arts team activities included popular youth theatre summer schools in July. Successful Q1 and Q2 have resulted in year-to-date admissions being significantly higher than the same period last year,

Overall FTH income for the year-to-date has achieved over 50% of target, with a current total of £57.9k (against target of £104k).

A bigger programme than Q2, the next quarter includes a mix of comedy with 'Funny In Falkirk', the Bohemians annual production, a number of tribute acts, 'Classic Music Live!' and Falkirk Youth Theatre's annual pantomime (this year Robin Hood). In addition, The Trust's Christmas offer at FTH includes the Silver Bells Christmas Show, Abbamania's Christmas extravaganza and Christmas Ballroom and Afternoon Dances. Q3 also includes The Proclaimers.

Expectation at the end-Q2 position is for both annual admission and income targets to be met at year-end.

13)

### Admissions to the Hippodrome

Indicator flagging  
(against target)

Annual target:

29,000

Year-to-date:

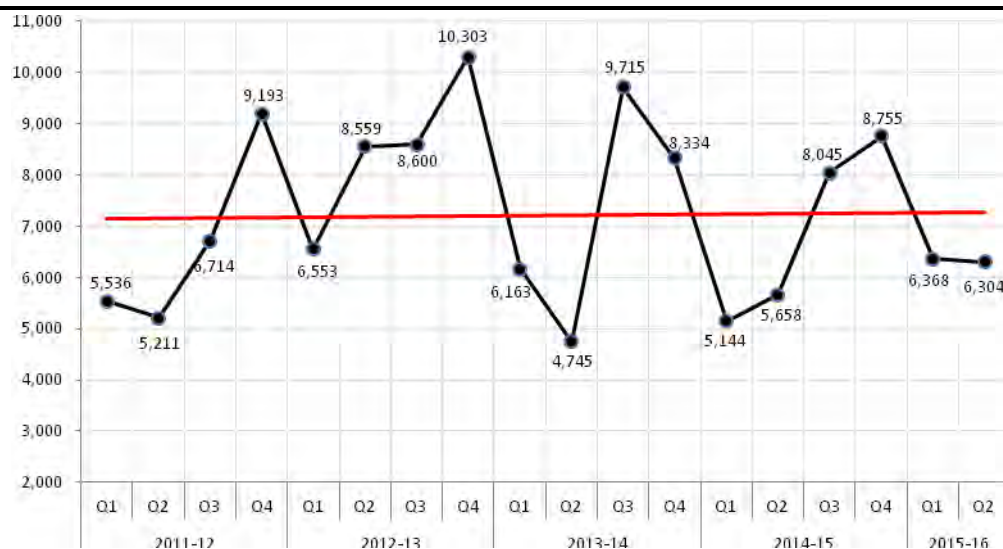
12,672

Year-to-date vs  
last year:

↑ 17.3%  
+ 1,870

Year-to-date vs  
annual target:

43.7%  
achieved



Year-to-date Hippodrome performance is the highest in recent years with the exception of 2012-13 (the Hippodrome 100 celebrations). Q2 admissions were 11.4% higher (+646) than the same period last year. Summer screenings continued to do well with 'Minions' and 'Inside Out'. 'The Legend of Barney Thomas' achieved 50% uptake, however attendances at other recent releases achieved less than anticipated. Likewise NT Live/ Encore admissions have dipped.

Income for Q2 was near-identical to the same period last year, with year-to-date income currently achieving 45% of target (£45k vs £100k). With the busiest two quarters yet to come this bodes well for income to meet target at year-end.

The Q3 programme includes major recent and new releases including the new Bond movie 'Spectre', 'Jurassic World', 'Suffragette', 'Ricki and the Flash', and 'Earl and the Dying Girl'. Events include a partnership with Strathcarron Hospice ('Seven Songs for a Long Life') and 'Carnival of Souls' – a unique Halloween experience at the Hippodrome. The NT Live and Encore programme includes screenings of 'Macbeth', 'Of Mice and Men' and 'Jane Eyre'. It is hoped the popularity of these screenings combined with a focussed marketing activity will increase uptake. This indicator is well-placed to achieve admissions target at year-end.

14)

### Admissions to the Park Gallery

Indicator flagging (against target)



Annual target:

21,000

Year-to-date:

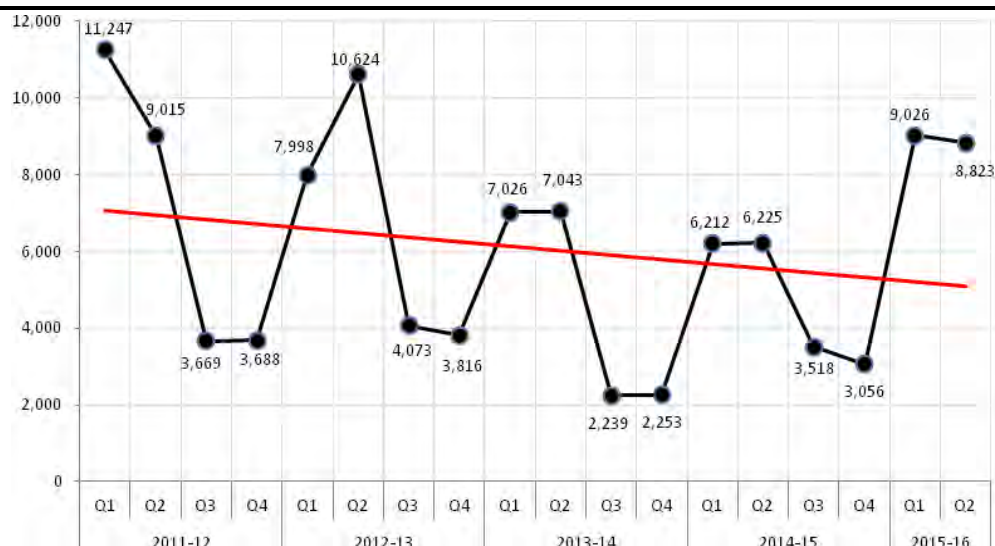
17,849

Year-to-date vs last year:

↑ 43.5%  
+ 5,412

Year-to-date vs annual target:

85.0%  
achieved



Admissions at the Park Gallery were 41.7% higher during Q2 2015-16 compared to the same period last year. Performance is highly dependent on the programme, which in Q2 this year was 'Fantasia – photography by Fabrizio Gianni'. This exhibition, by a locally-based photographer with an international and highly successful profile, saw high admissions driven by the nature of the exhibition and related supporting activity. The current exhibition, 'Alan Davie: A Universal Vision', opened on 13<sup>th</sup> September and continues into Q3, achieving 1,508 admissions in the two weeks so far in Q2. This exhibition was programmed to commemorate the 40<sup>th</sup> anniversary of the Alan Davie and George Garson mosaic mural in York Square, Grangemouth, with a plaque awarded by The Saltire Society marking the significance of this work. A Parliamentary motion was tabled by Angus MacDonald MSP on 2<sup>nd</sup> October paying tribute to the work of Alan Davie and commending the Trust's landmark exhibition of his life and work.

Q3 sees the start of Winter Warmth, a curated exhibition of work by artists and makers across the UK. Works will be on sale and in previous years the exhibition has been successful in generating admissions as well as income (commission on sales of work).

Year-to-date admissions of 17,849 positions the Park Gallery well to achieve target at year-end.

15)

### Participants in Cultural Services activities

Indicator flagging (against target)



Annual target:

140,000

Year-to-date:

77,116

Year-to-date vs last year:

↑ 8.0%  
+ 5,702

Year-to-date vs annual target:

55.1%  
achieved



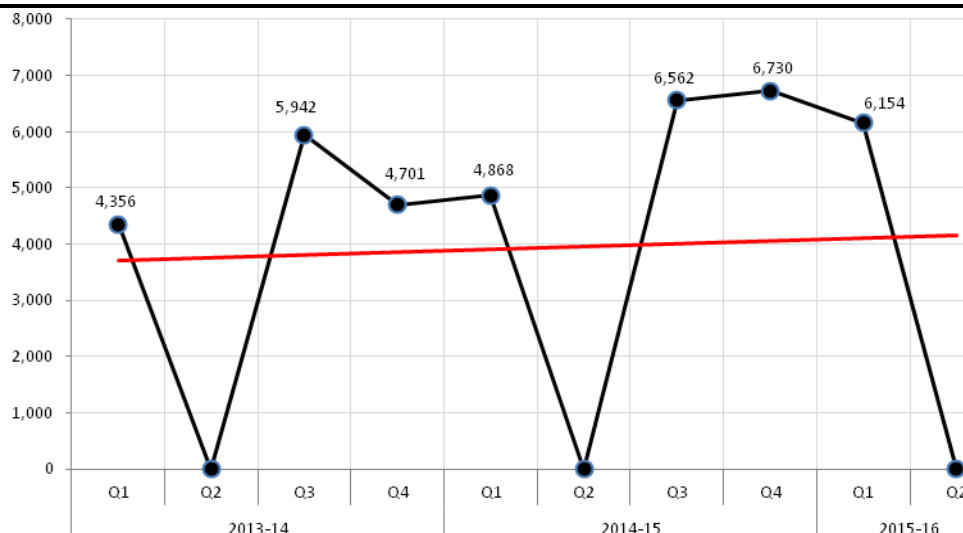
Q2 performance was 31.9% higher than the same period last year with an extra 7,376 participants. This has been largely driven by an increase in YMI usage which, from August 2015, now includes working with all nursery schools in the area. Further to this, in August 2015 a musical YMI tour was developed and is being delivered to schools as an additional engagement opportunity. Q2 saw the continuation of the 'Are You Dancing?' integrated dance project and the Arts Champions project. Youth Theatre summer schools in July were popular with capacity attendances and income.

Activity during Q3 will include Falkirk Youth Theatre rehearsals ahead of this year's pantomime at FTH, the commencement of year 2 of the 'Start' schools/theatre project and year 2 of the Arts Champion project.

Current expectation is for year-end performance to exceed target if previous year Q3 and Q4 activity levels are maintained, hence this indicator retaining a green flagging.

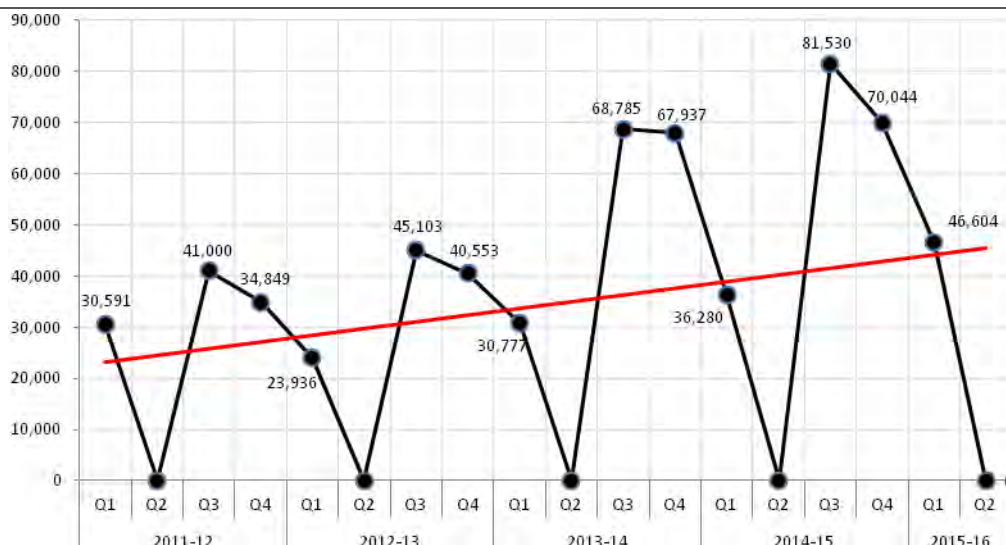
## 16) Active Schools distinct participants

Indicator flagging (against target)	🟢
Target:	7,000
Current quarter:	6,154
Current vs preceding quarter:	↓ 8.5% - 576
Year-to-date vs annual target:	87.9% achieved



## 17) Active Schools participant sessions provided

Indicator flagging (against target)	🟢
Annual target:	170,000
Year-to-date:	46,604
Year-to-date vs last year:	↑ 28.4% + 10,324
Year-to-date vs annual target:	27.4% achieved



As per previous years, no performance figures are reported for Q2 which covers the school holiday period, due to the reporting cycle with **sportscotland**.


A revised delivery model, assigning one coordinator to a primary school cluster, each feeding a high school, has been introduced. The Active Schools team have been preparing action plans to meet **sportscotland**'s focus on distinct participants.

Both indicators remain on course to achieve target at year-end on the basis of Q3 and Q4 performance following previous trends.



18)

### Places booked on Sport Development Courses

Indicator flagging (against target)	
Annual target:	20,000
Year-to-date:	8,431
Year-to-date vs last year:	↓ 9.7% - 910
Year-to-date vs annual target:	42.2% achieved



Compared to last year, the number of places booked in Sports Development classes in Q2 was 25.4% lower (-1,079), with the year-to-date total being 9.7% lower than last year to end-Q2. This is primarily due to a vacancy in rugby development and a loss of almost 900 places compared to last year. Swimming is largely similar to last year with pre-school swimming increasing by 37% with three new classes. A 38% increase in football follows a rebranding and recruitment process. Tennis performance increased by 82% at Zetland Park. Basketball, gymnastics and badminton bookings remain steady. A newly recruited rugby development officer should address the current downturn in rugby. Total income for Q2 was £87k, split between £52.6k income for places booked plus direct debit swimming totals of £12k, £11k and £12k for July, August and September respectively. Total income for year to date is £147k.

Indicator flagging has been revised from green to amber with the year-end total dependent on the recruitment to vacant posts and subsequent programme development. Q3 will see the introduction of weekend gymnastics classes utilising existing equipment and vacant slots at community access high schools. Tennis is expected to dip during Q3 during the winter period. A redevelopment of the swimming programme will create additional beginner class capacity to meet demand. Improved efficiency will identify vacant places sooner and ensure they are rebooked.

19)

### Active borrowers at public libraries

Indicator flagging (against target)	
Target:	27,000
Current quarter	27,275
Current vs preceding quarter:	↑ 1.0% + 277
Year-to-date vs annual target:	101% achieved



There has been a welcome increase in the number of Active Borrowers in Q2 2015-16 compared to the preceding quarter. 'Every Child A Library Member' was launched at the end of August. A total of 109 new junior borrowers joined a library and may be the result of summer activities held in libraries which directly created 58 new customers. 218 new adult borrowers were added; some may be an indirect result of their children joining.

This indicator remains flagged green at this time, with the number of active borrowers remaining above target after the first half of the 2015-16 year.

Note: unlike most other indicators, quarterly totals do not accumulate towards a yearly total. The new Library Management System (LMS) introduced from Q3 2014-15 onwards uses a different method to calculate 'active' users; hence comparisons with previous totals should be treated with caution.

20)

## Issues from public libraries

Indicator flagging (against target)



Annual target:

820,000

Year-to-date:

400,504

Year-to-date vs last year:

↓ 3.3%  
- 13,620

Year-to-date vs annual target:

48.8%  
achieved

Digital issues from libraries increased by 1,775 compared to Q2 last year, helped by a more popular selection of magazines being available compared with last year. Overall issues were slightly lower during Q2 compared to the same period last year (-3.9%, -25,014), continuing the ongoing downward trend. The mobile library was off the road for 2 days due to ongoing problems. Year-to-date issues is slightly lower than at the same end-Q2 position last year.

Next quarter should return comparatively better numbers of issues than in 2014-15 where loan periods were extended to allow migration to the new LMS, resulting in fewer than usual renewals last year.

The 2015-16 annual target was set to reflect the current downward trend. Expectation after Q2 is that year-end performance may achieve close to target hence this indicator remaining flagged green at this time but may be revised after the next quarter.

21)

## Visits to public libraries

Indicator flagging (against target)



Annual target:

580,000

Year-to-date:

267,055

Year-to-date vs last year:

↓ 12.9%  
- 39,663

Year-to-date vs annual target:

46.0%  
achieved

An uplift in visits to Bonnybridge Library has been welcomed against a backdrop of a reduction of 15.2% (-25,014) compared to the same quarter last year. Libraries report that September was quieter than usual which may be due to comparatively good weather. Summer activities including Zoolab were popular across all libraries in attracting visits. Grangemouth Library continues to be affected by declining footfall in the town centre with more shops closing during this quarter.

Bookweek Scotland and Halloween and Christmas activities for children are intended to continue the promotion of libraries and the value of reading.

An amber flagging has been retained for this indicator. Year-to-date performance is currently 12.9% below last year, and if the current trend continues as expected then the number of visits at year-end will fall short of target.

22)

## Resources added to library stock – Adult

Indicator flagging (against target)



Annual target:

23,000

Year-to-date:

13,766

Year-to-date vs last year:

↑ 3.4%  
+ 451

Year-to-date vs annual target:

59.9%  
achieved

23)

## Resources added to library stock – Junior

Indicator flagging (against target)



Annual target:

7,000

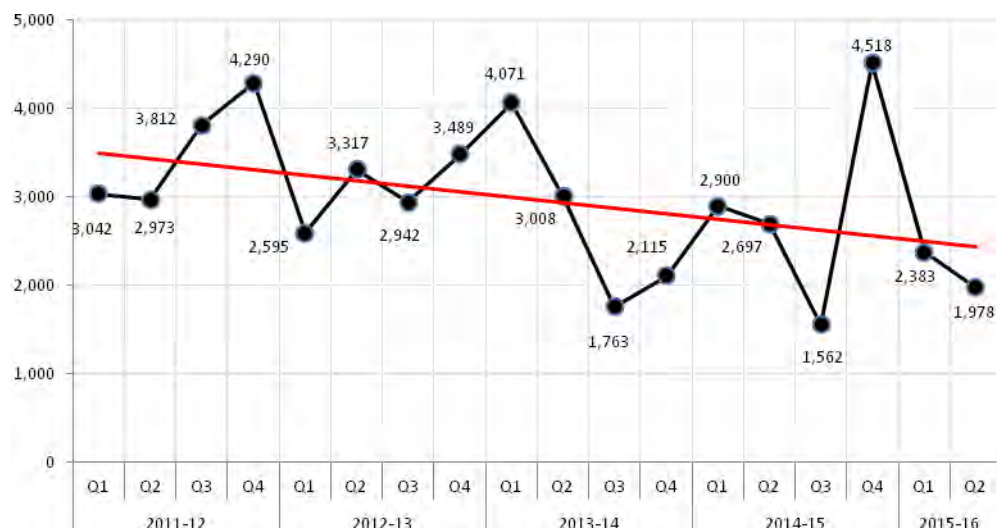
Year-to-date:

4,361

Year-to-date vs last year:

↓ 22.1%  
- 1,236

Year-to-date vs annual target:


62.3%  
achieved

A slight increase in adult resources added and a decrease in junior additions resulted in the total number of resources added to stock reducing compared to Q2 last year.

Comparisons with target are of more use than comparisons with last year due to a reduction in the book fund. Funding was reduced as a budget saving with targets adjusted accordingly. Year-to-date performance against target is positive and current expectations are for both indicators to achieve or get close to target at year-end. Totals for Q3 are expected to be higher than Q3 last year, despite the reduced book fund, as last year saw a suspension of purchasing during December during the migration to the new LMS.

24)

### Usage of public access terminals in libraries

Indicator flagging (against target)	
Annual target:	100,000
Year-to-date:	46,346
Year-to-date vs last year:	↓ 11.8% - 6,221
Year-to-date vs annual target:	46.3% achieved



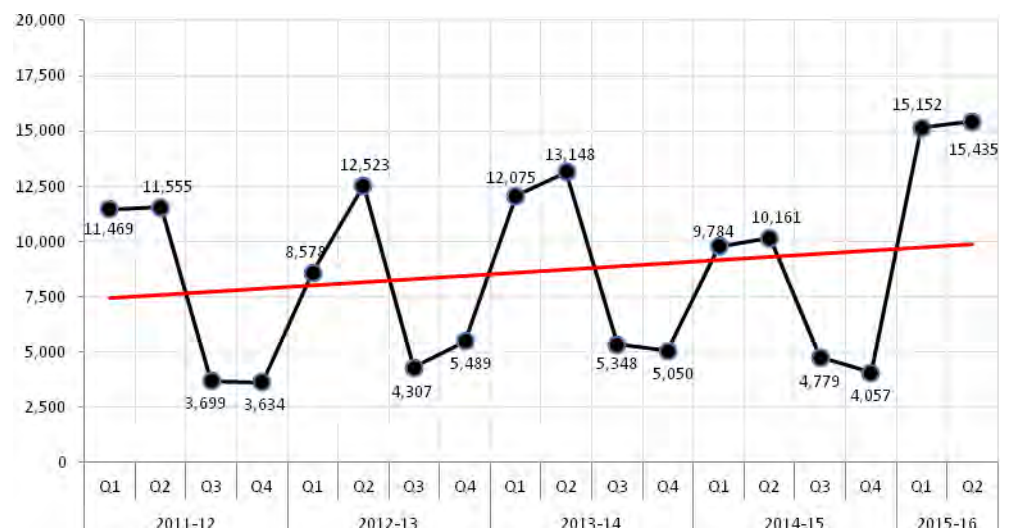
Usage of public access terminals during Q2 was 12.4% lower (-3,287) compared to the same quarter last year. After a recent upward trend over the past 2 years, the usage of these terminals may be levelling off. Analysis indicates that the type of usage is changing with more hits on job seeking websites and longer usage sessions, but longer-term data is required to arrive at any conclusion regarding this.

This indicator retains an amber flagging after two quarters. Recent usage indicates no growth in this indicator hence predictions are Q3 and Q4 totals will fall short of that needed to achieve target by year-end.

25)

### Visits to Callendar House

Indicator flagging (against target)	
Annual target:	42,000
Year-to-date:	30,587
Year-to-date vs last year:	↑ 53.4% + 10,642
Year-to-date vs annual target:	72.8% achieved



Q2 visit totals have tended to be seasonally higher than Q1 and an increase of 2% has been achieved this year. Highlights during Q2 included Callendar House continuing to benefit from group travel marketing and reciprocal marketing with the Helix. A series of public consultations on the proposed Callendar Park Plan generated additional visits. Six weddings and eight hires for group meetings occurred, and 184 people attended a successful Wedding Fayre in September.

Activity in Callendar House during the third quarter includes 'Stories in Stone' in the 2<sup>nd</sup> Floor Gallery as part of the Townscape Heritage Initiative (THI), and Winter Warmth in the Park Gallery with a selection of work for sale by professional artists and craftmakers. The Christmas Programme is in preparation with the schools programme being close to fully subscribed. The number of planned Santa Brunch and Lunch events for families has been increased from 5 last year to 9 this year owing to popular demand. This indicator remains flagged green on the expectation that year-end performance will meet or slightly exceed target.

Note: from 2015-16 Q1 onwards a revised visit counting method has been used which better reflects usage of the House. This now includes individual visits to displays and galleries, teashop customers, school groups, conference usage and users of the Archives. The resulting higher quarterly figures limit comparisons with preceding years.



26)

### Visits to Kinneil Museum

Indicator flagging  
(against target)

Annual target:

3,500

Year-to-date:

2,875

Year-to-date vs  
last year:

↑ 18.4%  
+ 446

Year-to-date vs  
annual target:

82.1%  
achieved



Year-to-date visits are 18% higher than this point last year. In recent years visit numbers have dropped in Q2 over the summer period compared to Q1 but this year saw a slight rise. Attendances were boosted by coach parties on 11<sup>th</sup> August (after having visited Callendar House), Kinneil House openings on 29<sup>th</sup> August and 19<sup>th</sup> September, and activity at Kinneil in September as part of Roman Week.

Q3 activity includes the opening of Kinneil House on 31<sup>st</sup> October for Halloween.

This indicator is on track to achieve target by year-end with over 80% of target already achieved.

Note: A more accurate counting mechanism was introduced from Q1 2013-14 onwards. The general trend from that point onwards is increasing with improvements in visit numbers.

27)

### Participants in Heritage Education Workshops for Schools

Indicator flagging  
(against target)

Annual target:

6,000

Year-to-date:

1,801

Year-to-date vs  
last year:

↓ 14.6%  
- 309

Year-to-date vs  
annual target:

30.0%  
achieved



Total participant uptake for Q2 2015-16 was lower than the same quarter last year (-159). This is largely due to one-off activity in Q2 last year as part of the Steeple 200 events which generated approximately 150 participants. Q2 is seasonally the lowest performance quarter for this area of Trust operation due to the school summer holidays. This year the Heritage Learning team generated nearly 400 attendances to workshops and engagement activities at Callendar House.

From August 2015 charges were introduced for Heritage Education Workshops for Schools, bringing the service in line with other similar services across Scotland. To date, bookings for activities taking place in Q3 will generate £1,700+ income. Currently there is no income target for this area of FCT activity but this will be reviewed for 2016-17.

During Q3 the Heritage Learning team will deliver a Christmas workshop programme for schools, and will lead on the Santa brunch and lunches at Callendar House. Other activity includes 'Memories Of...' sessions for older people using films from the Scottish Screen Archive, sessions of 'Toddling O'Clock' for early years, and a pilot workshop for schools at the Hippodrome in November.

Year-to-date performance is currently below last year's total. Indicator flagging moves from green to amber on the expectation that year-end performance may fall short of target, but work by the Team to develop new initiatives to grow participation may help this.

28)

## Participants in Outdoor Activities

Indicator flagging (against target)



Annual target:

6,400

Year-to-date:

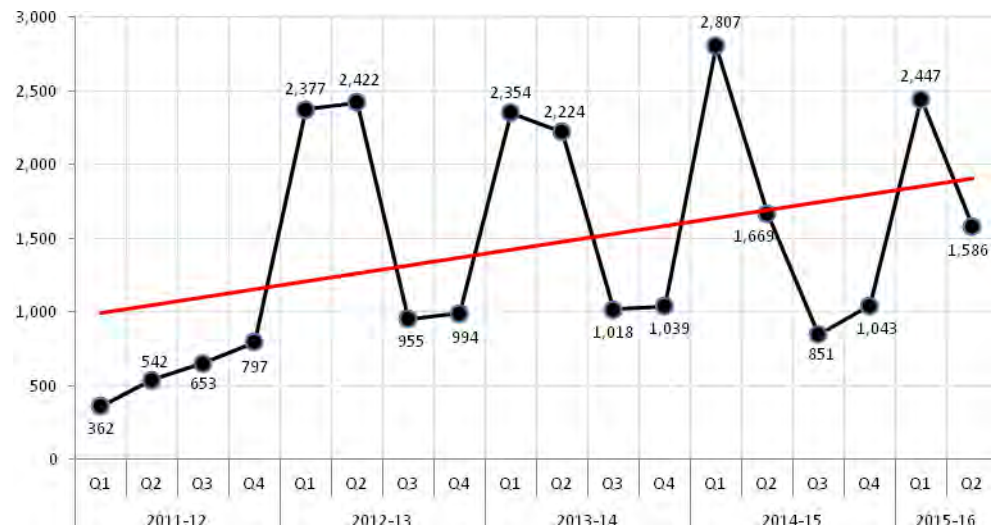
4,033

Year-to-date vs last year:

↓ 9.9%  
- 443

Year-to-date vs annual target:

63.0%  
achieved



Income for the quarter totalled £34k, a £10k increase on last year, with cumulative income for year-to-date of £52k. This is partly attributed to increased income generation from schools while the community programme continues to create a steady income.

The Youth Adventure programme has had a successful year so far with 96% uptake of programmes. Unfortunately summer programme uptake of 15% at the Helix impacted on overall Q2 performance. Participant numbers were reduced compared to Q2 last year with 83 fewer participants (-4.9%). Cumulative performance to end Q2 is almost 10% reduced compared to the position at the same time last year.

Indicator flagging remains unchanged at amber, with year-end expectations for performance to fall short of target if similar numbers of participants are engaged in Q3 and Q4. Winter programme participant numbers are highly dependent on suitable winter weather.

29)

## Participants in programmed activity at the Helix

Indicator flagging (against target)



Annual target:

20,000

Year-to-date:

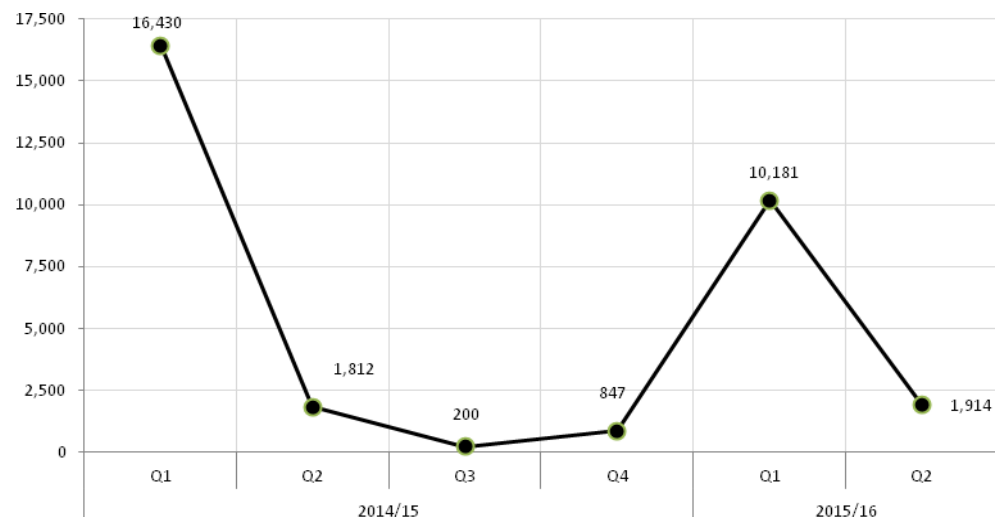
12,095

Year-to-date vs last year:

↓ 33.7%  
- 6,147

Year-to-date vs annual target:

60.5%  
achieved



This indicator has been introduced to describe use of the Helix site for activity programmes and planned events which take place on the site. Performance of this measure is expected to be irregular being reliant on scheduling of large events and activities.

Programmed activity on the Helix site was slightly higher than the same period last year however attendances could have been better and reflect the unfavourable weather.

Greater focus on events strategy development is already generating plans for the remainder of 2015-16.

Current expectation is that the annual target may be achieved but is highly dependent on successful activities for the remainder of the year where success is largely dependent on clement weather. An amber flagging is maintained.

30)

## Visits to the Helix

Indicator flagging  
(against target)



Annual target:

900,000

Year-to-date:

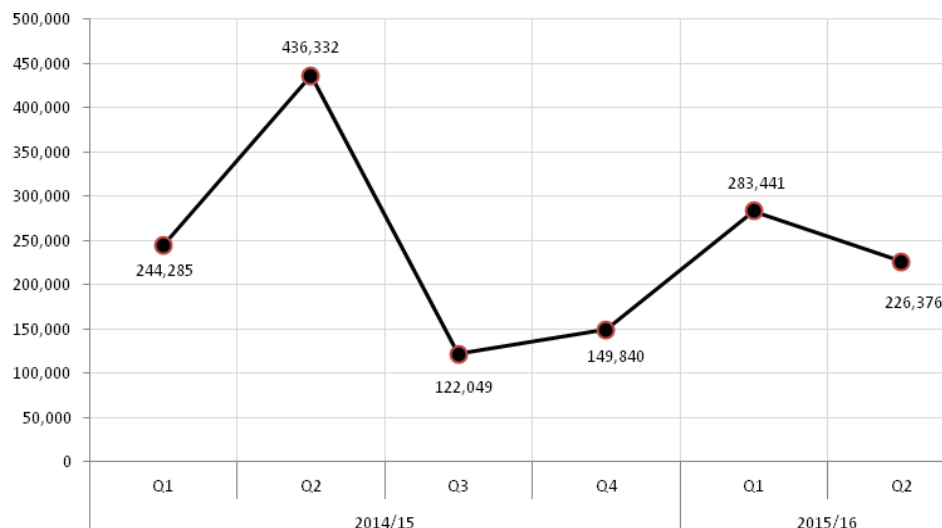
509,817

Year-to-date vs  
last year:

↓ 25.1%  
- 170,801

Year-to-date vs  
annual target:

56.6%  
achieved



31)

## Kelpies Tour tickets sold

Indicator flagging  
(against target)



Annual target:

55,000

Year-to-date:

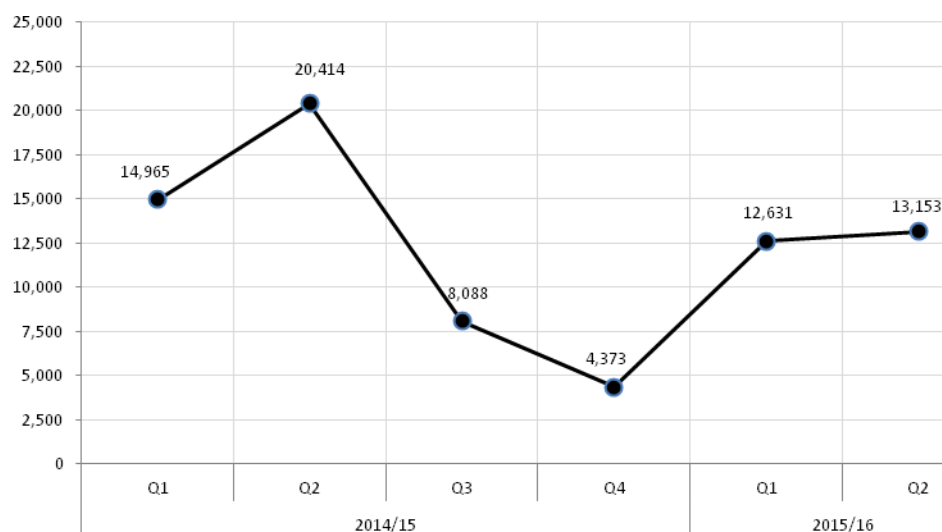
25,784

Year-to-date vs  
last year:

↓ 27.1%  
- 9,595

Year-to-date vs  
annual target:

46.9%  
achieved



Electronic people counters installed at specific locations around the Helix site measure number of visits to Helix Park, Canal Hub and The Kelpies.

Unfortunately visitor numbers dropped significantly in the second year summer period, a result of the poor weather during the summer school holiday period together with the ongoing defects with the children's splash play facility. This may have deterred families and young children from attending Helix Park.

Kelpie Tour tickets are linked to visitor numbers and have been higher in Q2 compared to Q1 due to increased marketing activity on a local and national level.

The opening of the new Visitor Centre will boost numbers accessing tours and generally increase footfall and income generation across the Helix site. An Events programme has been developed which should help attract healthy numbers to boost income and attendances.

Expectations are that Q3 & Q4 will perform slightly higher than last year but both indicators may miss year-end targets.



## ***A strong, sustainable and valued organisation***

Indicator	2012/13 total	2013/14 total	2014/15 total	2015/16				
				Q1	Q2	Q3	Q4	Year Total
Sickness Absence - % days lost	4.03%	4.03%	4.72%	4.25%	3.88%			
Staff Turnover	8.6%	10.6% equates to 51 staff	10.3% equates to 50 staff	3.7% equates to 18 staff	2.1% <sup>1</sup> equates to 10 staff			
Number of Accidents involving staff and customers	525	468	387	86	105			
Number of complaints and formal enquiries received and dealt with	94	118	81	30	35			
Number of hits on Trust website	407,333	580,642	659,796	172,002	189,267			

<sup>1</sup> Figures to end-August only.

Updated sickness absence figures are for the complete quarter two period to the end of September 2015 and show a small decrease from 3.88% compared to the same quarter last year (4.17%). This improvement in Q2 is encouraging.

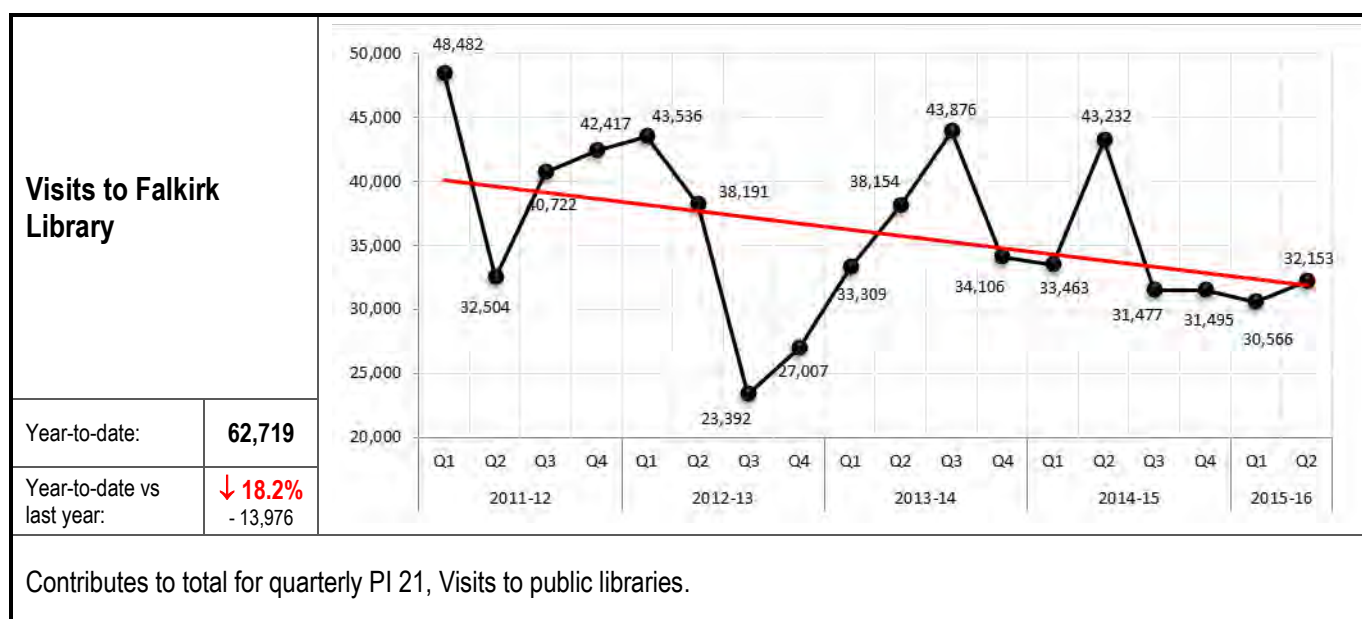
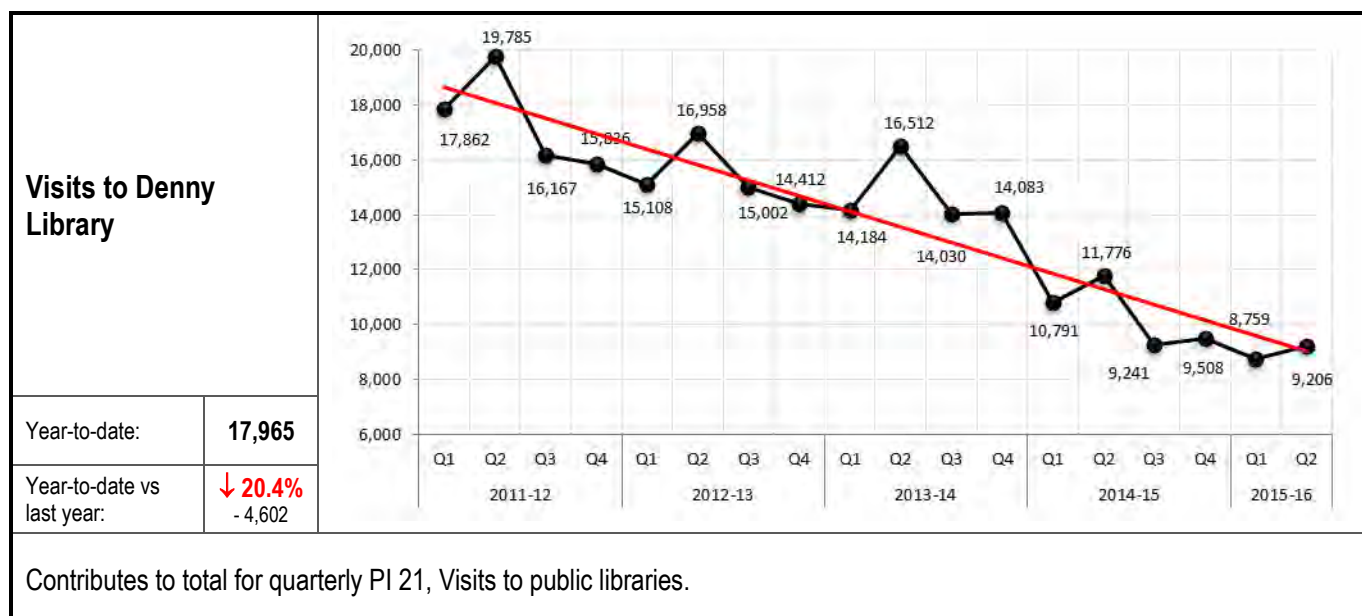
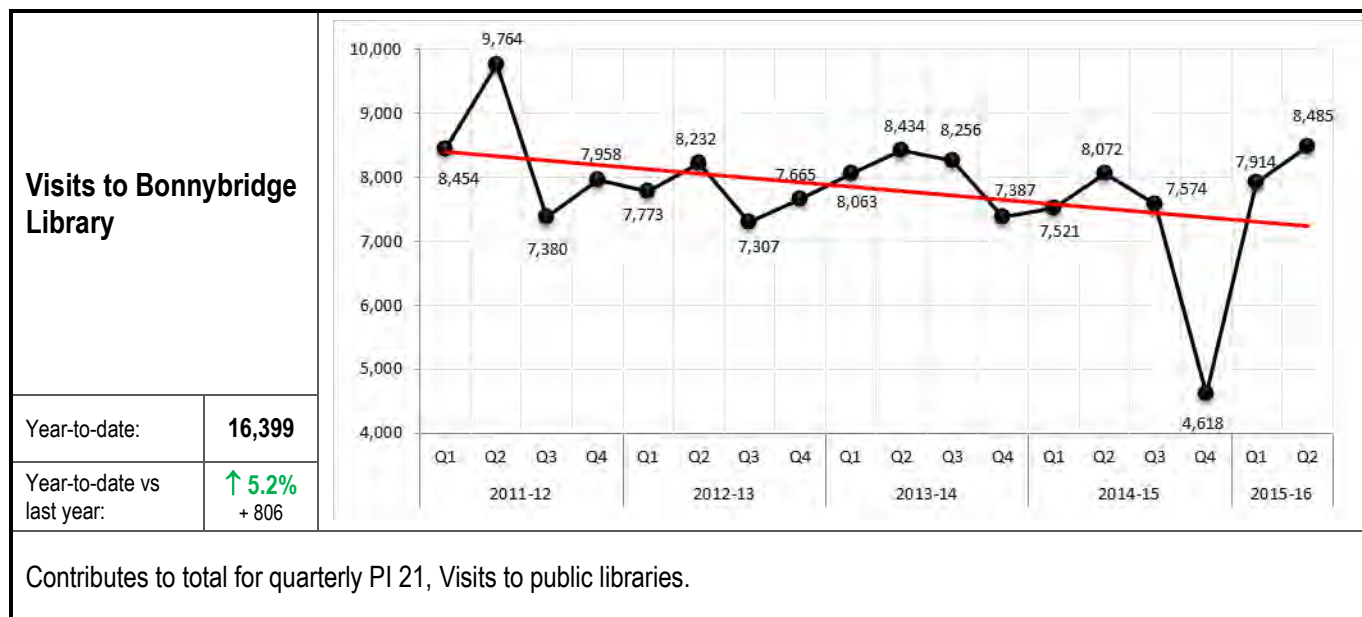
The staff turnover figure is only to end of August 2015 (not the full quarter) and is 2.1%, equating to 10 employees leaving during this period. The breakdown of reasons for leaving was not available for this report, but will be included along with a complete Q2 total in the next performance report. At the end of August 2015, the Trust had a total headcount of 479 contracted employees (temporary and permanent staff).

The reporting of accident figures has been amended. Previous reports included numbers of accidents involving staff and incidents involving staff and customers. Going forward the total number of accidents involving staff and customers will be reported, aligning the indicator with what is reported to Trust's Health, Safety and Risk Management Group. There were a total of 105 accidents reported during Q2 2015-16, a reduction of 13 compared to the same quarter last year. Of these 101 involved customers and 4 involved staff, decreases of 10 and 3 respectively compared to the same quarter last year.

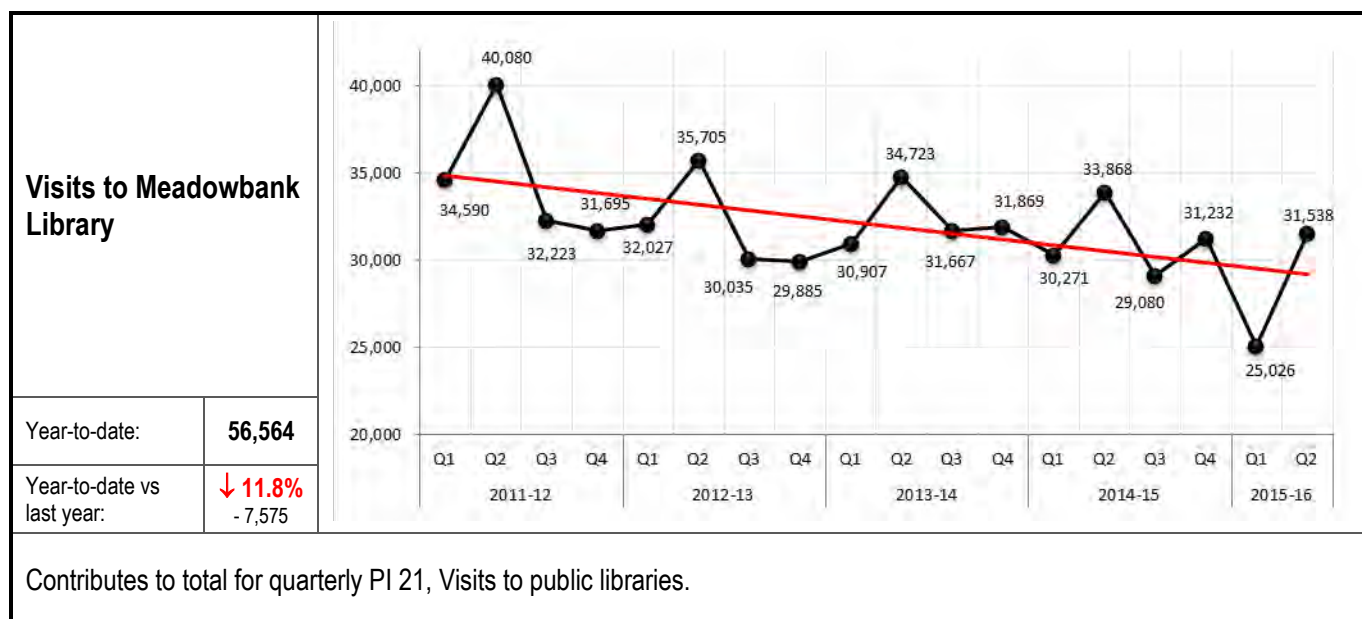
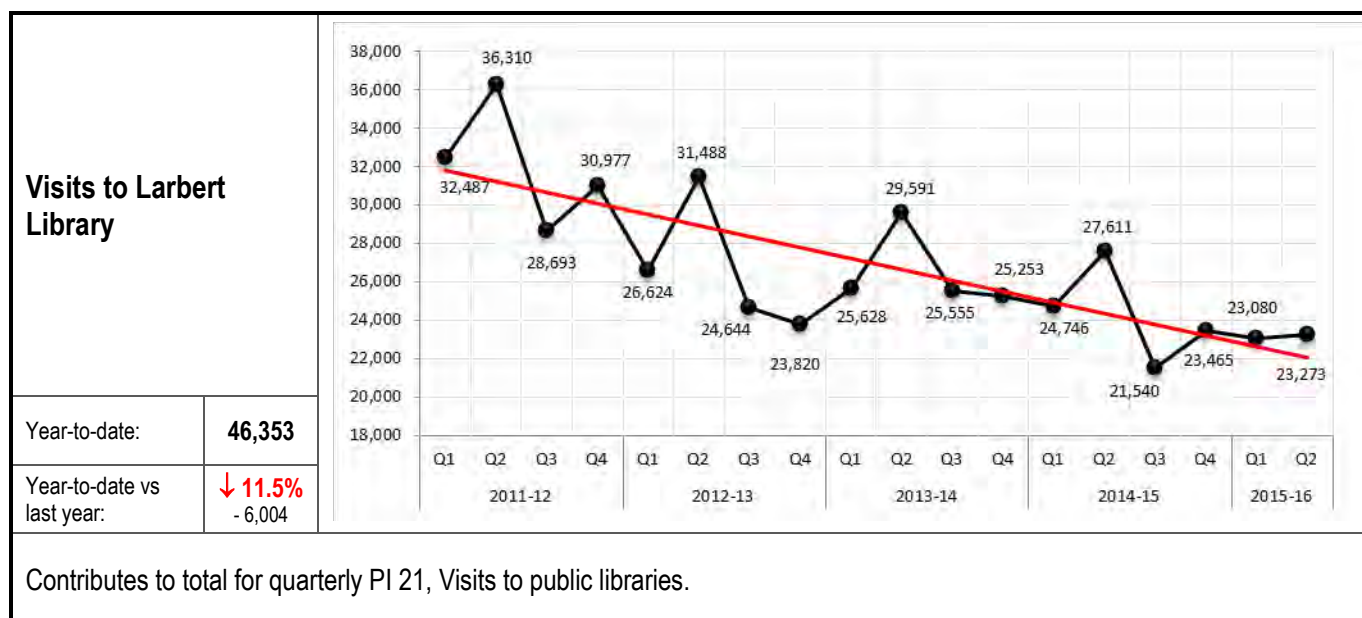
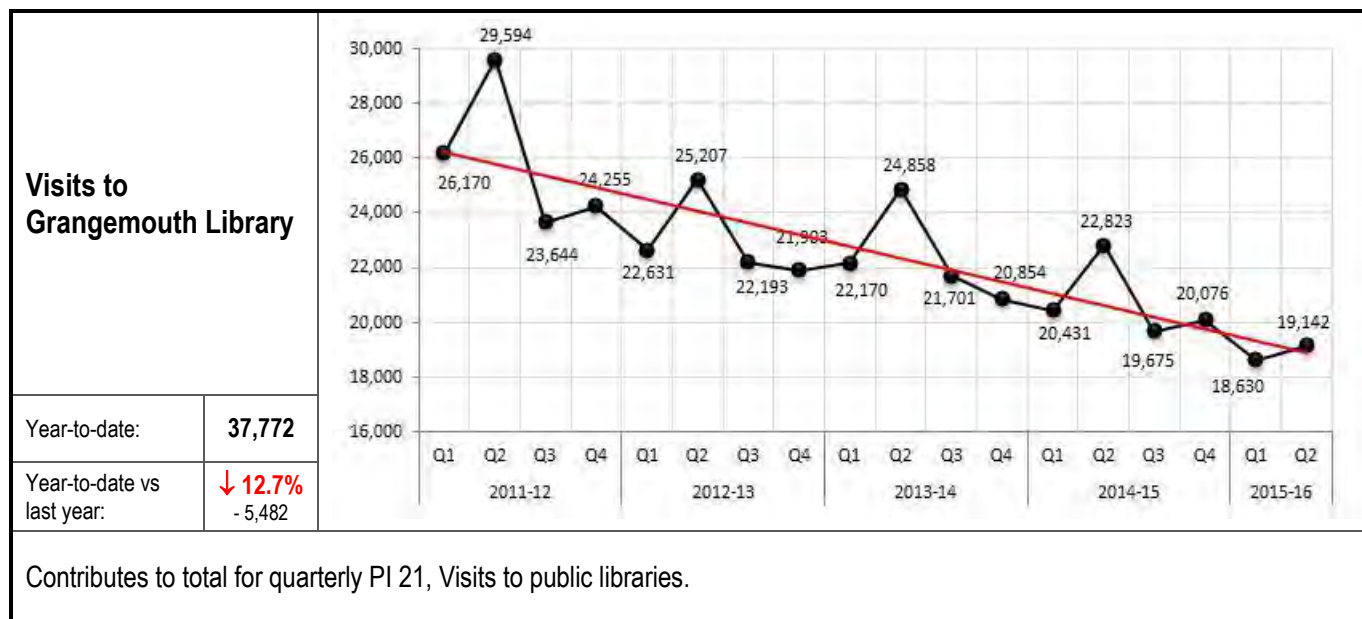
The number of complaints and formal enquiries received and dealt with during the second quarter of 2015-16 was 35, with 32 being dealt with at Frontline Resolution and 3 being escalated for Investigation. The Trust's revised Customer First system for logging complaints and formal enquiries is now live across the Trust.

The number of hits recorded on the Trust website during the first quarter was slightly higher than the same period last year (+19.7%, +31,181 visits) and was also a minor increase compared to the most recent preceding quarter. These hits were carried out by 94,175 unique public visitors to the Trust website. This increase in website traffic is encouraging and may be reflective of the information needs of the public regarding the new gym at Stenhousemuir and summer programme activities.

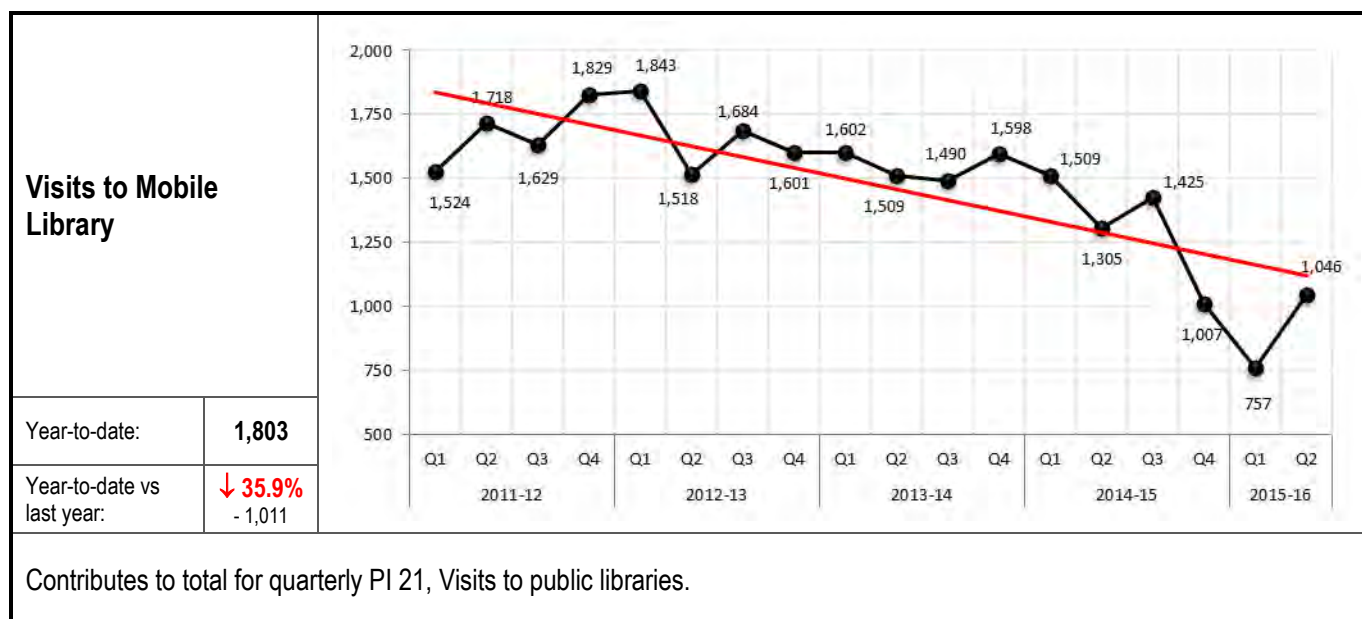
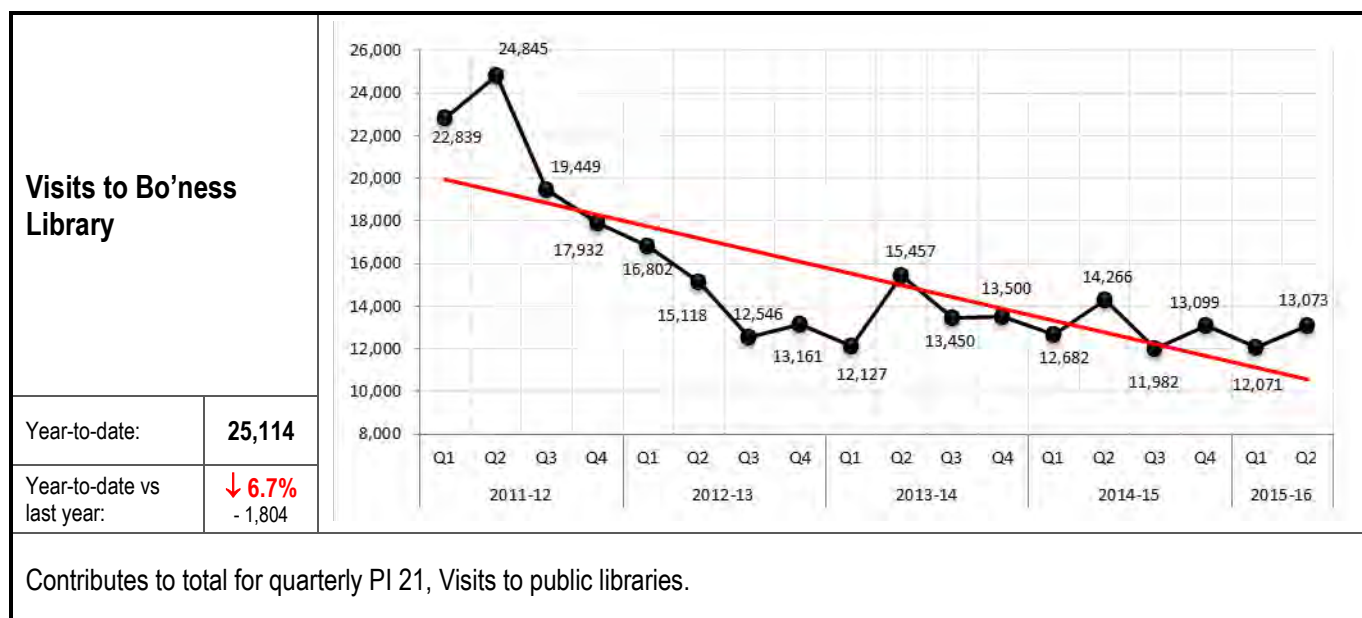
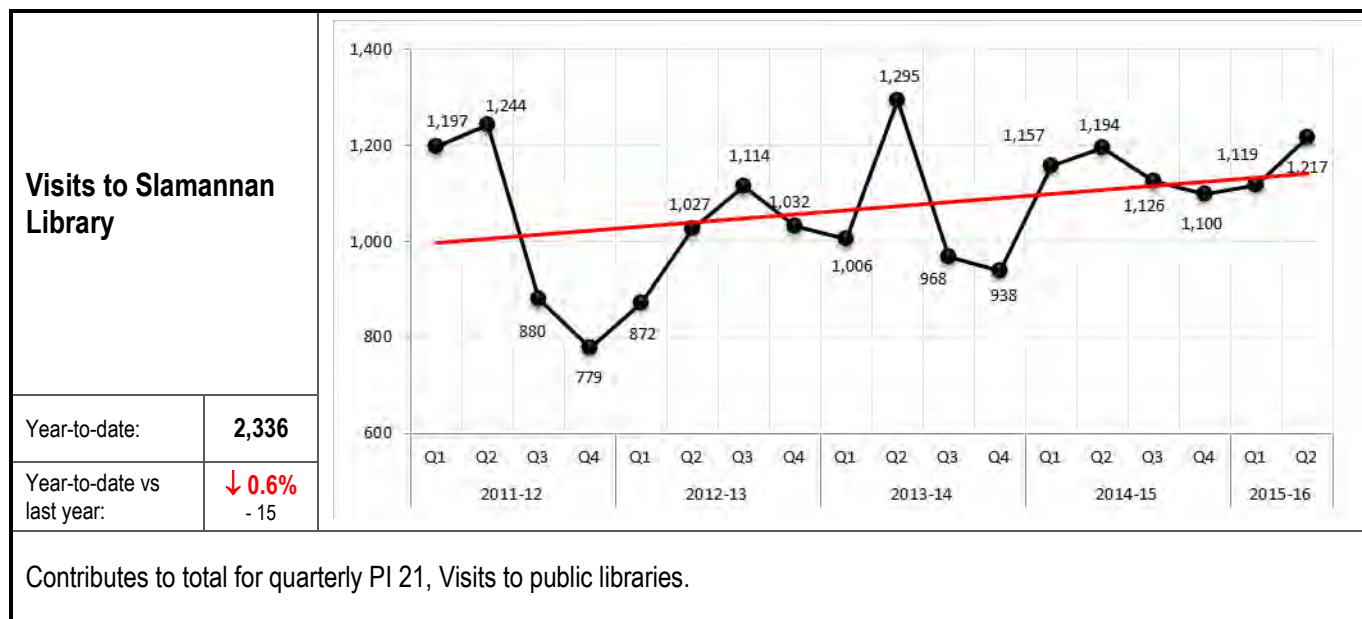
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**Admissions to Bankier Sports Centre**

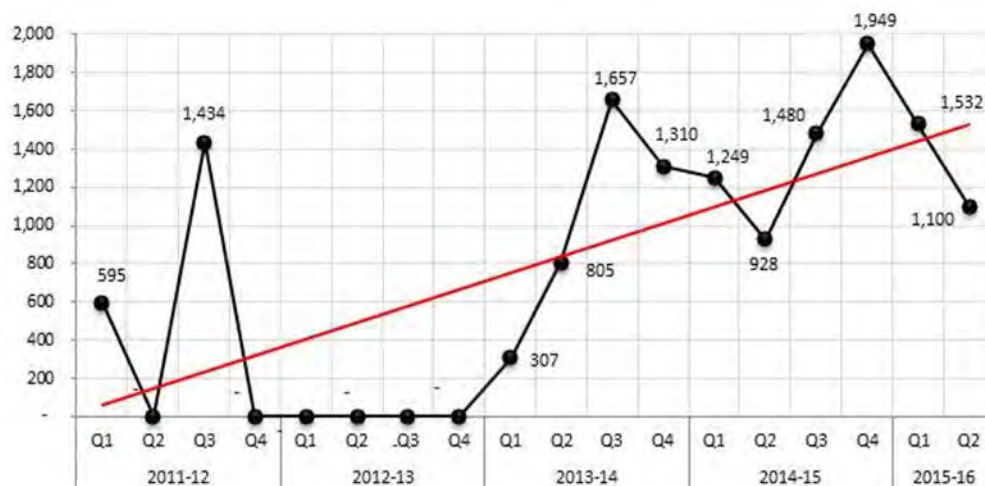
Year-to-date:	<b>934</b>
Year-to-date vs last year:	<b>↓ 43.4%</b> - 716



Contributes to total for PI 8, Admissions to Neighbourhood Sports Centres

**Admissions to Denny Football Centre**

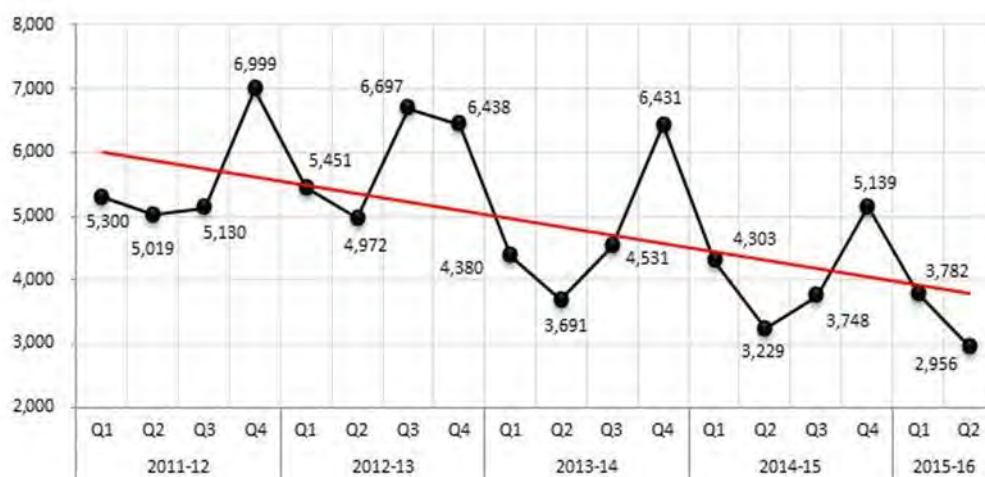
Year-to-date:	<b>2,632</b>
Year-to-date vs last year:	<b>↑ 20.9%</b> + 455



Contributes to total for PI 8, Admissions to Neighbourhood Sports Centres

**Admissions to Denny Sports Centre**

Year-to-date:	<b>6,783</b>
Year-to-date vs last year:	<b>↓ 10.5%</b> - 794



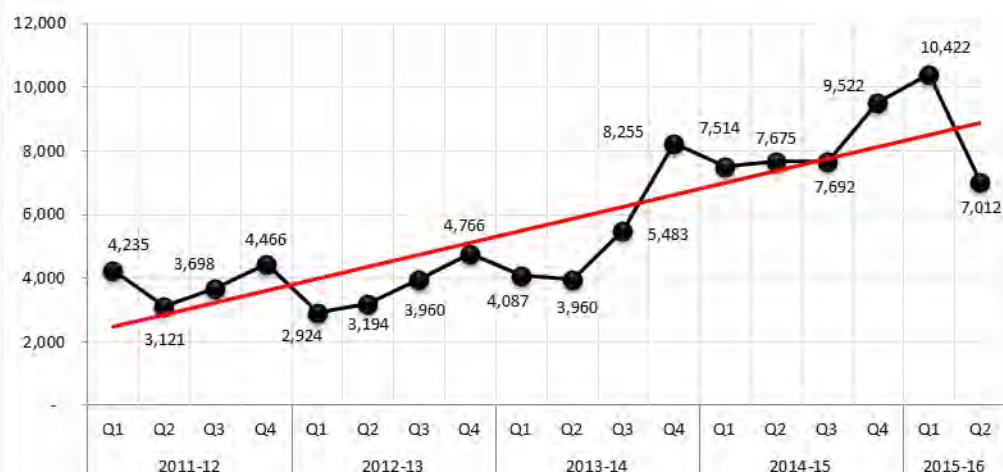
Contributes to total for PI 8, Admissions to Neighbourhood Sports Centres

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**Admissions to  
Hallglen Sports  
Centre**

Year-to-date: **17,434**

Year-to-date vs  
last year: **↑ 12.9%**  
+ 2,245

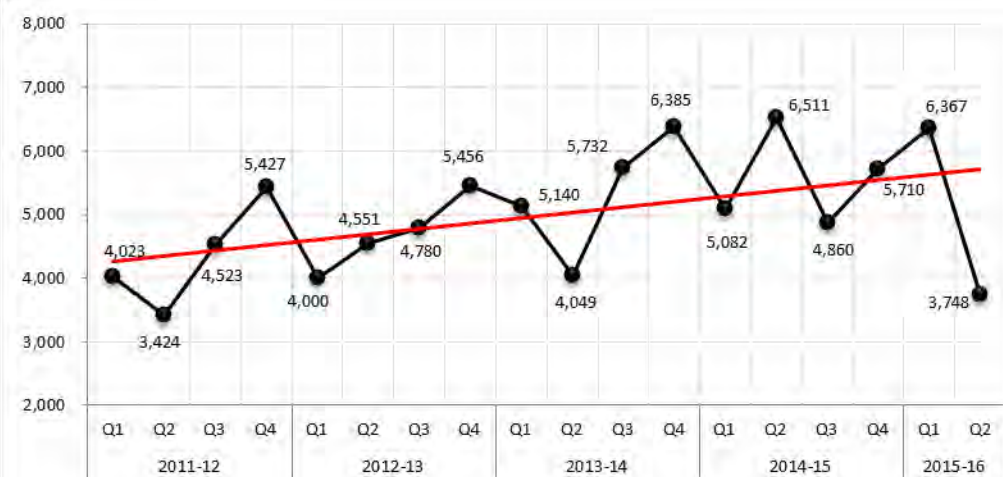


Contributes to total for PI 8, Admissions to Neighbourhood Sports Centres

**Admissions to  
Polmont Sports  
Centre**

Year-to-date: **10,115**

Year-to-date vs  
last year: **↓ 12.7%**  
- 1,478



Contributes to total for PI 8, Admissions to Neighbourhood Sports Centres

**Admissions to  
Stenhousemuir  
Sports Centre**

Year-to-date: **15,713**

Year-to-date vs  
last year: **↑ 4.3%**  
+ 644

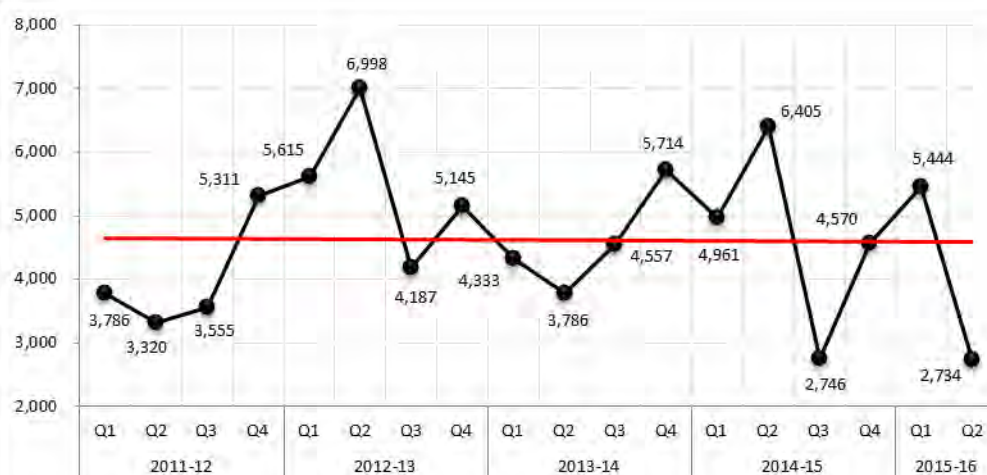


Contributes to total for PI 8, Admissions to Neighbourhood Sports Centres

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**Admissions to Woodlands Games Hall**

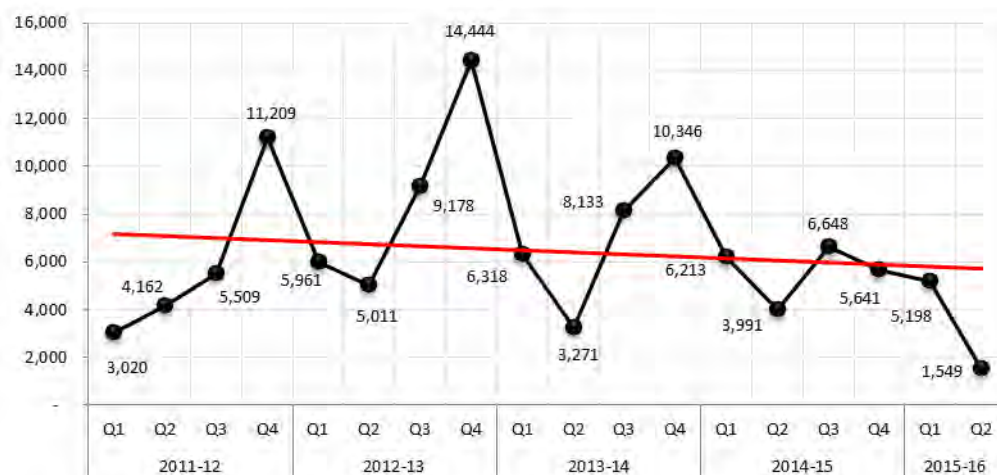
Year-to-date:	<b>8,718</b>
Year-to-date vs last year:	<b>↓ 28.0%</b> - 3,188



Contributes to total for PI 8, Admissions to Neighbourhood Sports Centres

**Admissions to Grangemouth High School**

Year-to-date:	<b>6,747</b>
Year-to-date vs last year:	<b>↓ 33.9%</b> - 3,457



Contributes to total for PI 9, Out of hours admissions to Community Use High Schools

**Admissions to Denny High School**

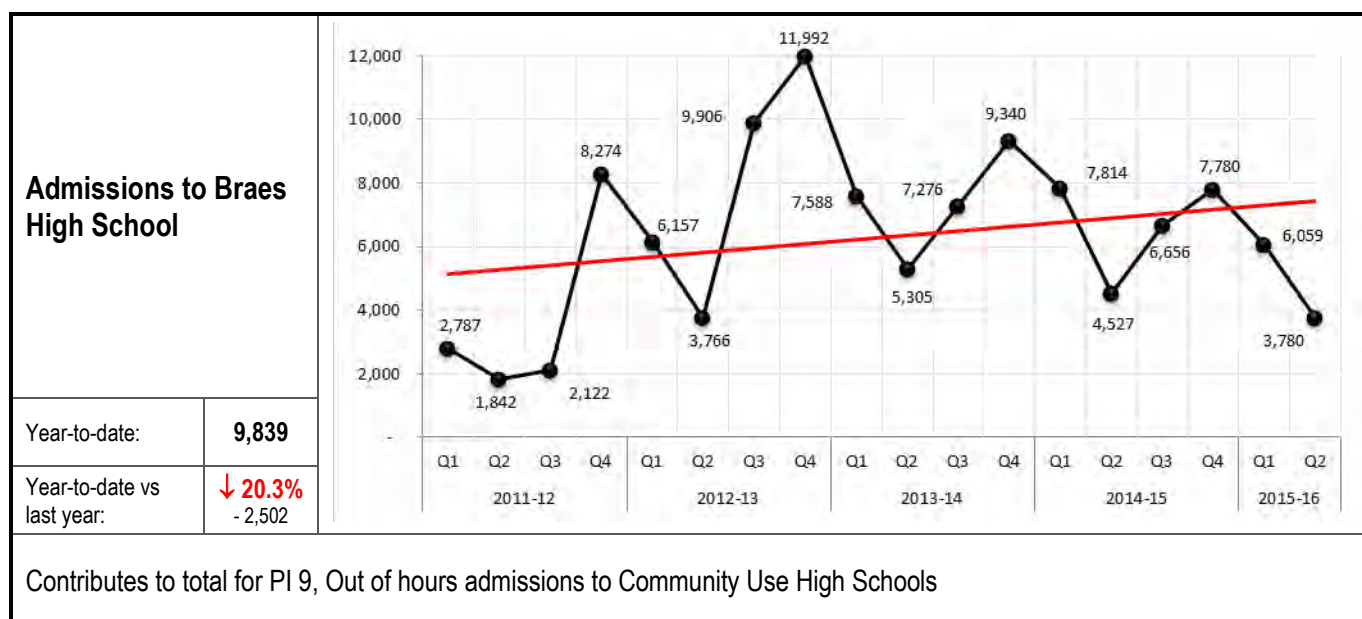
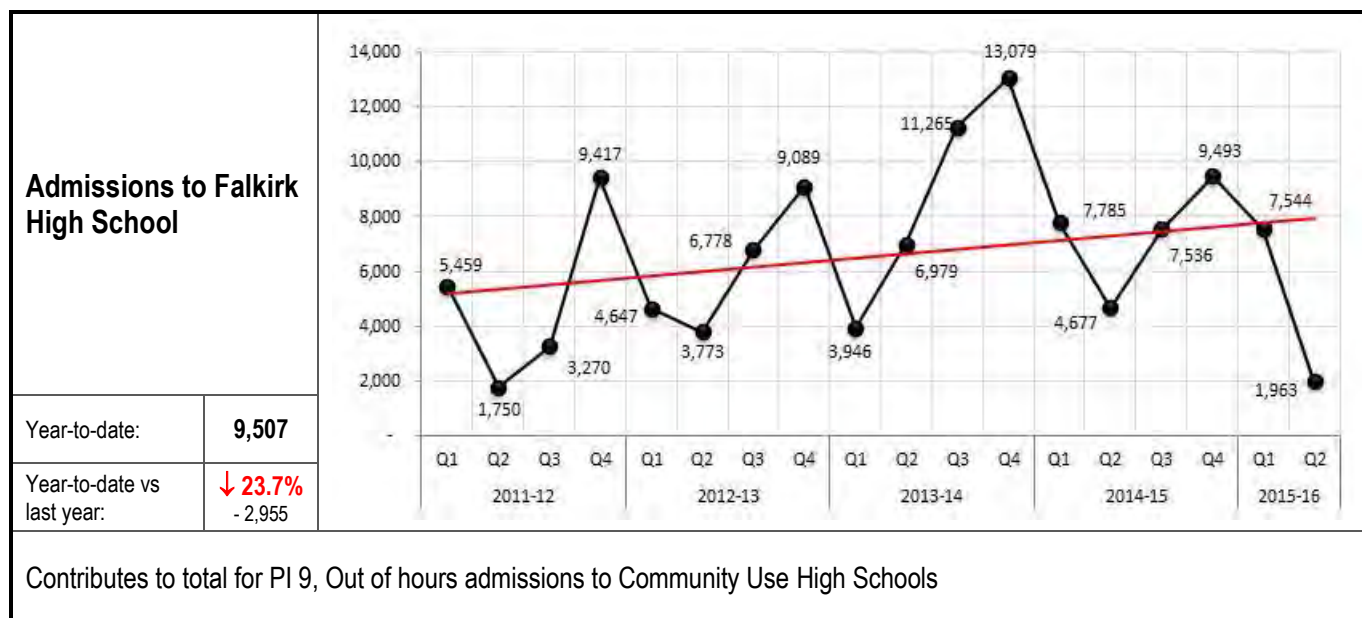
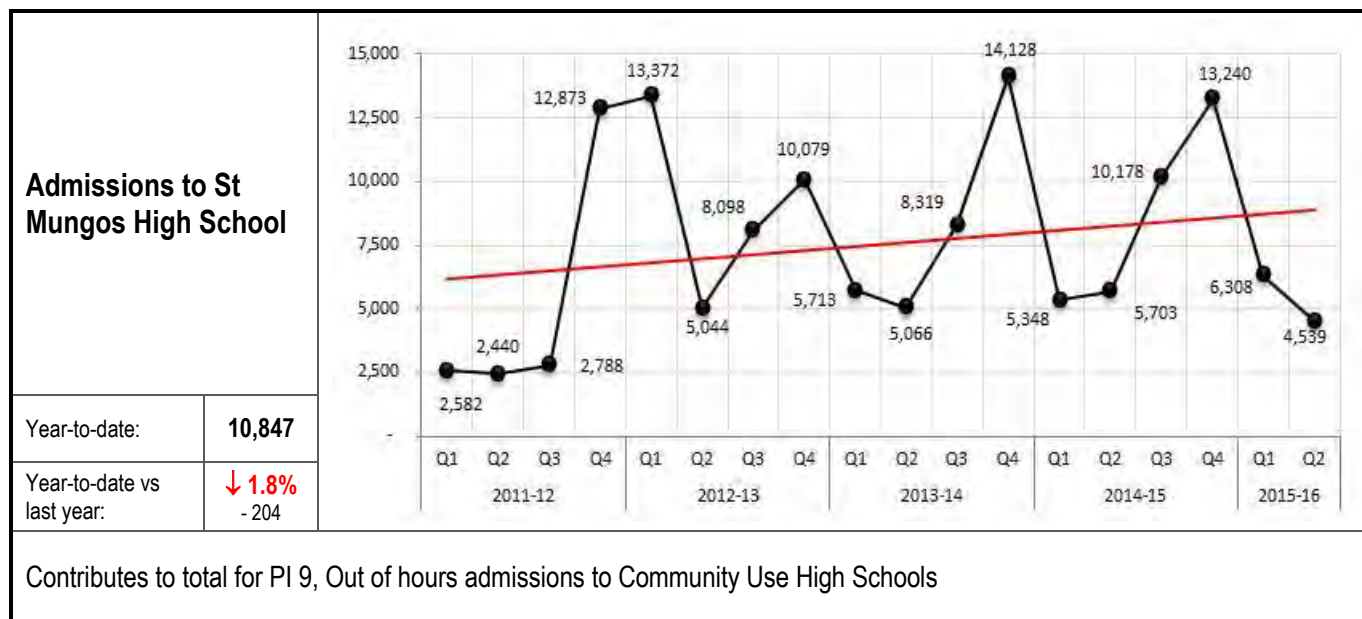
Year-to-date:	<b>15,490</b>
Year-to-date vs last year:	<b>↓ 28.1%</b> - 6,053



Contributes to total for PI 9, Out of hours admissions to Community Use High Schools



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