

**FALKIRK COUNCIL**

**Subject: FOLLOWING THE PUBLIC POUND: FALKIRK COMMUNITY TRUST**  
**Meeting: SCRUTINY COMMITTEE**  
**Date: 31 OCTOBER 2014**  
**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 2013 to 31 March 2014, 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	£12.14m (2013/14)	Councillors Dennis Goldie, Linda Gow, Malcolm Nicol, Adrian Mahoney, 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 Sports Plan;
  - The Arts and Heritage Plans , Libraries Development Plan: and
  - Masterplanning 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:

Trust Outcome	Corporate Plan Goal
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 this the Trust has secured some major achievements and improvements during 2013/14. 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\\_2013\\_-\\_2014.pdf](http://www.falkirkcommunitytrust.org/about/docs/annual-reports/Annual_Report_2013_-_2014.pdf). Some of the Trust's key achievements include:

- Callendar House secured a 5 star award from Visit Scotland;
- The Falkirk area won Creative Scotland's 'Creative Place' award for communities under 100,000 people;
- The Trust raised over £500,000 in external funding during the year;
- The Trust has addressed its budget gap through increased income, as a result of improving the health and fitness offer and increasing income from memberships. This also has the additional benefit of increasing people's levels of physical activity and improving their wellbeing;
- Trust customer income rose by 18% during the year, to a total of £5.38m ;
- Falkirk Council approved the ten year Culture and Sport Strategy – Inspiring Active Lives;
- Admissions to circuit health and fitness clubs increased by 30%, with 205,000 attending during 2013/14;
- The Trust has positively marketed and diversified the use of its libraries, to slow the declining trend in visits to libraries for the first time in many years. 893,000 issues of library stock were made to nearly 26,000 active library borrowers;
- The Trust secured an increase of 9% and a total of over 120,000 admissions to its activities and services by people accessing these through poverty or health related concessions;
- Significant preparatory work took place to design and develop a new concessionary scheme. This was launched on 1 April 2014;
- Nearly 800,000 young people took part in programmes, classes and workshops. This represents an increase of 27,000 compared to the previous year;
- Over one million people used our sports centres and swimming pools during 2013/14, representing an increase of 3% on the preceding year; and
- The Hippodrome in Bo'ness experienced a 15% reduction in admissions.

#### 4. FINANCIAL OVERVIEW

- 4.1 A copy of the Trust's Audited Report and Financial Statements for 2013/14 is attached at Appendix 2. The Trust applied £69,000 from a revaluation reserve, which left a small surplus of £11,000. 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 2014 stood at £296,000.
- 4.2 A summary of the 2013/14 accounts, is as follows:

Description	2013/14 (£)	2012/13 (£)
Total Incoming Resources	18.218m	17.738m
Falkirk Council contribution	12.139m	12.257m
Total Expenditure	18.008m	17.720m
Balance as 31 March 2013	742,000	742,000
Balance at 31 March 2014	952,000	-

#### 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 is working to an action plan for 2014/15, which details how it is taking forward its key commitments, including its supporting strategies. A copy of the action plan is attached Appendix 3. The action plan is organised around the following strategic objectives:
- Meeting customer needs;
  - Organisational development; and
  - Financial sustainability.
- 5.3 In recent months Falkirk Council approved a spend to save initiative following consideration of a supporting business case. This provides a £1m investment to expand and improve the gym facility offer in Stenhousemuir, which will coincide with the opening of the town centre in 2015..
- 5.4 Action is being taken to address the downturn in attendance at the Hippodrome in Bo'ness, by ensuring that the screenings and events on offer are appealing to a wide ranging audience.
- 5.5 The Trust will work with Falkirk Council on forward plans for the redevelopment of Falkirk Town Hall, as part of the redevelopment of the Municipal Buildings. This may eventually provide a new arts venue for the area.
- 5.6 The Trust has received helpful feedback from the Heritage Lottery Fund on a funding bid for Callendar House and stables. This will inform the development of a wider masterplan for the House and park.

Securing external funding and working effectively in partnership with other agencies underpin the Trust's approach to developing delivery plans across all its functional areas.

- 5.7 A replacement track at Grangemouth Stadium utilising legacy assets from the Commonwealth Games demonstrates best value procurement to the Council's commitment of £500,000 capital investment. It will offer the Trust a great promotional opportunity to encourage young people to participate in athletics and hopefully further refurbishment work will be supported by additional external funding.

## **6. CONCLUSION**

- 6.1 This is the second 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. Of particular note are the steps the Trust has taken to deal with its budget gap, through significant increases in income and attendances, as well as effective housekeeping. 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 2013/14.**

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**CHIEF EXECUTIVE**

Date: 6 October 2014  
Ref: ABC1014AW – 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 2013 – March 2014 12-month Performance Report  
**Meeting:** Audit and Performance Sub-Group  
**Date:** 8<sup>th</sup> May 2014  
**Author:** Business Development Manager

### 1. Introduction

- 1.1 This is the quarter four year-end report on Falkirk Community Trust's performance indicators and covers the financial year April 2013 – March 2014. The indicators reported are set out within the Business Plan. The report also flags relevant current activity or planned action in support of achieving the vision outcomes.

### 2. Performance Statement

- 2.1 Attached is a performance statement with indicators presented in the form of bar charts with contextual commentary. We have added an 'at a glance' summary of the variance in performance on the previous year's quarterly period to date results. Each chart is flagged using a traffic light system to give a view of performance against target and against the same period in the previous year. The status for this period is summarised below:

<i>Green</i> 	This PI is on or above target (within 5% of target or above target)	There are <b>21</b> green-flagged indicators.
<i>Amber</i> 	This PI is slightly below target though performance may be improving (5-10% below target)	There are <b>2</b> amber-flagged indicators.
<i>Red</i> 	This PI is significantly below target and performance does not appear to be improving (10% or more below target)	There are <b>3</b> red-flagged indicators.

- 2.1 October – December performance for quarter three was previously reported to the group in February 2014.
- 2.2 Compared to the quarter three report (October-December), there are two more green-flagged indicators, three fewer indicators flagged amber, and one more (three in total) red-flagged indicators. One indicator is not flagged (PI 26, Kinneil Museum) due to significant changes to the recording method making comparisons against target invalid. Comments have been made throughout the report to highlight where changes in the flag status of indicators occur.
- 2.3 Early indications of annual income achievements have been made for relevant indications. Note that these figures may be subject to change and a separate financial report will be made to the Board in June 2014.
- 2.4 Performance in the fourth quarter was generally positive with successes in several areas. The key highlights include the following:
- Admissions to Grangemouth Stadium increased by 15% compared to the same quarter last year, continuing the higher admission levels reported during the year to date.

- Strong performance at two Circuit Clubs with increased admissions over last year's figures at Grangemouth (+18%) and Mariner (+66%), with Bo'ness recording a small loss (9%).
- Neighbourhood Centre use increased by over 25% compared to the same period last year, with increases being observed at almost all centres.
- Rounds of golf played at Grangemouth Golf Course increased by 67% relative to the same quarter of 2012-13, continuing good performance seen in golf admissions throughout 2013/14.
- The number of Active Schools participant sessions delivered increased by over 65% compared to quarter four 2012/13.
- Visits to Callendar House continued the strong performance recorded during last quarter, with visits increasing by 24% compared to the same period last year.
- Continued increases in participant numbers in Heritage Education Workshops for Schools, with an additional 16% participants compared to the same quarter last year.
- A 17% increase in public access terminal use in libraries, reflecting the likely impact of Department of Work and Pensions to the benefits process.

2.5 Overall performance for the year 2013/14 was positive, with more indicators flagged green against target (21) compared to the year-end position in 2012/13 (16), highlighting the advances made in more informed target setting.

2.6 Two-thirds of indicators (18 of 27) reported increases in actual performance levels with higher numbers of admissions, participants, bookings, visits and uses compared to the previous 12-month period. Highlights included:

- An extra 13,689 admissions to Grangemouth Stadium compared to last year (12% increase).
- Strong performance at Circuit Clubs with an additional 47,395 admissions in 2013/14, taking the total number of admissions across all Circuit Clubs, including classes, to over 205,000 admissions (30% increase on 2012/13). This generated an additional £270,000 of income.
- Neighbourhood Centre admissions increased by over 13% (+14,831 admissions) compared to last year, with increases being observed at almost all centres.
- Over 4,000 extra rounds of golf played at Grangemouth Golf Course and Callendar Park Par 3, an 18% increase on last year.
- Active Schools providing an additional 58,000 participant sessions, an increase of 53%.
- Number of visits to libraries increasing by 11,047 in 2013/14 compared to last year, an increase of 1.8% and the first year on year increase in visits for five years.
- Uses of public access terminals in libraries increasing by 12.3%, with 11,238 additional uses taking the annual total to over 100,000.
- An extra 4,724 visits to Callendar House, an increase of 15% over last year's total and the highest number of annual visits on record.
- Heritage Education Workshops for Schools increasing participant numbers by 16% generating an extra 951 participants.

2.7 A report on 2014/15 quarter one performance will be made at the next meeting of the sub group in August.

### **3. Recommendation**

**3.1 Directors are asked to note the positive progress made throughout 2013-14 and note the actions to address areas requiring improvements in the forthcoming year.**

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Jane Clark  
Business Development Manager

## People Are Fitter, Healthier And More Active, More Often

1)



### Admissions to Bo'ness Recreation Centre

Q4 2013/14 vs Q4 2012/13:

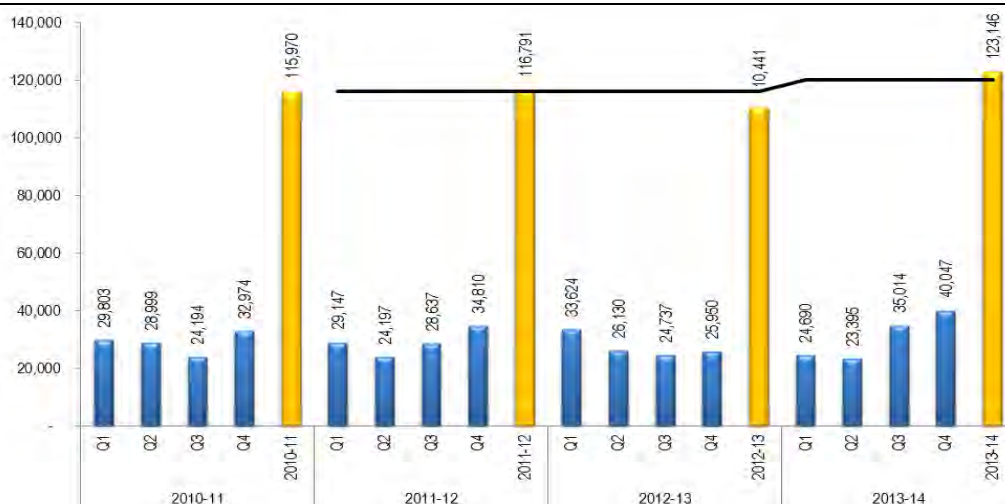
↑ 54.3%

+14,087 admissions

Year total 2013/14 vs 2012/13:

↑ 11.5%

+12,705 admissions



Q4 performance was significantly increased compared to the same quarter last year. It should be noted that recording issues in Q4 last year limit direct comparisons. Admissions of over 40,000 made this the most successful quarter recorded at Bo'ness Recreation Centre to date. Usage increased in all activities with the exception of indoor football and swimming.

Looking ahead to Q1 2014/15, planned activities include holding discussions via a pool users group to inform future swimming pool programming. Martial arts and other user groups will be specifically targeted to maximise the usage of the Combat Zone fully through additional bookings.

Overall year performance exceeded target by 3% and elevated the performance to higher than previous year levels. Focus throughout the year was on enhancing the level of service customers receive. Outdoor football admissions increased significantly since the installation of new playing surfaces in May 2013, with income for outdoor football increasing by almost 150% to c.£37k for 2013/14 compared to last year. Overall centre income for 2013-14 was c.£180k, an increase of 8% on last year's income.

2)



### Admissions to Grangemouth Sports Complex

Q4 2013/14 vs Q4 2012/13:

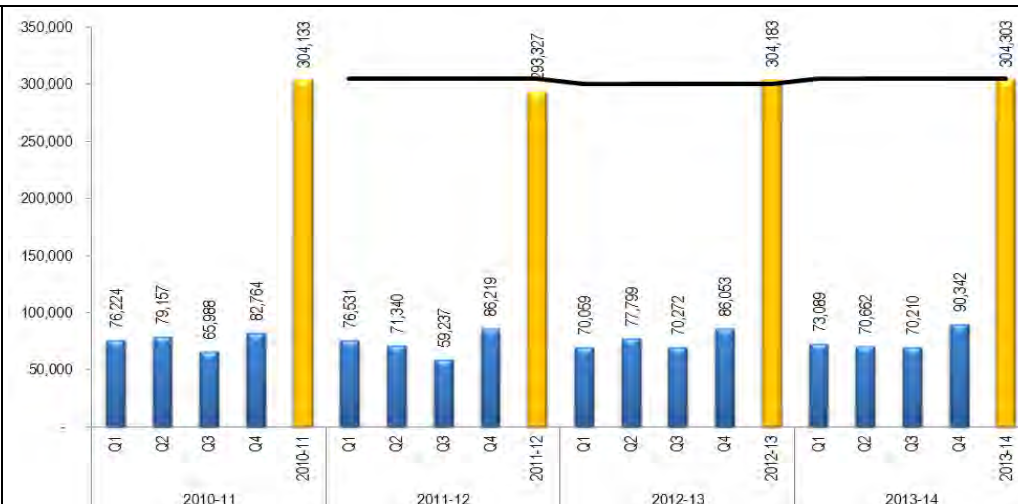
↑ 5.0%

+4,279 admissions

Year total 2013/14 vs 2012/13:

↑ 0.1%

+120 admissions



Q4 admissions significantly increased compared to the same quarter last year. Successes included additional swimming pool admissions by clubs and through family swim offers, but offset by reduced individual adult and child admissions. Sports halls were busier with the hosting of Scottish Schools basketball semi-finals and play-offs and sizeable admissions (approx 1,300) by roller derby practice and matches.

Performance overall at year-end is positive following a subdued first 6 months of the year. Overall the facility is busier when Circuit Club admissions are taken into account. Indoor football admissions have declined throughout the year with the increased competition from privately operated 5-a-side facilities. Roller derby has filled much of the space vacated by football as well as some of the previously hard-to-fill booking slots. Income for 2013/14 was up by c.£23k.

Activities for the year ahead include a focus on increasing off-peak use of the sports halls, developing facilities as a netball training venue ahead of Glasgow 2014, and promoting participation on the back of this summer's high profile sporting events.



## People Are Fitter, Healthier And More Active, More Often

3)



### Admissions to Mariner Centre

Q4 2013/14 vs Q4 2012/13:

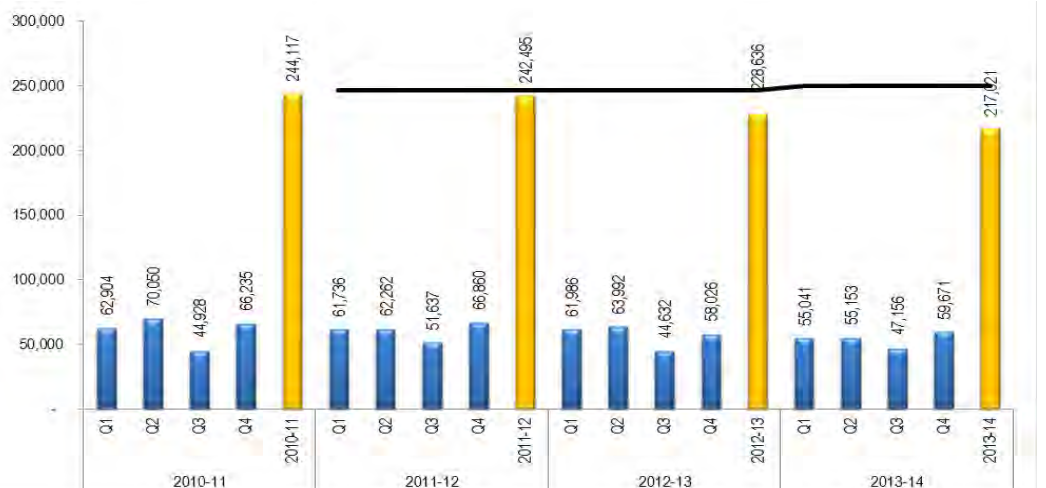
↑ 2.8%

+1,645 admissions

Year total 2013/14 vs 2012/13:

↓ 5.1%

-11,615 admissions



Admissions for Q4 were slightly higher than the same period last year with improvements to beginner swimming lesson attendances seen during last quarter continuing, but remains below the Q4 performance of previous years. The themed pool party for Valentine's Day was successful, although the continued poor performance of the wave machine reduces the quality of customer experience of the pool. Admissions to soft play remain lower than prior to relocation of the facility.

Despite improvements to Q3 and Q4 performance relative to the previous year quarters, the reduced admissions during Q1 and Q2 have resulted in year-end performance falling short of target by 13.2% hence this indicator being flagged red at year end. Income for the year is down by c.£18k, equating to a 4% reduction on the previous year as a result of admissions overall for the year being reduced by 5%.

Forward plans for Q1 2014/15 and beyond include capital project improvements to boilers and air handling and ventilation systems, a focus on improving operating efficiencies, targeted action to increase bookings at quiet and less-popular times, and working towards 4-star Visit Scotland accreditation.

4)



### Admissions to Grangemouth Stadium

Q4 2013/14 vs Q4 2012/13:

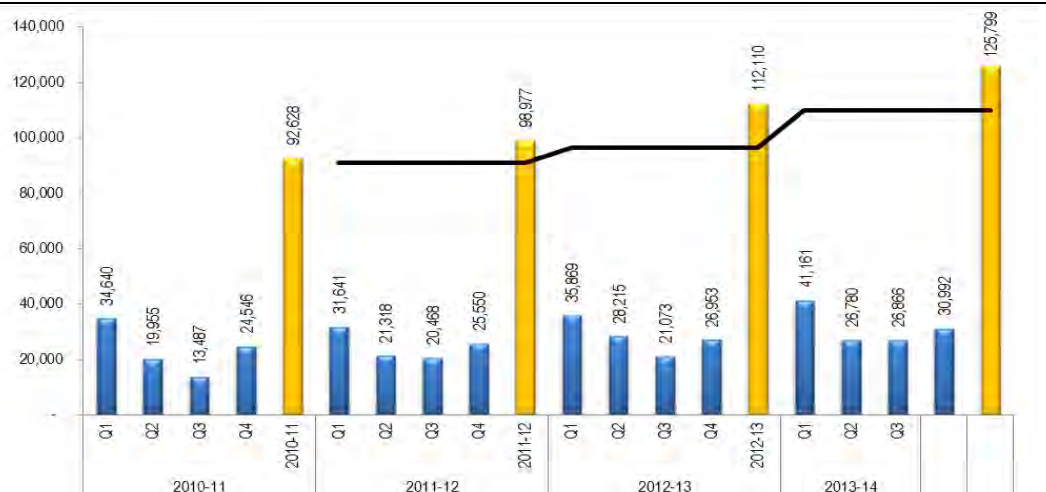
↑ 15.0%

+4,039 admissions

Year total 2013/14 vs 2012/13:

↑ 12.2%

+13,689 admissions



Performance during the 4<sup>th</sup> quarter of 2013/14 compared to last year with notable successes in several areas. The inclusion of the use of the weights area to Circuit Club members resulted in c.2,000 additional admissions, the Run, Jump and Throw programme admissions increased by c.300, an additional c.1,200 admissions for Grangemouth Community Gymnastics Club, and increased use by partners including Falkirk FC, Fury basketball club and SIS (Scottish Institute of Sport).

Year-end admissions were c.14,000 above 2012/13 totals with gymnastics and the Run, Jump and Throw programme being major influencers in performance. Improvements made to football pitch drainage in April 2013 ensured no cancellation of games thus increasing admissions. Income increased by c.£18k (11%) largely due to increased usage although this is partly offset by additional staff costs and coaching fees.

Next quarter activities include hosting several athletics events in addition to regular programmes and usage. Priorities for 2014/15 include the replacement of the running track surface, increase participation built around Glasgow 2014, and reducing coaching costs through the development of more volunteer coaches.

## People Are Fitter, Healthier And More Active, More Often

5)



### Admissions to Bo'ness Circuit Club

Q4 2013/14 vs Q4 2012/13:

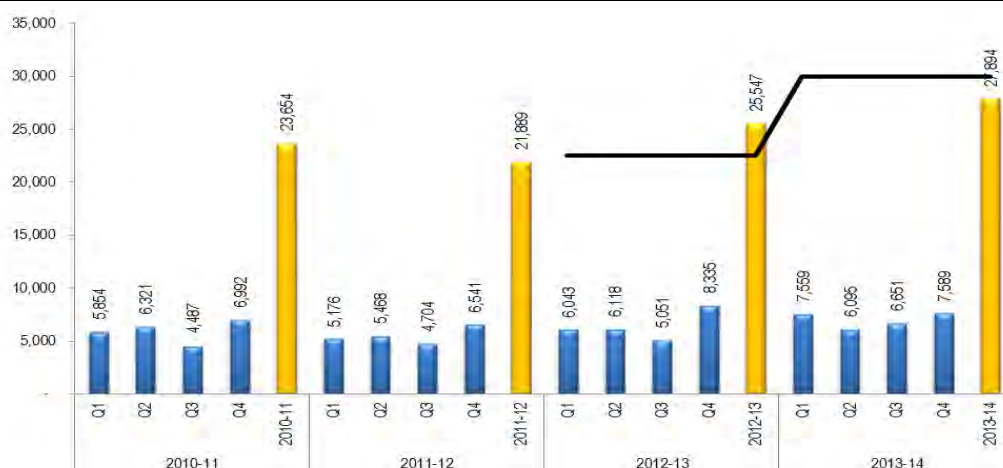
↓ 9.0%

-746 admissions

Year total 2013/14 vs 2012/13:

↑ 9.2%

+2,347 admissions



6)



### Admissions to Grangemouth Circuit Club

Q4 2013/14 vs Q4 2012/13:

↑ 18.4%

+5,514 admissions

Year total 2013/14 vs 2012/13:

↑ 19.5%

+17,943 admissions



7)



### Admissions to Mariner Circuit Club

Q4 2013/14 vs Q4 2012/13:

↑ 66.0%

+8,016 admissions

Year total 2013/14 vs 2012/13:

↑ 67.4%

+27,105 admissions



Q4 2013/14 admissions to Circuit Clubs increased at Grangemouth and Mariner compared to the same quarter last year, with a small decrease observed at Bo'ness. A revised fitness class timetable launched in January has been extremely successful with a launch night at Grangemouth attracting over 150 admissions alone. Customer demand resulted in additional classes being added to the timetable following the launch. The 'Jumpstart January' membership campaign throughout January attracted 468 new memberships against a target of 300, generating a predicted c.£85k from this campaign.

Overall performance for 2013/14 was extremely encouraging. This is the first like-for-like annual comparison since the introduction of the revised fitness class offer in January 2013, thus the full impact of the changes can be seen for a full 12-month period. The Grangemouth and Mariner clubs also benefited from refurbishments resulting in increased usage, highlighting opportunities for Bo'ness Circuit Club to be similarly enhanced. Total Circuit Club income for the year exceeded £880k, a growth of c.£270k compared to last year.

The first quarter of 2014/15 includes the 'Step out of the shade this Summer' membership campaign throughout May which plans to attract 315 new members.

## People Are Fitter, Healthier And More Active, More Often

8)



### Admissions to the Neighbourhood Centres

Q4 2013/14 vs Q4 2012/13:

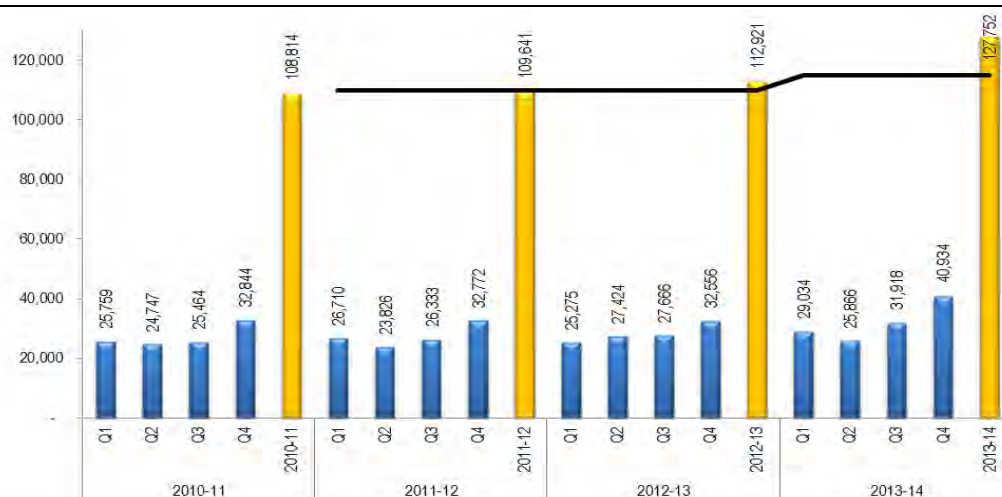
↑ 25.7%

+8,378 admissions

Year total 2013/14 vs 2012/13:

↑ 13.1%

+14,831 admissions



Fourth quarter performance increased by 25% compared to the same period last year. Admissions increased at all centres with the exception of Bankier Sports Centre. Highlights included increased usage of the refurbished fitness suite at Hallglen, increased school use of Stenhousemuir, increasing bookings at Denny Football Centre, and increased admissions at centres via Active Schools and Sports Development programmes. Usage of outdoor astroturf pitches at Denny Sports Centre and Woodlands Games Hall continues to reduce as customers prefer to play on better facilities elsewhere.

Performance overall of the neighbourhood sports centres for 2013/14 was positive with a 13% increase in admissions. Performance improved in three of four quarters with a small reduction in quarter two during a period of good weather. Income overall for the year is reduced due to a significant proportion of the increased admissions being free-of-charge usage by schools. Discussion with Education Services regarding school use of neighbourhood centres is taking place.

Q1 2014/15 activities include focussed monitoring of astroturf pitch usage following revised fees and charges from 1<sup>st</sup> April. Operating efficiencies will implement revisions to staffing and opening hours.

9)



### Out of hours admissions to Community Schools

Q4 2013/14 vs Q4 2012/13:

↓ 9.3%

-6,786 admissions

Year total 2013/14 vs 2012/13:

↓ 7.4%

-15,534 admissions



Q4 performance at community access high schools was slightly lower than the equivalent period last year, with c.6,500 less admissions. Most schools saw a reduction in admissions in general, with the exception of Falkirk High School which recorded an increase in swimming admissions.

Overall performance for the year fell just short of (3% below) target hence remains flagged green. Usage of community school facilities was down overall largely due to a reduced events programme. Swimming and indoor admissions were reduced compared to last year, with increases being seen in admissions to outdoor facilities. Income for the year was c.£111k, a 1.8% increase on 2012-13 income.



## People Are Fitter, Healthier And More Active, More Often

10)



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

Q4 2013/14 vs Q4 2012/13:

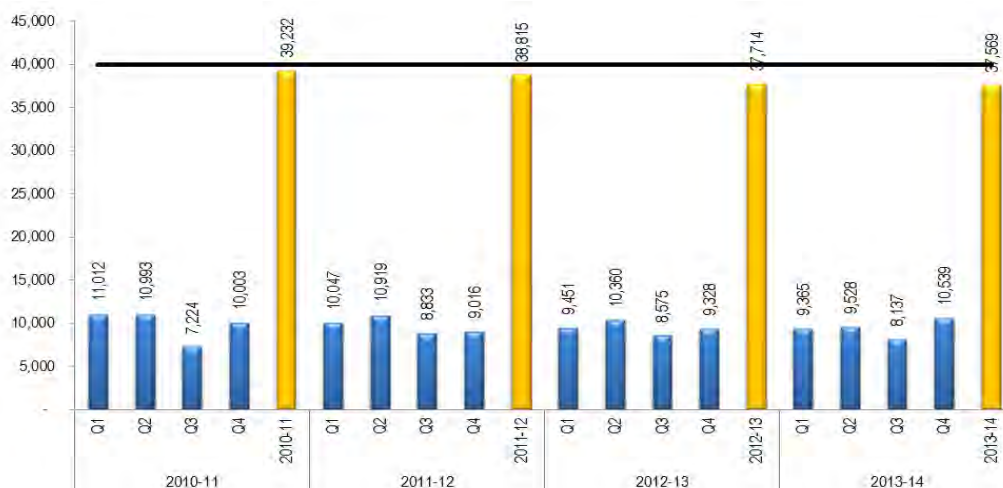
↑ 13.0%

+1,211 participants

Year total 2013/14 vs 2012/13:

↓ 0.4%

-145 participants



Participant numbers for Q4 increased to their highest level for several years. The January fitness campaign combined with the recent refit of Grangemouth Circuit Club increased Active Forth admissions. Step Forth participant numbers increased due to the mild weather and new walks in the Helix Park. Helix walks have also had the knock-on effect of many participants trying other existing walking groups in the Falkirk area. Similarly, the popularity of Nordic Walking has benefited health walk group numbers with participants attending walking groups to build fitness ahead of participation in Nordic Walking.

Year-end performance fell 6% short of target following quieter Q2 and Q3, with overall participant numbers near identical to 2012/13. Step Forth benefited greatly from the Helix and Nordic Walking. Active Forth was less successful with reduced staff capacity due to maternity and vacancy, but has been addressed for the start of the 2014/15 year.

Next quarter activities include an Older Adult event in June, Postural Stability instructor training to enhance staff capability to deliver new programmes, and commencing with regular talks at Forth Valley Royal Hospital encouraging those leaving rehabilitation service to continue physical activity with Active Forth and Step Forth.

11)



### No. of rounds of golf played

Q4 2013/14 vs Q4 2012/13:

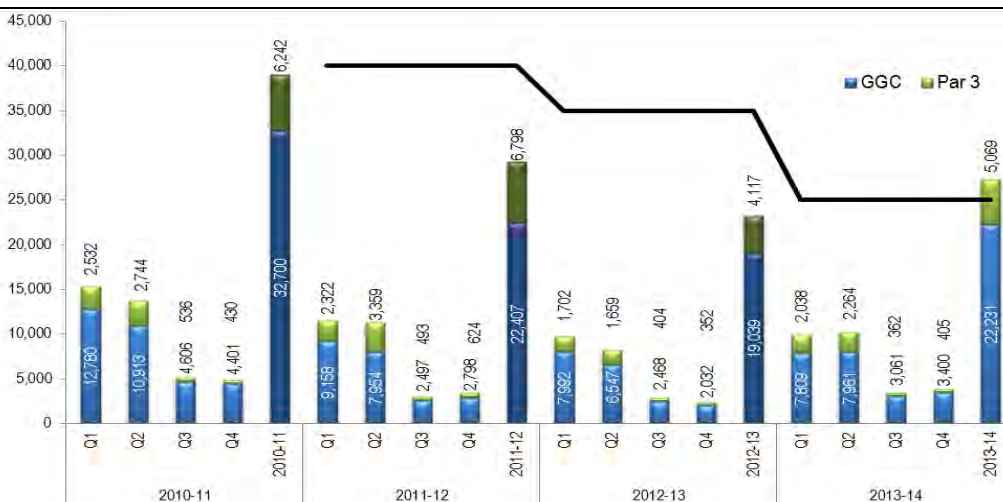
↑ 59.6%

+1,421 rounds played

Year total 2013/14 vs 2012/13:

↑ 17.9%

+4,144 rounds played



Usage figures for 2013/14 Q4 show a substantial (almost 60%) increase in rounds played compared to the same period last year. Increases in usage occurred at both Grangemouth Golf Course and Callendar Park Par 3. The mild weather contributed to improved performance along with drainage improvement works carried out on several holes at Grangemouth GC.

Performance overall for the year increased compared to last year, reversing the downward trend of the past 4 years. Much of this improvement highlights the importance that weather has on golf course usage, with a good summer period and mild winter contributing to improved performance. However, it is hoped that the improved customer experience at Grangemouth GC through improved playability in wet weather when other courses are unplayable, has encouraged increased use regardless of weather conditions.

## People Are More Creative And Potential For Success And Wellbeing Is Nurtured

12)



### Admissions to Falkirk Town Hall

Q4 2013/14 vs Q4 2012/13:

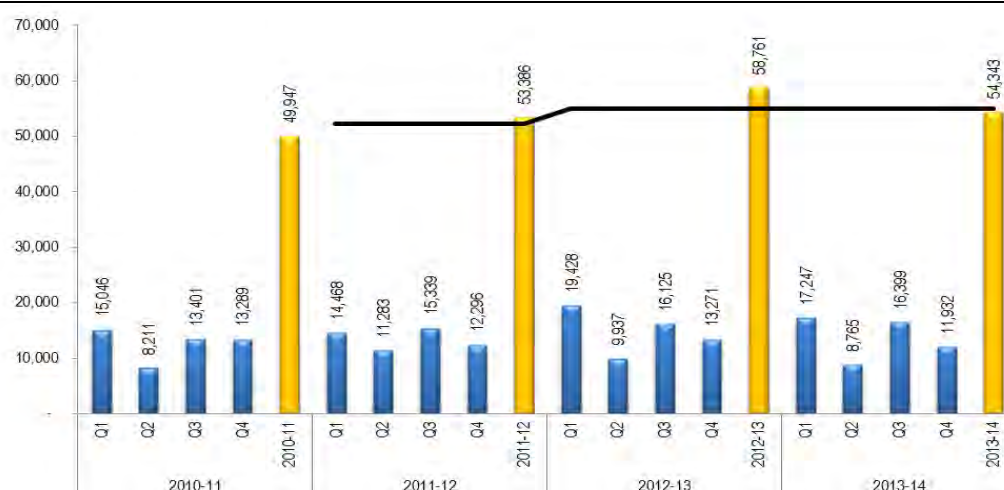
↓ 10.1%

-1,339 admissions

Year total 2013/14 vs 2012/13:

↓ 7.5%

-4,418 admissions



Performance during Q4 was reduced compared to the same quarter last year. Busy Bees children's programmes and new Bellydance classes were very popular with additional capacity created to cope with demand. The admissions reduction is largely due to a loss of two sizable lets (Jehovah's Witness weekend and the Falkirk Council Skills Fayre) which did not take place in 2014; these usually bring in c.1,200 and c.900 respectively. FTH has a full programme for the next quarter including links to national initiatives including Homecoming 2014 and the John Muir Festival. Building on the success of 'A Song, A Sip and a Sandwich' in March 2014, will be the 'Broadway in the Bar' event.

Overall yearly admissions were lower than 2012/13 falling just short of target (1.2% below). Increased uptake to participatory activities was encouraging, with reductions in admissions arising in part through a reduction in overall attendances at events delivered by lessees. Income for 2013-14 increased by 3% on last year assisted by a 24% increase (387 to 481) in the number of lets, however the admissions per let was lower overall leading to a reduction in admissions annually.

13)



### Admissions to the Hippodrome

Q4 2013/14 vs Q4 2012/13:

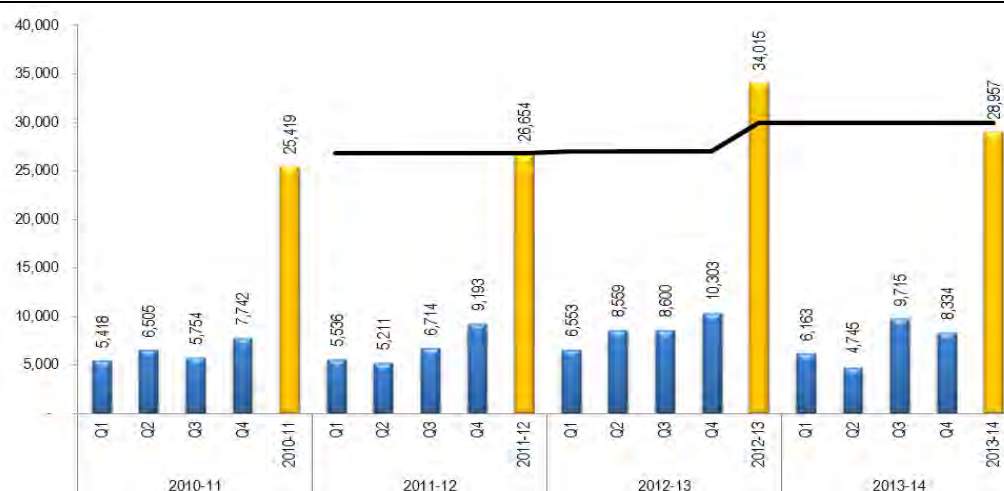
↓ 19.1%

-1,969 admissions

Year total 2013/14 vs 2012/13:

↓ 14.9%

-5,058 admissions



Q4 admissions to the Hippodrome decreased by 19% compared to last year. February admissions alone were over 2,600 less than February 2013, however last year contained a sell-out run of Les Misérables whereas there were no major blockbusters for the same period this year. There was success with National Theatre Live screenings and a very popular Hippodrome Silent Film Festival 2014 with 8 sell-out shows; a 20% increase in ticket sales compared to 2013; over 2,500 admissions at screenings, community events and workshops; and over £33k of external funding generated.

Year-end performance fell 3.5% below target (-1,043) with the indicator now being flagged green following being red or amber flagged throughout 2013/14. As has been demonstrated this year, the variables can be identified as the difference between one or two screenings. For example, the success of Brave in August 2012 had a tremendous impact on that year's Q2 performance and likewise the+ abovementioned comparison of this year's February figures with last year. Income for the year was c.£125k, a 2% decrease on 2012/13.

The 2014/15 Q1 programme includes John Muir Festival screenings and a full programme of National Theatre Live events.

## People Are More Creative And Potential For Success And Wellbeing Is Nurtured

14)



### Admissions to Park Gallery

Q4 2013/14 vs Q4 2012/13:

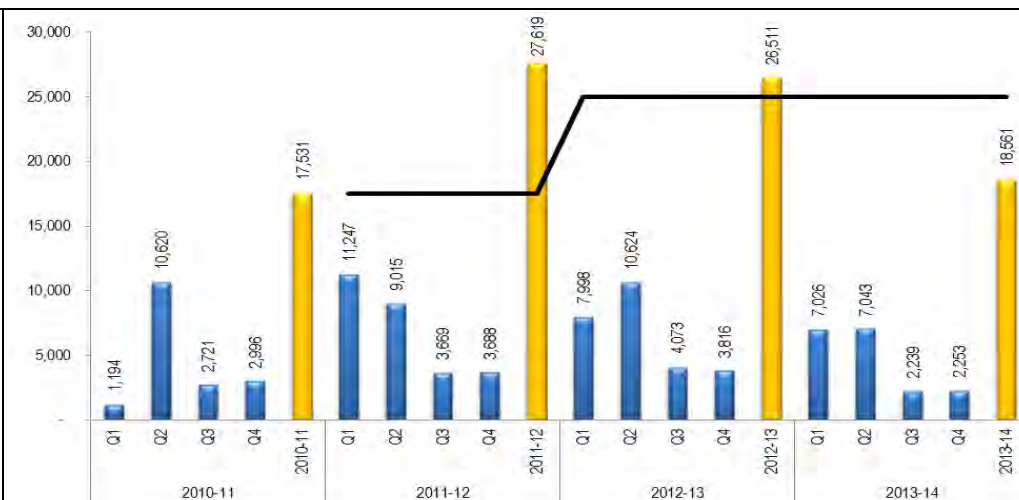
↓ 41.0%

-1,563 admissions

Year total 2013/14 vs 2012/13:

↓ 30.0%

-7,950 admissions



Park Gallery admissions were significantly lower compared to Q4 last year. Performance of this indicator is highly dependent on the type of programme on offer. This quarter included the remaining weeks of 'Self-defence and Other Hobbies' by Alex Frost, and the start of 'Spain: Still Cause' by Christine Jones. The programme of supporting activity was very successful with sell-out print making workshops with Alex Frost and over 200 attendances at the 'Spain: Still Cause' related workshops.

Year-end performance fell 25% short of target following the reduced admissions for Q2, Q3 and Q4. The Park Gallery has continued to achieve national and local media coverage throughout the year, including the Herald, BBC Radio, The Scotsman, The Times, Metro, Falkirk Herald as well as industry publications.

Looking ahead to next quarter, the 'Lets Make Art' exhibition by Grangemouth-born illustrator, Marion Deuchers, has been programmed (within the context of Homecoming 2014) to attract spring/summer visitors with a supporting programme of engagement and activity and heritage activity in Callendar House over the summer. Further work is planned throughout 2014/15 to develop audiences for contemporary visual art and crafts at the Park Gallery.

15)



### No. of participants in Cultural Services activities

Q4 2013/14 vs Q4 2012/13:

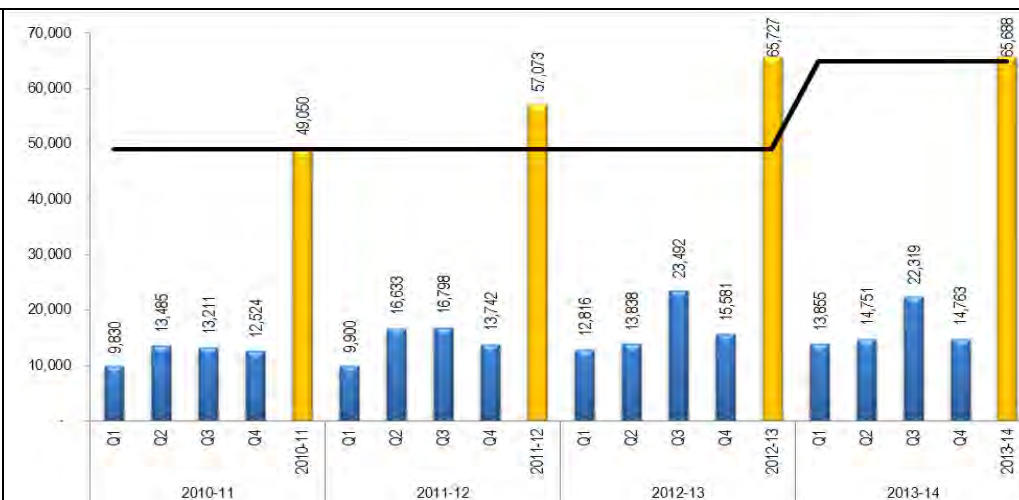
↓ 5.2%

-818 participants

Year total 2013/14 vs 2012/13:

↓ 0.1%

-39 participants



Q4 performance was slightly reduced compared to the same quarter in 2012/13. Successes during this quarter included Sing Forth community choir, Falkirk Youth Theatre workshop activity, and Carrongrange Integrated Dance project running throughout the fourth quarter.

Year-end performance was above target and a significant increase on 2012/13 year total. Successes included the Helix 'Roofless' activities, participation in 'One Year to Go – Commonwealth is Coming' initiatives, and initiatives such as the Denny Town Centre Public Art project, Carrongrange Integrated Dance Project, Transitions Project and Bainsford Singing Project.

2014/15 Q1 will continue work on current projects alongside new Creative Place 2014 projects, the first outputs being community engagement work on the Queens Baton Relay, and Helix Park events in June 2014.



## People Are More Creative And Potential For Success And Wellbeing Is Nurtured

16)



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

Q4 2013/14 vs Q4 2012/13:

↑ **152.2%**

+3,353 places booked

Year total 2013/14 vs 2012/13:

↑ **143.0%**

+13,747 places booked



Difference in the activities included within this indicator limit direct comparisons with previous years. Mini-gym classes have been included in this measure for the duration of the 2013/14 year. Places booked in Sports Development classes during Q4 increased for badminton, basketball, football, gymnastics, mini-tennis, swimming and pre-school swimming. Exceptions were the maintaining of mini-gym bookings, and rugby where a focus on development officer delivery in secondary schools instead of primary resulted smaller groups being delivered to.

Performance at year-end exceeded target by 12% with total income increasing by almost 60% compared to 2012/13. Strong focus was placed on clearing waiting lists and filling spaces in existing programmes while also developing our offer. Improved monitoring of class numbers and income on a daily basis have informed decision making more effectively.

Next quarter will see the introduction of direct debit membership for swimming customers, enabling faster payment and easier solutions for customers.

17)



### No. of Active Schools participant sessions provided

Q4 2013/14 vs Q4 2012/13:

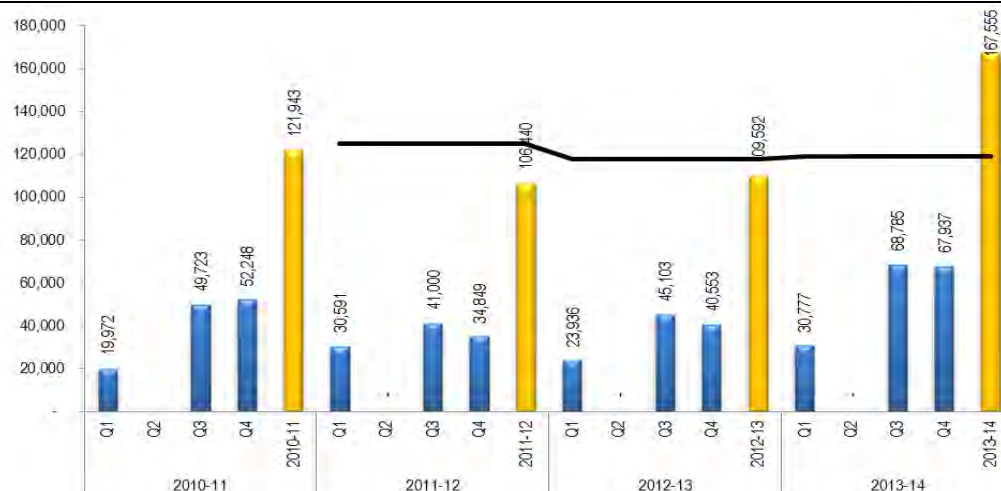
↑ **67.5%**

+27,384 participant sessions

Year total 2013/14 vs 2012/13:

↑ **52.8%**

+57,907 participant sessions



Q4 participation continued the performance increases seen earlier in 2013/14. Activities this quarter included the launch of 'Going for Glasgow' initiative to encourage schools to participate in challenges around the Commonwealth Games and the 17 sports involved.

Total participation for 2013/14 significantly exceeded target following improved participation across all periods.

Looking ahead to the next quarter, actions to maintain momentum on Going for Glasgow will provide opportunities for schools to become involved in legacy programmes. It is hoped this will provide additional opportunities for participation.

## People Benefit From Lifelong Learning

18)



### No. of active borrowers from public libraries

Q4 2013/14 vs Q4 2012/13:

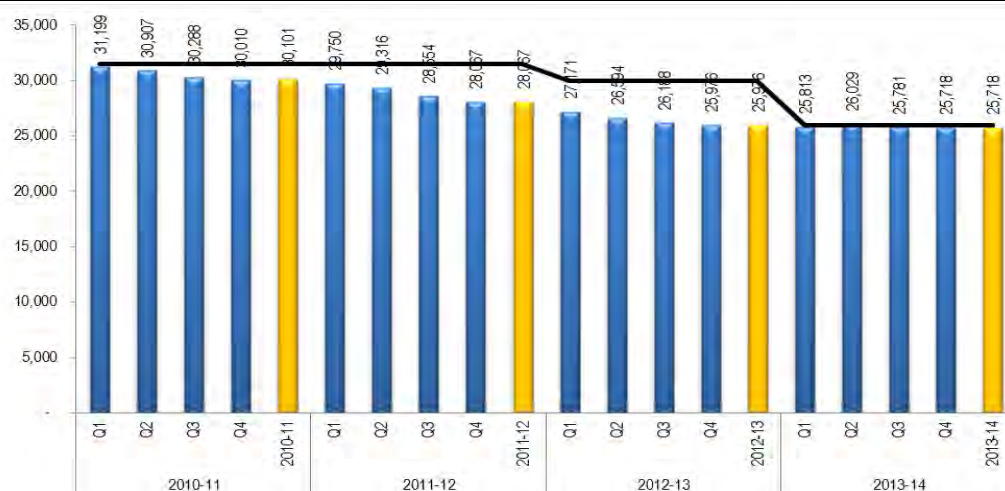
↓ 1.0%

-258 borrowers

Year total 2013/14 vs 2012/13:

↓ 2.4%

-2,588 borrowers



This measure differs from other performance indicators as quarterly totals do not accumulate towards a yearly total. Comparisons are made with the immediately preceding quarters to provide more relevant reports on performance.

The number of borrowers remained relatively static from quarter three to quarter four, continuing the recent slowing in the rate of decline in this measure. This quarter has seen further increased usage of Library On Demand resources and an increased number of unique users of this service. A total of 7,351 new borrowers were added to public libraries during 2013/14, up 14% on previous years. With total numbers of active borrowers remaining steady, this does mean just as many borrowers are lapsing and becoming inactive as are joining libraries.

Performance at year-end remains flagged green despite falling just short of target. The downward trend seen over recent years has slowed and it is hoped a media marketing campaign "Real Falkirk, real people, real libraries" during next quarter will further slow this downward trend. A new library management system (LMS) will enable better understanding of customer usage and borrowing history which will inform future service provision.

19)



### No. of issues from public libraries

Q4 2013/14 vs Q4 2012/13:

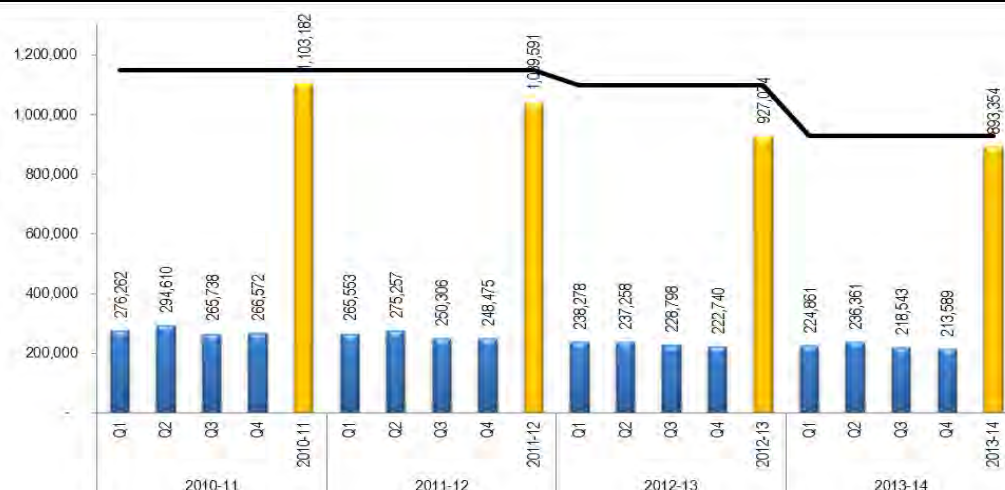
↓ 4.1%

-9,151 issues

Year total 2013/14 vs 2012/13:

↓ 3.6%

-33,720 issues



Performance of this measure reduced this quarter compared to the number of issues made during the equivalent quarter last year. Issues declined by a larger percentage than active borrowers, suggesting that customers are borrowing fewer items. Issues of formats no longer supported (music CDs, and spoken word cassettes which are rarely produced) saw a greater decline than other items but is unavoidable due to not adding new and popular titles.

The number of issues for the 2013/14 year in total fell 3.9% below target. Increased use of the Library On Demand service throughout the year has contributed to the smallest annual reduction in issues seen in recent years.

Looking ahead to the next quarter, additional purchasing of resources for Library On Demand based on demand for the most popular titles through the year will enhance the service available. Denny Library will temporarily relocate to smaller premises with smaller stock and is expected to mean a reduction in borrowing at Denny compared to 2013/14.



## People Benefit From Lifelong Learning

20)



### No. of visits to libraries

Q4 2013/14 vs Q4 2012/13:

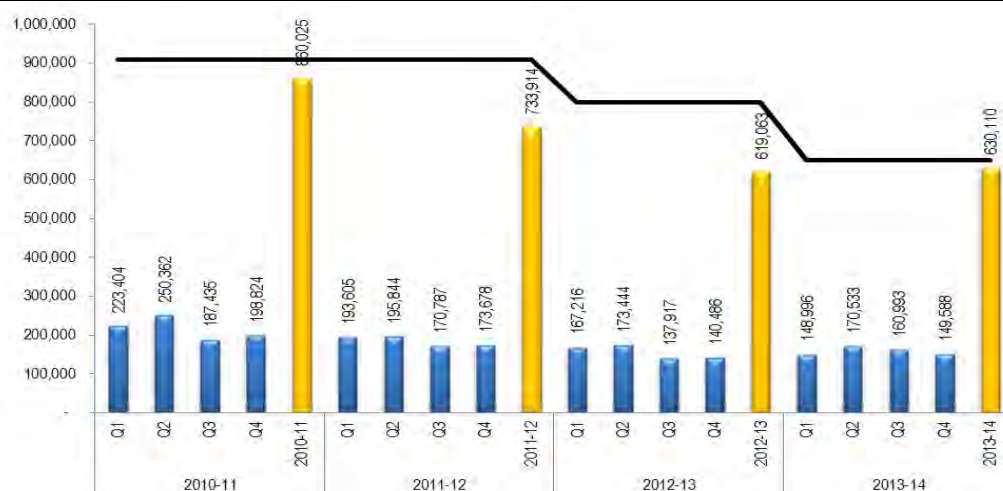
↑ 6.5%

+9,102 visits

Year total 2013/14 vs 2012/13:

↑ 1.8%

+11,047 visits



Quarter four performance continued the increase seen during Q3, with an increase in visits to libraries compared to the same period last year. Events held at libraries such as Falkirk Science Week proved successful this quarter with a 27% increase in attendances (10,761 in 2012/13; 13,734 in 2013/14).

Overall performance for the 2013/14 year exceeded last year's total and was the first increase in visits in several years, falling just short of target by 3%. Increased usage of public access PCs (see PI 21) throughout the year, well attended events, children's activities and reading groups, and promoting the library service through a pop-up library at the Howgate Centre during BookWeek Scotland in November all contributed to increased visits.

World Book Night takes place during Q1 2014/15 (23<sup>rd</sup> April) with supporting events to encourage library visits.

21)



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

Q4 2013/14 vs Q4 2012/13:

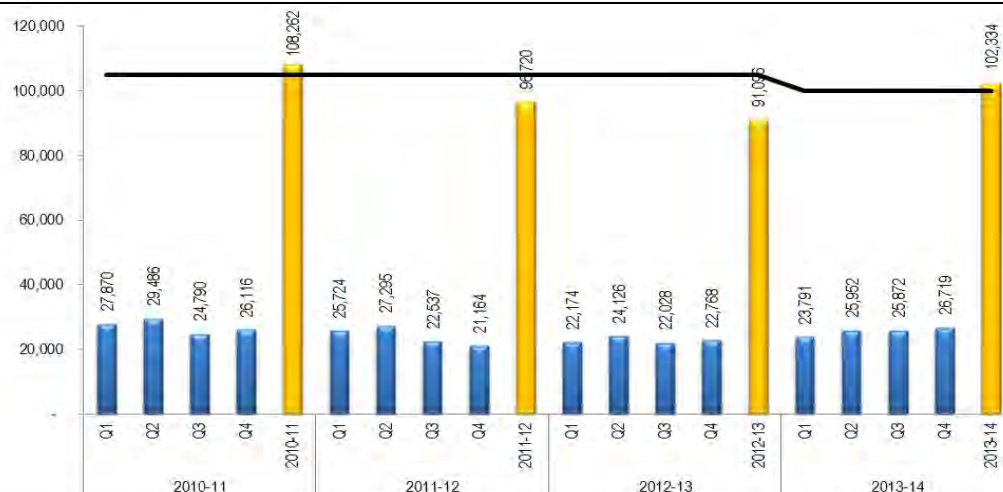
↑ 17.4%

+3,951 uses

Year total 2013/14 vs 2012/13:

↑ 12.3%

+11,238 uses



The use of public access terminals increased during Q4 2013/14 compared to the same quarter last year, continuing the pattern seen throughout the year. In addition the use of WiFi by library customers to gain online access via their own smartphone or tablet device increased by 40%. Increases in PC usage is due to the impact of Welfare Reform resulting in more demand for PCs. Analysis of websites visited demonstrated increased visits to job searching websites. Improved customer experience through the implementation of Windows 7 PCs with Office 2010 installed also contributed to repeat use.

2013/14 year performance was 12% higher than 2012/13 and exceeded target by 2.3%, the first yearly increase following a long period of decline.

Looking ahead to Q1 2014/15 will see a reduction in PC access at Denny Library with relocation to the smaller portacabin requiring a reduction from 5 to 4 PCs.

## People Benefit From Lifelong Learning

22)



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

Q4 2013/14 vs Q4 2012/13:

↓ 17.1%

-1,625 resources

Year total 2013/14 vs 2012/13:

↓ 1.1%

-363 resources



23)



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

Q4 2013/14 vs Q4 2012/13:

↓ 39.4%

-1,374 resources

Year total 2013/14 vs 2012/13:

↓ 11.2%

-1,386 resources



Library stock budget has been held back to contribute to the purchase cost of the new Library Management System, making quarters less comparable with 2012/13 performances.

Additions to stock during Q4 was reduced for adult and junior compared to the same period last year. A reduction in book budget followed the purchase of 'Ancestry' Library Edition after a successful pilot in Falkirk Library, and will now allow all library users free access to this online service. Several factors resulted in a reduction in junior stock additions: reduced purchasing for Denny Library ahead of move to smaller premises; fewer non-fiction junior titles purchased in response to reduced demand; and, a knock-on effect of the lack of orders placed during November resulting from the short-notice relocation of Library Support from Victoria Buildings to Falkirk Library.

Performance for the year overall was 6% above target for adult additions to stock, and 12% below for junior additions to stock. Further budget during 2014/15 is diverted to pay for the new Library Management System hence the number of resources added to stock is expected to remain lower than 2012/13 totals.

## People Benefit From Lifelong Learning

24)



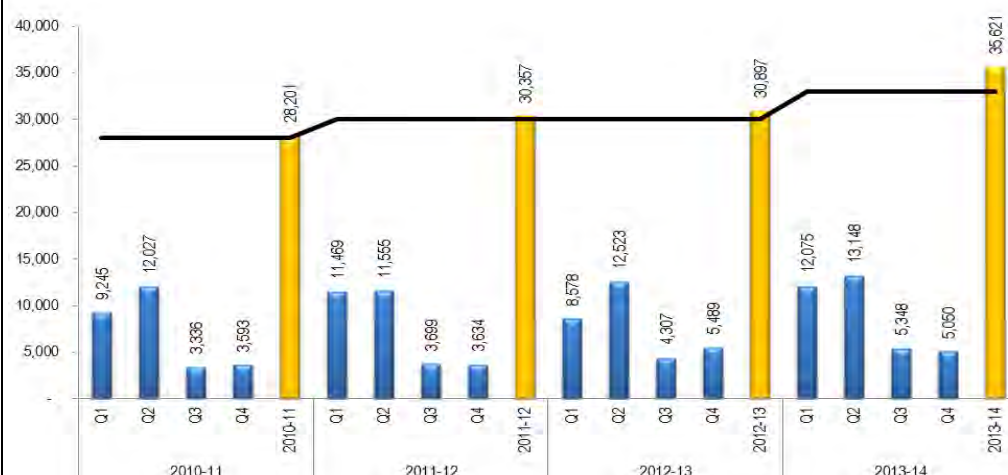
### No. of visits to Callendar House

Q4 2013/14 vs Q4 2012/13:

↓ 8.0%  
-439 visits

Year total 2013/14 vs 2012/13:

↑ 15.3%  
+4,724 visits



Quarter four performance was reduced compared to the same quarter last year. The slight reduction compared to Q4 2012/13 follows the Easter school holidays falling within March last year whereas the busier holiday period fell in April after the end of Q4 in 2013/14.

Performance overall was the busiest year to date for Callendar House with visits exceeding target by 8%. Key factors included: the impact of the Teashop helping to improve access and repeat visits; increased visits by schools; well-attended (901) lunch and brunch talks which appeal to the older weekday market. Family events and activity (Cbeebies and Fruit & Nut) positioned Callendar House as an accessible family venue, and traditional Christmas activities proved popular. Achieving 5-star VisitScotland grading endorsed the improvements to customer service and overall staff/visitor interaction.

Activities during 2014/15 Q1 include family Easter events, the Festival of Museums in May, and commencement of marketing activity ("Your Adventure Starts Here") to encourage wider exploration of Callendar House and Park. Improvements to Callendar House retail space and merchandising are scheduled along with the launch of Arts & Heritage gift vouchers.

25)

Indicator not flagged

### No. of Visits to Kinneil Museum

Q4 2013/14 vs Q4 2012/13:

↑ 3.3%  
+17 visits

Year total 2013/14 vs 2012/13:

↓ 40.0%  
-1,808 visits



As previously reported, comparisons with previous years should be treated with caution due to improved accuracy of the visit counting procedure. A clearer view of performance will emerge from the end of 2013/14.

2013/14 Q4 visit numbers are comparable to the same period last year when visit counting procedures were first introduced. Museum visit numbers were helped by a Kinneil House Open Day, managed by the Friends of Kinneil, coinciding with the Hippodrome Silent Film Festival 2014.

Looking ahead to the first quarter of 2014/15, additional openings and supporting activities are planned for the museum and Kinneil House on 26/27<sup>th</sup> April, 16<sup>th</sup> May as part of the Festival of Museums, and on 28<sup>th</sup> June. Community-based work in preparation for the ground floor refurbishment will take place.

## People Benefit From Lifelong Learning

26)



### Total participants in Heritage Education Workshops for Schools

Q4 2013/14 vs Q4 2012/13:

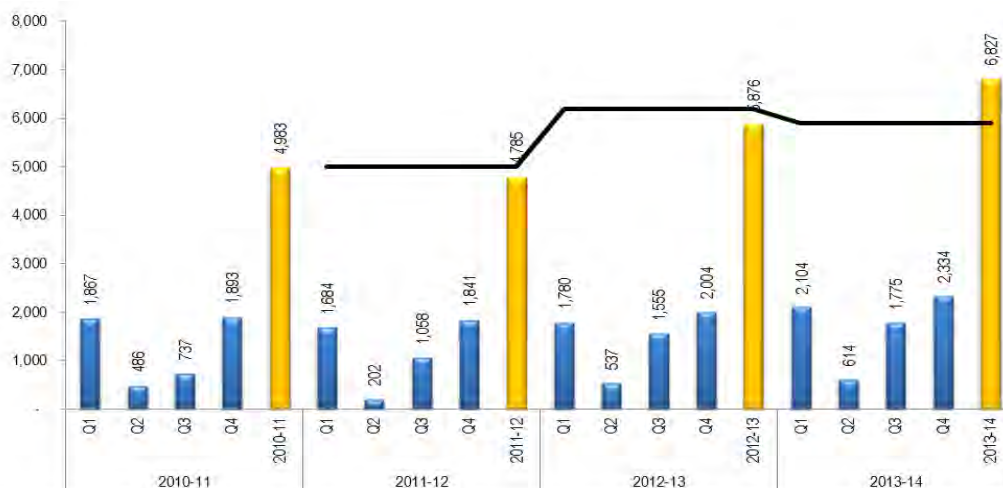
↑ 16.5%

+330 participants

Year total 2013/14 vs 2012/13:

↑ 16.2%

+951 participants



Performance during Q4 2013/14 continued the successes seen throughout the year, with the total number of participants being 16.5% higher than the same period last year. Bookings for programmes within Callendar House were slightly reduced during this quarter while outreach activity involving a WW1 project was highly popular. A launch of new loan boxes in January resulted in a sharp increase in the uptake of loan boxes to care homes.

Overall performance for 2013/14 significantly exceeded target largely as a result of increasing uptake at Callendar House schools programme. WW1 activity involving Laurieston Primary School attracted an increased profile from national media. Feedback from schools regarding the Callendar House schools programme has been positive and had guided the programme content for the year ahead.

## People Are Involved In Caring For The Area's Heritage & Environment

27)



### No. of participants in Outdoor Activities

Q4 2013/14 vs Q4 2012/13:

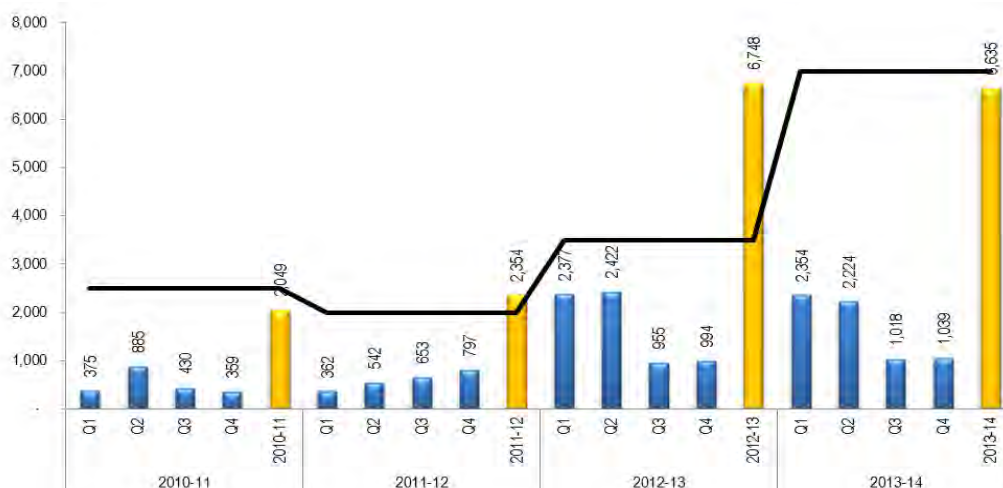
↑ 4.5%

+45 participants

Year total 2013/14 vs 2012/13:

↓ 1.7%

-113 participants



Q4 2013/14 performance was largely similar to the same quarter last year. Successes included high uptake of community courses, notably ski touring, despite challenging weather conditions. The Outdoor Activities team became a provider for Mountain Training Scotland's Lowland Leader Award and Mountain Skills Certificates, enabling training and assessment of leaders across Falkirk. The team is also now an Approved Activity Provider for the Duke of Edinburgh Award Scheme.

Year-end performance fell within 5% of target hence remains flagged green. Schools participants which makes up the bulk of this indicator remained consistently high throughout the year. Participants in community programmes increased by 39% (from 1,333 to 1,849) compared to 2012/13, with a 42% increase in income corresponding to an additional £13k.

Looking ahead to Q1 2014/15 will see rolling out of Mountain Training Scotland Awards courses, and a launch of operations at the Helix site.

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

Indicator	2011/12 total	2012/13 total	2013/14					
			Target	Q1	Q2	Q3	Q4	Year Total
Sickness Absence - % days lost	3.34%	4.03%	Reduce	4.13%	3.40%	4.04% (end-Oct)	4.55% (end-Feb)	n/a
Staff Turnover	11.7% (Jul-Mar)	8.6%	Reduce	3.1% (equates to 15 staff)	4.0% (equates to 19 staff)	2.0% (equates to 10 staff)	n/a	n/a
No of Health & Safety incidents and accidents	121	105	Reduce	26	23	20	27	<b>96</b>
No. of complaints and formal enquiries received and dealt with	120	94	Reduce	20	27	30	41	<b>118</b>
Number of hits on Trust website	n/a	407,333	Increase	152,003	146,442	135,858	162,269	<b>580,642</b>

Updated sickness absence figures are for the period to the end of February 2014 and show a slight increase over previous performance. The target for the year remains to reduce this closer to previous levels.

Staff turnover figures are up to date as of the end of quarter three and are decreased compared to 4.12% for the same period last year. This equates to 10 leavers for this period. The Trust had a total headcount of 488 contracted employees (temporary and permanent) at the end of February 2014.

There were 27 accidents and incidents reported during the third quarter, a reduction of 7 on the same quarter last year. A year total of 96 for 2013/14 is 9 fewer accidents and incidents than last year.

The number of complaints and formal enquiries received and dealt with during the fourth quarter of 2013/14 was 41 compared to 15 for the same period in 2012/13. There was an increase in the number of complaints and formal enquiries for the year, however 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 increased compared to the same 3-month period last year (+13% increase from 143,520), and is the highest recorded quarterly total to date. These hits were carried out by 85,865 unique public visitors to the Trust website.



## Falkirk Community Trust




**Subject:** April – June 2014 Quarter 1 Performance Report  
**Meeting:** Audit and Performance Sub-Group  
**Date:** 22<sup>nd</sup> September 2014  
**Author:** Business Development Manager

## 1. Introduction

- 1.1 This is the 2014-15 quarter one report on our performance indicators and covers the 3-month period April – June 2014. 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 performance statement with indicators presented in the form of bar charts with contextual commentary. We have added an 'at a glance' summary of the variance in performance on the previous year's quarterly period to date results. Each chart is flagged using a traffic light system to give a view of performance against target and against the same period in the previous year. The 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>16</b> green-flagged indicators.
Amber 	This PI is slightly below target though performance may be improving (5-10% below target)	There are <b>7</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>4</b> red-flagged indicators.

- 2.2 Indicators are flagged at the end of each quarter giving a prediction of performance against target using data from previous years and quarters to project forward.
- 2.3 Predictions of performance for the year made after the first quarter should be treated with some caution; much of the Trust's activity is seasonal or programme driven with performance varying across the year. A clearer indication of performance against target will be possible following the second quarter to the end of September.
- 2.4 An additional indicator has been added to this report detailing performance of ticket sales for tours of the Kelpies which commenced in April 2014. Additional performance indicators detailing numbers of visitors to the Helix Park and programme use will be included from the next performance report going forward.
- 2.5 Performance in the first quarter was generally positive with successes in several areas. Performance of our indoor leisure venues and attractions may have been affected by periods of good weather in May and June, which likely diverted customers into alternative outdoor activities including the newly opened Helix Park.

2.6 The key performance highlights for Q1 include the following:

- Admissions to Grangemouth and Mariner Centre Circuit Clubs increased by 14.9% and 11.6% respectively compared to the same quarter in 2013/14, largely due to extra usage from the expanded fitness class programme
- Admissions to Grangemouth Stadium increased by 7.4% over the same quarter last year, attributed to increased attendances at athletics events and an increase in gymnastics use.
- Neighbourhood Centre admissions increased by 11.6%, the highest Q1 total recorded in the past 5 years.
- Rounds of golf played at Grangemouth Golf Course increased by 22.8% compared to Q1 last year, being attributed to improvements made to the course and favourable weather conditions.
- A 17.9% increase in the number of participant sessions delivered by Active Schools, due to the success of 'Going for Glasgow' ahead of the Commonwealth Games.
- Use of public access terminals in libraries increased by 9.8% with increased usage attributed to the Government's policy for Digital by Default.
- Visits to Kinneil Museum increased by 17.6% compared to the same quarter last year, with successful open days at Kinneil House and the Festival of Museums contributing to this increase.
- Participants in Outdoor Activities increased by 19.2%, helped by an expanded partnership with Stirling & Falkirk Canoe Club and stable spring weather.

2.7 Appropriate target setting is a key factor in performance analysis. A review of 2013/14 year performance informed a review of targets to ensure they remain both challenging and realistic. Some adjustments have been made, particularly where patterns of under or over performance have been evident.

2.8 A report on the 6-month period April-September 2014 will be made at the next meeting of the sub group in October.

### 3. Recommendation

3.1 **Directors are asked to note the positive progress made in Q1 and note the actions to address areas requiring improvements in the remaining quarters of the year.**

*Jane Clark*

.....  
Jane Clark  
Business

Development

Manager

1)



### Admissions to Bo'ness Recreation Centre

Q1 2014/15 vs Q1 2013/14:

↑ 43.2%

+10,659 admissions

Year-to-date 2014/15 vs 2013/14:

↑ 43.2%

+10,659 admissions



Q1 admissions significantly increased compared to the same quarter in 2013/14. Although not directly comparable due to issues identified with admissions counting in Q1 last year, positive growth was observed in several areas. A football community initiative offering children and young people promotional prices for off-peak period use of the centre's synthetic pitches, generated over 1,000 visits. Overall income increased by 5% compared to the same period last year, with increases in use of the Combat Zone (+50%), outdoor football (+20%), sauna (+65%) and badminton (+15%). Swimming income increased for the first time since the last quarter of 2012/13.

Action during Q2 will be to seek improved promotion of the birthday party offering (down c.10%) by the generation of new marketing material.

2)



### Admissions to Grangemouth Sports Complex

Q1 2014/15 vs Q1 2013/14:

↓ 2.5%

-1,843 admissions

Year-to-date 2014/15 vs 2013/14:

↓ 2.5%

-1,843 admissions





Performance during the first quarter of 2014/15 was slightly reduced compared to the same period last year. An increase in local competition for indoor football (Coasters Indoor Football Centre opened next to Forth Valley College on 1<sup>st</sup> June) saw a drop in 5-a-side use.

Grangemouth Complex was awarded a grant of over £1,600 to install socketed netball posts in the sports hall, increasing the suitability of the venue for netball use. Income for the quarter reduced by 22%, a larger reduction than seen in admissions following sports hall income now being reallocated to Circuit Clubs, the loss of P5 swimming lessons, and the loss of Oakwood School using the pool and sports hall.

This indicator has been flagged green, being within 5% of target. The continued good weather and potential displacement of customers to the Helix, combined with the loss of P5 swimming lessons and Oakwood School bookings are likely to impact on Q2 admissions and income, hence the green flagging of this indicator should be treated with caution.

3)



### Admissions to Mariner Centre

Q1 2014/15 vs Q1 2013/14:

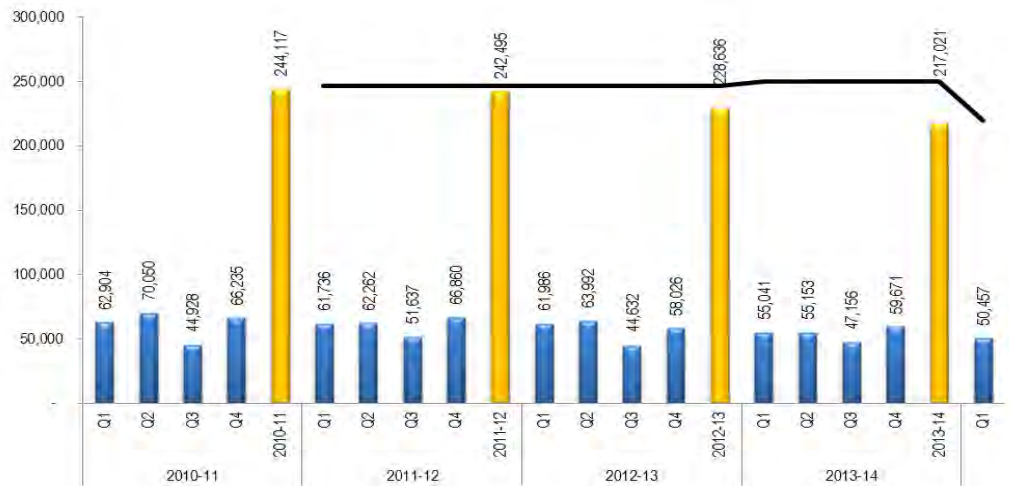
↓ 8.3%

-4,584 admissions

Year-to-date 2014/15 vs 2013/14:

↓ 8.3%

-4,584 admissions



Q1 admissions (-8.3%) and income (-8.8%) were lower than the same period last year and continues the recent trend, with reductions in all areas of the centre. Swimming admissions reduced from 10,577 to 9,993 for adults and 18,378 to 16,436 for juveniles, with the wave machine being out of action resulting in a reduced customer experience. Special event admissions increased slightly with a corresponding increase in income. Overall income figures for this quarter follow the downward trend seen in admissions.

Looking ahead to Q2, special pool parties are planned to celebrate the World Cup and the Commonwealth Games. Work continues with our Catering & Retail Coordinator to develop the café offer. Improvement works involving the air handling and ventilation system and replacement of electrical boards will take place during Q2, but are not expected to impact on admissions. This indicator has been flagged amber following the first quarter.

4)



### Admissions to Grangemouth Stadium

Q1 2014/15 vs Q1 2013/14:

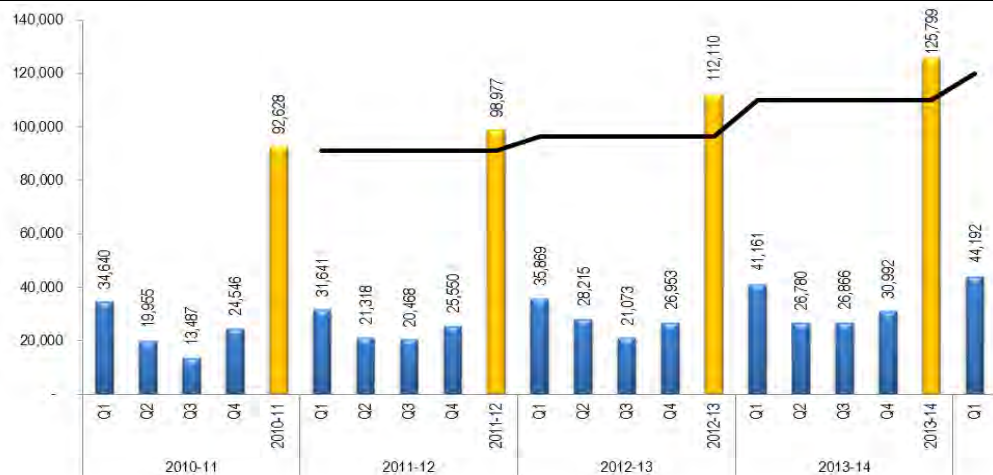
↑ 7.4%

+3,031 admissions

Year-to-date 2014/15 vs 2013/14:

↑ 7.4%

+3,031 admissions



Admissions during Q1 2014/15 were higher than the same quarter last year with an additional 3,000 admissions. Increases were mainly through increased attendance at events and an increase in gymnastics use. Admissions in May were c.2,000 lower following the loss of the Scottish Schools 2-day event to Hampden ahead of the Commonwealth Games. A new Scottish record for indoor pole vault was set at the Stadium by Jax Thoires during the June open graded meeting.

Despite increased admissions, income was reduced by c.£5,000 (£47,437 to £42,260) following the loss of income from the Scottish Schools event. Increased uptake of monthly Circuit Club membership by gym users, and a resulting drop in pay-per-visit admissions, had led to reassigning of income to another part of the Trust's business from Grangemouth Stadium to Circuit Clubs.

Expectations for the second quarter are for admission numbers and income to reduce due to an 8-10 week closure of the track to install our new running track. Despite this anticipated decrease in admissions for Q2, this indicator remains flagged green as income and admissions may recover during Q3 and Q4 with the new running track attracting additional usage.

5)



### Admissions to Bo'ness Circuit Club

Q1 2014/15 vs Q1 2013/14:

↓ 20.1%

-1,522 admissions

Year-to-date 2014/15 vs 2013/14:

↓ 20.1%

-1,522 admissions



6)



### Admissions to Grangemouth Circuit Club

Q1 2014/15 vs Q1 2013/14:

↑ 14.9%

+4,304 admissions

Year-to-date 2014/15 vs 2013/14:

↑ 14.9%

+4,304 admissions



7)



### Admissions to Mariner Circuit Club

Q1 2014/15 vs Q1 2013/14:

↑ 7.8%

+1,248 admissions

Year-to-date 2014/15 vs 2013/14:

↑ 7.8%

+1,248 admissions



Q1 admissions at Grangemouth and Mariner Circuit Clubs increased relative to the same quarter last year. Income matches these increases in admissions, being up 26% (£27k) at Grangemouth and 38% (£18.7k) at Mariner Centre. Income at Bo'ness Circuit Club increased by 18% (£4.5k) despite a 20% reduction in admissions.

Increased admissions at Grangemouth and Mariner are largely due to extra usage from the expanded fitness class programme. In contrast, the Bo'ness fitness class programme has not experienced the same increases due to instructor shortages resulting in an average of 4 classes per week cancelled during Q1. Grangemouth and Mariner venues have shown significant improvements in usage following investment in gym equipment and facility refurbishments; Bo'ness has not had the same investment with equipment now over 8 years old, and may be reflected in the smaller levels of increased usage relative to Grangemouth and Mariner.

Looking ahead to Q2, a revised fitness class timetable commences on 1<sup>st</sup> September along with a membership campaign to increase sales throughout the month. In conjunction, there will also be an existing member's referral campaign to encourage and reward current members.

Expectations for the year are for further increases in usage and income at Grangemouth and Mariner Circuit Clubs, with concerns being highlighted with the red-flagging of the Bo'ness Circuit Club indicator.

8)



### Admissions to the Neighbourhood Centres

Q1 2014/15 vs Q1 2013/14:

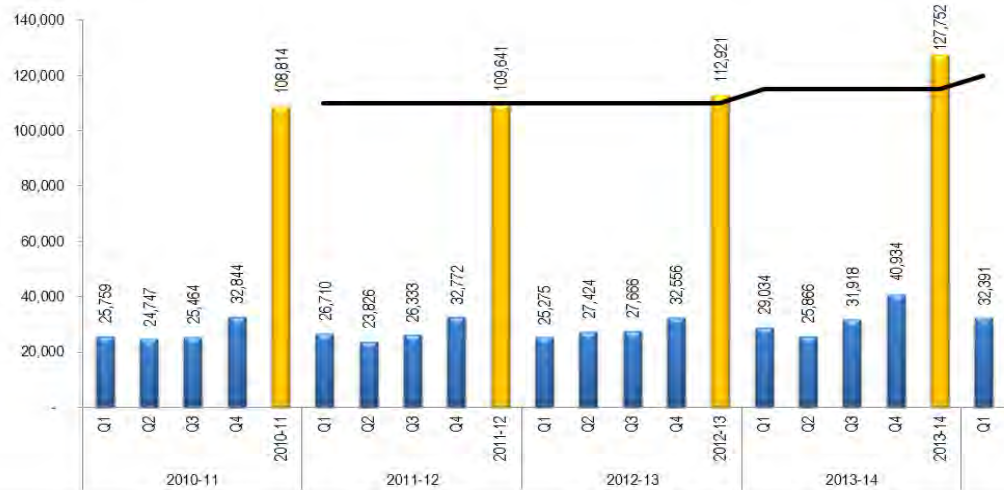
↑ 11.6%

+3,357 admissions

Year-to-date 2014/15 vs 2013/14:

↑ 11.6%

+3,357 admissions



Admissions during Q1 exceeded the same period last year and are the highest first quarter total in recent years. Most centres saw similar or higher admissions compared to last year. At Bankier increased usage was mainly adults, with a small increase in juvenile. Reductions in outdoor use at Denny SC were countered by increased adult indoor use and nursery visits. This was the first full Q1 of operation at Denny Football Centre (opened 1<sup>st</sup> June 2013) with an increase from 307 to 1,249 admissions. Hallglen admissions increased by 84% helped by the introduction of yoga classes. Polmont saw an increase in adult usage but a reduction in juvenile admissions, overall matching the same Q1 total from last year. Significantly higher adult admissions at Woodlands Games Hall increased usage by 14%, with a slight drop in juvenile admissions. Despite new roller derby bookings at Stenhousemuir overall performance was reduced by 17% compared to the same quarter last year.

9)



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

Q1 2014/15 vs Q1 2013/14:

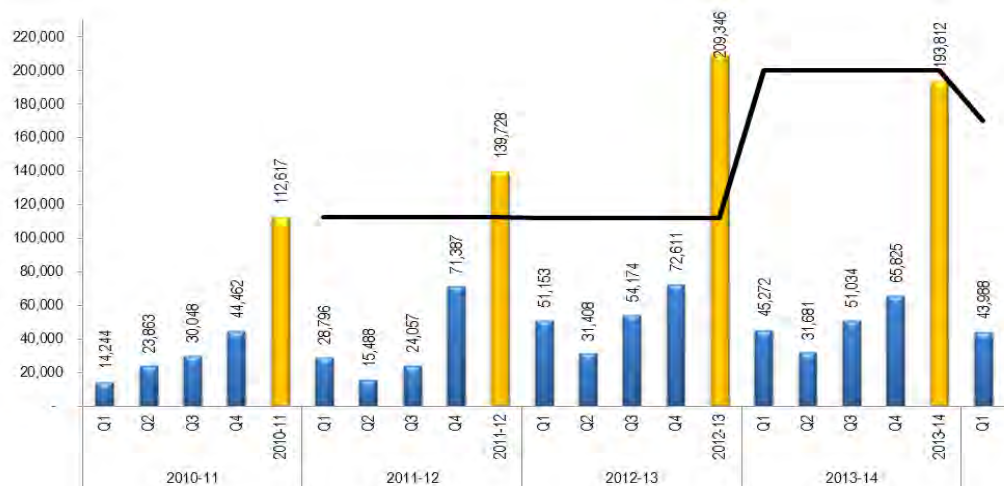
↓ 2.8%

-1,284 admissions

Year-to-date 2014/15 vs 2013/14:

↓ 2.8%

-1,284 admissions



First quarter admissions were slightly lower than the equivalent period last year. Performance was mixed with small decreases at Grangemouth HS, Larbert HS and St Mungos HS, with Braes HS recording a slightly larger drop due to reduced indoor and outdoor football usage. Increases in swimming at Denny HS and basketball at Falkirk HS resulted in increased admissions for Q1 at these venues.

In line with admission figures, income performance was similar with Denny HS showing approx 5% growth compared to the same quarter last year. Swimming income in particular was reduced at Braes HS, Larbert HS and St Mungos HS.

Looking ahead to Q2, a marketing campaign will focus on increasing uptake at swimming sessions at all venues but in particular Braes HS, St Mungos HS and Larbert HS.

Out of hours admissions may also be affected by the introduction of charging for clubs which will commence in August.

10)



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

Q1 2014/15 vs Q1 2013/14:

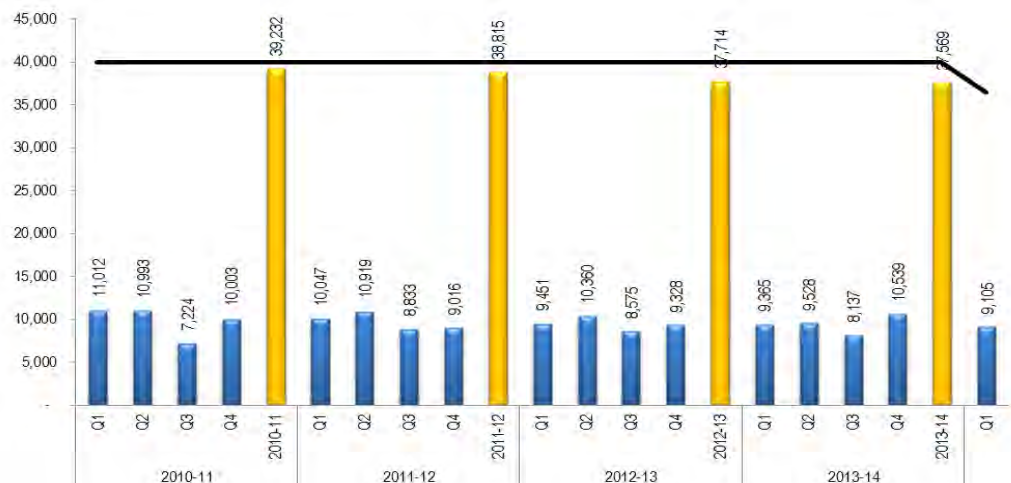
↓ 2.8%

-260 participants

Year-to-date 2014/15 vs 2013/14:

↓ 2.8%

-260 participants



The number of participants was largely similar to the same period last year with just 260 less participants overall. Step Forth usage increased by 15% with c.100 turnout for the Big Fit Walk in June. Healthy Lifestyles usage (staff initiative) increased by 15% following recent membership campaigns to encourage uptake. Buggy walk groups increased following the introduction of new walks within the Helix, although feedback has highlighted concerns with how busy the park was for groups of buggies during the good weather and the initial excitement generated by the park opening.

Active Forth participant numbers reduced along with a drop in income. A need to re-engage with our referring Health Professionals has been identified and work on the Physical Activity and Wellbeing Plan is set to address this. Postural stability training for the Active Forth team is being planned which will enhance our referral programme. A partnership with Living It Up and Storm ID will see the roll out of a pilot programme using watches which measure and analyse the volume of steps taken by users, with all project costs being met by Living It Up.

11)



### No. of rounds of golf played

Q1 2014/15 vs Q1 2013/14:

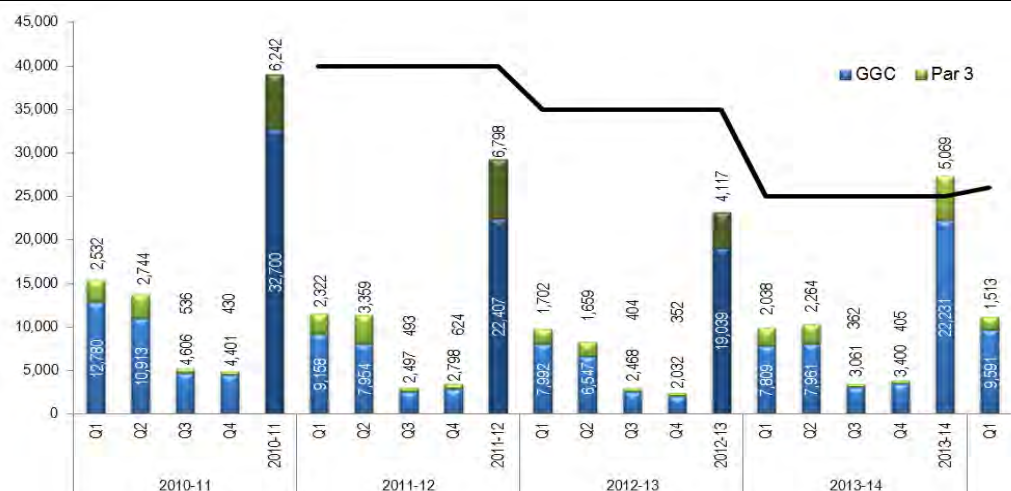
↑ 12.8%

+1,257 rounds played

Year-to-date 2014/15 vs 2013/14:

↑ 12.8%

+1,257 rounds played





Overall rounds played during 2014/15 Q1 totalled 11,104, the highest first quarter total of the last 3 years and almost matching the 2011/12 total. This increase occurred solely at Grangemouth Golf Course with Callendar Park Par 3 seeing a 26% decrease in rounds played.

Grangemouth Golf Course:

Improvements the team have made to the course have resulted in increases in rounds played. Our "2 'fore' 1" promotion should increase the number of rounds played further whilst not immediately increasing income.

Callendar Park Par 3:

The poor performance of the Par 3 is in line with the general decrease in visitor numbers at Callendar Park (offset by the increase in visitors to the nearby Helix Park). Extended periods with little rainfall have had an adverse effect in the condition of the Par 3 despite continual efforts by the team with artificial watering. It is expected that the Par 3 will continue a slow decline this year as the course fails to attract customers.

12)



### Admissions to Falkirk Town Hall

Q1 2014/15 vs Q1 2013/14:

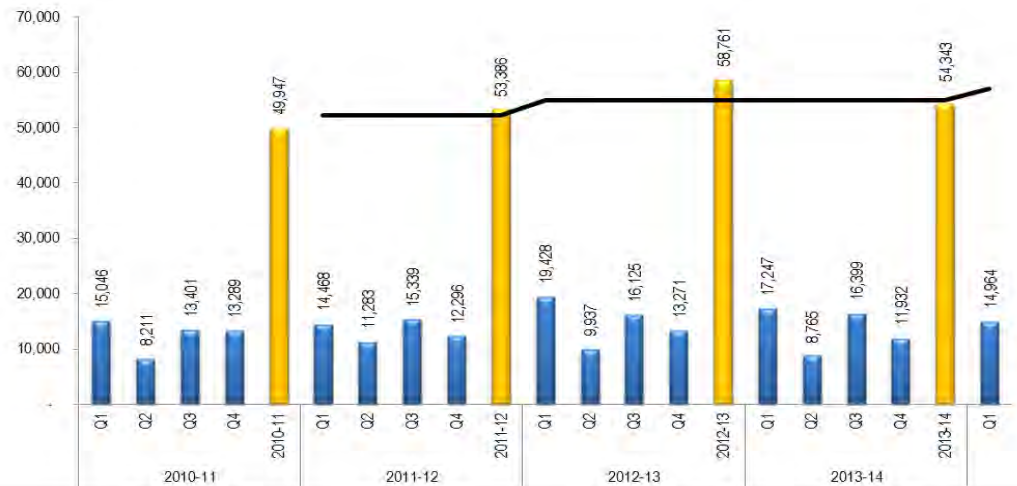
↓ 13.2%

-2,283 admissions

Year-to-date 2014/15 vs 2013/14:

↓ 13.2%

-2,283 admissions



Admissions during the first quarter were 13% lower compared to last year. A similar number of booked lets took place but there was a reduction in the numbers attending voluntary sector lets and general lets. Most notable was a 60% reduction in attendance at the Falkirk Wedding Show compared to last year's event. A 14% increase in Arts programme attendances was due to a larger scheduled programme. Income for the quarter was unchanged from last year at c.£35,400 (+c.£215) despite the reduction in admissions.

This indicator has been flagged as amber as it may achieve close to target at year-end. Outcome will depend on the success of the programme for the remainder of the year and is hard to predict. The programme for Q2 includes the Funny in Falkirk comedy festival, 'Broadway in the Bar' as a follow up to last year's successful 'A Song, A Sip and a Sandwich', and a new season of 'Classic Music Live! Falkirk' commencing in August.

13)



### Admissions to the Hippodrome

Q1 2014/15 vs Q1 2013/14:

↓ 20.9%

-1,287 admissions

Year-to-date 2014/15 vs 2013/14:

↓ 20.9%

-1,287 admissions



Despite a busy month in April with a 24% increase in admissions, total attendances for the quarter were 21% down on the same period last year. The Hippodrome was part of the nationwide 'Cinema of Childhood' festival including a selection of international screenings however, attendances were disappointing. A review of audience development and marketing requirements to ensure the future success of similar initiatives will be carried out. A partnership with the Middle Eastern Film Festival on Tour included screening events and a Q&A session around the film 'Five Broken Cameras'. Income for the quarter was down by c.£4,700, matching the reduction in admissions.

Nationwide cinema admissions were reduced by c.12% for the April-June period, which may go some way to account for part of the reduction in Hippodrome admissions for this period.

The programme during quarter two over the summer period includes children's blockbusters such as 'How to Train Your Dragon 2' as well as National Theatre Live and Royal Shakespeare Company Live screenings. Other highlights include screenings celebrating the Commonwealth Games and Tour de France, and a short season of screenings marking the centenary of the start of the First World War. This indicator has been flagged red but should recover to be nearer target on the basis of a more proactive approach to promoting programming for the remainder of 2014/15.

14)



### Admissions to Park Gallery

Q1 2014/15 vs Q1 2013/14:

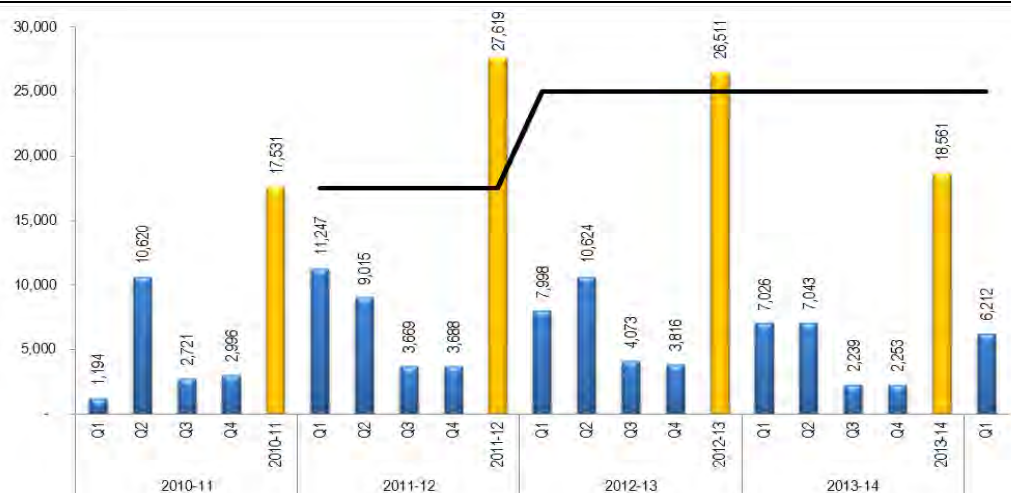
↓ 11.6%

-814 admissions

Year-to-date 2014/15 vs 2013/14:

↓ 11.6%

-814 admissions



Admissions during the first quarter of 2014/15 were lower than the same 3-month period last year. Admission figures are highly dependent on programming patterns and when major exhibitions fall within the year. This quarter included the end of the Christine Jones' 'Still Cause' exhibition and the start of Grangemouth-born Marion Deucher's 'Let's Make Art' exhibition and workshop, part of Homecoming 2014 which attracted local and national press coverage.

This indicator has been flagged as amber due to unknown anticipated attendances at programmed exhibitions for the remainder of 2014/15. Quarter two includes the John Shankie exhibition, 'Refractory and Refrigeration', part of a nation-wide exhibition programme showcasing some of the best artists to have emerged from Scotland over the past 25 years, and is part of the Glasgow 2014 Cultural Programme.

15)



### No. of participants in Cultural Services activities

Q1 2014/15 vs Q1 2013/14:

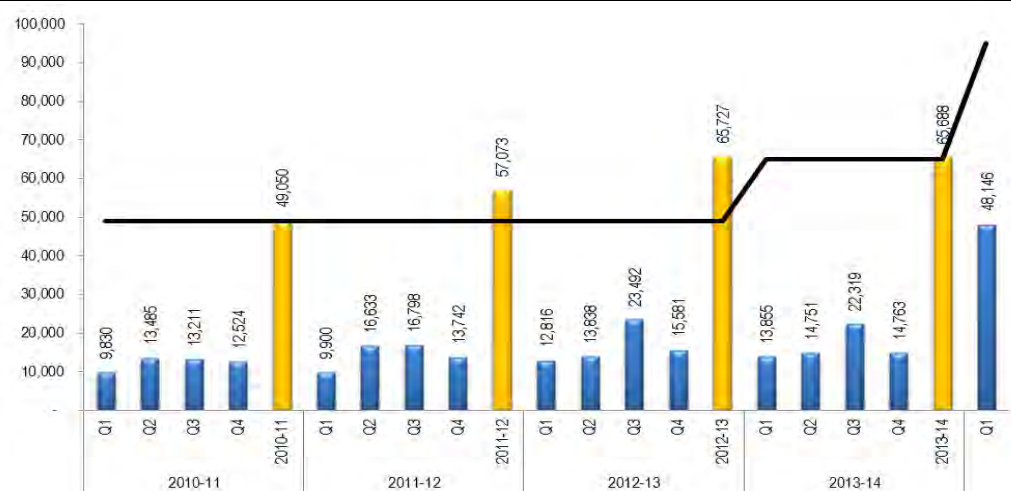
↑ 247.5%

+34,291 participants

Year-to-date 2014/15 vs 2013/14:

↑ 247.5%

+34,291 participants



The scope of this indicator has been amended and now includes Youth Music Initiative (YMI) participation within schools as well as participation out with schools. Comparisons with previous quarterly totals should be treated with caution following this change. YMI participation within schools will be reported in 3 quarters only with no participation during Q2 which covers the school summer holiday period.

YMI participation accounted for 35,144 in total during Q1 2014/15. Other successes during this quarter included a pop-up exhibition at the Howgate Centre as part of the Falkirk THI (Townscape Heritage Initiative) which attracted over 5,000 participants. There were 535 attendances at engagement and participatory activities as part of the Denny Town Square public art project. This quarter also reported increases in numbers attending activities scheduled as part of the Park Gallery exhibitions' educational and supporting activity programme: the Marion Deucher exhibition was particularly suited to this.

Q2 participant numbers are expected to be more in line with previous years due to the school holiday period when YMI doesn't operate.

16)



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

Q1 2014/15 vs Q1 2013/14:

↓ 14.9%

-892 places booked

Year-to-date 2014/15 vs 2013/14:

↓ 14.9%

-892 places booked



Places booked during the first quarter of 2014/15 reduced compared to the same period last year. Performance was mixed with increases in basketball, golf, gymnastics, tennis, swimming and pre-school swimming. Fewer places were booked in badminton, football, non-swimming pre-school classes and rugby. The most significant drop was in rugby (1,657 to 838) following a reduction in classes delivered as part of the HEAPS project through schools. Pre-school class reductions occurred in mini-gyms although dance, mini-Olympians and tennis remained popular. Difficulty in maintaining a consistent admin support due to absence and vacancy affected the ability to maintain the previous focus on filling all available spaces.

Income for the quarter increased compared to the same period last year, contrasting with the reduction in number of places booked. This is due to reductions in 'free' places booked such as rugby, while places booked in paid-for classes such as swimming and gymnastics increased.

An increased focus on filling vacant spaces and following up on unpaid fees will be continued as a priority during the second quarter. This indicator has been flagged amber at this time due to places booked performance relative to 2014/15 combined with increases in income. Performance may improve during the remainder of 2014-15 to achieve closer to target by year-end.

17)



### No. of Active Schools participant sessions provided

Q1 2014/15 vs Q1 2013/14:

↑ 17.9%

+5,503 participant sessions

Year-to-date 2014/15 vs 2013/14:

↑ 17.9%

+5,503 participant sessions



Q1 participation continued to increase over the same period last year with the introduction of 'Going for Glasgow' to build enthusiasm for the Commonwealth Games among primary school children. The success of this initiative was also reflected in increased numbers of distinct participants.

Going forward the Active Schools team will return to a full complement of coordinators with the appointment of a new Active Schools Manager. A significant challenge will be to keep participation numbers at the same level as pre-Commonwealth Games, and creating a legacy to continue involving schools and staff in the delivery of activity sessions. Note that participant sessions are not reported during quarter two which corresponds to school holidays.

18)



### No. of active borrowers from public libraries

Q1 2014/15 vs Q1 2013/14:

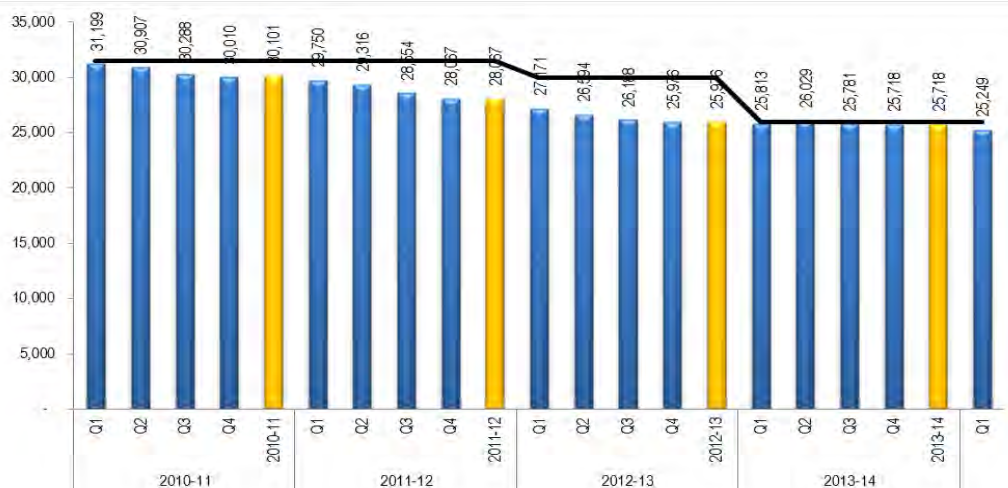
↓ 2.2%

-564 borrowers

Q1 2014/15 vs Q4 2013/14:

↓ 1.8%

-469 borrowers



This measure differs from other performance indicators as quarterly totals do not accumulate towards a yearly total. Comparisons are made with the immediately preceding quarters to provide more relevant reports on performance.

The number of active borrowers reduced compared to this time last year. The rate of decline – although higher than the most recent 12-month period – remains significantly lower than the downward trend which has been observed previously. This indicator remains on course to achieve close to target for the year hence has been flagged green at this time, but may be adjusted to amber depending on performance for the remainder of the year.

A pop-up library at the Howgate Centre in May promoted services offered by libraries and membership, and a 'Summer Reading Challenge' promotion was held also at the Howgate on 21<sup>st</sup> June. This promotion targeted junior borrowers to use libraries with an app to promote the scheme.

19)



### No. of issues from public libraries

Q1 2014/15 vs Q1 2013/14:

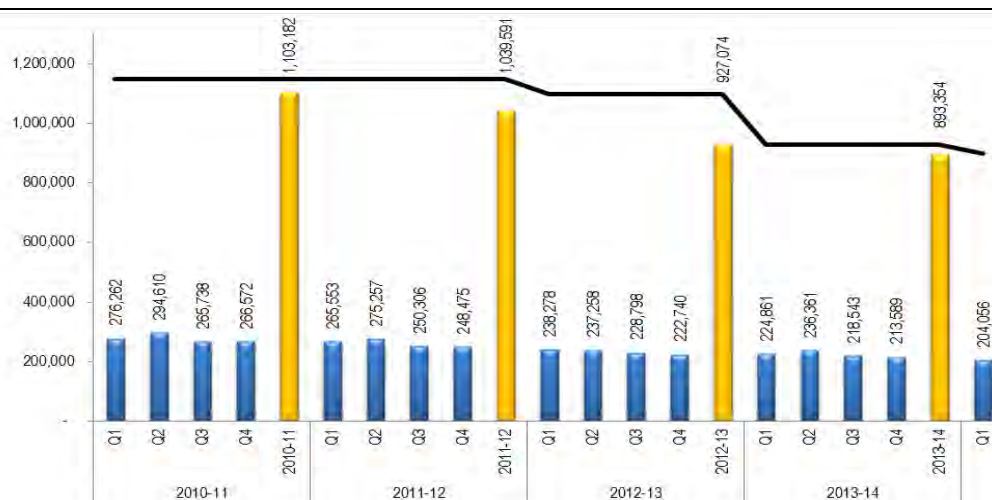
↓ 9.3%

-20,805 issues

Year-to-date 2014/15 vs 2013/14:

↓ 9.3%

-20,805 issues





The number of issues during Q1 2014/15 was reduced relative to the same period last year. The closure of Denny Library for over one week for relocation to the temporary cabin resulted in delays to return of books and less issues and renewals being made at Denny.

Looking ahead to Q2, expectation is for further reductions in issue numbers due to Denny Library's stock being smaller due to the reduced space in the cabin while town centre regeneration works are ongoing. The annual target was reduced accordingly to reflect the reduced stock levels at Denny. Although this indicator has been flagged amber at this time, performance may reduce further depending on performance of other libraries.

20)



### No. of visits to libraries

Q1 2014/15 vs Q1 2013/14:

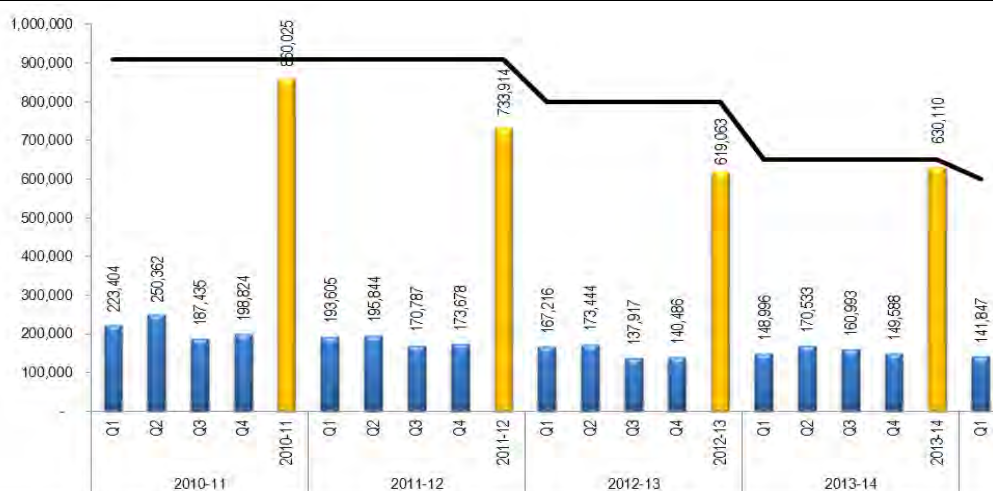
↓ 4.8%

-7,149 visits

Year-to-date 2014/15 vs 2013/14:

↓ 4.8%

-7,149 visits



Q1 visits to libraries were slightly reduced compared to the same quarter last year, with c.7,000 fewer overall. Visits to libraries in general continue to decrease with the increasing usage of online resources. Visits to Denny Library were 50% lower (20,358 to 10,067) following its closure for one week and limited size in its temporary home. Visits to Meadowbank Library increased by 35% from 20,071 to 30,271, and Falkirk Library increased from 29,655 to 33,436 (+13%), partly attributed to hosting a World Book Night event. More events were held in libraries than the same period last year. Bo'ness and Slamannan Libraries had a largely similar number of visits to the same period last year, while Bonnybridge, Larbert and Grangemouth Libraries recorded small reductions.

A programme of summer activities is planned to encourage library visits and will include children's workshops and craft sessions.

Performance for the remainder of the year is likely to achieve close to target hence being flagged amber at this time. The annual target was adjusted to allow for the reduced service at Denny, but the full effect this will have on performance is currently unclear.

21)



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

Q1 2014/15 vs Q1 2013/14:

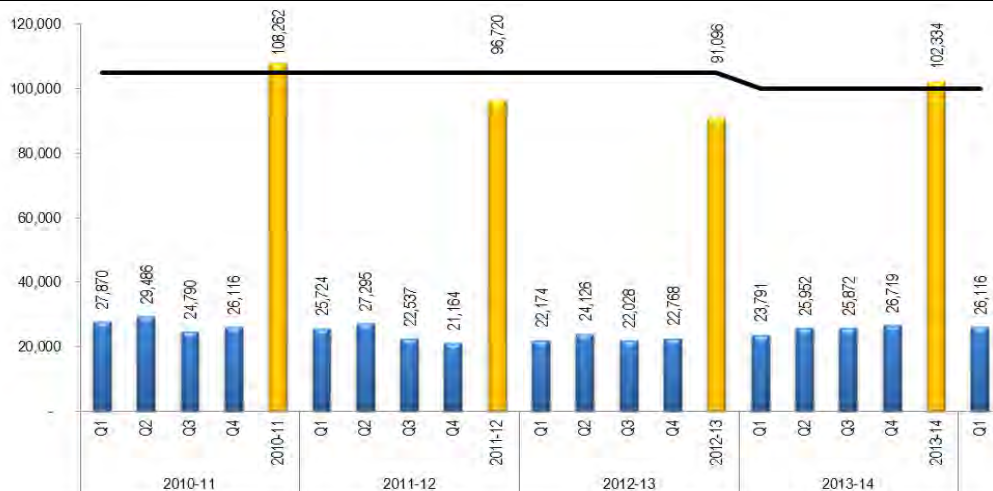
↑ 9.8%

+2,325 uses

Year-to-date 2014/15 vs 2013/14:

↑ 9.8%

+2,325 uses



The use of public access terminals increased during 2014/15 Q1 compared to the same quarter last year. This increased usage continues the pattern seen throughout last year and follows the Government's policy for Digital by Default: welfare reform and job seeking services being accessed via online.

Looking ahead to the remainder of 2014/15, usage is expected to continue to increase as there is still unused capacity at off-peak times.

22)



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

Q1 2014/15 vs Q1 2013/14:

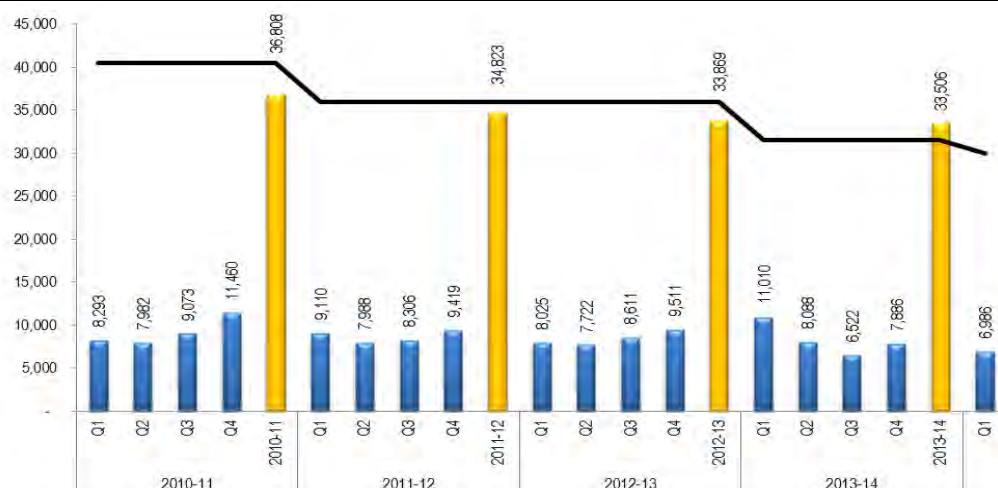
↓ 36.5%

-4,024 resources

Year-to-date 2014/15 vs 2013/14:

↓ 36.5%

-4,024 resources



23)



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

Q1 2014/15 vs Q1 2013/14:

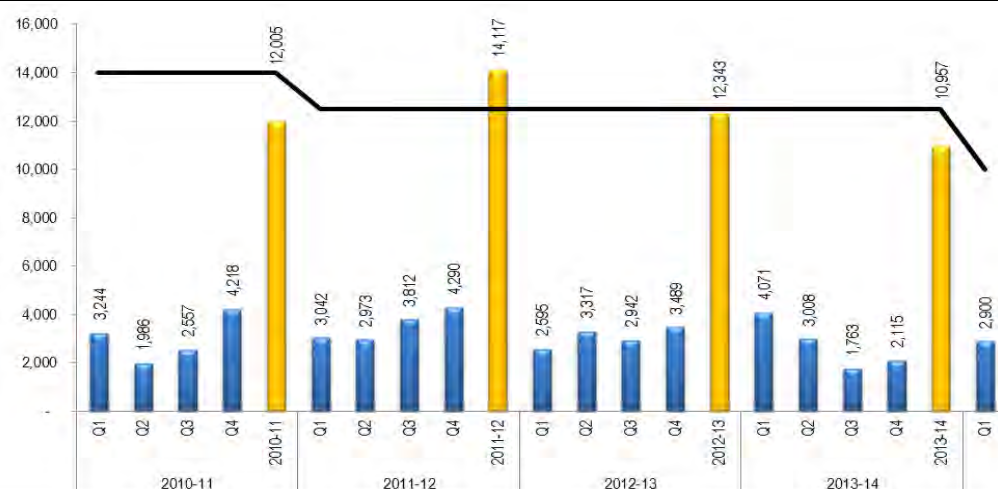
↓ 28.8%

-1,171 resources

Year-to-date 2014/15 vs 2013/14:

↓ 28.8%

-1,171 resources



Library stock budget has been held back during 2014/15 to contribute to the purchase cost of the new Library Management System (LMS), making quarters less comparable with 2013/14 performance.

Additions to stock during Q1 were reduced for adult and junior compared to the same period last year. Q1 last year had 1,000 adult and 250 new digital resource additions to stock which are not included this year as they are now classed as renewals rather than new additions to stock.

Ordering of new resources will be temporarily suspended during Q3 2014/15 to allow the transfer to the new library management system, which will impact on additions to library stock later in the year. Targets for both indicators have been adjusted downwards although the full effect of budget reallocation for the purchase of the LMS and temporary suspension of stock ordering is unknown. Both indicators have been flagged as red at this time.

24)



### No. of visits to Callendar House

Q1 2014/15 vs Q1 2013/14:

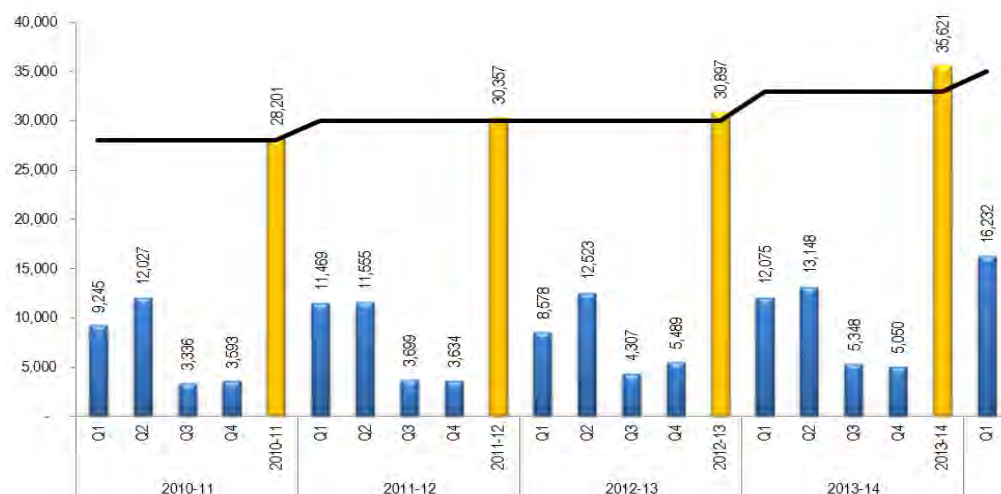
↑ 34.4%

+4,157 visits

Year-to-date 2014/15 vs 2013/14:

↑ 34.4%

+4,157 visits



Visitor numbers to Callendar House are significantly up over the same period last year, with an additional 4,157 visits. Comparisons to previous years should be treated with some caution due to new visitor counters installed in Callendar House from the start of Q1 which allow better analysis of visitor movement within the venue. The Festival of Museums on 17/18 May attracted over 1,400 visits over one weekend alone, resulting in over a 100% increase in admissions for the month compared to the same period last year (3,427 increased to 7,292).

Quarter two activities include summer activities aimed at younger children, with workshops related to the Marion Deuchers exhibition, craft workshops and art workshops in Cultivating Earth. Two new exhibitions on WW1 open from late July/early August, with the John Shankie 'Refractory and Refrigeration' exhibition in the Park Gallery and 'War: a conversation with objects' in the second floor galleries. These are accompanied by activities within the House including baking workshops for children, John Shankie talks, and workshops for older participants.

25)



### No. of Visits to Kinneil Museum

Q1 2014/15 vs Q1 2013/14:

↑ 27.6%

+287 visits

Year-to-date 2014/15 vs 2013/14:

↑ 27.6%

+287 visits



The target for 2014/15 was reset following the introduction of a revised counting mechanism in Q1 last year. A target of 3,000 visits has been set for 2014-15. Comparisons of 2014/15 performance with last year are valid, but comparisons with years previous to this should be treated with caution

The number of visits to Kinneil Museum increased by almost 300 visits compared to the first quarter of 2013/14. Successful weekend for Kinneil House open days and the Festival of Museums in May contributed to the overall quarterly total and indicates the continued popularity of Friends of Kinneil events.

Looking ahead to the second quarter, visit numbers are expected to be boosted by an open doors event at Kinneil House on 31<sup>st</sup> August. Kinneil Museum will be closed on the weekend of 6/7 September whilst the Bo'ness Hill Climb Revival event takes place on Kinneil Estate. Public consultation on the Kinneil Estate masterplan for conserving, enhancing and developing the Estate over the next ten years takes place during September, with four drop-in events at Kinneil Museum throughout the month.

26)



### Total participants in Heritage Education Workshops for Schools

Q1 2014/15 vs Q1 2013/14:

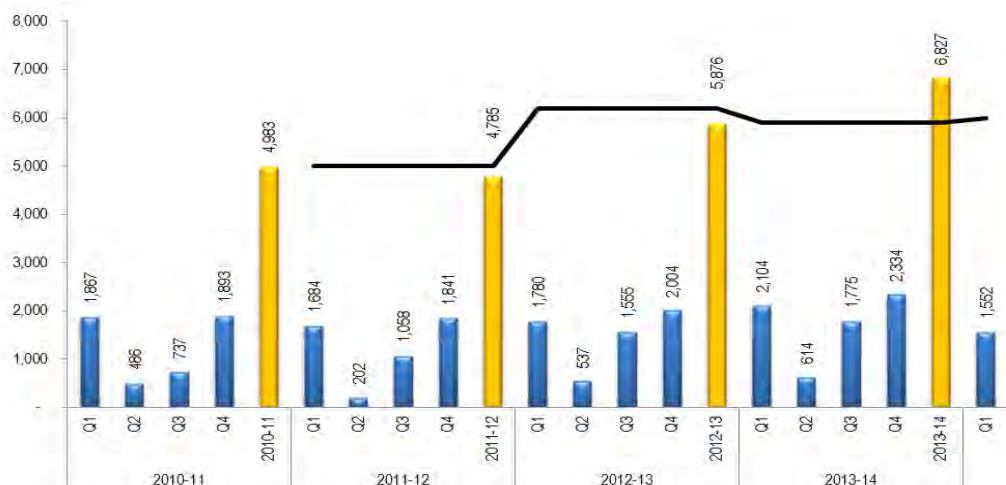
↓ 26.2%

-552 participants

Year-to-date 2014/15 vs 2013/14:

↓ 26.2%

-552 participants



Performance during Q1 2014/15 was reduced compared to the same quarter last year. 2013/14 was the most successful year to date with programmes at full capacity. Participant numbers were impacted by an asbestos issue restricting part of the programme, with school bookings equating to approx 350 participants not going ahead. Heritage workshops also faced significant competition from other activity in the Falkirk area, namely school involvement in Commonwealth Games projects, the Queen's Baton Relay and the opening of the Kelpies.

Q2 is the quietest period of the year covering the school holidays, with workshops only taking place once schools return in mid-August. The asbestos issue is now resolved and a full programme of workshops is planned for this period. Although performance is below the Q1 position last year this indicator has been flagged amber on the expectation that last year's stronger performance will be repeated for the remainder of the year.

27)



### No. of participants in Outdoor Activities

Q1 2014/15 vs Q1 2013/14:

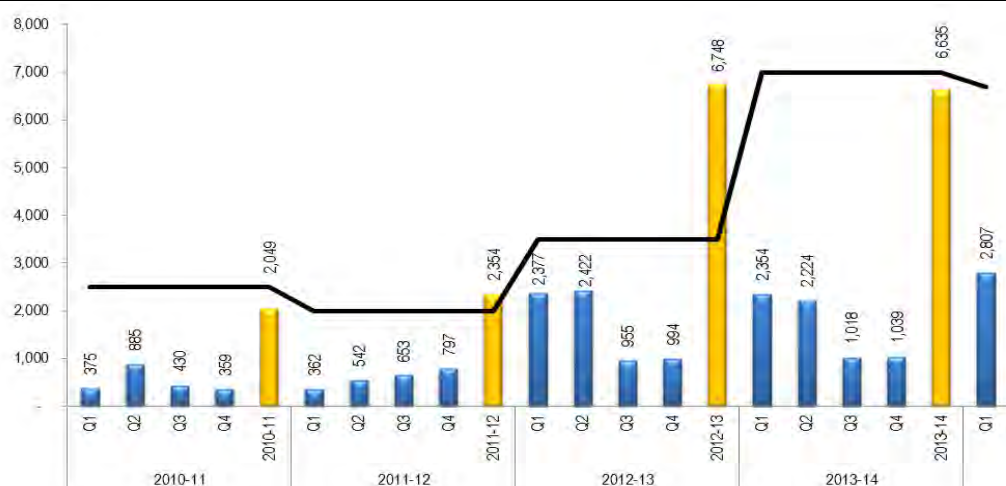
↑ 19.2%

+453 participants

Year-to-date 2014/15 vs 2013/14:

↑ 19.2%

+453 participants





Participant numbers are up on the same quarter last year, helped by stable spring weather which encouraged participation. Adult participant numbers increased following an expanded partnership with Stirling & Falkirk Canoe Club. The Schools Orienteering Festival was well attended and generated extra demand for sessions from schools, contributing to the increase in junior participants. The Easter programme had a healthy 75% uptake of places for Adventure Days but Helix session uptake was 35%. Income for the quarter was similar to last year with c.£10,500 of income, however income from recently started Lowland Leader Award programme and Duke of Edinburgh Programme will not start to show until next quarter.

The second quarter covers the summer holiday period with a programme offering Adventure Days and sessions at the Helix Park. Success will be largely dependent on weather and on increasing uptake of the Helix offer following the disappointing performance of these sessions during Easter.

28) Not flagged

**No. of tickets sold for Kelpies tours**

Q1 2014/15 vs Q1 2013/14:

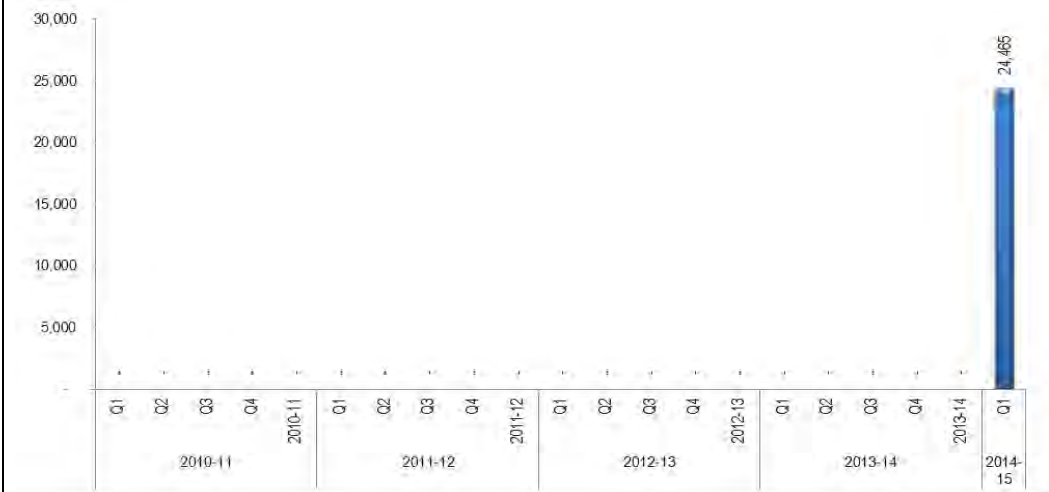
**N/A**

24,465 tickets sold

Year-to-date 2014/15 vs 2013/14:

**N/A**

24,465 tickets sold



Numbers for the Kelpies tours have consistently performed above the projections detailed in the Helix Business Plan. The high profile media coverage that has been achieved since the sculptures opened to the public on the 21st April 2014 has been significant and has thus supported their continued success. June saw a slight drop off in numbers and this would be expected prior to the start of the school holiday period. It has been an impressive start for the Kelpies tours with overwhelmingly positive feedback from visitors.

Income from the sale of Kelpies tickets from the opening of the Kelpies on 21<sup>st</sup> April until the end of Q1 was c£64,000.

Looking ahead to Q2, visitor numbers are expected to be higher than Q1 as this encompasses the peak holiday period.

Additional performance indicators detailing numbers of visitors to the Helix Park and programme use will be included from the next performance report going forward.

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

Indicator	2011/12 total	2012/13 total	2013/14					2014/15	
			Q1	Q2	Q3	Q4	Year Total	Target	Q1
Sickness Absence - % days lost	3.34%	4.03%	4.13%	3.40%	4.04% end-Oct	4.55% end-Feb	4.03%	Reduce	<b>4.20%</b>
Staff Turnover	11.7% Jul-Mar	8.6%	3.1% equates to 15 staff	4.0% equates to 19 staff	2.0% equates to 10 staff	1.4% equates to 7staff	10.6% equates to 51 staff	Reduce	<b>3.3%</b> equates to 16 staff
No of Health & Safety incidents and accidents	121	105	26	23	20	27	96	Reduce	<b>33</b>
No. of complaints and formal enquiries received and dealt with	120	94	20	27	30	41	118	Reduce	<b>27</b>
Number of hits on Trust website	n/a	407,333	136,073	146,442	135,858	162,269	580,642	Increase	<b>169,005</b>

Updated sickness absence figures are for the period to the end of June 2014 and are near identical to the same period last year. This remains higher than desired and the target for the year remains to reduce this closer to previous lower levels.

Staff turnover for Q1 2014-15 was 3.3%, equating to 16 employees leaving during this period: 12 resignations, 2 retirements and 2 other. This equates to 1 more employee leaving compared to the same quarter last year. At the end of Q1, the Trust had a total headcount of 488 contracted employees (temporary and permanent staff).

There were 33 accidents and incidents reported during the first quarter, an increase of 7 on the same quarter last year.

The number of complaints and formal enquiries received and dealt with during the first quarter of 2014/15 was 27, a slight increase on same period last 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 first quarter increased compared to the same 3-month period last year (+24% increase), and is the highest recorded quarterly total to date. These hits were carried out by 91,946 unique public visitors to the Trust website.

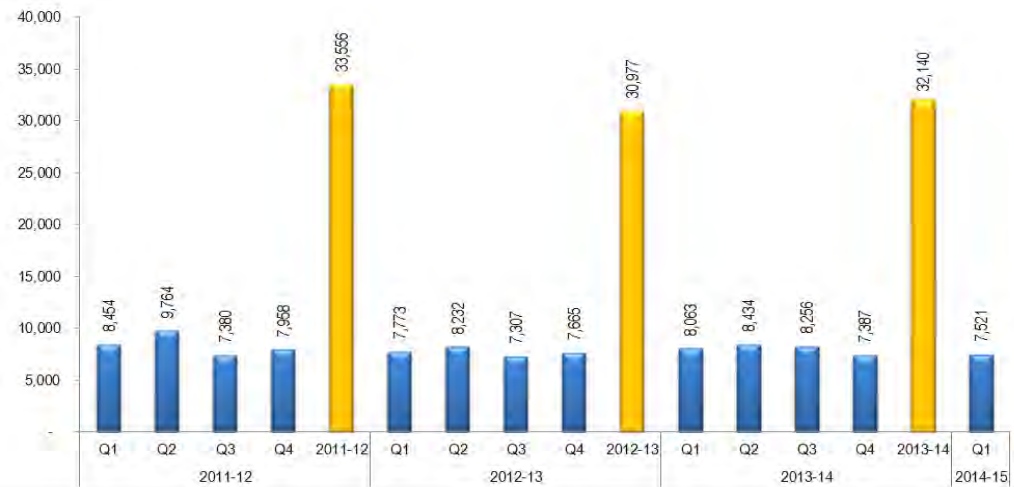
**Falkirk Community Trust**  
**April - June 2014 Quarter 1 Performance Report, Appendix for Scrutiny Committee**

Appendix 1b - Supplementary

**No. of visits to Bonnybridge Library**

Q1 2014/15 vs Q1 2013/14:

↓ **6.7%**  
- 542 visits



Contributes to total for: PI 20) No. of visits to libraries

**No. of visits to Denny Library**

Q1 2014/15 vs Q1 2013/14:

↓ **23.9%**  
- 3,393 visits

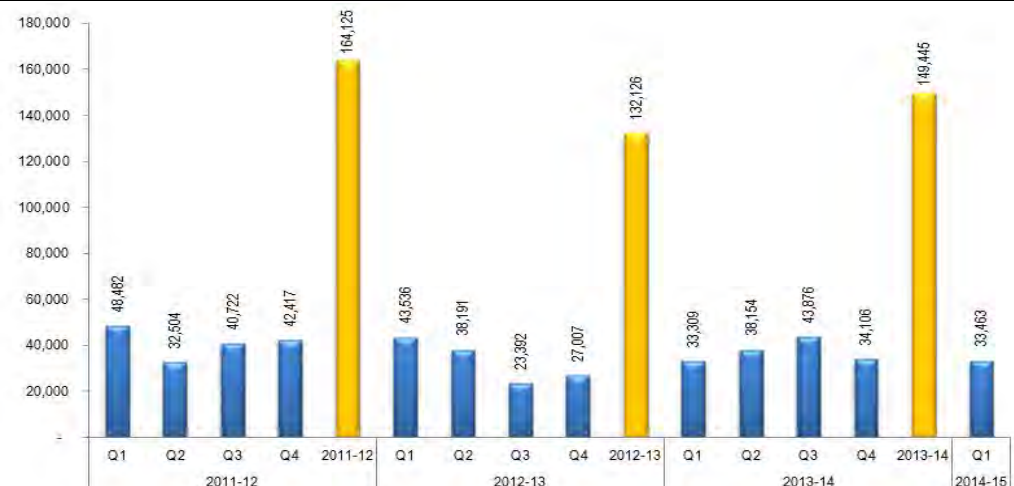


Contributes to total for: PI 20) No. of visits to libraries

**No. of visits to Falkirk Library**

Q1 2014/15 vs Q1 2013/14:

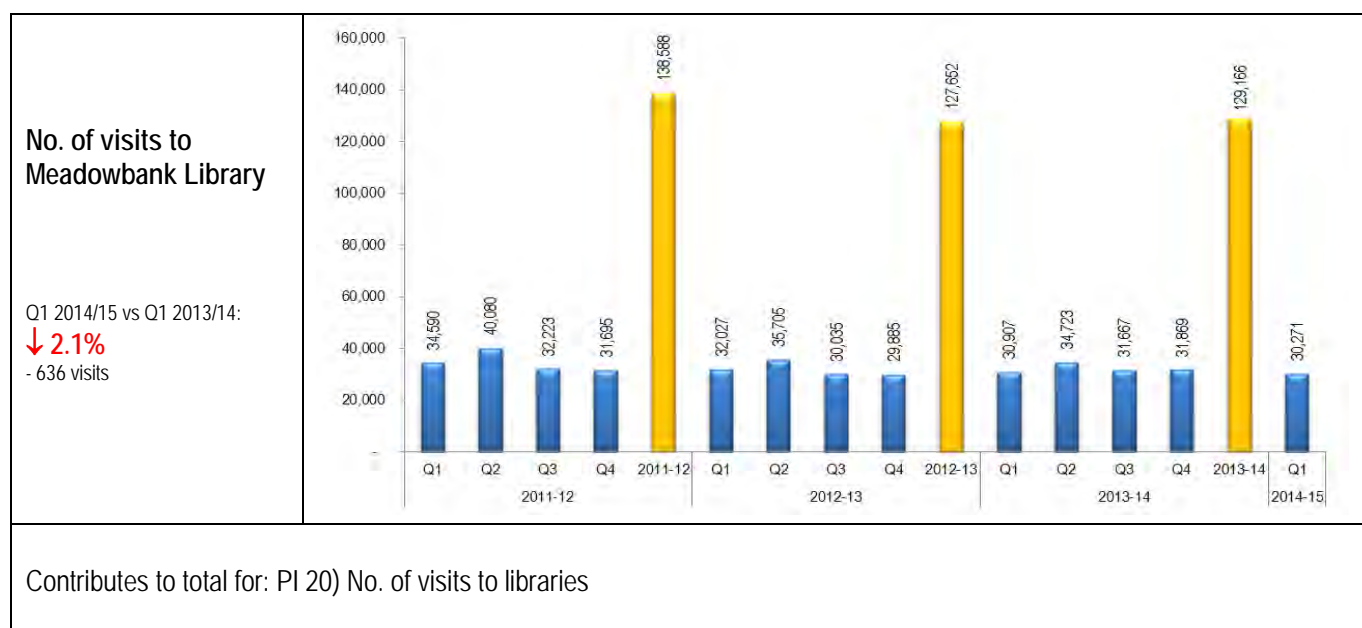
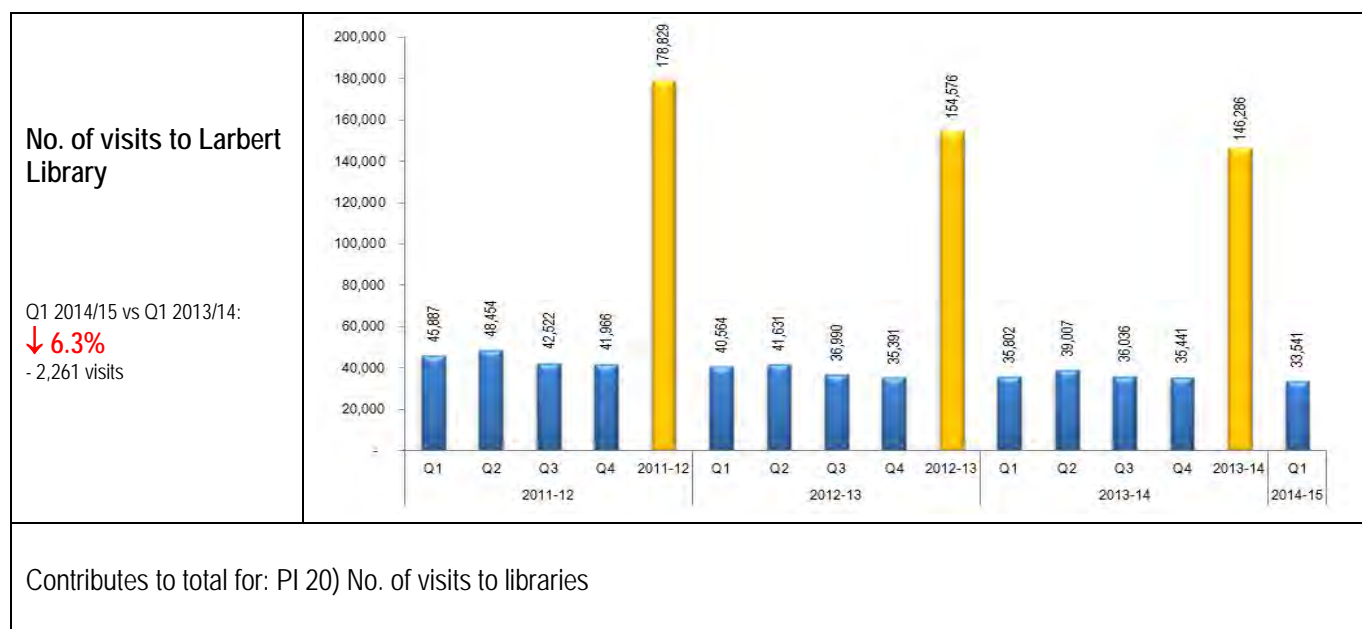
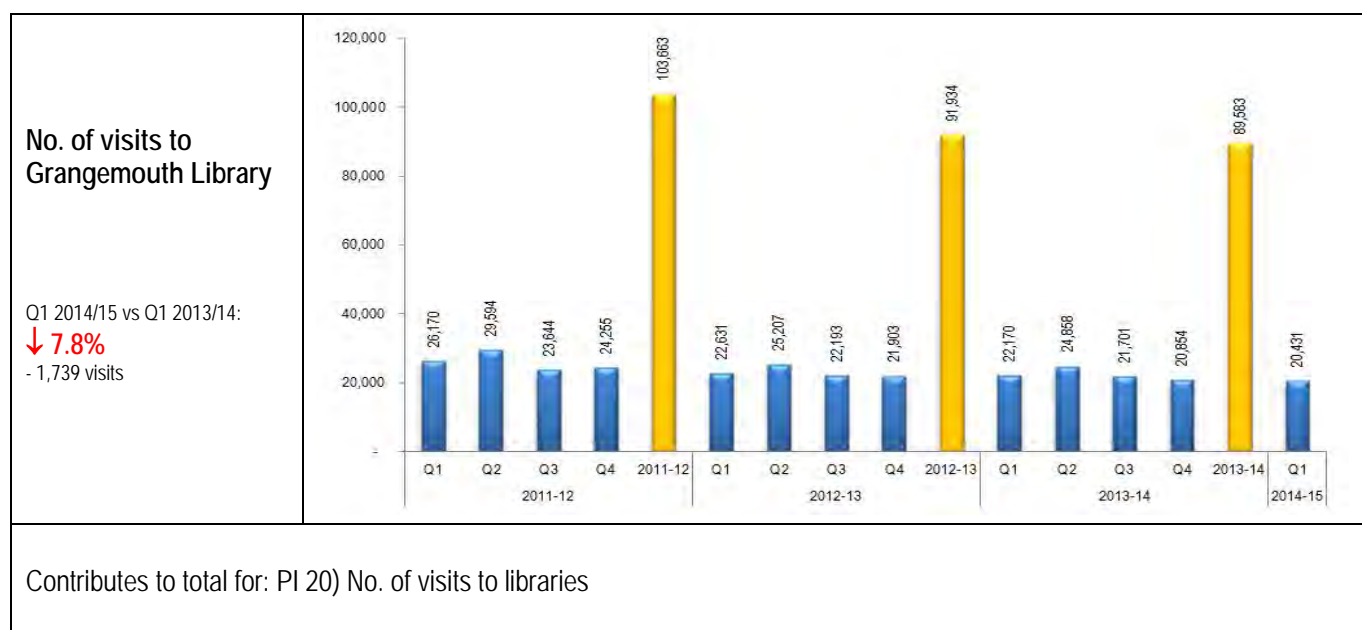
↑ **0.5%**  
+ 154 visits



**Falkirk Community Trust**  
**April - June 2014 Quarter 1 Performance Report, Appendix for Scrutiny Committee**

Contributes to total for: PI 20) No. of visits to libraries

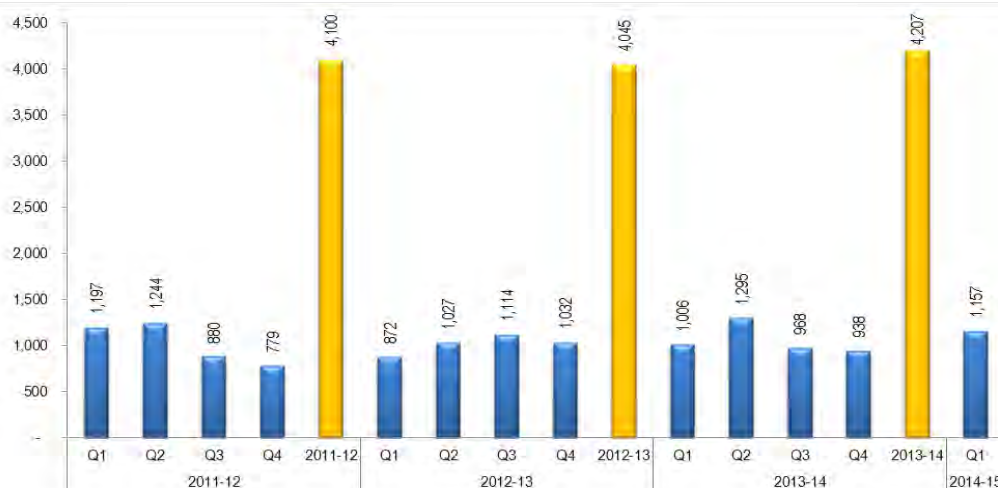
**Falkirk Community Trust**  
**April - June 2014 Quarter 1 Performance Report, Appendix for Scrutiny Committee**



**Falkirk Community Trust**  
**April - June 2014 Quarter 1 Performance Report, Appendix for Scrutiny Committee**

**No. of visits to  
Slamannan Library**

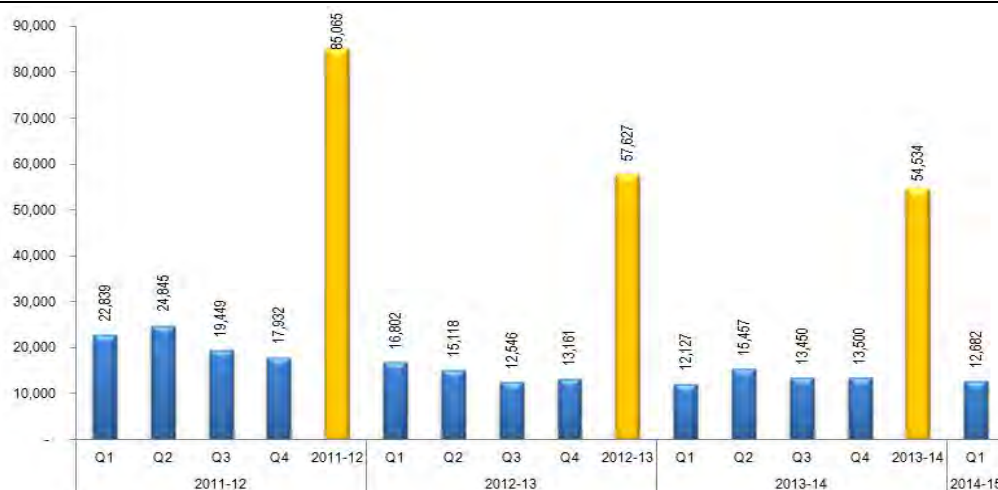
Q1 2014/15 vs Q1 2013/14:  
↑ 15.0%  
 + 151 visits



Contributes to total for: PI 20) No. of visits to libraries

**No. of visits to  
Bo'ness Library**

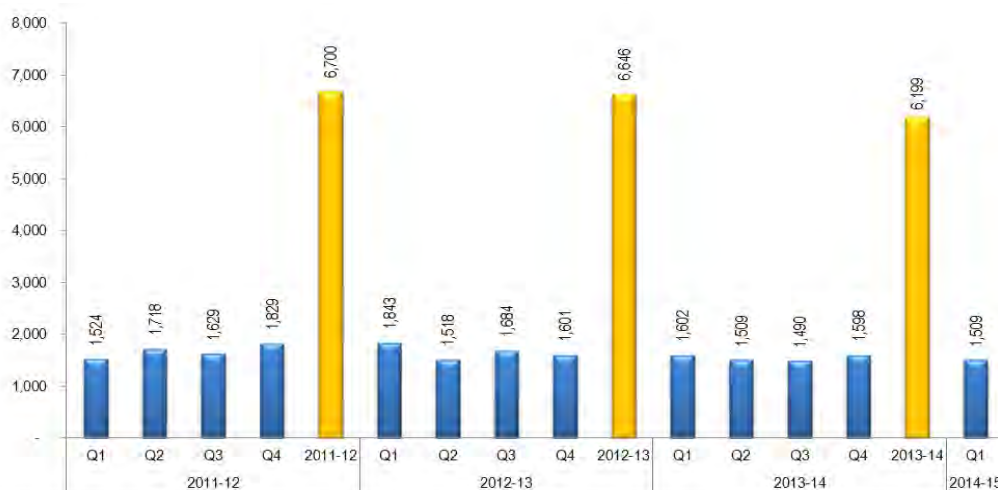
Q1 2014/15 vs Q1 2013/14:  
↑ 4.6%  
 + 555 visits



Contributes to total for: PI 20) No. of visits to libraries

**No. of visits to Mobile  
Library**

Q1 2014/15 vs Q1 2013/14:  
↓ 5.8%  
 - 93 visits



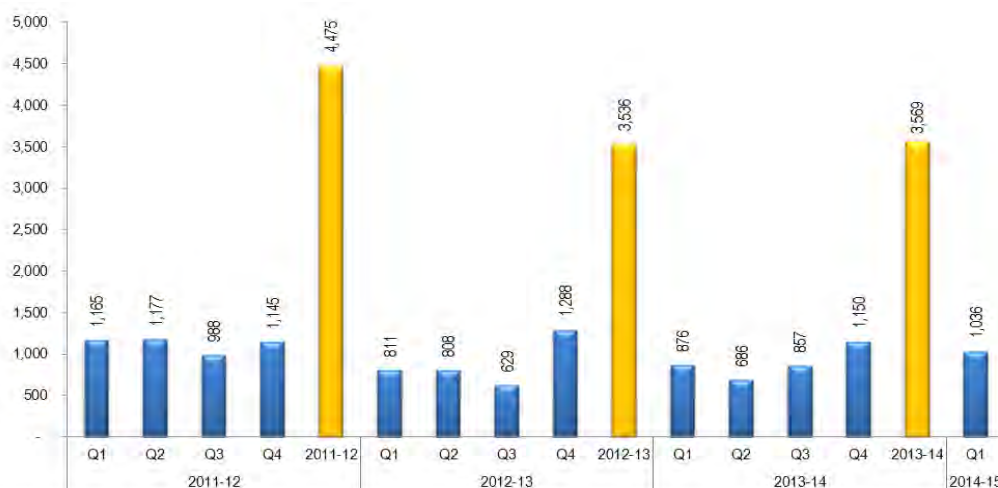
Contributes to total for: PI 20) No. of visits to libraries



**Falkirk Community Trust**  
**April - June 2014 Quarter 1 Performance Report, Appendix for Scrutiny Committee**

**Admissions to Bankier Sports Centre**

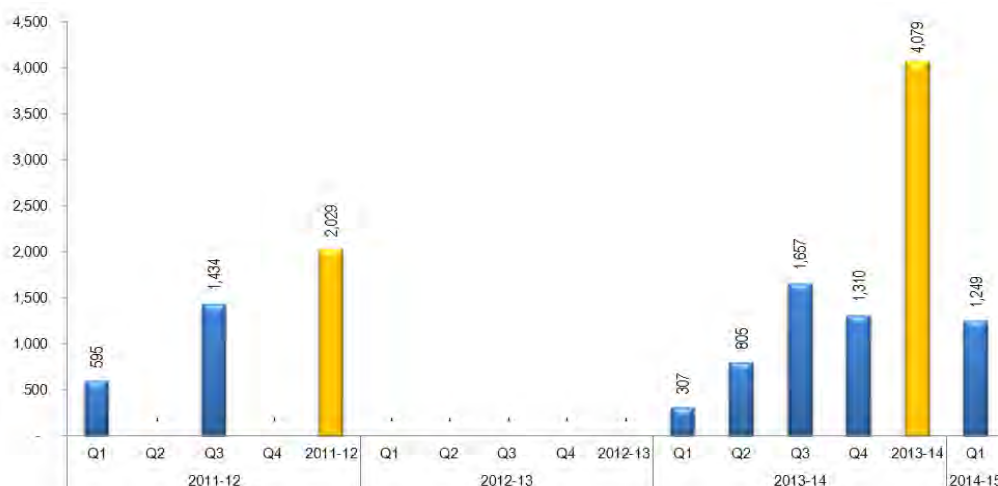
Q1 2014/15 vs Q1 2013/14:  
**↑ 18.3%**  
 + 160 admissions



Contributes to total for: PI 8) Admissions to Neighbourhood Sports Centres

**Admissions to Denny Football Centre**

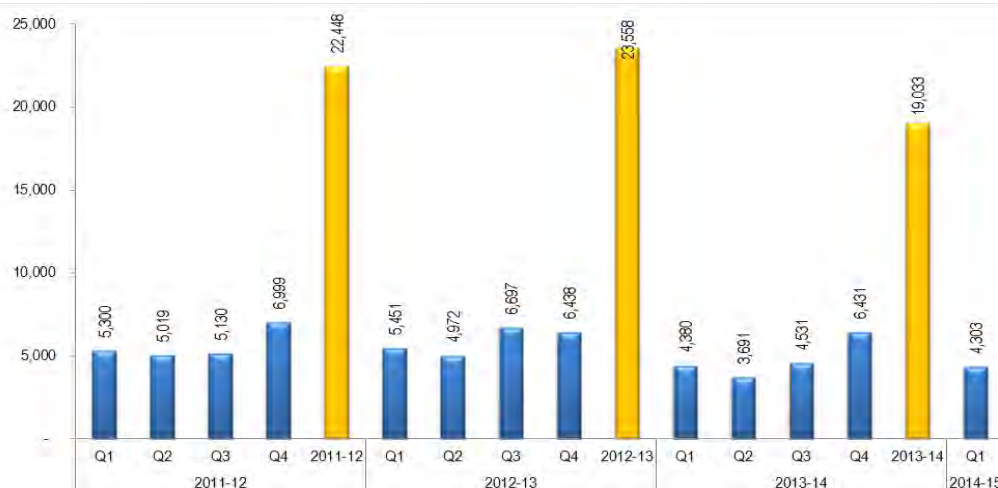
Q1 2014/15 vs Q1 2013/14:  
**↑ 306.8%**  
 + 942 admissions



Contributes to total for: PI 8) Admissions to Neighbourhood Sports Centres

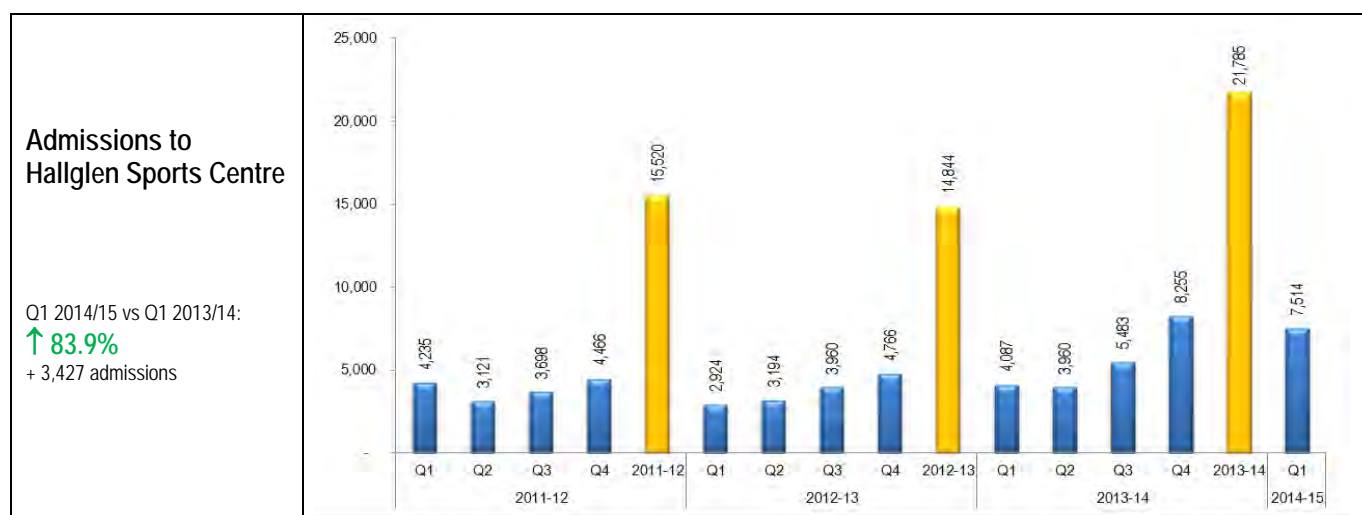
**Admissions to Denny Sports Centre**

Q1 2014/15 vs Q1 2013/14:  
**↓ 1.8%**  
 - 77 admissions



Contributes to total for: PI 8) Admissions to Neighbourhood Sports Centres

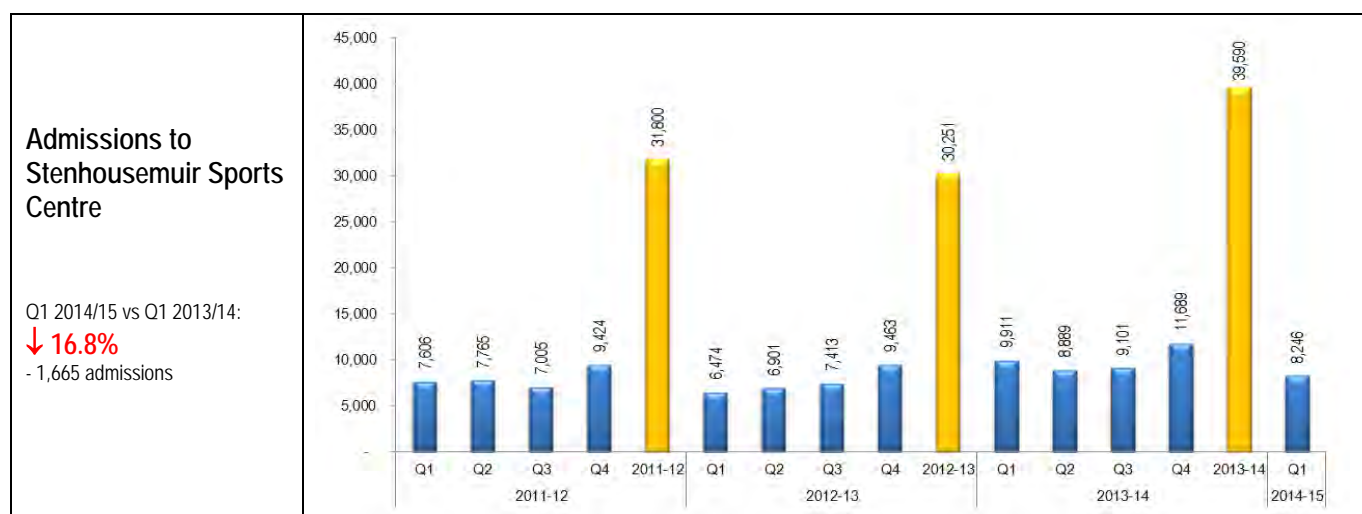
**Falkirk Community Trust**  
**April - June 2014 Quarter 1 Performance Report, Appendix for Scrutiny Committee**



Contributes to total for: PI 8) Admissions to Neighbourhood Sports Centres



Contributes to total for: PI 8) Admissions to Neighbourhood Sports Centres



Contributes to total for: PI 8) Admissions to Neighbourhood Sports Centres

**Falkirk Community Trust**  
**April - June 2014 Quarter 1 Performance Report, Appendix for Scrutiny Committee**

**Admissions to Woodlands Games Hall**

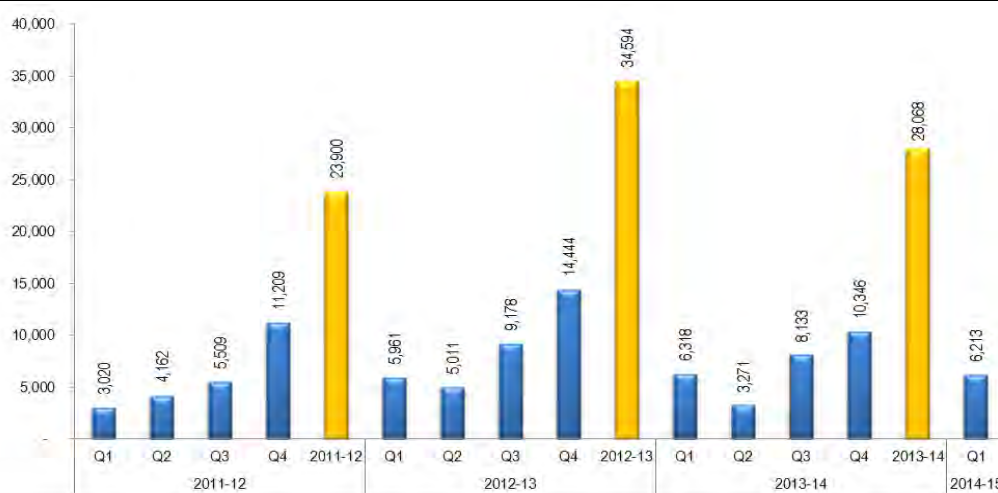
Q1 2014/15 vs Q1 2013/14:  
**↑ 14.5%**  
 + 628 admissions



Contributes to total for: PI 8) Admissions to Neighbourhood Sports Centres

**Admissions to Grangemouth High School**

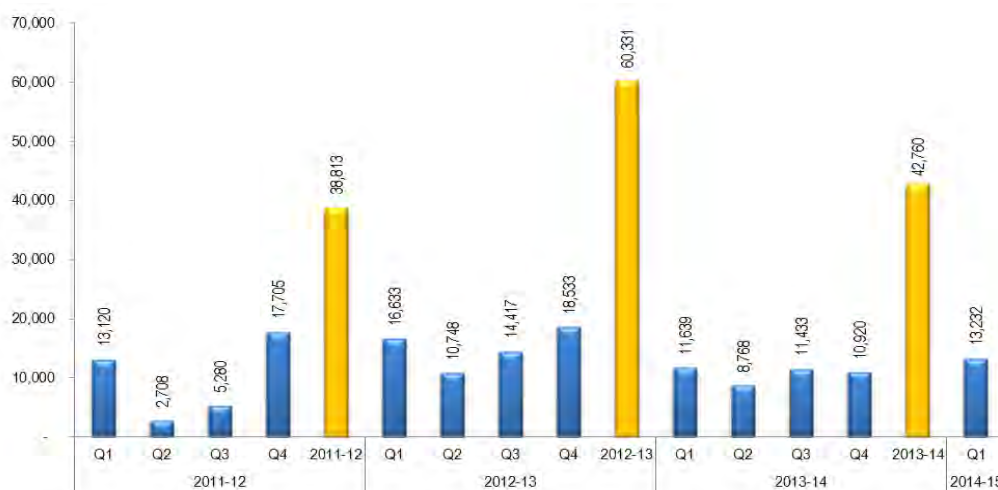
Q1 2014/15 vs Q1 2013/14:  
**↓ 1.7%**  
 - 105 admissions



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

**Admissions to Denny High School**

Q1 2014/15 vs Q1 2013/14:  
**↑ 13.7%**  
 + 1,593 admissions



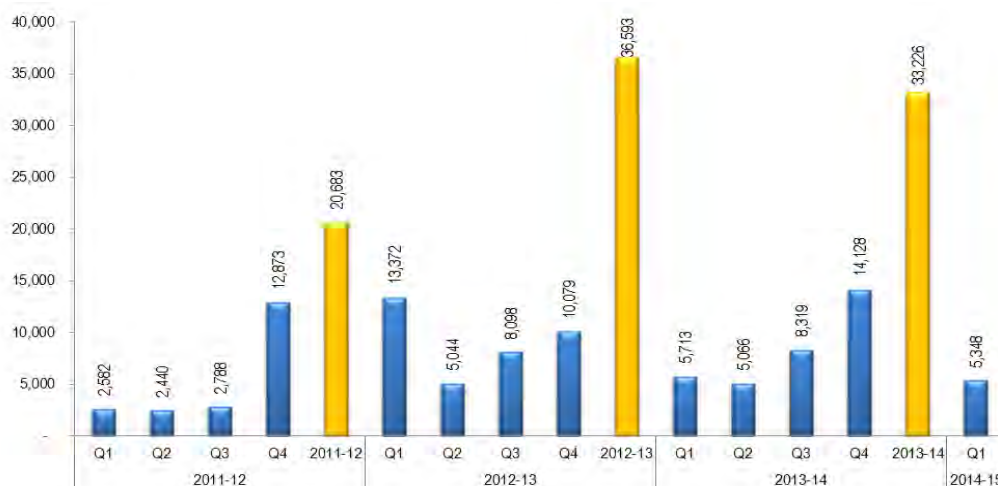
Contributes to total for: PI 9) Out of hours admissions to Community Use High Schools

# Falkirk Community Trust

## April - June 2014 Quarter 1 Performance Report, Appendix for Scrutiny Committee

### Admissions to St Mungos High School

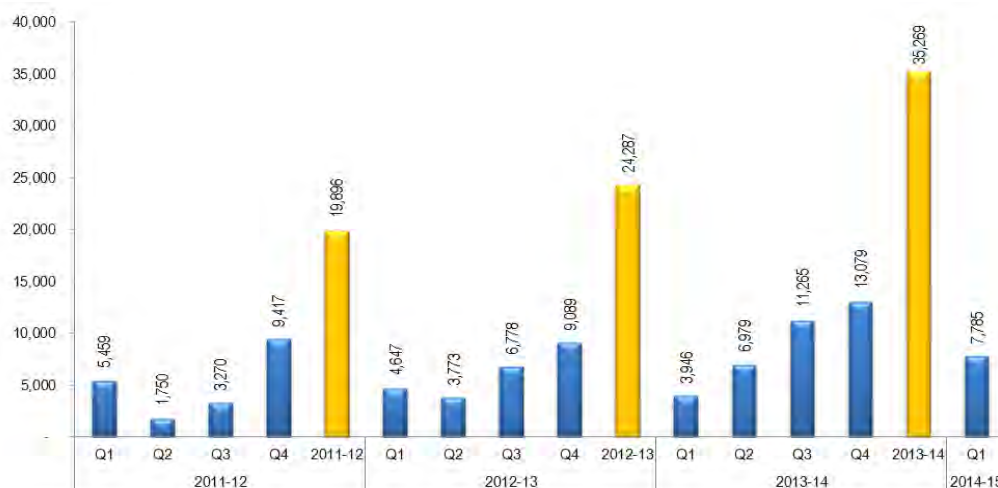
Q1 2014/15 vs Q1 2013/14:  
↓ 6.4%  
 - 365 admissions



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

### Admissions to Falkirk High School

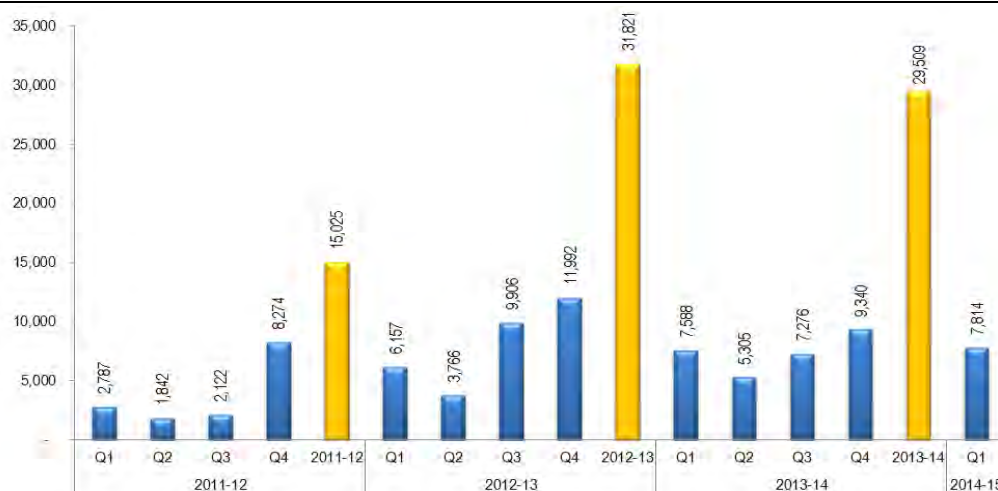
Q1 2014/15 vs Q1 2013/14:  
↑ 97.3%  
 + 3,839 admissions



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

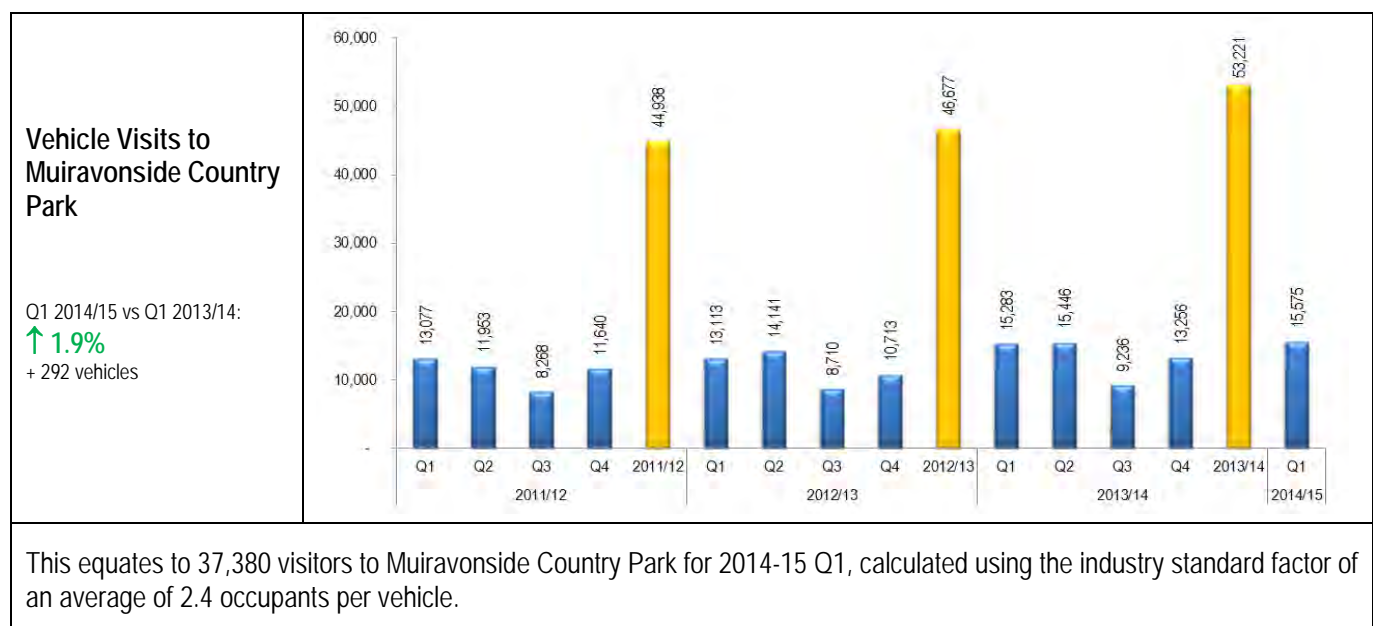
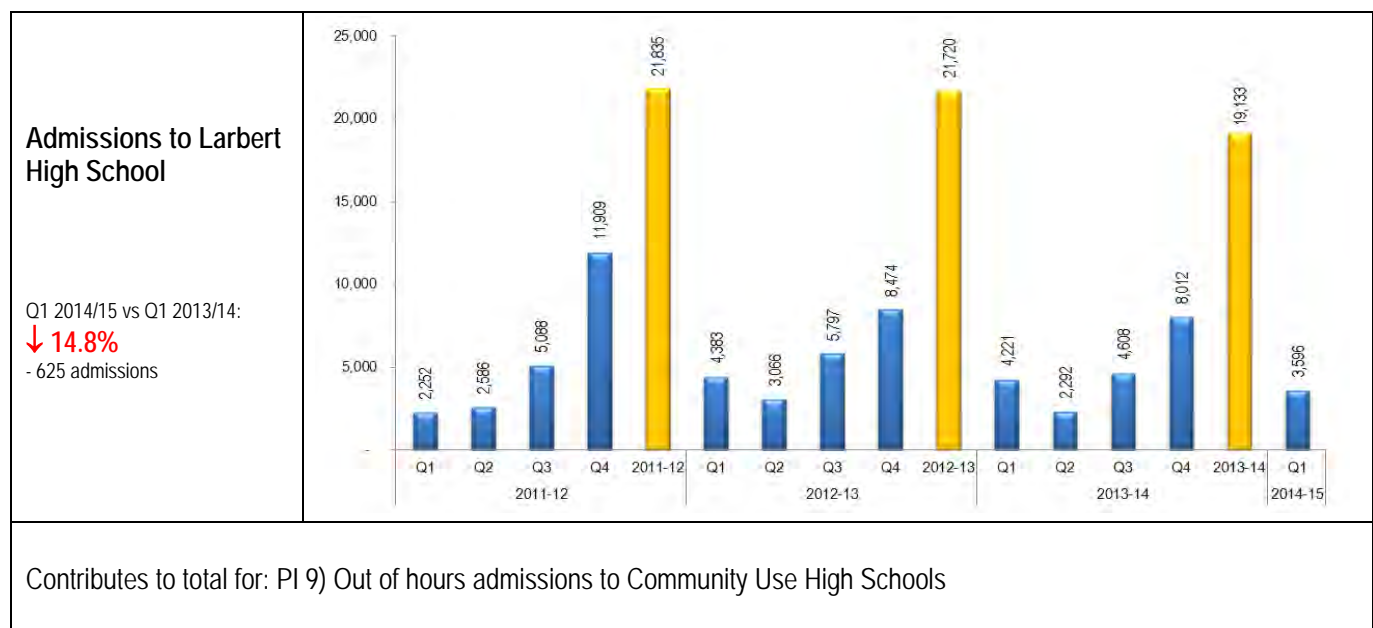
### Admissions to Braes High School

Q1 2014/15 vs Q1 2013/14:  
↑ 3.0%  
 + 226 admissions



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

**Falkirk Community Trust**  
**April - June 2014 Quarter 1 Performance Report, Appendix for Scrutiny Committee**







## **Falkirk Community Trust Limited**

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# report and financial statements

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**2014**





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REFERENCE AND ADMINISTRATIVE INFORMATION
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Falkirk Community Trust Limited

<b>Directors</b>	<p>Ian Scott (Chair) (Re-appointed 30<sup>th</sup> May 2013)</p> <p>Ann Cowen (Re-appointed 30<sup>th</sup> May 2013)</p> <p>Councillor Dennis Goldie (Vice Chair) (Appointed 28<sup>th</sup> June 2012)</p> <p>Councillor Linda Gow (Re-appointed 28<sup>th</sup> October 2013)</p> <p>Alex McQuade (Re-appointed 30<sup>th</sup> May 2013)</p> <p>Ruth Morrison (Appointed 30<sup>th</sup> August 2012)</p> <p>Richard Murphy (Appointed 30<sup>th</sup> May 2013)</p> <p>Councillor Malcolm Nicol (Re-appointed 28<sup>th</sup> June 2013)</p> <p>Councillor Joan Paterson (Resigned 8<sup>th</sup> July 2014)</p> <p>Councillor Adrian Mahoney (Appointed 8<sup>th</sup> July 2014)</p> <p>Councillor Pat Reid (Re-appointed 28<sup>th</sup> June 2013)</p> <p>Simon Rennie (Re-appointed 7<sup>th</sup> November 2013)</p> <p>Robert Tait (Re-appointed 30<sup>th</sup> May 2013)</p>
<b>Chief Executive</b>	Maureen Campbell
<b>Company Secretary</b>	Jane Clark
<b>Registered Office</b>	<p>Suite 1A</p> <p>The Falkirk Stadium</p> <p>4 Stadium Way</p> <p>Falkirk</p> <p>FK2 9EE</p>
<b>Auditors</b>	<p>Baker Tilly UK Audit LLP</p> <p>Breckenridge House</p> <p>274 Sauchiehall Street</p> <p>Glasgow</p> <p>G2 3EH</p>
<b>Solicitors</b>	<p>Shepherd &amp; Wedderburn</p> <p>191 West George Street</p> <p>Glasgow</p> <p>G2 2LB</p>
<b>Bankers</b>	<p>Clydesdale Bank</p> <p>1 Bank Street</p> <p>Falkirk</p> <p>FK1 1NB</p>
<b>Charity number</b>	SC042403
<b>Company number</b>	SC400657

## STRATEGIC REPORT

### *Main activity*

The purpose of the company is to deliver, on behalf of Falkirk Council, inspiring culture and recreation services and experiences that support the Falkirk area's communities' aspirations and meet visitor expectations by:

- Encouraging the population of the Falkirk 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 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.

### *Business objectives*

For the period 2011 – 2015 the objectives of the company are:

- To ensure existing services are delivered effectively;
- To generate increased uptake of services and reduce the net cost per user;
- To develop a better understanding of our customers and improve our marketing activity;
- To embed integrity, equality of opportunity, and social and environmental responsibility into how we undertake our business;
- To manage an organisational transition to produce an effective Trust, that maintains and enhances relationships; and
- To create a positive working environment where staff use their skills and expertise to deliver valued contributions to the Trust.

### *Risk Management*

The major strategic, business and operational risks associated with the company are identified. The risk register was presented to the Board for scrutiny during the year to ensure that risk is drawn to the attention of Directors. A Strategic Risk Management Policy is in place along with risk register, review and mitigation systems which are reviewed regularly by the management team.

### *Achievements and Performance*

Having put in place the necessary foundations for the Trust over the last two years our third year has begun to see a change agenda forming with a number of positive new results and introduction of new activities. Despite the impact of a reducing funding profile we have been able to maintain progress across our business as well as secure some major firsts for the Falkirk area.

Highlights included Callendar House securing an elusive 5 star award from Visit Scotland for the first time and Falkirk winning Creative Scotland's Creative Place award for communities under 100,000 people. Our fundraising was particularly successful and we were awarded £500,000 from competitive grant making bodies much of which will flow through into next financial year.

We reviewed our concessionary offering across the Trust and after benchmarking with others decided we could do better. We created a new concessionary card system which is more generous both in terms of activities offered and who is eligible. Aligned to accessible charges, an overall uplift in usage of the card is expected to generate increased income in 2014/15. During 2013/14 we supported 120,779 admissions to paid activity across all our venues via anti-poverty and health concessions, an increase of 9%.

## STRATEGIC REPORT

Growing our customer base is a vital element of our growth strategy through income generation. At £5.38m we generated an increase of 18% on last year and customer income represented 30% of our total income received. Our efforts to modernise and improve our health & fitness offer yielded a 31% increase in related income. Growth in the fitness class programme, continued refurbishment and the resultant increased usage at the Mariner Centre following our investment in an extension last year, all contributed. Following comparative analysis we decided to freeze our membership prices for the 3<sup>rd</sup> consecutive year and along with three promotional campaigns over the year continued to grow our membership numbers. With over 205,000 admissions during the year across all three venues admissions were up by 30%.

We attracted 1,091,833 admissions to sports centres and pools, a 3% increase on last year however overall growth has slowed from the previous year. Strong performance was achieved at Grangemouth Sport Stadium, up by 12% and our 7 Neighbourhood Sports Centres up by 7%. Our young people's programmes delivered through Sports Development and Active School teams performed very well with an increase in both programme delivered and places booked.

Services for young people are a priority and across all our services, programmes, classes or workshops there were 797,029 admissions, up by over 3% on last year.

Better weather in the summer of 2013 meant that golf course performance was much improved with an 18% increase in rounds of golf played at our 2 venues. This also had an impact on park amenities which reported an admissions increase of 15% on the previous season.

Heritage services performed well and at 32,343 visits to our 2 main venues – Callendar House and Kinneil Museum – an overall increase of 8% making Callendar House the busiest it's been. Heritage workshops also performed well and we increased access to our collections with themed reminiscence boxes containing a selection of objects proving very popular with audiences in care homes throughout the area. Despite some very successful targeted programmes delivered through the arts development team, admissions to all 3 arts venues declined on last year. An increased focus on marketing and the use of our libraries for events began to reverse the declining trend in library use for the first time in many years with visits to libraries up by 11,047. An increase in the number and range of children's events held in libraries contributed to this increase and participation in events was up by 28% on last year.

### ***Financial Review***

The Group's financial results for the year 1<sup>st</sup> April 2013 to 31<sup>st</sup> March 2014 are shown on page 11. This shows a surplus on unrestricted funds of £11,000. After applying £71,000 from the revaluation reserve, the unrestricted fund has increased to £296,000 (£214,000 as at 31<sup>st</sup> March 2013).

The Trust's wholly owned subsidiary, Community Trust Trading Limited, achieved a breakeven position for the period to 31<sup>st</sup> March 2014. The principal activity of the trading company is the provision of catering and retail services.

### ***Plans for the Future***

Towards the end of the year we developed a Business Case for expanding our gym facility offer and very much welcome the Council's commitment to investing c£1m in our plans through their 'spend to save' initiative. This project is planned for a 2015 opening in Stenhousemuir Town Centre.

The downturn in admissions at the Hippodrome will require us to make sure that we are maintaining an effective balance of the popular and accessible with arthouse screenings appealing to a wide ranging audience. We will work with Falkirk Council on forward plans for redevelopment of Falkirk Town Hall (FTH) as part of their Municipal Buildings project. Although this project may take time to come to fruition, a new Arts venue for the area would be very welcome and would help address many of the issues that constrain the customer and performer experiences at FTH.

We received constructive feedback from the Heritage Lottery Fund on a funding bid for Callendar House and Stables and as a result will be looking to develop a Master Plan for the House and Park as precursor to further dialogue on funding. Securing funding and working more effectively in partnership are drivers for much of our planning for the future across all the Trusts constituent disciplines. We will continue this with a focus on a Master Plan for Kinneil Estate, a Management Plan for Muiravonside Country Park, a Development Plan for Libraries and Delivery Plans for Physical Activity & Wellbeing, the development of Sport and the Arts & Public Art.

## STRATEGIC REPORT

Our 5 year Business Strategy highlights investment in IT as one of the priorities for business improvement, particularly to support more effective marketing and customer knowledge as well as provide a much improved customer experience. We will begin through investing in a new Library Management System. Work will continue to ensure that we make best use of the systems we have, however a priority is to improve our electronic point of sales systems and we will need to seek capital investment to do this.

Following positive dialogue with Sportscotland we will lead a project to refurbish Grangemouth Stadium and track with their funding support and legacy investment from the Commonwealth Games. This will add significantly to Falkirk Council's capital investment of £500,000.

The Trust looks forward to a very busy year ahead. We will be delivering 'Memorial, Reflection, Restoration' a programme to commemorate WW1, operating the first season of the iconic Helix Park and Kelpies and seeking to build on the legacy of the Commonwealth Games as well as contributing to the Year of Homecoming. However this high profile activity will not deflect us from our core daily business of delivering culture and sport in our venues across the Falkirk area.



Ian Scott  
Chair of the Board  
Falkirk Community Trust

Date: 21 August 2014



## DIRECTORS' REPORT

### Structure, Governance and Management

#### *Charitable status*

Falkirk Community Trust is a company limited by guarantee, governed by its memorandum and articles of association dated 31st May 2011. The company has charitable status and the Scottish Charity Number is SC 042403. The charitable company was incorporated on 31<sup>st</sup> May 2011 and began to trade on 1<sup>st</sup> July 2011 to take responsibility for the management and operation of a range of community facing sport, recreation, arts, heritage and library services provided by Falkirk Council.

#### *Board of Directors*

Falkirk Community Trust's board consists of twelve directors. Six independent directors are drawn from local business, sport, culture, environmental and learning sectors. Five directors are nominated elected members of Falkirk Council. There is also one Employee Director nominated by Trust staff.

The Board has the ability to appoint two additional co-opted Directors to allow the Trust to benefit from relevant skill sets and expertise as required. One co-opted Director was appointed to the Board in November 2012 for a period of 12 months. The Chair of the Board is elected from the Independent Directors. The Directors are trustees for the purposes of charity law. A list of the current Directors including those who served during the period can be found on page 2.

Responsibility for the day to day operations of the Trust has been delegated to Maureen Campbell, the Chief Executive.

#### *Trading Subsidiary*

A wholly owned trading subsidiary, Falkirk Community Trading Limited, is established to govern those activities which are not recognised as charitable. It has a board of 3 directors drawn from the Trust's board and executive management. The Director details are as follows:

Ann Cowen (Chair)

Maureen Campbell

Ian Scott

Chris Morris

(Appointed 17<sup>th</sup> July 2014)

Clive Ramsay

(Appointed 17<sup>th</sup> July 2014)

#### *Induction and training of directors*

An induction process is in place for new directors. This covers strategic and operational issues affecting the group. The ongoing training and development needs of directors are considered regularly by the board.

#### *Governance structure*

The Board of Directors meets quarterly with executive officers and senior managers present. Decisions are taken to set the overall strategy for the business as well as to monitor its activities. The executive and senior managers are charged with the task of implementing these decisions. Agendas and minutes of Falkirk Community Trust board meetings are published on the Trust's website ([www.falkirkcommunitytrust.org](http://www.falkirkcommunitytrust.org)).

Two sub groups are established each comprising five directors drawn from the Trust's board. The Audit and Performance sub group focuses on company performance specifically in relation to the business plan and audit arrangements. The People sub group is charged with recruitment of all senior managers and strategic liaison with trade union representatives.

#### *Reserves Policy*

Maintaining a level of reserves helps to meet unexpected events. The Board agreed that it would maintain an unrestricted reserve of 2% calculated on the basis of the Service Payment received from Falkirk Council and the total budgeted expenditure. This gives a range of between £240,000 and £340,000. The unrestricted reserve at 31 March 2014 was £296,000.

#### *Employees*

The company maintains a policy of regularly providing all employees and, where represented, trade unions with information on the company's performance. It is the company's policy to give full consideration to employment from disabled persons, bearing in mind their particular aptitudes and abilities.

## DIRECTORS' REPORT

### **Auditors**

Baker Tilly UK Audit LLP carried out the final year of a 3 year contract. Auditors for 2014/15 have still to be appointed, subject to tender.

### ***Information for Auditors***

In so far as the trustees are aware there is no relevant audit information of which the charitable company's auditor is unaware and the trustees have taken all steps to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.



Ian Scott  
Chair of the Board  
Falkirk Community Trust

Date: 21 August 2014

## STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also directors of Falkirk Community Trust Limited for the purposes of company law) are responsible for preparing the Strategic Report and the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group, and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charity Accounts (Scotland) Regulations 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

## **INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES AND MEMBERS OF FALKIRK COMMUNITY TRUST LIMITED**

We have audited the group and parent charitable company's financial statements of Falkirk Community Trust Limited for the year ended 31 March 2014 on pages 11 to 23. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made exclusively to the members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees', as a body, in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the members and the charitable company's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, its members as a body, and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

### **Respective responsibilities of trustees and auditor**

As explained more fully in the Statement of Trustees' Responsibilities set out on page 8 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed auditors under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report to you in accordance with regulations made under those Acts.

Our responsibility is to audit and express an opinion the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

### **Scope of audit of the financial statements**

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at <http://www.frc.org.uk/auditscopeukprivate>

### **Opinion on financial statements**

In our opinion the financial statements

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2014 and of the group's and parent charitable company's incoming resources and application of resources, including their income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

### **Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Strategic Report and the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

**Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- the parent charitable parent company has not kept proper and adequate accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

KAS

KELLY ADAMS (Senior Statutory Auditor)

For and on behalf of BAKER TILLY UK AUDIT LLP, Statutory Auditor

Chartered Accountants

Breckenridge House

274 Sauchiehall Street

Glasgow

G2 3EH

Date 5/9/14.

BAKER TILLY UK AUDIT LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

**GROUP STATEMENT OF FINANCIAL ACTIVITIES**  
**(INCORPORATING A GROUP INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 MARCH 2014**

	Notes	Unrestricted Fund £'000	Restricted Fund £'000	Total 2014 £'000	Total 2013 £'000
<b>Incoming resources</b>					
<i>Incoming resources from generated funds</i>					
Investment Income	2	16	-	16	27
<i>Activities for generating funds</i>					
Commercial Trading Activities	3	870	-	870	842
<i>Incoming resources from charitable activities</i>					
Provision of Leisure and cultural facilities	4	3,811	1,382	5,193	4,612
Contract with Falkirk Council		12,060	79	12,139	12,257
<b>Total incoming resources</b>		<b>16,757</b>	<b>1,461</b>	<b>18,218</b>	<b>17,738</b>
<b>Resources Expended</b>					
<i>Cost of Generating Funds</i>					
Commercial Trading Activities	3	946	-	946	908
<i>Charitable activities</i>					
Provision of Leisure and cultural facilities	5	15,786	1,262	17,048	16,800
<i>Governance</i>	6	14	-	14	12
<b>Total resources expended</b>		<b>16,746</b>	<b>1,262</b>	<b>18,008</b>	<b>17,720</b>
<b>Net incoming resources before other recognised gains and losses</b>		<b>11</b>	<b>199</b>	<b>210</b>	<b>18</b>
<b>Other recognised gains and losses</b>					
Gains on revaluation of fixed assets for Charity's own use		-	-	-	105
<b>Net Movement in Funds</b>		<b>11</b>	<b>199</b>	<b>210</b>	<b>123</b>
<b>Fund Balances brought forward at 1 April 2013</b>	13-15	<b>514</b>	<b>228</b>	<b>742</b>	<b>619</b>
<b>Fund Balances carried forward to 31 March 2014</b>	13-15	<b>525</b>	<b>427</b>	<b>952</b>	<b>742</b>

All of the above results are derived from continuing activities. All gains and losses recognised in the year ended are included above.



**CHARITY STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 MARCH 2014**

	Notes	Unrestricted Fund £'000	Restricted Fund £'000	Total 2014 £'000	Total 2013 £'000
<b>Incoming resources</b>					
<i>Incoming resources from generated funds</i>					
Investment Income	2	16	-	16	27
<i>Incoming resources from charitable activities</i>					
Provision of Leisure and cultural facilities	4	3,811	1,382	5,193	4,612
Contract with Falkirk Council		11,984	79	12,063	12,191
<b>Total incoming resources</b>		<b>15,811</b>	<b>1,461</b>	<b>17,272</b>	<b>16,830</b>
<b>Resources Expended</b>					
<i>Charitable activities</i>					
Provision of Leisure and cultural facilities	5	15,786	1,262	17,048	16,800
<i>Governance</i>	6	14	-	14	12
<b>Total resources expended</b>		<b>15,800</b>	<b>1,262</b>	<b>17,062</b>	<b>16,812</b>
<b>Net incoming resources before other recognised gains and losses</b>		<b>11</b>	<b>199</b>	<b>210</b>	<b>18</b>
<b>Other recognised gains and losses</b>					
Gains on revaluation of fixed assets for Charity's own use		-	-	-	105
<b>Net Movement in Funds</b>		<b>11</b>	<b>199</b>	<b>210</b>	<b>123</b>
<b>Fund Balances brought forward at 1 April 2013</b>	13-15	<b>514</b>	<b>228</b>	<b>742</b>	<b>619</b>
<b>Fund Balances carried forward to 31 March 2014</b>	13-15	<b>525</b>	<b>427</b>	<b>952</b>	<b>742</b>

All of the above results are derived from continuing activities. All gains and losses recognised in the year ended are included above.

**GROUP BALANCE SHEET  
AT 31 MARCH 2014**

**Company No.: SC400657**

	Note	Group 2014 £'000	Charity 2014 £'000	Group 2013 £'000	Charity 2013 £'000
<b>Fixed Assets</b>					
Tangible assets	8/9	394	394	377	377
<b>Current Assets</b>					
Stocks	10	47	12	51	13
Debtors	11	161	173	181	205
Cash in Hand		1,957	1,947	1,400	1,388
		<u>2,165</u>	<u>2,132</u>	<u>1,632</u>	<u>1,606</u>
<b>Current Liabilities</b>					
Creditors : amounts falling due in one year	12	1,607	1,574	1,267	1,241
<b>Net current assets</b>		<u>558</u>	<u>558</u>	<u>365</u>	<u>365</u>
<b>Net assets</b>		<u>952</u>	<u>952</u>	<u>742</u>	<u>742</u>
<b>Unrestricted Funds</b>					
Unrestricted Income Funds		296	296	214	214
Revaluation Reserve		229	229	300	300
		<u>525</u>	<u>525</u>	<u>514</u>	<u>514</u>
<b>Restricted Funds</b>					
Grant and Other Funding	16	326	326	228	228
Helix Funding		101	101	-	-
		<u>427</u>	<u>427</u>	<u>228</u>	<u>228</u>
<b>TOTAL FUNDS</b>	13-16	<u>952</u>	<u>952</u>	<u>742</u>	<u>742</u>

The financial statements were approved and authorised for issue by the Board on 21 August 2014 and signed on its behalf by:

  
 Ian Scott  
 Chair of the Board  
 Falkirk Community Trust

<p align="center"><b>GROUP CASH FLOW STATEMENT</b>  <b>FOR THE YEAR ENDED 31 MARCH 2014</b></p>
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	Note	2014 £'000	2013 £'000
<b>Net cash inflow from operating activities</b>	17a	643	312
<b>Returns on investments and servicing of finance</b>			
Interest received		16	27
<b>Capital expenditure and financial investment</b>			
Payments to acquire tangible fixed assets		(102)	(77)
<b>Increase in cash in the year</b>	17b	557	262

## NOTES

### 1. Accounting policies

#### **Basis of accounting**

The financial statements have been prepared under the historical cost basis of accounting and in accordance with applicable accounting standards. The financial statements are set out so as to comply with the Statement of Recommended Practice: Accounting and Reporting by Charities approved by the Accounting Standards Board in April 2005, the Charities and Trustee Investment (Scotland) Act 2005 and the Companies Act 2006.

#### **Basis of Preparation – Going Concern**

The trustees have a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. Thus, they continue to adopt the going concern basis of accounting in preparing the financial statements.

#### **Basis of consolidation**

The consolidated financial statements include the financial statements of the Company and its subsidiary undertaking Falkirk Community Trading Limited made up to 31 March 2014.

#### **Funds**

Funds are classified as either restricted funds or unrestricted funds, defined as follows:

*Restricted funds* are funds subject to specific trusts, which may be declared by the donor or with their authority. Some are restricted income funds expendable at the discretion of the Board in furtherance of a particular activity, such as government grants for a specific centre, and funds raised for particular client groups or activities. Others are capital funds where the assets are required to be invested for long term use.

*Unrestricted funds* are expendable at the discretion of the Board in furtherance of the objectives of Falkirk Community Trust. If part of the unrestricted funds is earmarked at the discretion of the Board for a particular project, it is designated as a separate fund. This designation has an administrative purpose only, and does not legally restrict the Board's discretion to apply the fund.

#### **Incoming resources**

*Activities for generating income* are accounted for when there is entitlement to the income, it is virtually certain that the income will be received and the income can be reliably measured.

*Income from Falkirk Council* is accounted for on an accruals basis and is agreed in advance based on the level of service provided.

*Investment Income* is accounted for on an accruals basis.

*Capital Grants received* are accounted for on an accruals basis.

#### **Resources Expended**

All expenditure is accounted for on an accruals basis. Where costs cannot be directly attributed to a cost heading, they have been allocated on a basis consistent with use of the resources.

Charitable expenditure comprises those costs incurred by the group in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. These costs are allocated based on an estimate of the proportion of time that personnel spend on charitable activities.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the group and include the audit fees.

Costs of generating funds represents the costs which are associated with generating incoming resources from all sources other than from undertaking charitable activities. The main components of costs within this category are costs of fundraising trading, including cost of goods sold and other associated costs.

## NOTES (contd.)

### 1. Accounting policies (continued)

#### Stocks

Stocks of materials and consumables are stated at the lower of cost and net realisable value in the ordinary course of operating.

#### Fixed Assets

Assets transferred from the Council are included in the Balance Sheet at fair value and revalued sufficiently regularly to ensure that their carrying amount is not materially different from their fair value at the year end but as a minimum every five years with an interim review carried out in the third year. All other assets are held at cost. Depreciation is provided on motor vehicles at rates calculated to write off the cost less estimated residual value of each asset evenly over their expected life of between 5-8 years. The assets are reviewed annually for impairment.

#### Taxation

The Charity is exempt from income tax by virtue of Section 505(1) Income and Corporation Taxes Act 1988 and from capital gains tax by virtue of Section 145 Capital Gains Tax Act 1979.

#### Pensions

Falkirk Community Trust is a member of the Falkirk Pension Fund, a Local Government Pension Scheme, which is a defined benefit scheme and provides benefits based on final pensionable pay. As part of the Admission Agreement to the Scheme both Falkirk Community Trust and Falkirk Council agreed that assets of the Pension Fund in respect of Trust employees and former employees shall, at all times, be notionally allocated to Falkirk Council and the liabilities of the Pension Fund shall, at all times, be the responsibility of Falkirk Council and not Falkirk Community Trust. As a consequence of this agreement there is no requirement to disclose pension assets and liabilities in the accounts of Falkirk Community Trust.

### 2. Investment Income

Bank and other interest

2014	2013
£'000	£'000
16	27

## NOTES (contd.)

### 3. Incoming Resources from Activities Generating Funds

The wholly owned trading subsidiary Falkirk Community Trading limited, which is registered in Scotland, pays any profits to the charity by gift aid. The Trading Company operates all the catering and retail operations carried out at the premises managed by the Charity. A summary of the trading results is shown below.

	<b>Total 2014 £'000</b>	<b>Total 2013 £'000</b>
Turnover	870	842
Contract with Falkirk Council	76	66
Cost of sales and administration costs	(946)	(908)
<b>Net profit/(loss) on ordinary activities before taxation</b>	-	-
Taxation on profit/(loss) on ordinary activities	-	-
<b>Profit/(loss) for the period</b>	-	-
<b>The assets and liabilities of the Trading Company are:</b>		
Current Assets	50	55
Current Liabilities	(50)	(55)
<b>Net Current Liabilities</b>	-	-
<b>Reserves</b>	-	-

### 4. Income from provision of Leisure and Cultural Activities

	<b>Unrestricted Fund £'000</b>	<b>Restricted Fund £'000</b>	<b>Total 2014 £'000</b>	<b>Total 2013 £'000</b>
Fees, Charges & Admissions	3,394	430	3,824	3,240
Sales	267	235	502	232
Grant Income	-	703	703	941
Rental Income	26	-	26	30
Miscellaneous Income	124	14	138	169
	<b>3,811</b>	<b>1,382</b>	<b>5,193</b>	<b>4,612</b>

### 5. Costs of providing Leisure and Cultural Activities

	<b>Unrestricted Fund £'000</b>	<b>Restricted Fund £'000</b>	<b>Total 2014 £'000</b>	<b>Total 2013 £'000</b>
Wages and salaries	8,153	659	8,812	8,522
Social security costs	468	31	499	495
Employer pension costs	1,262	83	1,345	1,205
Property Expenses	2,114	5	2,119	2,198
Transport Expenses	173	1	174	131
Supplies and Services	3,616	483	4,099	4,249
	<b>15,786</b>	<b>1,262</b>	<b>17,048</b>	<b>16,800</b>

## NOTES (contd.)

### 6. Governance

	2014 £'000	2013 £'000
Audit Fees	14	12

### 7. Staff numbers and costs

The remuneration and associated costs of the company were:-

	Group 2014 £'000	Charity 2014 £'000	Group 2013 £'000	Charity 2013 £'000
Wages and salaries	9,286	8,812	8,931	8,522
Social security costs	515	499	509	495
Pension costs	1,405	1,345	1,257	1,205
	<b>11,206</b>	<b>10,656</b>	<b>10,697</b>	<b>10,222</b>

Employees receiving salaries, plus benefits in kind, of more than £60,000 were in the following bands:-

	Group 2014 Number	Charity 2014 Number	Group 2013 Number	Charity 2013 Number
£60,000 - £70,000	1	1	1	1
£70,000 - £80,000	-	-	-	-
£80,000 - £90,000	-	-	-	-
£90,000 - £100,000	1	1	1	1

No member of the Board received remuneration from Falkirk Community Trust, Directors indemnity insurance or travel expenses.

The average monthly full-time equivalent number of permanent/temporary employees of the company during the year was:

	Group 2014 Number	Charity 2014 Number	Group 2013 Number	Charity 2013 Number
Business Development	22	22	21	21
Parks & Recreation	50	50	48	48
Libraries	64	64	66	66
Arts	23	23	23	23
Museums	23	23	22	22
Sport & Leisure	135	135	142	142
Helix	5	5	-	-
Trading Subsidiary	22	0	22	-
	<b>344</b>	<b>322</b>	<b>344</b>	<b>322</b>

\* The figures above do not include Casual Seasonal staff



## NOTES (contd.)

### 8. Tangible fixed assets

	Motor Vehicles £'000
<i>Cost or Valuation</i>	
At 1 April 2013	446
Additions	102
Disposals	(5)
At end of year	<u>543</u>
<i>Depreciation</i>	
At 1 April 2013	69
Charge for the year	80
At end of year	<u>149</u>
<i>Net Book Value</i>	
At 31 March 2014	<u>394</u>
At 31 March 2013	<u>377</u>

### 9. Fixed asset investments

The company owns 100% of the ordinary share capital of Falkirk Community Trading Limited, a company registered in United Kingdom. The value of the investment is £1.

### 10. Stock

	Group 2014 £'000	Charity 2014 £'000	Group 2013 £'000	Charity 2013 £'000
Stock	47	12	51	13

### 11. Debtors

	Group 2014 £'000	Charity 2014 £'000	Group 2013 £'000	Charity 2013 £'000
Trade debtors	99	94	70	65
Due from Subsidiary Undertaking	-	17	-	29
VAT	7	7	-	-
Prepayments and accrued income	55	55	111	111
	<u>161</u>	<u>173</u>	<u>181</u>	<u>205</u>

### 12. Creditors : amounts falling due within one year

	Group 2014 £'000	Charity 2014 £'000	Group 2013 £'000	Charity 2013 £'000
Trade creditors	337	318	484	469
Amounts due to related parties	913	906	300	294
Social security costs and other taxes	144	137	200	197
Other creditors and accruals	213	213	283	281
	<u>1,607</u>	<u>1,574</u>	<u>1,267</u>	<u>1,241</u>

## NOTES (contd.)

### 13. Reconciliation of Movements in Funds

	<b>Group 2014 £'000</b>	<b>Charity 2014 £'000</b>	<b>Group 2013 £'000</b>	<b>Charity 2013 £'000</b>
Surplus for the Period	210	210	18	18
Revaluation carried out in the period	-	-	105	105
Net addition to funds	210	210	123	123
Opening Funds	742	742	619	619
<b>Closing Funds</b>	<b>952</b>	<b>952</b>	<b>742</b>	<b>742</b>

### 14. Analysis of net assets between funds

	<b>Unrestricted Funds £'000</b>	<b>Revaluation Reserve £'000</b>	<b>Restricted Funds £'000</b>	<b>Total £'000</b>
<b>Fund balances at 31 March 2014 are represented by:</b>				
Tangible Fixed Assets	139	229	26	394
Current Assets	1,764	-	401	2,165
Current Liabilities	(1,607)	-	-	(1,607)
	<b>296</b>	<b>229</b>	<b>427</b>	<b>952</b>

### 15. Summary of Movement in Funds

	<b>Fund Balance Brought Forward £'000</b>	<b>Incoming Resources £'000</b>	<b>Resources Expended £'000</b>	<b>Transfers £'000</b>	<b>Fund Balances Carried Forward £'000</b>
Unrestricted Funds	214	16,757	(16,746)	71	296
Revaluation Reserve	300	-	-	(71)	229
Restricted Funds (Note 16)	228	811	(713)	-	326
Helix Funds	-	650	(549)	-	101
	<b>742</b>	<b>18,218</b>	<b>(18,008)</b>	<b>-</b>	<b>952</b>

#### Unrestricted Funds

Unrestricted Funds can be used at the discretion of the Board of Trustees in furtherance of the objects of the Trust.

#### Revaluation Reserve

The Revaluation Reserve represents the fair value of assets transferred from Falkirk Council included in the Balance Sheet. Transfers from this Reserve represent the annual depreciation charge of those assets to reflect the current value.

#### Restricted Fund

The Restricted Fund represents funds received from external organisations for specific purposes. Further detail is given in Note 16.

#### Helix Fund

The Helix Fund represents funding given for the operations of the Helix site. Any money unspent is to be carried forward and ring-fenced as outlined by the funder.

## NOTES (contd.)

### 16. Restricted Funds

Sufficient resources are held to enable each fund to be applied in accordance with any restrictions. Transfers between funds are not performed.

	Fund Balance Brought Forward £'000	Incoming Resources £'000	Resources Expended £'000	Fund Balances Carried Forward £'000
Hippodrome Festival	-	25	(25)	-
Youth Music Initiative	117	196	(173)	140
Active Schools	-	398	(361)	37
Cashback for Communities	26	-	-	26
Fairer Scotland Fund	-	39	(39)	-
Kinneil Museum Refurbishment	-	22	(5)	17
Swimming Programme	27	12	(3)	36
Scottish Football Association	11	28	(28)	11
Others	47	91	(79)	59
	228	811	(713)	326

#### **Hippodrome Festival**

Creative Scotland Grant given for the Silent Film Festival programme held at the Hippodrome Cinema.

#### **Youth Music Initiative**

Creative Scotland Grant for the development of music within schools.

#### **Active Schools**

Falkirk Council funding to provide the delivery of the Active Schools Programme.

#### **Cashback for Communities**

Funding provided to enable repairs and improvements to Sports Pavilions working alongside people from the Criminal Justice system.

#### **Fairer Scotland Fund**

Falkirk Council funding for Sport for Youth. This is used to engage young people to become more active in physical activities and diverting them from unsocial behaviour.

#### **Kinneil Museum Refurbishment**

Heritage Lottery funding given for the refurbishment of Kinneil Museum.

#### **Swimming Programme**

Scottish Swimming funding to enable children to obtain the lifeskill of being able to swim.

#### **Scottish Football Association**

SFA funding to provide support for football development within the Falkirk area.

## NOTES (contd.)

### 17. Notes to the Cash Flow Statement

- (a) Reconciliation of net income for the year to net cash inflow from operating activities

	2014 £'000	2013 £'000
Net Incoming Resources for the year	210	18
Interest Received	(16)	(27)
Depreciation Charge for the year	80	69
Loss on Disposal	5	-
Decrease in Stocks	4	10
Decrease/(Increase) in Debtors	20	593
(Decrease)/Increase in Creditors	340	(351)
<b>Net cash inflow from operating activities</b>	<b>643</b>	<b>312</b>

- (b) Analysis of net debt

	At beginning of period £'000	Cashflows £'000	Other non- cash changes £'000	At end of period £'000
Cash at bank and in hand	1,400	557	-	1,957
Bank Overdrafts	-	-	-	-
	<b>1,400</b>	<b>557</b>	<b>-</b>	<b>1,957</b>

### 18. Pension Scheme

Employees of the company are members of Falkirk Council Pension Fund. Contributions in the period relating to those employees amounted to £1.405m and the amount of outstanding contributions at the 31 March 2014 amounted to £0.160m.

The fund is valued every three years by a professionally qualified independent actuary using the projected unit method to determine the rates of contribution payable. Unless the actuary directs otherwise, the contribution rate set for Falkirk Community Trust will be the same rate as payable by Falkirk Council. In the period to 31 March 2014 the employer contribution rate was 20%.

## NOTES (contd.)

### 19. Related Party Transactions

Falkirk Community Trust is related to Falkirk Council by virtue of Falkirk Councillors being Directors of the company. Falkirk Community Trust is contracted to provide recreation and leisure services by Falkirk Council. In the year to 31 March 2014, Falkirk Council made a payment of £12.1m to the company and leased the facilities occupied by the company for a peppercorn rent.

At 31 March 2014, Falkirk Council owed the company £0.55m and the company owed Falkirk Council £1.463m (including amounts due to Falkirk Council Pension Fund) in relation to normal trading activities. This has been set-off and the creditor in the accounts totals £0.913m. As part of the Funding Agreement with Falkirk Council, the Trust agreed to enter into service level agreements for a period of three years for services provided by the Council to the Trust. The cost of these services, such as finance services, human resources, and facilities management was £1.1m.

The Trust is related to Falkirk Community Trading Limited by virtue of the Trust being the parent company. The Trust has taken advantage of the exemption under Financial Reporting Standard No 8 "Related Party Transactions" from disclosing transactions with Falkirk Community Trading Limited on the grounds that it is a wholly owned subsidiary consolidated within the Trust's group accounts. At 31 March 2014, Falkirk Community Trading owed £0.017m (2013: £0.029m) to Falkirk Community Trust Limited representing amounts due in respect of the trading activities of the subsidiary undertaking.

During the period the following six elected members from Falkirk Council served on the Board: Councillors Dennis Goldie, Linda Gow, Malcolm Nicol, Joan Paterson, Adrian Mahoney and Pat Reid. The nominated employee on the Board is Richard Murphy.

No Director received any remuneration in their roles as Directors.

### 20. Contingent Liability

In consideration of Falkirk Council transferring consumable assets and equipment such as library books, sports equipment and office furniture to Falkirk Community Trust, the Company agreed to assume a debt to the value of £5m indexed annually. This debt would only be payable on the expiry or termination of the Funding Agreement with Falkirk Council and would be adjusted by any consumable assets and equipment transferring back to Falkirk Council.





Falkirk Community Trust

# Annual Action Plan

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2014-2015





## INTRODUCTION

This Action Plan is for our third full year of operating and is the first of new annual plans that will deliver our 5 year Business Strategy which was approved by the Trust Board in November 2013. Until now our focus has been on putting in place the necessary foundations for the Trust to thrive however a change agenda is forming a new more dynamic organisation. Since July 2011 we have made good progress with positive results including income generation and the introduction of new activities. We embedded our commitment to supporting those in most need through our fees and charges key principles and began a programme of strategic planning for culture and sport in this area.

The year ahead will be memorable and busy. As well as leading the creation of a number of partnership plans we will be delivering 'Memorial, Reflection, Restoration', a programme to commemorate WW1 and ahead of the Commonwealth Games organising the community celebration for the Queens Baton Relay visiting the area. The Helix, a major new site that we took over elements of in September 2013 will become fully open and we are planning the international launch of the Kelpies as part of the Year of Homecoming. The iconic Falkirk Steeple will celebrate its 200<sup>th</sup> anniversary and presents an opportunity to highlight our work with partners on the prestigious Falkirk Townscape Heritage (THI) initiative.

We will also focus on our Trading Company ensuring that its success in reducing net operating costs continues. This is one of several strands of income generation, including growing our programme, that are vital to our business if we are to continue to develop services for the communities in the area. Our response to a reduction in revenue funding is to generate more income and be more efficient in how we use our resources. Only by doing this can we continue to deliver all the accessible services we offer where cost is not a barrier to participation. This approach has also allowed us to minimise reduction to service provision however the extent of the funding challenge means that we have had to reduce opening in some of our facilities.

Our work with Falkirk Council on the Asset Management Plan is crucial as is the implementation of our Marketing Strategy. IT is critical and this year we will focus on replacing the Library Management System, exploring a way forward to improving the point of sales system and undertaking a full audit of all our systems.

With new events, activity and programmes the year ahead promises to be challenging and demanding. We will balance that with a strong focus on our core business activity, providing excellent services for our customers. We recognise the wider pressures on the Council and will work closely with partners to seek to maintain momentum in improving quality of life in the Falkirk area.

Maureen Campbell Chief Executive  
November 2013

## **SCOPE OF THE ACTION PLAN**

This is a high level plan for enhancing and protecting services and so does not encompass regular operational activity to deliver our core services and along with the Five Year Business Strategy replaces our previous annual Business Plan. Unit Action Plans for all our business functions as well as project plans for developing key initiatives ensure delivery of the Action Plan throughout the organisation.

## **FIVE-YEAR BUSINESS STRATEGY**

We have created a 5 year strategy for business improvement. Our aim is that by 2019:

*Falkirk Community Trust will be operating from venues that people want to use, with a more responsive programme offering better quality for our customers. We will be a trusted and valued organisation, secure in our role as a leader for culture and sport and with diminishing reliance on Council funding; we will be more flexible, entrepreneurial and commercially minded. We will have created champions for culture and sport and have loyal volunteers and a workforce who motivate a huge cross section of the community to take part in culture and sport that improves their lives.*

3 strategic objectives provide the focus for our work:

- Meeting customer needs
- Organisational development
- Financial sustainability.

We have identified 5 strategic priorities which are of significant importance and will roll out implementation plans over the next 5 year. Priorities are:

- Marketing
- Information and Communications Technology
- Venues and Programmes
- People and the Organisation
- Planning Together.

## ASSETS and RESOURCES

As at December 2013 we have 490 contracted employees (222 full-time and 268 part-time) and manage over 80 sites across the Falkirk Council area. Managing and caring for buildings, natural resources, equipment and collections in a well-planned and sustainable way is the bedrock for delivering our services. Our Asset Management Plan 2013-2019 sets out our approach to managing and maintaining these assets on behalf of Falkirk Council. Responsibility for capital investment rests with Falkirk Council as owners of the assets and the Trust is able to bid to the Council's capital programme for capital project funding.

Robust financial management is critical to our success and integral to our forward planning. We are planning for a £1.9m reduction in our revenue funding from Falkirk Council over the next 3 years. We have responded in 2014-2015 with a plan that facilitates a budget reduction of £605,000. We propose to offset the reduction in funding from the Council as follows:

- Income generation and growth plans £318,000
- Securing efficiency savings £226,000
- Service reductions £61,000.

We currently (January 2014) envisage budget movement between 2013-2014 and 2014-2015 as outlined in Table 1 below.

Table 1: Budget 2014-2015

Budget Heading	2013-2014	2014-2015
	£,000's	£,000's
Employee Expenses	10,880	11,181
Property Expenses	1,885	2,090
Transport Expenses	252	252
Supplies & Services	3,318	3,797
Third Party Payments	50	50
Support Services	857	891
<b>Total Expenditure</b>	<b>17,242</b>	<b>18,261</b>
Service Payment	12,495	13,161
Other Income	4,747	5,100
<b>Total Income</b>	<b>17,242</b>	<b>18,261</b>

## FEES and CHARGES

The Trust is a charitable company and it is important that we are able to continue to fully meet our charitable purposes. A key principle is to ensure delivery of affordable and discounted prices that support those least able to pay. A review of our concessions scheme undertaken in 2013-2014 proposes a number of actions to attract more of those who are in greatest need of financial support and enable access to a wider range of discounted activity. A general increase in charges of 5% for 2014-2015 has been factored into our income generation proposals. We are shifting towards membership driven programmes that will build loyalty and offer a better customer service. In 2014-2015 we will introduce a swimming lesson membership. We will monitor the implementation of both the concessions scheme and the general increase of charges throughout 2014-2015 to ensure our key principles are met.

## ACTION PLAN

The Action Plan 2014-2015 is the first of 5 annual plans for delivering our 5 year Strategy and is structured under each of our 3 strategic objectives. It sets out year one actions to meet these objectives, address our priorities and respond to opportunities. The Action Plan does not include regular operational activity to deliver our core services.

Table 2: Annual Action Plan 2014-2015

	Actions	Context /Detail	Milestone/Output
	<b>Strategic Objective 1 – Meeting Customer Needs</b>		
	<i>People are at the heart of everything we do, be they customers or potential customers.</i>		
1.1	Deliver a heritage engagement programme including a celebration of the Steeple 200 <sup>th</sup> anniversary	<p>Older People/intergenerational activity</p> <ul style="list-style-type: none"> <li>Part of the Townscape Heritage Initiative, led by Falkirk Council which , has attracted national investment from HLF and Historic Scotland worth £5m over 5 years;</li> <li>Delivered in partnership with Falkirk Local History Society and Falkirk Council the engagement programme will improve understanding of the heritage value of the town centre as well as providing opportunities for debating/imagining its future use.</li> </ul>	<ul style="list-style-type: none"> <li>A celebratory event raises profile of the Steeple and its place in the town centre and</li> <li>Community engagement programme in Year 1.</li> </ul>
1.2	Deliver John Muir Festival and John Muir Events Programme – across the Falkirk Council area	<p>Families.</p> <ul style="list-style-type: none"> <li>This initiative will be part of a Central Scotland wide launch of the John Muir Way which runs from Dunbar to Helensburgh;</li> <li>UZ Arts has been commissioned to produce a festival running from 21-26 April 2014 which will be preceded by 'Home' (see 1.6 below).</li> </ul>	<ul style="list-style-type: none"> <li>Curated artists' programme and associated community involvement by 23<sup>rd</sup> April</li> <li>Community engagement programme attracts 500 participants.</li> </ul>

1.3	Host with partners, a day long visit of the Queens Baton Relay in the Falkirk Area	<p>Families</p> <ul style="list-style-type: none"> <li>• The event will bring together a wide range of local and national partners to celebrate the commonwealth, the sport and culture opportunities in the area and to look forward to the Commonwealth Games in Glasgow;</li> <li>• It is an excellent opportunity to inspire people of all ages to be more active and promote the work of the Trust and the partnership with the Council to a wide audience.</li> </ul>	<ul style="list-style-type: none"> <li>- An event programme on 24<sup>th</sup> June involving many of the school children in the area</li> <li>- An evening community celebration event at the Helix</li> <li>- National media coverage.</li> </ul>
1.4	Commence operating the Kelpies Visitor Centre	<p>Families</p> <ul style="list-style-type: none"> <li>• The opening of the Visitor Centre will mark a final stage in the completion of the Helix and will be a focus for visitors particularly those from outside the area including international visitors;</li> <li>• It will be a key opportunity to connect visitors to the wider Falkirk area as well as to the diverse programme of opportunities available across the Helix site throughout the year.</li> </ul>	<ul style="list-style-type: none"> <li>- The Kelpies Visitor Centre opens in August 2014 and attracts 50,000 visits to the paid for programme.</li> </ul>
1.5	Deliver a four year programme - Memorial, Reflection, Restoration - commemorating WW1	<p>Older People/intergenerational</p> <ul style="list-style-type: none"> <li>• Commemoration programme will commence in July 2014, 100 years after the start of WW1;</li> <li>• Working with community interest groups we believe there is great opportunity to engage older people and promote intergenerational activity.</li> </ul>	<ul style="list-style-type: none"> <li>- A programme of exhibitions, workshops and screenings.</li> </ul>
1.6	Deliver 'Home' – the international launch of the Kelpies and Helix	<p>Brand Awareness</p> <ul style="list-style-type: none"> <li>• This initiative has attracted national investment from EventScotland (part of the Signature Programme for Homecoming 2014) and Creative Scotland;</li> <li>• The event will celebrate the next stage in the completion of the Helix site and the partnership between the funders, Project Partners and site operators to create Scotland's newest tourist attraction.</li> </ul>	<ul style="list-style-type: none"> <li>- Evening event held over 2/3 nights in April 2014;</li> <li>- Creation of series of memorable images for promoting Falkirk as a cultural place.</li> </ul>
1.7	Plan for Year of Food and Drink 2015	<p>Brand Awareness</p> <ul style="list-style-type: none"> <li>• This is the first of the post-Winning Years, Focus Years promoted by EventScotland;</li> <li>• We want to ensure a link between local and national promotional priorities (2015-18) and make the connection with the Trust trading elements.</li> </ul>	<ul style="list-style-type: none"> <li>- Opportunities identified by April 2014 and if feasible commence planning thereafter.</li> </ul>
1.8	Make a greater contribution to area visitor and tourism development	<p>Brand Awareness</p> <ul style="list-style-type: none"> <li>• We want to strengthen partnerships to achieve greater collective value to raise the profile of Falkirk as destination, contribute to destination marketing and increase understanding of national trends;</li> <li>• VisitFalkirk is a key partnership.</li> </ul>	<ul style="list-style-type: none"> <li>- Increase in visits from outwith the area to key venues</li> <li>- Improvement in Trading Company performance.</li> </ul>

1.9	Implement the Customer Consultation and Engagement Strategy	<p>Customer Knowledge</p> <ul style="list-style-type: none"> <li>• We engage and consult with customers at a number of levels, from a 3 yearly high level survey to capturing verbal comments on the front line;</li> <li>• We developed a strategy to improve our planning and consistency of process across the organisation to help us anticipate customer needs and respond to customer demands. This strategy will be implemented across the Trust.</li> </ul>	<ul style="list-style-type: none"> <li>- 3 sports facility focus groups established by October 2014</li> <li>- Priorities for programme / venue exit surveys identified</li> <li>- Digital Engagement Strategy developed March 2015.</li> </ul>
1.10	Plan high level Customer and Non Customer Survey	<p>Customer Knowledge</p> <ul style="list-style-type: none"> <li>• We undertook a first survey in Spring 2012 across our main facilities and off site with non-customers, which we found very helpful in preparing the Culture and Sport Strategy and it gave us a baseline measure of our customer service performance and a better understanding of the barriers to participation;</li> <li>• Research is fundamental for helping evidence based decision making, informing strategy development and improving knowledge of our customer as well as non-customer profiles will help us to meet their needs (an element of 1.9 above).</li> </ul>	<ul style="list-style-type: none"> <li>- Tender process for high level survey in place by March 15.</li> </ul>
1.11	Create Web and Social Media Development Strategy	<p>Customer knowledge</p> <ul style="list-style-type: none"> <li>• We need to develop the website, online facilities and social media presence to be effective in both business to audience marketing as well as peer-to-peer marketing and grow reputation with stakeholders. Activity will support a digital engagement strategy for customer consultation;</li> <li>• This must also be in tandem with ICT plans as we require adequate infrastructure and capacity to support the ease we are aiming for e.g. online booking and systems identifying cross-service users.</li> </ul>	<ul style="list-style-type: none"> <li>- Social media and web strategy by April 2014 to drive the following:</li> <li>- Continuing increased engagement through social media platforms</li> <li>- Increased web traffic</li> <li>- Build new customer bases</li> <li>- Implementation of new systems which are fit for purpose digitally.</li> </ul>
1.12	Create and implement a volunteer development policy with partners	<p>Champions</p> <ul style="list-style-type: none"> <li>• The Trust and partners engage with many volunteers in various areas of activity and there are many processes and procedures used across the organisation. We want to ensure that volunteering is valued and loyal volunteers are rewarded through effective training;</li> <li>• A policy will create a common approach when working with volunteers ensuring that there are a standard set of measures and checks in place and that we are able to develop effective volunteers who can get the most out of the opportunities offered.</li> </ul>	<ul style="list-style-type: none"> <li>- Policy in place and operating from August 2014</li> <li>- Increased numbers of volunteers year on year</li> <li>- Local clubs and associations strengthened by the development of good quality volunteers.</li> </ul>



1.13	Grow the Helix volunteering programme	<p>Champions</p> <ul style="list-style-type: none"> <li>Volunteering as part of the Helix project has generated a great deal of interest, volunteers have grown and developed through the capital phase of the project and are enthusiastic and motivated champions;</li> <li>Working with partners we want to ensure volunteering opportunity continues to develop and utilising the experience of the Helix champions we will implement a number of volunteer programmes.</li> </ul>	<ul style="list-style-type: none"> <li>- 40 additional volunteers by March 2015</li> <li>- Volunteer champions leading new strands of work.</li> </ul>
<b>Strategic Objective 2 – Organisational Development</b> <i>Growing up, getting stronger and maturing is critical if we are to live up to stakeholders' expectations.</i>			
2.1	Launch the Culture and Sport Strategy and establish a monitoring framework	<p>Policy Development</p> <ul style="list-style-type: none"> <li>This is an overarching 10 year Strategy that will be delivered through a series of sector specific partnership Delivery Plans;</li> <li>We need to ensure that we have appropriate monitoring and evaluation in place and that output contributes to the areas Single Outcome Agreement (SOA).</li> </ul>	<ul style="list-style-type: none"> <li>- Partnership progress is reported to stakeholders in March 2015</li> <li>- Positive contribution to SOA indicators.</li> </ul>
2.2	Prepare, with partners, an Arts Delivery Plan for the area to include a Public Art Plan (2015-20)	<p>Policy Development</p> <ul style="list-style-type: none"> <li>The previous Arts Strategy for the area expired in 2009 and the Public Art Strategy in 2011;</li> <li>Art in public spaces is a key element of our approach to engaging communities, it is proposed that the Arts Delivery Plan includes Public Art.</li> </ul>	<ul style="list-style-type: none"> <li>- By March 2015.</li> </ul>
2.3	Prepare, with partners, a Libraries Delivery Plan for the area	<p>Policy Development</p> <ul style="list-style-type: none"> <li>Library usage is falling in Falkirk but rising in some other places; there are powerful national lobbies and arguments in favour of libraries;</li> <li>This new plan needs to consider how to make our libraries more relevant, more connected, more animated and how to address the 'value gap'.</li> </ul>	<ul style="list-style-type: none"> <li>- By November 2014.</li> </ul>
2.4	Prepare, with partners, a management and forward development plan for Kinneil Estate	<p>Policy Development</p> <ul style="list-style-type: none"> <li>The Estate's built and natural heritage mixed offer requires an integrated approach to planning to secure funding;</li> <li>A strong local community of interest exists and presents an ideal opportunity to plan together.</li> </ul>	<ul style="list-style-type: none"> <li>- By June 2014.</li> </ul>
2.5	Launch and roll out the area's Heritage Delivery Plan 2013-18 with partners	<p>Policy Development</p> <ul style="list-style-type: none"> <li>We led development of the plan to support general wellbeing and a sense of identity and to encourage them to make active contributions to stewarding the future;</li> <li>Contribution from the local voluntary sector was actively sought. Consultation took place with Falkirk Council and the Scottish Railway Preservation Society. Following Council approval we will need to work together to implement the plan.</li> </ul>	<ul style="list-style-type: none"> <li>- Launch by April 2014</li> <li>- Year 1 actions implemented and reported on.</li> </ul>

2.6	Develop and implement an Events Strategy	<p>Policy Development</p> <ul style="list-style-type: none"> <li>FCT supports a diverse programme of events. The events may be at community, local or national level and some are of international significance;</li> <li>We need to maximise our capacity to attract, host and benefit from events and bring clearer focus to our events approach and help prioritise investment and work going forward.</li> </ul>	<ul style="list-style-type: none"> <li>Strategy developed by March 2015.</li> </ul>
2.7	Implement Marketing Strategy	<p>Policy Development</p> <ul style="list-style-type: none"> <li>We want to embed a sound well planned marketing approach across the Trust and identify areas where niche activity could be developed, as well as geographic areas where market penetration is low;</li> <li>This will allow more calculated targeting, robust and systematic planning and support the development of exciting new product.</li> </ul>	<ul style="list-style-type: none"> <li>Marketing plans developed across the Trust ensure planning is the basis of all activity</li> <li>Increased new customer participation and spread of users across the area</li> <li>Increased focus on thematic and targeted marketing campaigns.</li> </ul>
2.8	Prepare, with partners, a Sports Delivery Plan for the area	<p>Policy Development</p> <ul style="list-style-type: none"> <li>There are a large number of sporting groups and interests in the area as well as ourselves – many regional and local clubs, national governing bodies and <b>sportscotland</b>;</li> <li>This Plan will seek to address the priorities of all these interests and consider how collectively we minimise duplication of effort, work together to develop our skill base and increase participation in sport at all levels.</li> </ul>	<ul style="list-style-type: none"> <li>Plan developed by February 2015.</li> </ul>
2.9	Prepare a management and forward development plan for Callendar Park in conjunction with relevant partners	<p>Policy Development</p> <ul style="list-style-type: none"> <li>A visitor destination, the Park is a heritage asset both in its own right and as the surrounding to Callendar House;</li> <li>We need to ensure that its management and forward development is sympathetic to the heritage, integrated with the House, addresses the infrastructure needs of a strategic destination and meets the needs of local people and visitors alike (element of 3.3 below).</li> </ul>	<ul style="list-style-type: none"> <li>Plan initiation document agreed by March 2015 to ensure appropriate contribution to agreed approach to Callendar House Stables and Park development.</li> </ul>
2.10	Prepare a management and forward development plan for Muiravonside Country Park with partners as appropriate	<p>Policy Development</p> <ul style="list-style-type: none"> <li>Popular with families and for walking this large rural site is in need of investment to ensure it continues to be attractive, and to secure funding;</li> <li>We need a plan that will not only help determine maintenance and management needs going forward but will also identify new opportunities for people to be more active and engaged in planning park improvements, outdoor activities and environmental learning.</li> </ul>	<ul style="list-style-type: none"> <li>First draft Plan developed by December 2014.</li> </ul>

2.11	Seek approval of Sports Pitch Strategy	<p>Policy Development</p> <ul style="list-style-type: none"> <li>• We commissioned a Sports Pitch Strategy for the area which identifies the need for provision of a network of up to six 3G synthetic pitches across the area to minimise pressures on deteriorating and unsustainable grass pitches;</li> <li>• The Strategy will be a key component of forward funding bids and is a requirement of <b>sportscotland</b>. Further discussion with <b>sportscotland</b> and the SFA in 2014 will ensure current thinking is fully taken account of ahead of approval.</li> </ul>	<ul style="list-style-type: none"> <li>- Sports Pitch Strategy approved by Board and subsequently Falkirk Council by March 2015</li> <li>- Continue to seek funds for additional synthetic pitch provision by March 2015.</li> </ul>
2.12	Prepare, with partners, a Physical Activity Plan for the area	<p>Policy Development</p> <ul style="list-style-type: none"> <li>• This plan aims to strengthen and further develop specific areas of physical activity - cycling, walking, keep moving, sport;</li> <li>• It needs to ensure there is a cohesive link to the development of the Forth Valley Physical Activity Plan to ensure health services have an integrated approach;</li> <li>• The Plan has a key contribution to the Single Outcome Agreement, and will ensure effective use of resources and support funding applications.</li> </ul>	<ul style="list-style-type: none"> <li>- Plan refined and agreed by all partners July 2014</li> <li>- Increase in participation in all specific areas of activity.</li> </ul>
2.13	Prepare, with partners, a forward development plan for the Helix	<p>Policy Development</p> <ul style="list-style-type: none"> <li>• Phase 1 of the capital works will be complete in 2014 when fully operational activity will commence;</li> <li>• There are a number of opportunities, some already identified, for future phases of the development and we want to commence forward planning with the project partners.</li> </ul>	<ul style="list-style-type: none"> <li>- Agree scope of work and activity required to continue forward development by September 2014</li> </ul>
2.14	Monitor and report on performance of the 5 year Business Plan Strategy	<p>Sound Governance</p> <ul style="list-style-type: none"> <li>• We need to ensure implementation is managed, progress is reported to our stakeholders and planning for delivery is integrated throughout the organisation;</li> <li>• All annual action plans include performance targets which are reviewed regularly by our Board and reported to Falkirk Council.</li> </ul>	<ul style="list-style-type: none"> <li>- Performance reported to the Trust's Audit &amp; Performance Group quarterly</li> <li>- Following the Public Pound report to Falkirk Council in October 2014</li> <li>- Business Plan and Unit Action Plans regularly and systematically reviewed</li> </ul>
2.15	Roll out a performance review framework	<p>Sound Governance</p> <ul style="list-style-type: none"> <li>• Our senior management team utilised elements of the Public Sector Improvement Framework as a self-assessment to evaluate performance when creating our 5 year Business Plan Strategy;</li> <li>• We believe the Trust would benefit from applying such techniques more widely within the organisation to</li> </ul>	<ul style="list-style-type: none"> <li>- Two team level self-assessment exercises undertaken</li> </ul>

		build our capacity particularly around evidence based decision making.	
2.16	Review Board Director Recruitment plans	<p>Sound Governance</p> <ul style="list-style-type: none"> <li>• The term of office for 3 directors will conclude during 2014/15. Each is eligible for reappointment;</li> <li>• At each opportunity for refresh the Board will consider the appropriate mix of skills and experience that it considers to be necessary for the next phase of the company's development.</li> </ul>	<ul style="list-style-type: none"> <li>- Board continues at full complement with an appropriate mix of skills and expertise</li> </ul>
2.17	Ensure support services are delivered effectively, meet our needs and provide a 'value for money' service	<p>Sound Governance</p> <ul style="list-style-type: none"> <li>• 10 SLAs currently exist to provide our support services by the Council which are due to end in June 2015 and an improvement plan was agreed in 2013 by both parties;</li> <li>• A review is required by August 2014 to determine how best to have these services provided beyond June 2015</li> </ul>	<ul style="list-style-type: none"> <li>- Improvement plan monitored and reviewed in conjunction with service providers May 2014.</li> <li>- Recommendations for delivery beyond June 15 considered by the Board August 2014</li> </ul>
2.18	Further develop and implement Stakeholder Engagement Plan.	<p>Organisational Culture</p> <ul style="list-style-type: none"> <li>• Stakeholders are vital to our work. Effective communication ensures that we optimise the potential to maximise the contribution we make to each other's work;</li> <li>• Our stakeholders' engagement plan will be developed and implemented to ensure that all stakeholders are appropriately engaged. We will listen to their feedback in future programme developments or improvements.</li> </ul>	<ul style="list-style-type: none"> <li>- Stakeholder Communications work well.</li> </ul>
2.19	Improve Employee Communications	<p>Organisational Culture</p> <ul style="list-style-type: none"> <li>• Our own employees are one of our most important resources – in terms of the vital work they carry out on a day-to-day basis but also as ambassadors for the work of the Trust within the community. As such, their understanding of and ability to communicate the Trust's key messaging is an excellent way of spreading information by word of mouth and via passionate, enthusiastic voices;</li> <li>• We aim to build staff knowledge of other services and indeed as our own best customers; enabling greater knowledge between teams of the Trust about overall product/offering is vital.</li> </ul>	<ul style="list-style-type: none"> <li>- More engaging and informative e-newsletter – increased open and click rates</li> <li>- Feasibility for inter-team "getting to know you" events explored</li> </ul>
2.20	Conduct Employee Survey	<p>Employee Development</p> <ul style="list-style-type: none"> <li>• Following our first employee survey in 2012 we undertook to repeat this biannually to ensure our employees are engaged, feel valued and to provide an indication of employee satisfaction;</li> <li>• The results are shared across the Trust and an action plan is developed and agreed through consultation with teams.</li> </ul>	<ul style="list-style-type: none"> <li>- Employee survey conducted by April 2014</li> <li>- Results reported by June 2014</li> <li>- Action plan developed by September 2014</li> </ul>

2.21	Complete an Employee Development Plan	<p>Employee Development/Empowerment</p> <ul style="list-style-type: none"> <li>To date a focus has been placed on our senior staff in relation to management and leadership development. Front line training has continued mainly around legislative needs of a health and safety nature;</li> <li>A more strategic approach is required to review the needs of key post holders and subsequent identification of planned training interventions. We also need to encourage and support staff seeking development opportunities through job shadowing, coaching, external visits etc.</li> </ul>	<ul style="list-style-type: none"> <li>- Training needs analysis completed for key post holders by April 2014.</li> <li>- Training plan completed for key groups of staff by June 2014.</li> <li>- Employment Development Plan completed by September 2014.</li> </ul>
<b>Strategic Objective 3 – Financial Sustainability</b> <i>Being efficient and effective and operating within our means.</i>			
3.1	Refurbish Kinneil Museum	<p>Investment</p> <ul style="list-style-type: none"> <li>We secured £48k from HLF for 90% funding of improvements to displays on the ground floor;</li> <li>Critical to the project is significant levels of community engagement and Friends of Kinneil are a valuable partner and capable of opening up engagement opportunities within the community.</li> </ul>	<ul style="list-style-type: none"> <li>- Exhibition themes scoped through community engagement by April 2014</li> <li>- Refurbished exhibition area by September 2014.</li> </ul>
3.2	Prepare Kinneil House Feasibility Study	<p>Investment</p> <ul style="list-style-type: none"> <li>There is strong community commitment to the redevelopment of the site/access to Kinneil House (element of 2.4 above);</li> <li>We need to Work with FC Development Services, Friends of Kinneil and Historic Scotland to scope a brief to explore options for Kinneil House.</li> </ul>	<ul style="list-style-type: none"> <li>- Feasibility Report and process agreed with partners by June 2014.</li> </ul>
3.3	Review development plans for Callendar House and Stables Block	<p>Investment</p> <ul style="list-style-type: none"> <li>Our application to HLF in 2013 was unsuccessful and we need to revisit the concept and plan with Falkirk Council and HLF;</li> <li>Emergency works to the Stables Block is required and we need to consider this in the context of the wider Asset Management Plan.</li> </ul>	<ul style="list-style-type: none"> <li>- Revised approach agreed with all parties by March 2015.</li> </ul>
3.4	Implement the Asset Management Development Plan 14/15 actions	<p>Investment</p> <ul style="list-style-type: none"> <li>Our Asset Management Plan to optimise the use of our venues is being developed through a number of actions undertaken in conjunction with Falkirk Council to inform long term decision making and enable investment planning through a costed plan;</li> <li>With Falkirk Council we are taking action to improve repairs and maintenance arrangements including monitoring of effectiveness and costs;</li> <li>We need to ensure that the use of facilities can be maximised, which may require the provision of</li> </ul>	<ul style="list-style-type: none"> <li>- Asset Management Plan costed by March 2015</li> <li>- Improved performance of the repairs and maintenance service</li> <li>- Funding opportunities from</li> </ul>

		alternative activities potentially being funded in partnership with external organisations.	external commercial organisations identified by July 2014.
3.5	Implement 2014/15 Council capital funded projects and plan 2015/16 investment proposals	<p>Investment (element of 3.4 above)</p> <ul style="list-style-type: none"> <li>• We have identified 3 critical areas of spend for the capital allocation of £550,000 to meet the Council's criteria of considering bids of 'inescapable high priority';</li> <li>• We want to make best possible use of the 15/16 allocation of £550,000 and develop proposals that support our Asset Management Plan;</li> <li>• The first Council owned and Trust operated full size 3G synthetic pitch is planned utilising £690k available from Falkirk Council's capital programme, subject to approval of a business case.</li> </ul>	<ul style="list-style-type: none"> <li>- 3 capital projects delivered: <ul style="list-style-type: none"> <li>○ Grangemouth Stadium Track</li> <li>○ Bo'ness Library Fire alarm</li> <li>○ Hallglen Sports Centre heating repairs</li> </ul> </li> <li>- 15/16 proposals identified by September 2015</li> <li>- Implement a business plan for the installation of one full size 3G synthetic pitch from March 2014</li> </ul>
3.6	Explore potential for new use of Neighbourhood Sports Centres	<p>Investment</p> <ul style="list-style-type: none"> <li>• Many of our Neighbourhood Sports Centres are underutilised and for a number of reasons are not performing as well as they might; they are very valuable local assets and could offer more attractive services for local people;</li> <li>• We want to explore options for delivery of new activities from these venues and will begin dialogue with external suppliers to understand what opportunities may exist and test feasibility in consultation with key interest groups (element of 3.4 above).</li> </ul>	<ul style="list-style-type: none"> <li>- Externally funded opportunities identified by July 2014.</li> </ul>
3.7	Improve our approach to planning ICT	<p>Investment</p> <ul style="list-style-type: none"> <li>- Systems are out of date, incompatible with each other, do not meet the basic needs of customers and constrain evidence based decision making and marketing. Many procedures and processes are paper based, bureaucratic by nature and limited by the current infrastructure;</li> <li>- It will be costly to update and we need to begin a planned and structured approach to improvement to take advantage of up to date technology that ensures the most effective information support systems are identified.</li> </ul>	<ul style="list-style-type: none"> <li>- New Library Management System implemented.</li> <li>- Audit and analysis of existing systems undertaken and compared with a needs analysis by June 2014.</li> <li>- Priorities determined and approach to longer term strategy development and funding by January 2015.</li> </ul>

3.8	Implement a 'Spend to Save' project to provide a new health and fitness facility	<p>Investment/ Income Generation</p> <ul style="list-style-type: none"> <li>• Subject to approval by Falkirk Council we will invest approximately £1m of development funds from their 'spend to save' initiative with the intention of generating additional levels of income;</li> <li>• We want to nurture partnership opportunities with external commercial organisations as we anticipate becoming dependent upon their partnership funds to enable the delivery of 'profitable' activity programmes or services in the future.</li> </ul>	- New health and fitness facility opened by January 2015
3.9	Implement a Trading Plan for 2014/15	<p>Income Generation</p> <ul style="list-style-type: none"> <li>• The Trading Company has made good progress in addressing its overall financial performance. The plan for 2014/15 is to drive it into a profitable position so that the current Council subsidy can be directed to other services.</li> </ul>	- The Trading Company makes a net profit than can be passed onto the main charity.
3.10	Prepare a bid to HLF for Muiravonside Country Park.	<p>Income Generation</p> <ul style="list-style-type: none"> <li>• We received constructive feedback from HLF for our pre-application proposal for funding to improve Visitor Centre interpretation and signage as a part of works to re-open this venue, if successful we expect to complete works in 14/15;</li> <li>• Linked to our work to create a Development Plan for the park we see this bid as a first phase of securing investment for this site.</li> </ul>	- Funding secured and project delivery plan executed by March 2015.
3.11	Implement Fundraising Strategy	<p>Income Generation</p> <ul style="list-style-type: none"> <li>• We want to support our work by generating income from a range of funders, sponsors and donors and have been growing our capacity to do so;</li> <li>• External funding continues to be competitive and we have considered targets for growth in relation to match funding, capacity and time to develop bids.</li> </ul>	<ul style="list-style-type: none"> <li>- £300,000 of external funds awarded in 2014/15</li> <li>- Including 2 one-off awards of over £50,000, one of which to be £150,000 or over in 2014/15.</li> </ul>
3.12	Implement a Procurement Strategy	<p>Efficiencies</p> <ul style="list-style-type: none"> <li>• We have started to review our approach to procurement;</li> <li>• We will continue this work in 2014/15 and look to drive efficiencies through combined purchasing arrangements. The focus for 14/15 will be in catering and sports equipment.</li> </ul>	- Better procurement realises cashable savings of £30,000.
3.13	Secure Energy Management Savings	<p>Efficiencies</p> <ul style="list-style-type: none"> <li>• We are a high energy user particularly on many of our large sites. Work to date with the Council on improving our plant and equipment, modernising lighting and pool covers for example has delivered tangible savings. We will continue this work which is becoming more critical as energy costs rise and budgets reduce.</li> </ul>	- Improvement projects identified to reduce energy consumption.



## MONITORING AND EVALUATION

### Performance Management

We measure and evaluate our performance in two ways:

- Numerical performance measures routinely collected over a period of time
- Customer, employee and stakeholder perceptions - on-going and through planned survey work.

Table 3: Numerical Performance Measures

Strategic Objective	Performance measure	Performance context	Performance 11/12	Performance 12/13	Performance 13/14 Q1+Q2+Q3	Target 14/15
<b>Meeting Customer Needs</b>	1. Number of concessionary admissions across all Trust services	Previously was the leisure card and health pass admissions; by introducing a new concessionary scheme we expect an <b>increase</b> in uptake in 14/15	84,775	92,273	98,485	132,500
	2. Number of admissions by young people across all our venues and programmes	A priority in our marketing strategy is Families; we expect to see an <b>increase</b> in uptake in 14/15	678,171	717,826	565,428	810,000
	3. Number of programmes and activity sessions for older people across all Trust services	A priority in our marketing strategy is Older People; we will gather <b>new baseline</b> information to inform future monitoring	n/a	n/a	n/a	n/a
	4. Number of adult admission to all sport and leisure venues	Performance has been rising and we expect a further <b>increase</b> in performance in 14/15	593,721 <sup>1</sup>	627,536 <sup>1</sup>	509,886	730,000
	5. Number of juvenile admissions to all sport and leisure venues	Performance has been rising and we expect a <b>marginal increase</b> in performance in 14/15	532,807 <sup>1</sup>	591,306 <sup>1</sup>	355,937	550,000
	6. Number of concession admissions to all sport and leisure venues	Previously the leisure card and health pass admissions; by introducing a new concessionary scheme we expect an <b>increase</b> in uptake in 14/15	77,078 <sup>1</sup>	80,793 <sup>1</sup>	59,873	92,000

Strategic Objective	Performance measure	Performance context	Performance 11/12	Performance 12/13	Performance 13/14 Q1+Q2+Q3	Target 14/15
	7. Attendance at sport and recreation development programmes	Performance in Sports Development & Active Schools has been rising and we expect a further <b>increase</b> on 12/13 on performance in 14/15. Community Recreation and Ranger Service programmes will be added into this measure going forward	120,851 <sup>2</sup>	125,951 <sup>2</sup>	127,140 <sup>3</sup>	155,500
	8. Number of visits to libraries	Visits have been decreasing for some time and at best we expect to <b>maintain</b> performance in 14/15 while we plan improvement action	733,914	619,063	478,642	600,000
	9. Number of active borrowers from libraries	The rate of decline is slowing and a small increase is evident so we expect a <b>marginal increase</b> in 14/15	28,067	25,976	25,781	26,000
	10. Number of issues including digital material	The rate of decline is slowing but no increase evident as yet and we expect to <b>maintain</b> issues in 14/15 whilst we plan improvement action	1,039,591	927,074	678,234	900,000
	11. Number of admissions to arts venues	A sustained growth trend is beginning to level off but we expect to continue to <b>increase</b> admissions in 14/15	107,659	119,287	78,929	113,000
	12. Attendance at arts development programmes	Performance is stabilising and we expect a <b>marginal increase</b> in performance in 14/15	52,837	63,258	47,661	62,700
	13. Number of visits to heritage venues	Performance has been steady. Revised data collection at Kinneil in 13/14 will reset a baseline which we expect to <b>increase</b> at both venues	35,595	36,769	32,686	38,000
	14. Attendance at heritage development programmes	Strong performance experienced recently is slowing and we expect to <b>maintain</b> in 14/15	6,568	9,507	7,073	9,100

Strategic Objective	Performance measure	Performance context	Performance 11/12	Performance 12/13	Performance 13/14 Q1+Q2+Q3	Target 14/15
	15. Number of complaints received	A revised complaints handling process introduced in 13/14 may reset a baseline which we expect to <b>maintain</b> in 14/15	120	94	77	Maintain
<b>Organisational Development</b>	16. Number of volunteers engaged	A new baseline will be established; based on 12/13 estimates we expect this to <b>increase</b>	n/a	500 est	n/a	Increase
	17. Number of clubs and organisations worked with	A new baseline will be established; based on 12/13 estimates we expect this to <b>increase</b>	n/a	100 est	n/a	Increase
	18. Sickness Absence - % days lost	Aim to <b>reduce</b> to below 4%	3.34%	4.03%	3.40%	4% or less
	19. Staff Turnover - % turnover	Aim to <b>reduce</b> turnover	11.7%	8.6%	4.0%	Reduce
<b>Financial Sustainability</b>	20. Customer income raised	Aim to <b>increase</b> income	n/a	£4,540,000	£3,868,355	£4,701,000
	21. Grant income secured <sup>4</sup>	Aim to <b>maintain</b> income	n/a	£941,000	£113,046 <sup>5</sup>	n/a
	22. Funds awarded from competitive grants and donor sectors	Funding is competitive and dependent on match we aim to <b>increase</b> on 12/13 position	n/a	£144,053	£481,886	£300,000

<sup>1</sup> Excluding figures for Polmonthill Ski Centre, Grangemouth Golf Course and Callendar Park Par 3 – breakdown into adult/juvenile/concession currently unknown.

<sup>2</sup> Excluding Community Recreation and Ranger Service activities – to be scoped going forward.

<sup>3</sup> Excluding Ranger Service activities – to be scoped going forward.

<sup>4</sup> For example, Youth Music Initiative (YMI), Active Schools, Fairer Scotland Fund, National Governing Body contributions.

<sup>5</sup> Grant income due during quarter four makes up a significant element of this measure.

### Perception Indicators

We gather customer and visitor perception through feedback and survey systems both venues based and via digital media. Our second employee survey is planned in spring 2014, our second high level customer survey in 2015 and our first stakeholder survey in 2015.

## Risk Management

The Trust has a Risk Management Policy and we review and update our Risk Register as part of the business planning process. Currently in January 2014 there are 46 risk descriptions in the register. Significant risks for this plan are summarised in Table 4 below.

Table 4: Risk Summary

Risk Level	Risk Description	Mitigation
High	Funding is not available to maintain buildings or the Council has pressing need for investment elsewhere in its portfolio.	This is a universal risk shared with the Council and the Trust is working with the Council to implement an Asset Management Plan.
High	Funding from the Council to the Trust is reduced due to other Council priorities and budget constraints.	The Trust is pursuing a strategy to shift reliance on Council funding in the medium term.
Medium	The recession continues and constrains customer ability to spend.	The Trust's pricing strategy and programme is tailored and marketed to customer profiles and ability to pay.
Medium	Over reliance on out of date IT systems and network which is not focussed on Trust's business does not provide adequate service to customers of business information	SLA with the Council for IT services. Online booking to improve customer point of sales experience is identified as a priority.
Medium	Change in local and national political position. The referendum result will be known during the life of this plan.	Regular communications with local elected members and networking with national organisations to consider likely impact.

## OUR PLANNING FRAMEWORK AT A GLANCE

<b>The 10 year area wide Strategy</b>	<b>“Inspiring Active Lives” A Culture and Sport Strategy for Falkirk”</b> <i>A plan with four key <b>themes</b> for action across all culture and sport sectors that will be implemented through a series of <b>partnership Delivery Plans</b> led by the Trust</i>				
	<b>Participation</b>	<b>Motivation</b>	<b>Venues</b>	<b>Partnership</b>	
<b>Our 5 year Business Strategy</b>	Our aim is that by 2019: <i>Falkirk Community Trust will be operating from venues that people want to use, with a more responsive programme offering better quality for our customers. We will be a trusted and valued organisation, secure in our role as a leader for culture and sport and with diminishing reliance on Council funding; we will be more flexible, entrepreneurial and commercially minded. We will have created champions for culture and sport and have loyal volunteers and a workforce who motivate a huge cross section of the community to take part in culture and spot that improves their lives.</i>				
<b>Our Objectives for 5 years</b>	<b>Meeting Customer Needs</b> <i>People are at the heart of everything we do, be they customers or potential customers</i>	<b>Organisational Development</b> <i>Growing up, getting stronger and maturing is critical if we are to live up to stakeholders’ expectations</i>		<b>Financial Sustainability</b> <i>Being efficient and effective and operating with our means</i>	
<b>Our Priorities for 5 years</b>	<b>Marketing</b>	<b>ICT</b>	<b>Venues &amp; Programmes</b>	<b>People &amp; Organisation</b>	<b>Planning Together</b>
<b>Our 5 Annual Business Action Plans</b>	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>Our Unit Action Plans and Business Strategies</b>	A suite of plans for individual business operating areas and cross cutting plans for Trading, Programmes & Events Marketing and Helix are guided by the Business Strategy, Annual Business Action Plans, Marketing Strategy and Fundraising Strategy				

## OUR PURPOSE

### Our Vision

**Falkirk's Communities are the most creative and active they can be**

### Our Mission

**To lead culture and sport to enrich people's lives in the Falkirk area**

### Our Values

**Valuing** the positive  
difference people  
make

Acting with  
**integrity**

Placing **people's  
needs** at the heart  
of everything we do

Being **proud** of  
what we can achieve  
together