

## Falkirk Community Trust




**Subject:** October - December 2014 Quarter 3 Performance Report  
**Meeting:** Audit and Performance Sub-Group  
**Date:** 5<sup>th</sup> March 2015  
**Authors:** Alistair Mitchell, Team Leader Performance Review

## 1. Introduction

- 1.1 This is the 2014-15 quarter three report on our performance indicators and covers the 3-month period October – December 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 statement with indicator performance presented in the form of bar charts with contextual commentary. Figures presented alongside the charts provide an 'at a glance' summary of variance in indicator performance compared to the same quarter last year, and variance in cumulative performance for the year-to-date against the previous year.
- 2.2 Each indicator is flagged at the end of each quarter using a red-amber-green traffic light system. Flagging illustrates predictions of indicator performance against target and is determined using current year-to-date data combined with data from previous years to project forward. As we near the end of the 2014-15 financial year and have greater knowledge of performance for the year-to-date, a clearer understanding of expected year-end performance becomes apparent.
- 2.3 Three additional indicators reporting performance of the Helix site were added at the start of the current financial year and remain unflagged. Annual targets will be included and these indicators flagged from 2015-16 onwards.
- 2.4 The flagging status for this period is summarised below:

<i>Green</i> 	This PI is on or above target (within 5% of target or above target)	There are <b>16</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>3</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>8</b> red-flagged indicators.

- 2.5 Compared to the quarter two report (July-September), indicator flagging has changed as follows:

- One less green-flagged indicator
- Three fewer amber-flagged indicators
- Four more red-flagged indicators

- 2.6 One previously green-flagged indicator (PI 7) has moved to amber; one other previously green-flagged (PI 26) and two amber-flagged indicators (PI 13 & 16) have all dropped to red; and one indicator (PI 12) has improved from an amber-flagging to green-flagging. Comments have been made throughout the report to identify changes in the flagging status of indicators.

- 2.7 Year-to-date performance at the end of the third quarter of 2014-15 is less positive than previous years. The majority of indicators remain flagged green against target after three quarters, but actual performance (number of admissions, visits, bookings, etc) is decreasing in real terms for over half of the indicators. This decreasing trend in admissions, visits and bookings is being closely monitored by Trust management and action being taken where necessary.
- 2.8 The key performance highlights for 2014-15 quarter three include the following:
- Admissions to Bo'ness Recreation Centre increased by 5.7% compared to the same quarter last year, with increased usage in all areas except squash and indoor football.
  - Grangemouth Stadium admissions 18.9% higher than the same quarter last year, with this increase occurring despite the running track being closed for replacement works for part of the quarter.
  - Admissions to Grangemouth Circuit Club 17.8% higher than Q3 last year, mainly due to increased fitness class usage.
  - Falkirk Town Hall admissions increased by 18.7%, with increases in show/event attendances and in conference and meetings use.
  - Park Gallery admissions being 57.1% higher than Q3 last year attributed to the popularity of the 'Strictly Botanical' exhibition.
  - Active Schools continuing the recent trend with an 18.5% increase in participant sessions delivered, continuing efforts to maintain activity participation levels following Glasgow 2014 Commonwealth Games.
  - A 100% increase in visits to Kinneil Museum compared to the same quarter last year, with events in partnership with Friends of Kinneil and consultation sessions contributing to the increase.
- 2.9 A report on the period January – March 2015 and year-end performance 2014-15 will be made at the next meeting of the sub group on 14<sup>th</sup> May 2015.
- 3. Recommendation**
- 3.1 Directors are asked to note the positive progress made in quarter three and note the actions to address areas requiring improvements in the final quarter of the year.

**Alistair Mitchell**  
**Team**

**Leader**

**Performance**

**Review**

1)



### Admissions to Bo'ness Recreation Centre

Q3 2014/15 vs Q3 2013/14:

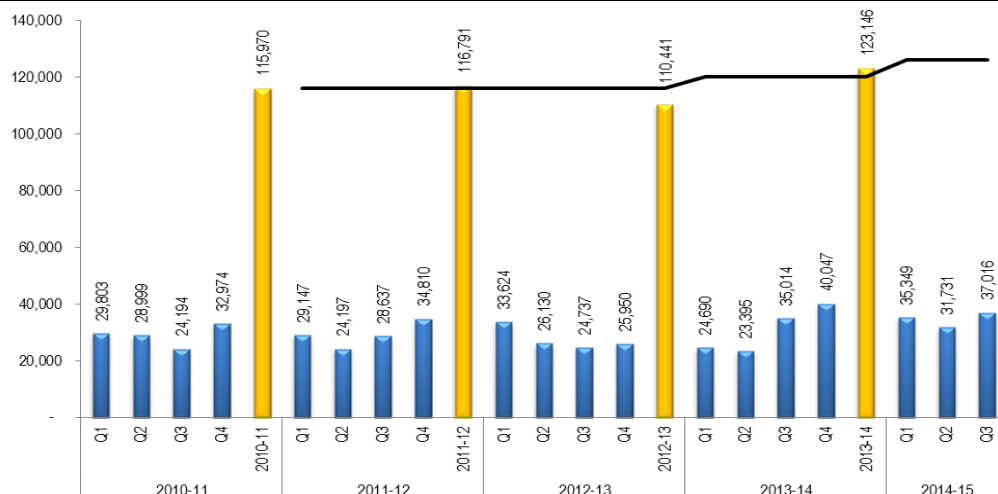
↑ 5.7%

+ 2,002 admissions

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

↑ 25.3%

+ 20,997 admissions



Q3 performance increased compared to the same period last year with 2,000 additional admissions to the centre. All areas experienced increases with the exception of squash and indoor football. In comparison to last year there were increases in swimming and badminton, with usage of the combat zone continuing to grow. Birthday parties and events also increased on the same period last year. We will continue to promote these initiatives and monitor their performance going forward.

Income for Q3 2014-15 was largely comparable the same quarter last year. Income for the centre (excluding Health and Fitness and Trading) is currently 5.2% higher cumulatively than this time last year (c.£134,000 versus £127,000).

Looking ahead to the final quarter of 2014/15, plans include extending the off-peak "community initiative" introduced for outdoor football in April 2014. The initiative will now include access to off-peak indoor football which has shown a sharp decline in 2014/15. Marketing and promotional activity will continue to be targeted at the local market and beyond, and consideration for additional initiatives is currently being explored to try and increase admissions.

Performance at year-end is expected to exceed target if similar Q4 performance to last year is repeated, hence this indicator remains flagged green.

2)



### Admissions to Grangemouth Sports Complex

Q3 2014/15 vs Q3 2013/14:

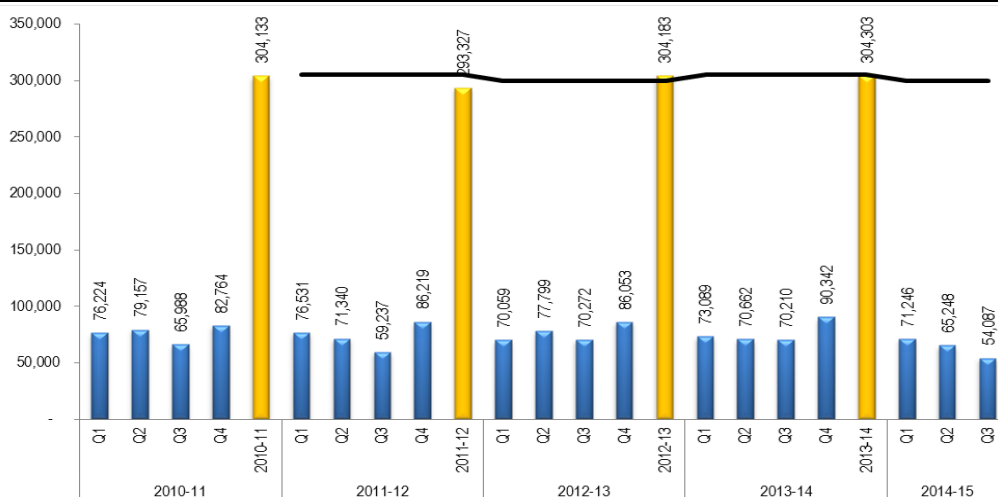
↓ 23.0%

- 16,123 admissions

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

↓ 10.9%

- 23,380 admissions



Performance during the 2014/15 Q3 was reduced compared to the same period last year. A reduction in swimming admissions is the main cause with swimming pools and flumes being out of use for a 3-week period in December for maintenance. This pool area closure enabled us to improve the customer experience by maintaining the swimming pool tiles and grouting and refurbishing the poolside, changing areas, sauna and café. Work was carried out in-house to save on external contractors and utilise existing shift staff. Income for this quarter was c.£18,000 under target, reflecting the swimming pool closure over the 3-week period in December. Year-to-date income is currently c.£12,000 below target.

Q4 planned activity includes setting up new classes for children, promoting after-school football and adult 'try a sport', and trialling our 'Splash and Dash' incentive – a swim and takeaway meal offer – to encourage lunchtime usage by office workers. Netball coaching classes are being set up to encourage primary school use. Several events taking place include Falkirk Fury basketball matches, GASC swimming galas in January and February, the Rotary Club sponsored swimming event, a roller derby bout, Forth Valley Disability Sport swimming gala and a schools badminton competition.

This indicator is expected to achieve close to target at year-end. A green-flagging is maintained but may change to an amber flagging at year-end depending on the outcome of Q4 admissions.

3)



### Admissions to Mariner Centre

Q3 2014/15 vs Q3 2013/14:

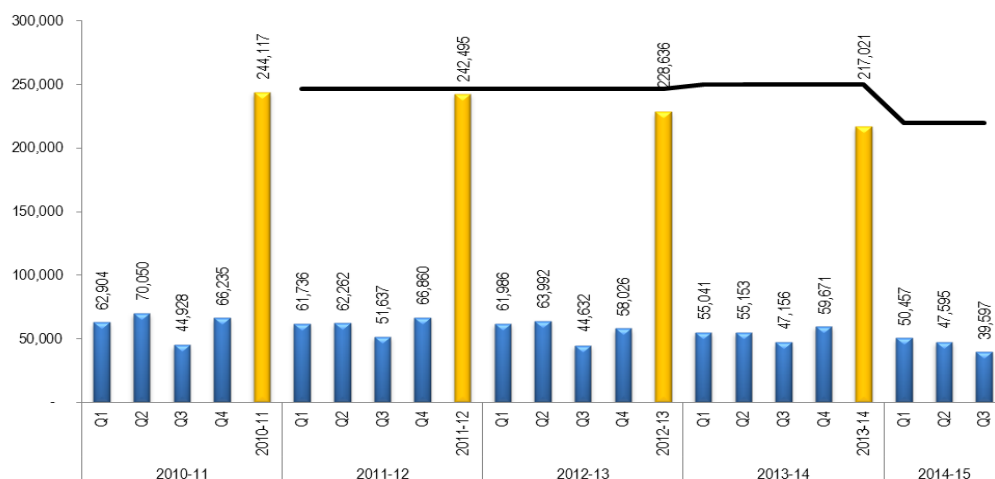
↓ 16.0%

- 7,559 admissions

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

↓ 12.5%

- 19,701 admissions



Admissions during Q3 continued the trend of decreasing admissions. Sports club usage decreased by 22%: Tukido (-23%) reduced their booking duration and relocated to a smaller hall due to reducing numbers; Falkirk Fury attendances (-4%) are dependent on the number of home fixtures. Indoor football attendances are down 41%, partly affected by a disproportionate spike in admissions last year. Swimming admissions decreased overall following the loss of school swimming lessons earlier this year, but pool disco (+72%) and family swim admissions (+30%) have improved. A new Krav Maga club have taken a regular block booking filling a vacant Friday evening slot, traditionally a quiet booking period.

Q3 income reduced by c.17% compared to last year, with year-to-date cumulative income currently 18% below target. Reductions in income during Q3 occurred in swimming, 5-a-side football, coaching and vending. Income increases occurred in badminton (+£492) and sauna usage (+£192), with c.£500 extra swimming income generated from competitions displaced from Grangemouth Complex during their maintenance closure.

Q4 admissions and income are expected to be lower than last year due to a 4-week closure of the swimming pool to reinstate the wave machine. The relocation of fitness classes to the fitness studio has created additional bookable space in the sports hall which will be promoted. Year-end performance is expected to fall short of target hence a red flag is retained.

4)



### Admissions to Grangemouth Stadium

Q3 2014/15 vs Q3 2013/14:

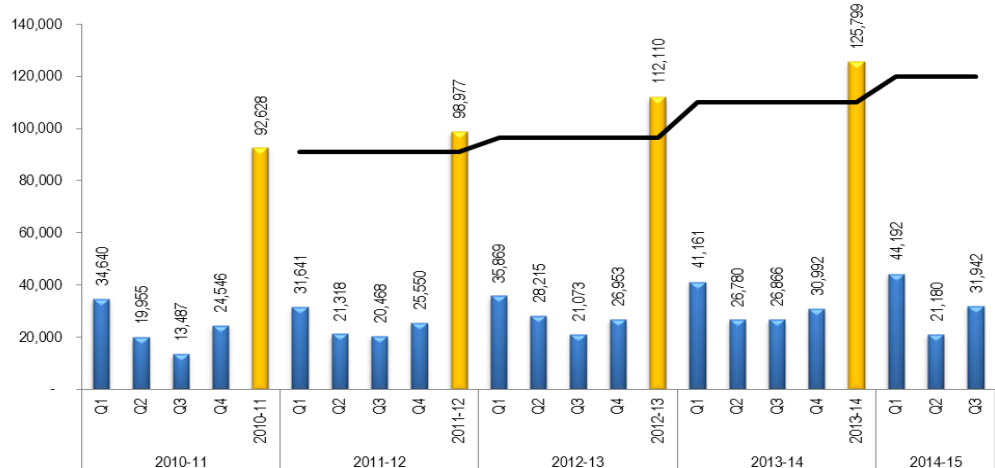
↑ 18.9%

+ 5,076 admissions

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

↑ 2.6%

+ 2,507 admissions



Q3 admissions increased compared to the same period last year, with increases of c.10% in Run, Jump and Throw classes and c.25% greater gymnastics admissions. Gym use dropped by c.33% compared to the same period last year. Outdoor track renewal works to install a new running surface resulted in a c.25% decrease in track use. Quarterly income was consistent with previous years and was c.£1,600 above target. Income for the year-to-date is currently c.£14,000 over target.

Significant interest and enquiries have followed the opening of the new running track with customers wanting to use the new surface. Previous bookings displaced by this track renewal work are starting to return to the venue. Several events are scheduled for the fourth quarter and include athletics meets, coaching training, national disability sport squad training and a gymnastics competition.

Despite the track being closed for a lengthy period and events being moved to other stadia, the Stadium should exceed admission and income targets this year.

5)



### Admissions to Bo'ness Circuit Club

Q3 2014/15 vs Q3 2013/14:

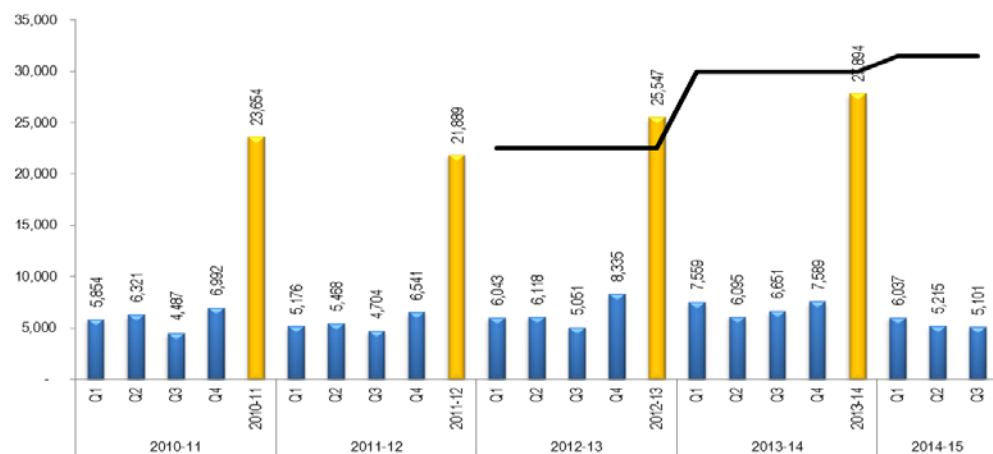
↓ 23.3%

- 1,550 admissions

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

↓ 19.5%

- 3,952 admissions



6)



### Admissions to Grangemouth Circuit Club

Q3 2014/15 vs Q3 2013/14:

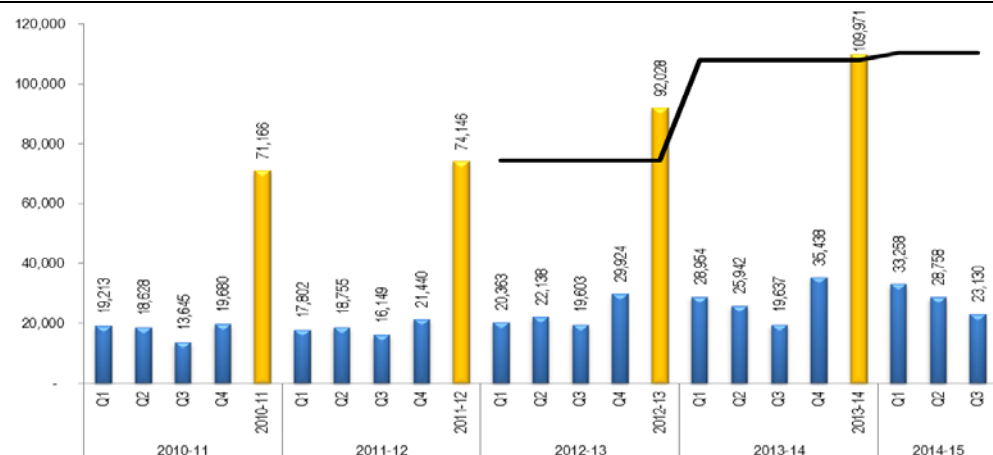
↑ 17.8%

+ 3,493 admissions

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

↑ 14.2%

+ 10,613 admissions



7)



### Admissions to Mariner Circuit Club

Q3 2014/15 vs Q3 2013/14:

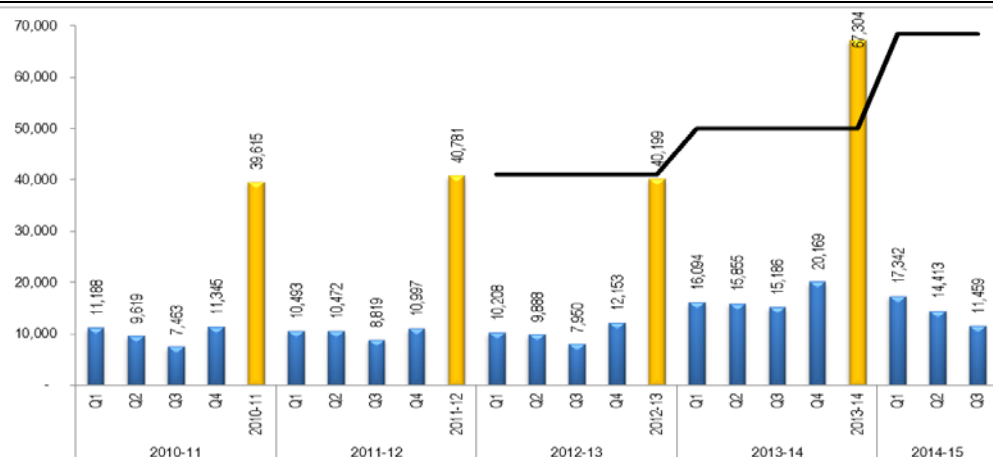
↓ 24.5%

- 3,727 admissions

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

↓ 8.3%

- 3,921 admissions



Q3 performance was mixed across our 3 Circuit Clubs. A c.18% increase in Grangemouth admissions was largely attributed to increased fitness class usage, while gym admissions remained constant. Admissions at Bo'ness and Mariner Circuit Clubs continued the downward trend seen with decreases of c.23% and c.25% respectively. Increased competition from a budget gym in central Falkirk is reflected in the drop in attendance figures.

Q3 income increased at Bo'ness (+23%, +£6,400) and Grangemouth (+10%, +£11.4k) but decreased at the Mariner (-9%, -£4.9k) compared to the same quarter last year. Despite this decrease in income at Mariner for Q3, overall income for year-to-date at all venues increased: Bo'ness (+21% +£17,900), Grangemouth (+18%, +£62,300), Mariner (+11%, +£19,000).

Fourth quarter is traditionally the busiest period of the year for admissions. A promotional campaign ("Get Your Spark Back") with membership incentives for new and existing members will run throughout January. This will be combined with the launch of a new enlarged fitness class timetable. Following a change to reception area function, gym staff will now be able to spend longer on the gym floor providing support to and interacting with customers. A focus is being made to promote the customer benefits which will help us retain customers which should slow and eventually reverse this trend.

Expectations for year-end are for admissions at Grangemouth to exceed target. Admissions at Bo'ness are expected to fall short of target with indicator flagging moving from amber to red. Mariner Circuit Club admissions indicator has been amended from green to amber following the drop in Q3 admissions, and is expected to end the year below target.



8)



### Admissions to the Neighbourhood Centres

Q3 2014/15 vs Q3 2013/14:

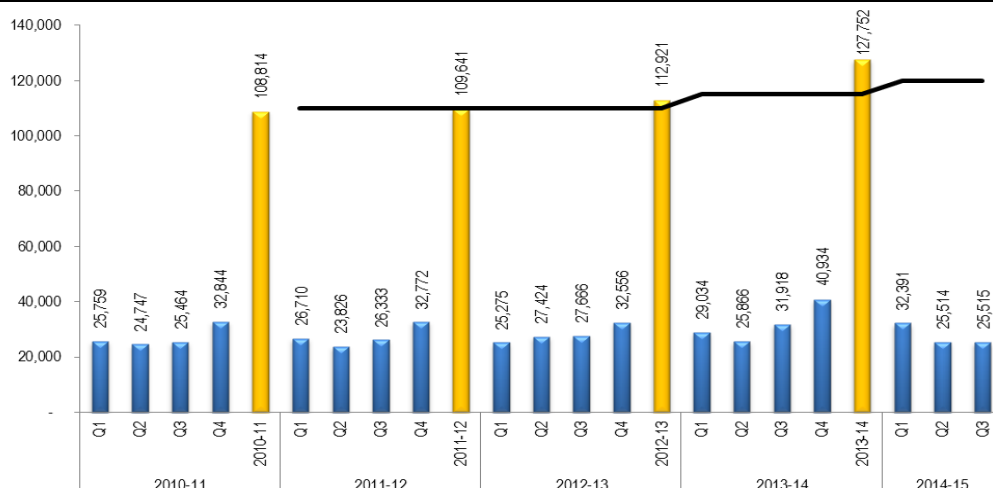
↓ 20.1%

- 6,403 admissions

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

↓ 3.9%

- 3,398 admissions



Q3 admissions at neighbourhood centres decreased significantly compared to the same quarter in 2013/14. There has been a downturn in indoor football across all the centres with outdoor synthetic pitch usage at Denny and Woodlands also seeing a significant downturn in use due to their condition. Q3 income for 2014-15 was c.£64,000, an increase of c.6% on the same quarter last year. Cumulative income is also currently c.6% higher than for the same period last year, with an end-Q3 total of c.£189,000 (an increase of c.£11,000).

Fourth quarter activity includes planning programme changes for all venues for the forthcoming financial year. There are no short-term opportunities to address the downturn in usage and our focus is now very much on looking for unique products and customer service improvements for Q1 2015/16. We are actively considering a potential change of use for specific locations to reinvigorate the interest in local communities' participation at these facilities.

Admissions for the year-to-date at all centres have been affected by good summer weather conditions and major events attracting potential customers. This has resulted in indoor sport activity being adversely affected while people have enjoyed other outdoor pursuits. Performance at year-end is projected to achieve close to target depending on Q4 admissions, hence this indicator remains flagged green.

9)



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

Q3 2014/15 vs Q3 2013/14:

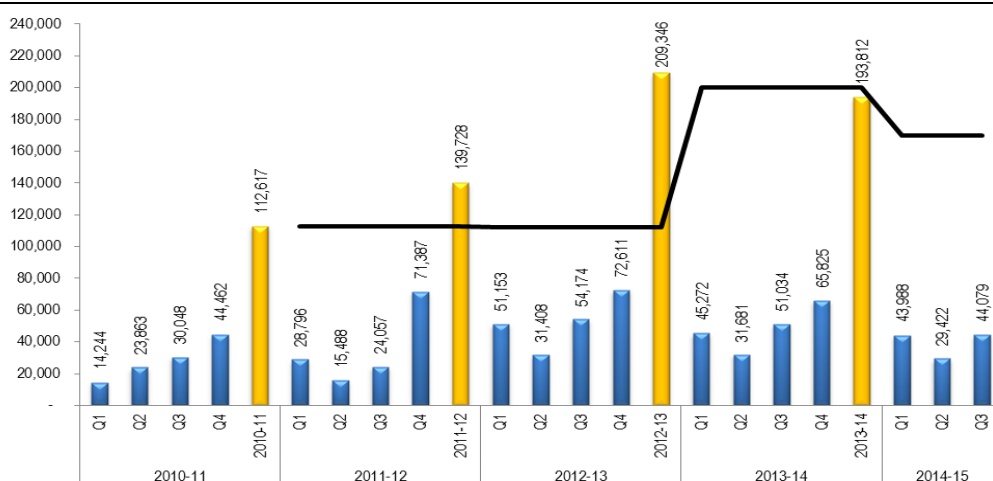
↓ 13.6%

- 6,955 admissions

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

↓ 8.2%

- 10,498 admissions



Admissions during Q3 reduced at all community use schools compared to the same period last year, with the exception of Denny HS where a c.26% increase followed large increases in the number of events held and in junior swimming. (+c.18%). A period of good weather may have delayed outdoor clubs not resuming their indoor bookings until the end of November, impacting on admissions. A number of clubs have rationalised or cancelled their bookings following the introduction of charging for junior booking; however, encouragingly some vacant spaces created by this are being filled by a number of new clubs taking block bookings and casual bookings.

Income for the quarter increased by c.33% (£24,365 to £36,359) compared to last year, the main factor being the increase in income from junior club bookings.

Looking ahead to Q4 a focus on improving promotion of public access to school facilities, highlighting areas where vacant slots have been freed up by existing bookings rationalising their use, should have the effect of increasing admissions. It is anticipated that year-end performance will fall just short of target and retains a green flagging. The full effect of the introduction of charging for junior groups may not yet have been fully realised hence a question mark remains over predicted Q4 performance.

10)



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

Q3 2014/15 vs Q3 2013/14:

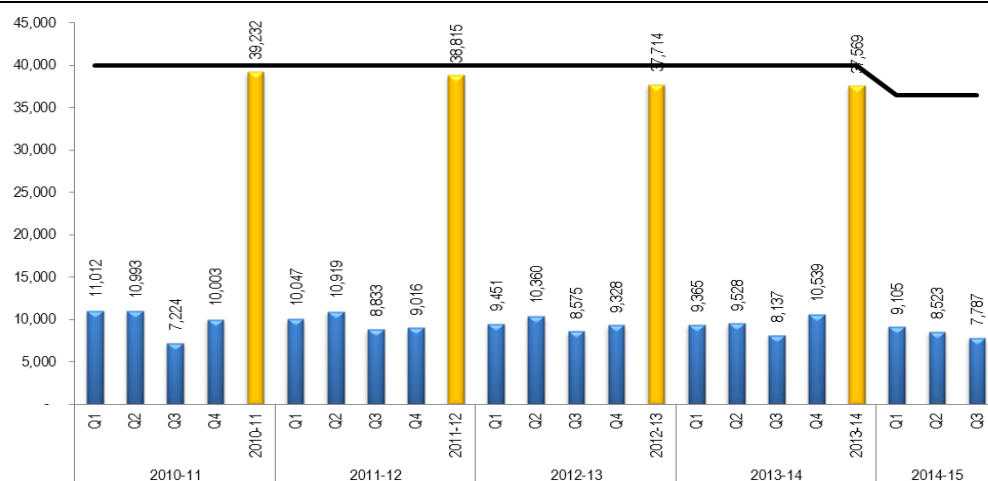
↓ 4.3%

- 350 participants

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

↓ 6.0%

- 1,615 participants



The number of participants reduced slightly compared to the same period last year. Active Forth admissions decreased by c.6% (-230 visits). The Step Forth programme – including Strollers, Helix walks and other walking events – reduced by c.15% (-285). Teens usage declined by c.3% (-31%) with a refresh of the Teens offering in Q4 being planned to address this drop. Healthy Lifestyle gym admissions demonstrated a c.15% (+198) increase this quarter.

Total Active Forth income for Q3 was c.£15,800, a c.15% increase on the same quarter last year and a c.2% cumulative increase for the year-to-date.

Q4 activities include training and supervised sessions with staff to deliver greater mental health engagement with Forth Valley Royal Hospital. New Active Forth classes are being developed in response to increased demand for strength and balance activities. Nordic Walking courses in conjunction with the Helix are being scheduled throughout the quarter. A new buggy group taking place on the Helix has proven popular and is expected to see further improvements in performance as awareness of the walk increases amongst parents.

This indicator remains flagged green despite small admission reductions during Q3, with performance remaining on course to achieve close to target at year-end.

11)



### No. of rounds of golf played

Q3 2014/15 vs Q3 2013/14:

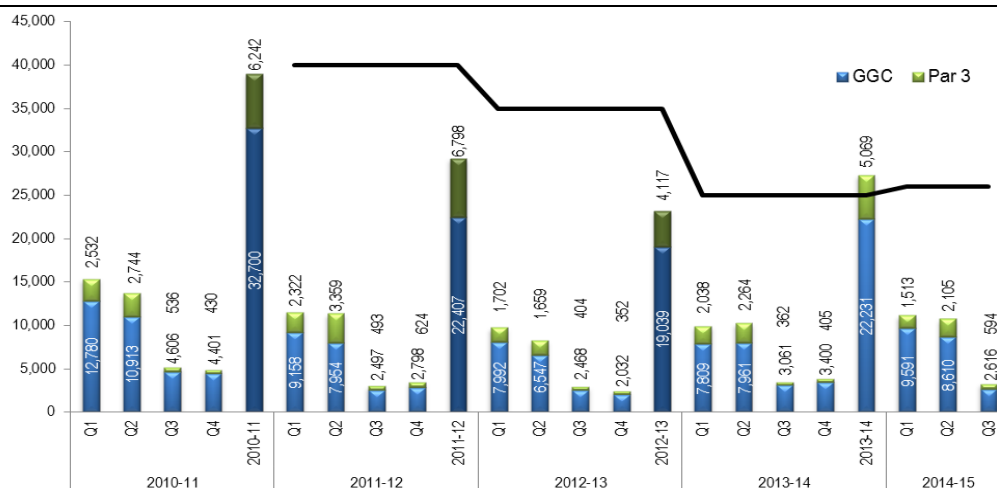
↓ 6.2%

- 213 rounds played

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

↑ 6.5%

+ 1,534 rounds played



Overall rounds played for this quarter totalled 3,210, a reduction of c.200 rounds compared to the same period last year. This decrease occurred solely at Grangemouth Golf Course with c.400 fewer rounds played, while Callendar Park Par 3 saw a c.64% increase (+232 rounds). The indicator remains flagged green overall due to the increased year-to-date performance of Grangemouth Golf course and is expected to exceed target at year-end.

**Callendar Park Par 3:**

Despite the Q3 improvement, performance for the year to date remains c.18% below the end-Q3 position last year. There has been good usage of season passes but performance remains reduced for both adult and juvenile rounds played. Income for the year-to-date is currently c.9% lower than last year (£11,750 versus £12,993).

**Grangemouth Golf Course:**

Q3 figures show a slightly decline compared to the comparative quarter last year. The exact cause is unknown but is likely to be due to weather conditions. Promotional activity with roadside banners are planned for Q4 to encourage more pay and play use of the course. Overall rounds played are likely to meet the end of year target.

12)



### Admissions to Falkirk Town Hall

Q3 2014/15 vs Q3 2013/14:

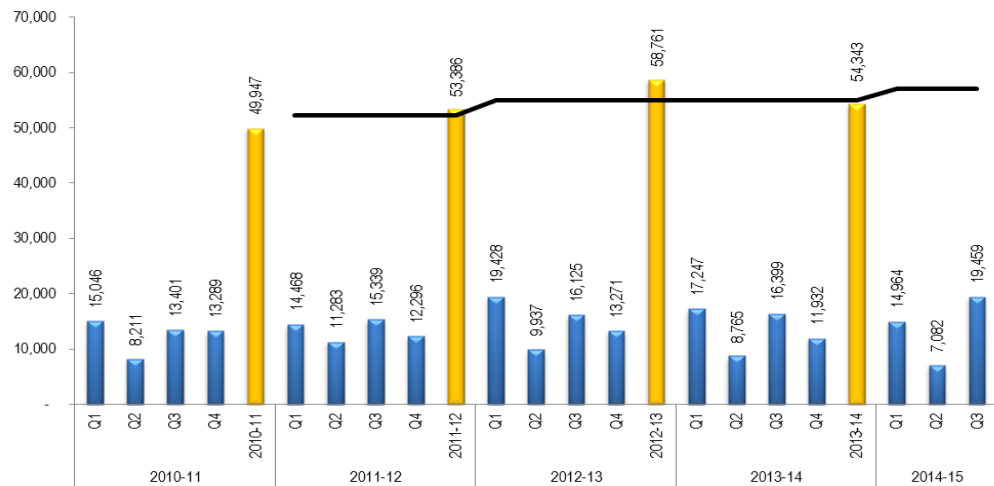
↑ 18.7%

+ 3,060 admissions

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

↓ 2.1%

- 906 admissions



Admissions during the third quarter were c.19% higher than the same quarter last year, an increase of over 3,000 admissions. Conference and meeting bookings increased slightly with a number of cabaret, tribute (Patsy Cline and Dolly Parton) and mainstream music shows (Nathan Carter) contributing to this increase. Work with the Trust's Cultural Coordinator and ADO (Film and Media) created an additional 9 large-scale school screenings and workshops which each secondary school from the area attended.

Hire income for the year-to-date to end-Q3 totalled c.£52,000 with a year-end projection of c.£68,400 (c. £4,000 over budget). Income from performances is faring worse with c.£20,000 income to end of Q3 with a year-end shortfall of c.£7,000 against target projected. However programme costs are c.£6,000 under budget hence a net shortfall of c.£1,100 is projected.

The programme during Q4 includes the comedian Susan Calman, a tribute to Rikki Fulton and Jack Milroy, and two shows aimed at pre-school children. Large lets including the Big Bad Wolf Theatre Company, Rotary Club Anniversary concert and Classic Music Live! are expected to generate good attendances and income.

Performance at year-end is expected to achieve close to target, hence this indicator has changed from an amber to green flagging.

13)



### Admissions to the Hippodrome

Q3 2014/15 vs Q3 2013/14:

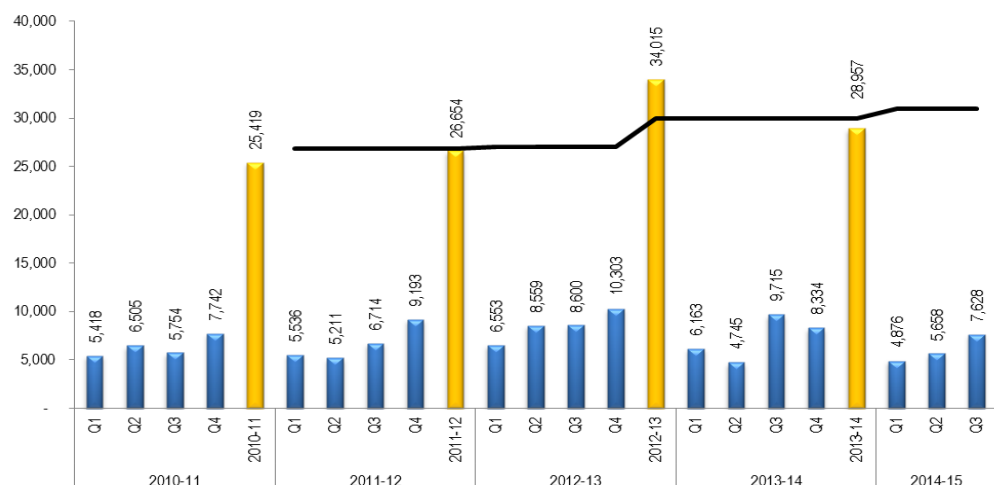
↓ 21.5%

- 2,087 admissions

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

↓ 11.9%

- 2,461 admissions



Q3 admissions at the Hippodrome were significantly lower than the same quarter last year. Decreases in admissions should be viewed in the context of national cinema attendances decreasing by 5% compared to the same period last year. However, income for the year-to-date is c.£65,500 with year-end total income projected to exceed target by c.£5,600 (projected year-end total of c.£104,400).

Q4 programming includes several mainstream cinema releases likely to receive Oscar nominations with the resulting positive impact on attendances, including *The Theory of Everything*, *Testament of Youth* and *Selma*. The Festival of Silent Cinema takes place in March with an anticipated c. 1,500 admissions over its 5-day run. Several screenings in partnership with NT Live during Q4 include: *Treasure Island*; *Love's Labour's Lost*, *Love's Labour's Won* (*Much Ado About Nothing*); and David Hare's play, *Behind the Beautiful Forevers*.

Year-end performance is not expected to reach target. It is worth noting that there is a lack of capacity within the Marketing team, which has had an impact on our promotional activity. Final quarter performance is expected to achieve similar to last year and will result in a shortfall in admissions against target, hence this indicator remains flagged red.

14)



### Admissions to Park Gallery

Q3 2014/15 vs Q3 2013/14:

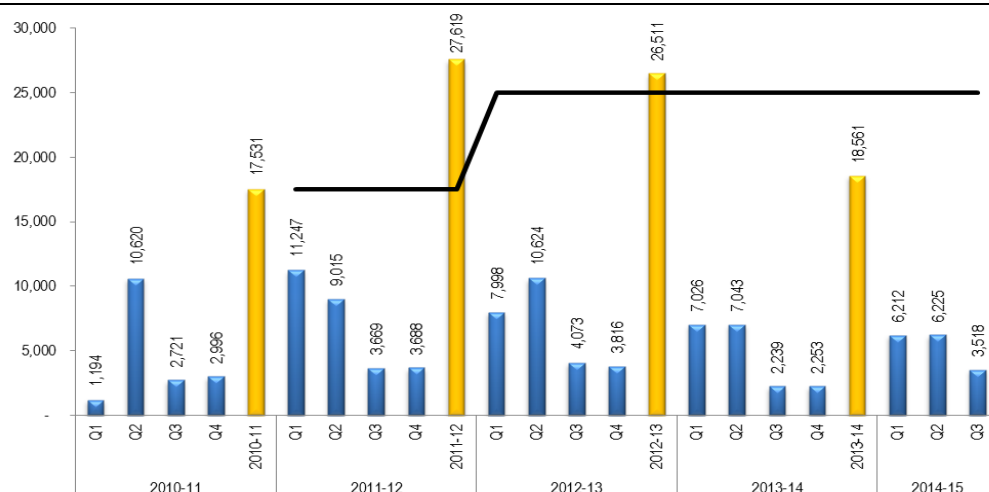
↑ 57.1%

+ 1,279 admissions

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

↓ 2.2%

- 353 admissions



Third quarter admissions to the Park Gallery were significantly higher than the equivalent quarter last year. The differing nature of respective programmes is clearly demonstrated, with this year's Q3 including Fiona Strickland's 'Strictly Botanical' attracting increased footfall, assisted by a programme of supporting activity. The exhibition benefitted from significant PR generated by Fiona's Remembrance Day stamp commission. The exhibition also provided an income generating opportunity for Callendar House shop with the licensing of one of Fiona Strickland's artworks for use on mugs, notebooks and other merchandise.

The fourth quarter exhibition is 'Three Rivers Meet' by Ruth Nicol, a key figure on the Scottish painting scene. It presents a series of large, impressive and accessible landscapes inspired by Scottish poets, and should appeal to standard/higher-grade Art, English and Modern Studies school pupils as well as local reading, writing and history groups. There is also a connection with our Creative Place project (book/anthology project) and an opportunity to encourage participants to attend the exhibition and associated talks.

Although Q4 performance is expected to be higher than the same quarter last year, year-end performance remains predicted to fall short of target, but should match last year's total admissions.

15)



### No. of participants in Cultural Services activities

Q3 2014/15 vs Q3 2013/14:

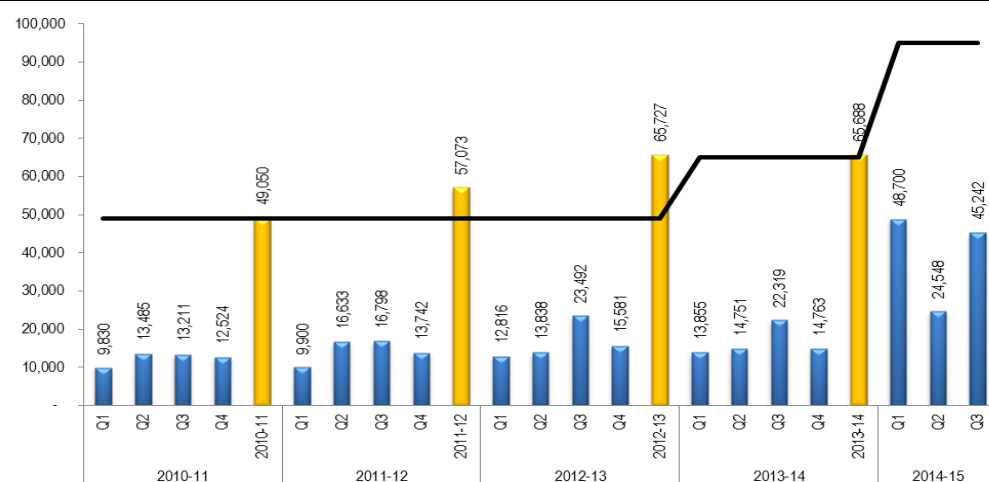
↑ 102.7%

+ 22,923 participants

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

↑ 132.7%

+ 67,565 participants



The scope of this indicator has been amended and now includes Youth Music Initiative (YMI) participation within schools as well as participation outwith schools. Comparisons with previous quarterly totals should be treated with caution. YMI will be mainly reported in 3 quarters only with limited participation during Q2 due to the school summer holiday period.

Cultural Services activities during Q3 included: public art engagement as part of Denny Town Centre regeneration; supporting Park Gallery exhibitions with a Pop Up Shop at Callendar House to promote local artists and craft makers; and delivery of the Arts Champions project working with looked-after young people. Educational activities via the Cultural Coordinator included YMI activities, BBC Ten Pieces project and 'Start' (a secondary schools and theatre project) at FTH. The Heritage Learning Team ran several activities including Christmas storytelling, highly popular Santa Lunch and Brunches at Callendar House in December, and 'Toddling O'Clock' heritage for early years.

In addition to ongoing planned commitments, Q4 activity includes commencing delivery of our integrated dance project funded by People's Millions. Performance at end-Q3 has already exceeded target by 7k participants. Further work will commence during Q4 to revise the target using 2014/15 performance output.



16)



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

Q3 2014/15 vs Q3 2013/14:

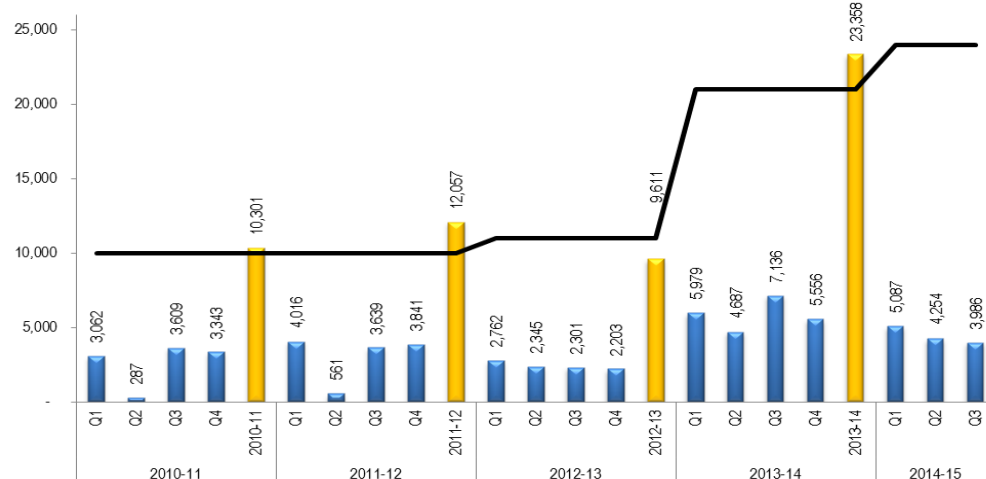
↓ 44.1%

- 3,150 places booked

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

↓ 25.1%

- 4,475 places booked



Sports Development bookings are down on the same period last year. Activities specifically affected include:

- pre-school (-51%), possibly attributed to a lack of customer awareness of existing classes;
- football (-32%), due to continued competition with professional clubs and a lack of stability in the coaching team;
- rugby (-31%), following a change of focus to more targeted sessions than a 'scattergun' approach;
- basketball (-47%), with more players moving into Falkirk Fury teams via established development pathways;
- tennis (-46%), possibly a settling of numbers after the initial excitement around the launch of the programme.

The drop in basketball numbers is a result of the success of development pathways for young players into local teams, but work must now concentrate on engaging younger ages. The official opening of our new tennis courts at Zetland Park was celebrated by setting a new Guinness World Record for the largest number of people playing tennis 'keepy uppy'. Despite the reduction in places booked, income increased by c.£2,500 from £103,809 to £106,229. This is indicative of improved efficiency in the bookings team in maximising income from places booked.

Current expectation is that this indicator will fall short of target at year-end, hence has moved from an amber to red flagging. Efforts are concentrating on publicising spaces in classes to increase bookings during the final quarter of 2014/15.

17)



### No. of Active Schools participant sessions provided

Q3 2014/15 vs Q3 2013/14:

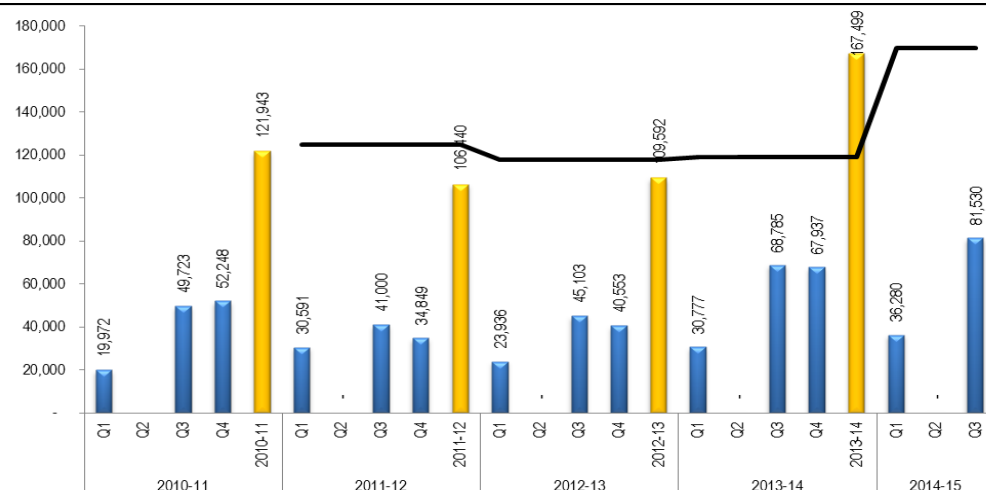
↑ 18.5%

+ 12,745 participant sessions

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

↑ 18.3%

+ 18,248 participant sessions



Q3 figures are increased over last year due to the sustained engagement of schools and participants following the 'Going for Glasgow' project and the Commonwealth Games. The Active Schools team's main focus over the last quarter has been to maintain participation by empowering schools to take more ownership of promoting the programme, allowing the team to focus on gaps elsewhere.

The Active Schools and Sports Development teams have been working and planning closely together to identify our priorities for the next quarter, and to establish a more integrated approach to programming and eradicate any duplication. This work will not be detrimental to our core programme in achieving our year-end target, with performance on course to exceed target at year-end.

18)



### No. of active borrowers from public libraries

Q2 2014/15 vs Q1 2014/15:

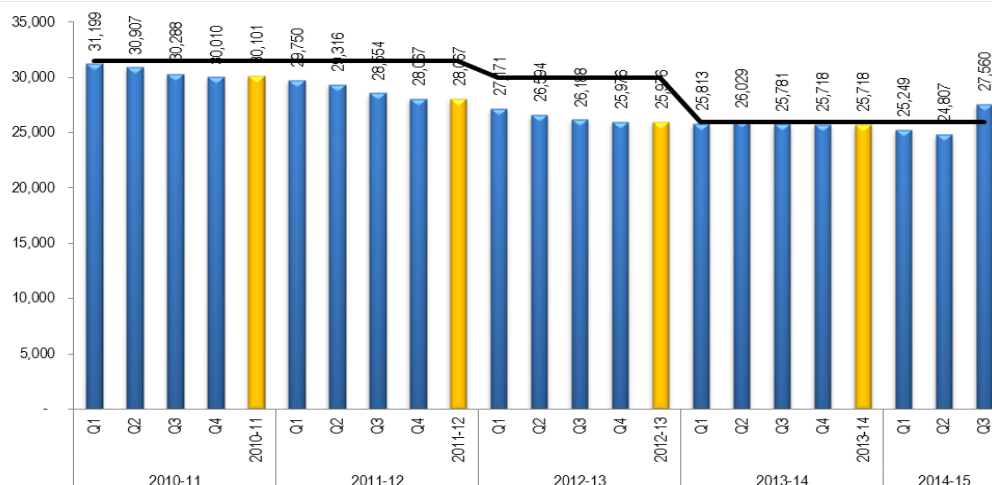
↑ 11.1%

+ 2,753 borrowers

Q3 2014/15 vs Q3 2013/14:

↑ 6.9%

+ 1,779 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.

Although the number of active borrowers shows an increase compared to Q3 last year and the preceding quarters this year, direct comparisons should be treated with caution due to slight differences in the calculation method following installation of the new Library Management System in December. This indicator is likely to remain changeable while records of active users of digital borrowing services are integrated within this measure.

Despite the change in recording method, this indicator is expected to remain flagged green at year-end on the basis of trends during Q1 and Q2 this year suggesting performance would remain close to target.

19)



### No. of issues from public libraries

Q3 2014/15 vs Q3 2013/14:

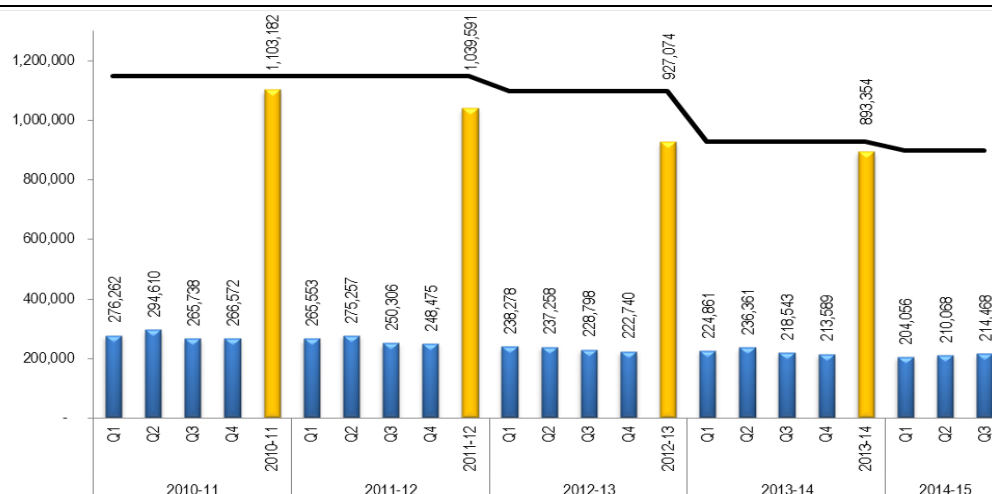
↓ 1.9%

- 4,075 issues

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

↓ 7.5%

- 51,173 issues



The number of issues made during Q3 decreased compared to the same period last year. As with the number of active borrowers (indicator 19 above), totals for this quarter should be treated with caution due to installation of a new Library Management System which may have artificially inflated the number of issues for December. Expectation prior to this quarter was for a reduction in issues due to the planned switching off of the library catalogue for 10 days to accommodate the switchover to the new system.

Looking ahead to the final quarter of 2014-15, expectation is for year-end performance to fall just short of target assuming a similar number of issues as previous Q4's, hence remains flagged amber. Physical item issues are declining at a higher rate than the increase in digital issues hence an overall gradual decline in performance. It is anticipated that improvements to the Libraries webpages (including the ability to promote new stock to library customers) and the launch of a library App in February will boost issues of both digital material and books in future.

20)



### No. of visits to libraries

Q3 2014/15 vs Q3 2013/14:

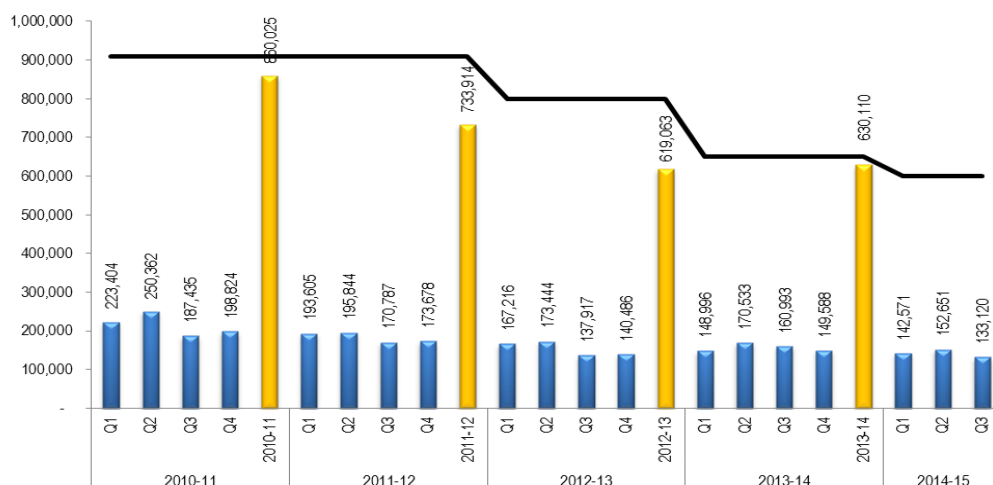
↓17.3 %

- 27,873 visits

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

↓10.9%

- 52,180 visits



Q3 visits to libraries were reduced compared to the same quarter last year, with c.28,000 fewer overall. Several libraries had increased footfall (Falkirk, Meadowbank and Slamannan) but other libraries saw a reduction in visits. Book Week Scotland events were held in libraries in November and added to visits made, and Meadowbank hosted visits from five local school classes. Mobile library visits decreased slightly following the vehicle being off the road for five days for emergency repairs in December.

Q4 activities at libraries include monthly Chat and Play groups for toddlers starting at Larbert, Meadowbank and Grangemouth, and increased events for families which should increase footfall in libraries. Several events are planned during Falkirk Science Fair in March, with several talks scheduled for Bo'ness, Grangemouth and Falkirk libraries. Three libraries are planning events on 5<sup>th</sup> February as part of a national Harry Potter Night. The mobile library will be off the road for at least one week in January following vandalism hence a reduction in usage is expected.

Performance for year to date is below target hence remaining 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 remains unclear at this time.

21)



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

Q3 2014/15 vs Q3 2013/14:

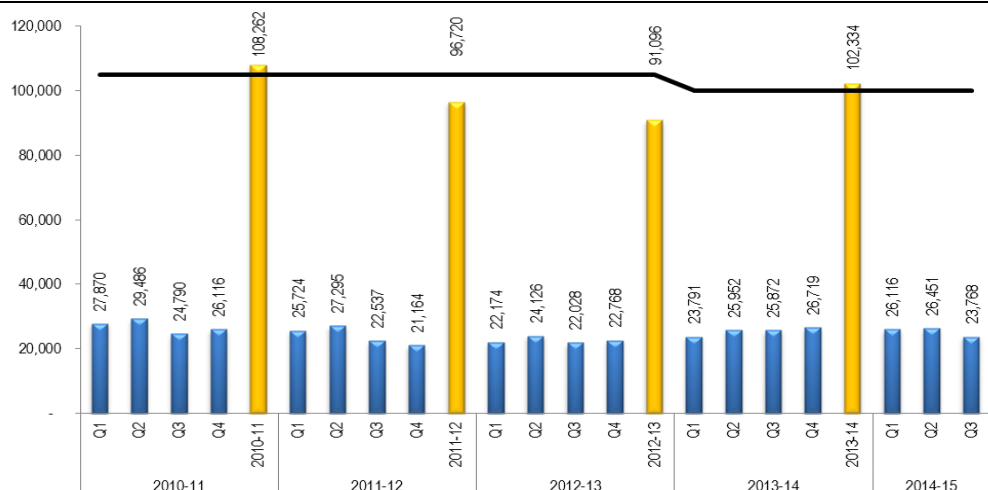
↓8.1 %

- 2,104 uses

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

↑1.0%

+ 720 uses



The use of public access terminals decreased slightly during 2014/15 Q3 compared to the same quarter last year. This decreased usage goes against the recent trend seen throughout last year: there continues to be relatively high use of library PCs for job hunting and other benefits following the introduction of the Government's Digital by Default policy.

Looking ahead to the final quarter of 2014/15, usage is expected to increase with IT educational classes planned for some libraries. Year-end performance has the potential to exceed target at year-end hence this indicator remains flagged green.

22)



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

Q3 2014/15 vs Q3 2013/14:

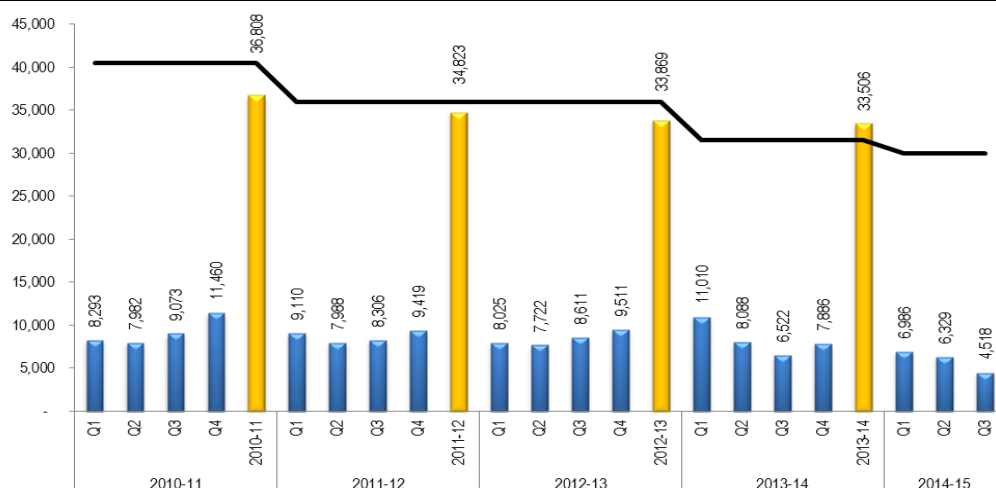
↓ 30.7%

- 2,004 resources

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

↓ 30.4%

- 7,787 resources



23)



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

Q3 2014/15 vs Q3 2013/14:

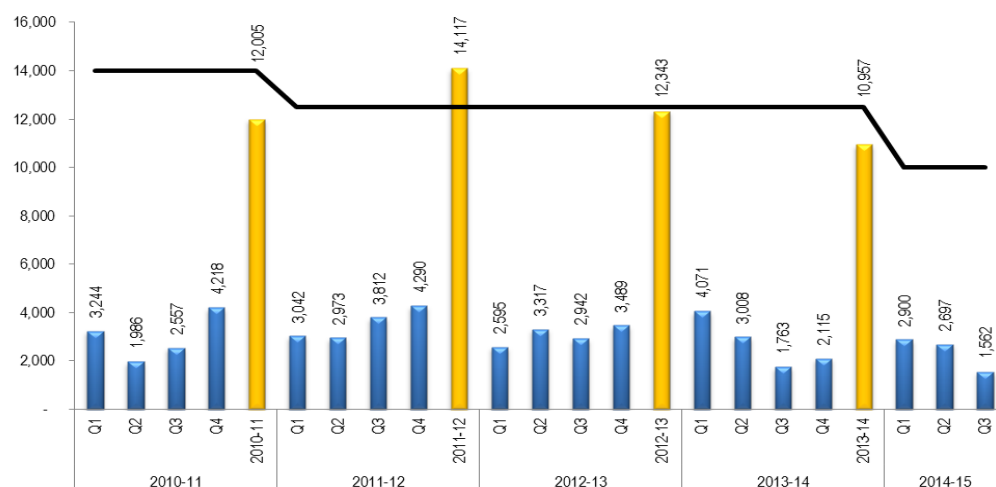
↓ 11.4%

- 201 resources

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

↓ 19.0%

- 1,683 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 both adult and junior stock during Q3 were lower compared to the same period last year. It was not possible to place book orders during December pending the installation of the electronic ordering process in the new LMS. As a result, c.2,000 fewer additions to stock expected than predicted prior to the start of the 2014-15 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 with improvement before year-end unlikely.

Both indicators are expected to end the year significantly below target hence remain flagged red.

24)



### No. of visits to Callendar House

Q3 2014/15 vs Q3 2013/14:

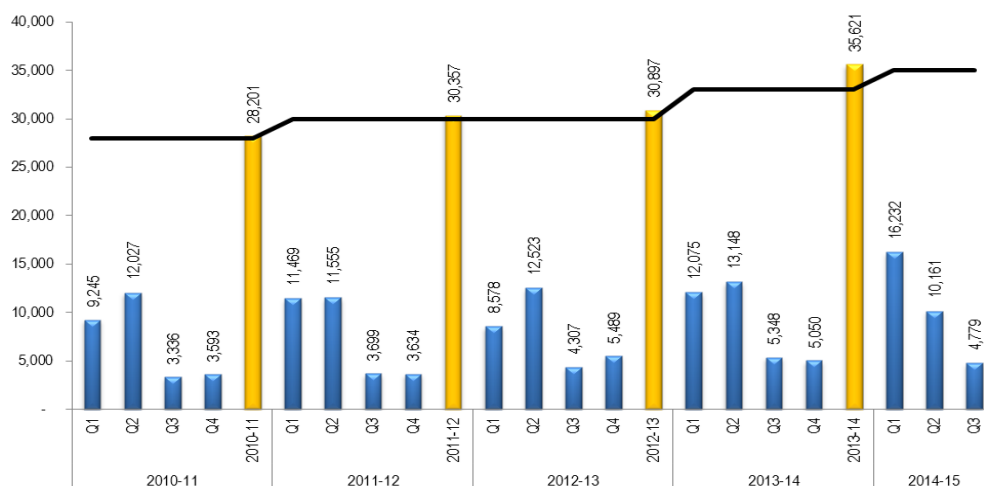
↓ 10.6%

- 569 visits

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

↑ 2.0%

+ 601 visits



Comparisons to previous years should be treated with caution due to new visitor counters installed in Callendar House from the start of 2014-15 which allow better analysis of visitor movement within the venue. Mechanisms for counting and reporting visitor numbers over the present financial year are currently being examined and a report will be made before the end of Q4.

Callendar House visitor numbers were lower than the same period last year. October numbers were comparable with the decreases occurring during November (-315) and December (-195). Although there have been fewer admissions, development work has focused on income generation while retaining some free activity for families. A significant Christmas programme included a new ticketed Santa event which completely sold out, Victorian Christmas Kitchen, Tales By The Fireside, and a Christmas Grotto. A bespoke range of retail products created as part of the Strictly Botanical exhibition have sold well in the gift shop. Explore Your Archive on 15th November showcased some of the local stories around the First World War and welcomed 88 visitors, with archive enquiries marginally up from this time last year.

Long-term absence of the arts/heritage marketing officer has affected our ability to develop our marketing beyond a basic campaign, and may be affecting visitor numbers. Performance at year-end is expected to meet target despite the reduction seen during this quarter. A refresh of the tearoom and retail areas is planned to provide an improved visitor experience.

25)



### No. of Visits to Kinneil Museum

Q3 2014/15 vs Q3 2013/14:

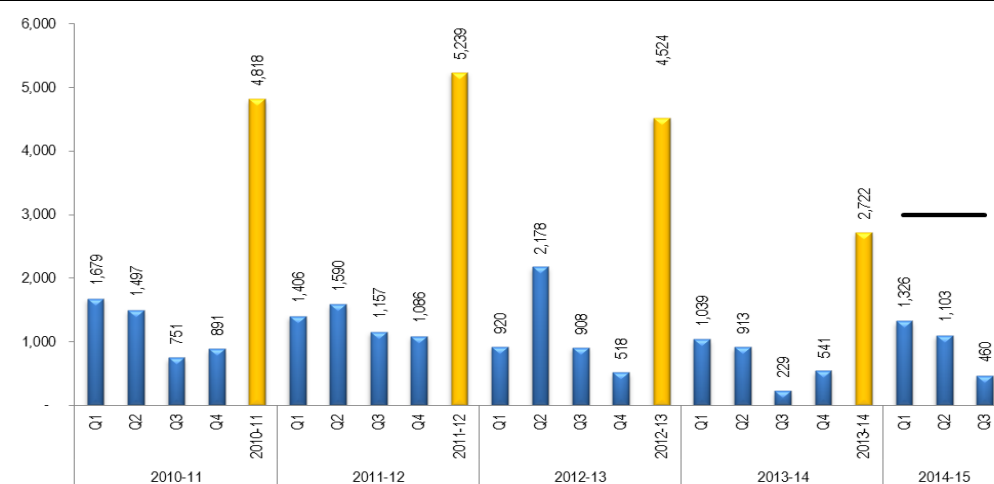
↑ 100.9%

+ 231 visits

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

↑ 32.5%

+ 708 visits





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

Visits to Kinneil Museum more than doubled compared to the third quarter last year. This quarter included open doors events at Kinneil House, Halloween events delivered with Friends of Kinneil, and public consultation events on the Kinneil Estate Masterplan concluding in October.

Looking ahead to the final quarter, Kinneil Museum will be closed from the end of January for a two-month period to allow refurbishment of the exhibition area. Current year-to-date performance is approx. 100 short of the year-end target, hence it is possible that visits during January and at the end of March may be sufficient for the year-end target to be met. The reopening of the refurbished exhibition area and associated launch marketing should have a positive impact on visitor numbers from April 2015 onwards.

26)



### Total participants in Heritage Education Workshops for Schools

Q3 2014/15 vs Q3 2013/14:

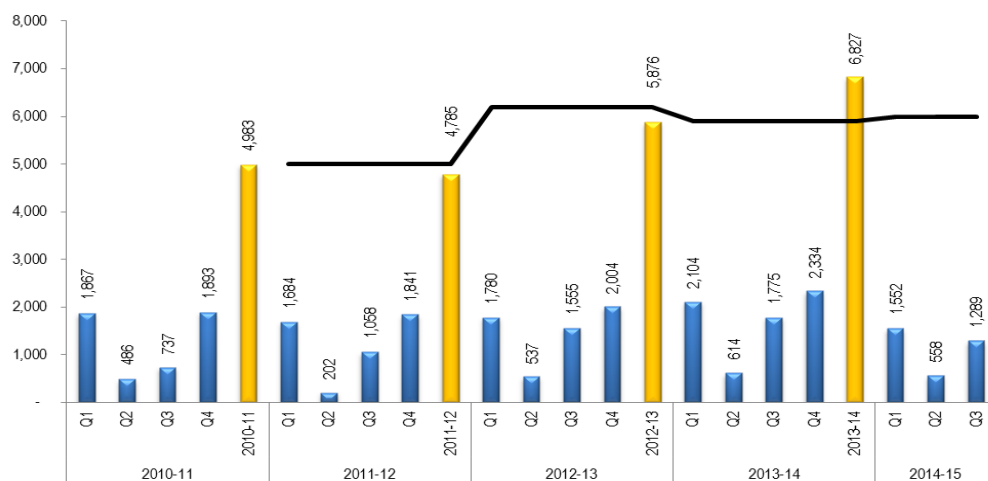
↓ 29.4%

- 522 participants

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

↓ 25.6%

- 1,152 participants



Q3 performance was reduced compared to the same quarter last year. The impact of the asbestos issue during Q1 this year resulted in the cancellation of a number of school workshops, contributing to lower than anticipated performance. Revisions to the management of the Heritage Learning team during Q3 have caused some disruption to planning activities, again resulting in lower performance.

Bookings for the remainder of 2014-15 are anticipated to generate c.1,200 participants during Q4. Year-end performance is thus expected to fall short of target, hence indicator flagging has moved from green to red at this time.

27)



### No. of participants in Outdoor Activities

Q3 2014/15 vs Q3 2013/14:

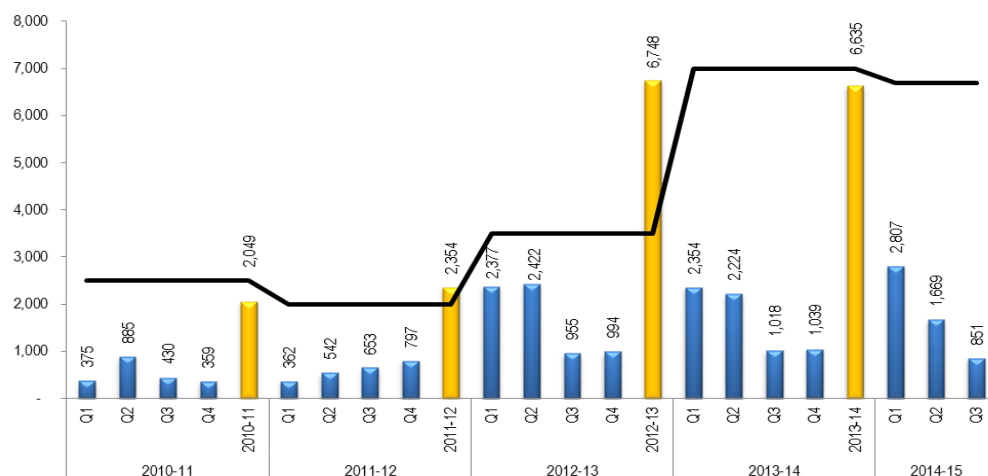
↓ 16.4%

- 167 participants

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

↓ 4.8%

- 269 participants



Participant numbers are down slightly across our programme for Q3 2014-15 compared to the same quarter last year. A slight reduction in adult participation follows from Oswald Avenue day centre not having a programme this year due to reductions in their funding. Junior participation is reduced due to a lower ratio of pupils on our education programmes, with usage mainly by small education support needs groups rather than full class attendances. Despite reductions in overall participant numbers, the percentage uptake increased for all programmes except the October Helix programme where uptake was low at 42 participants.

Income for the third quarter increased by over £3,000 compared to the same quarter last year, although some of this income is drawn from programmes which take place over more than one quarter hence may not be fully representative. Additional income was generated from the disposal/sale of mountain-bike stock and may also contribute to an uncharacteristic picture of income for Q3.

Continuation of the schools and adult programmes at full capacity during Q4 should result in performance achieving close to target at year-end. Bookings for forthcoming programmes are similar to the same quarter last year hence a green-flagging is retained.

28) Not flagged

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

Q3 2014/15:

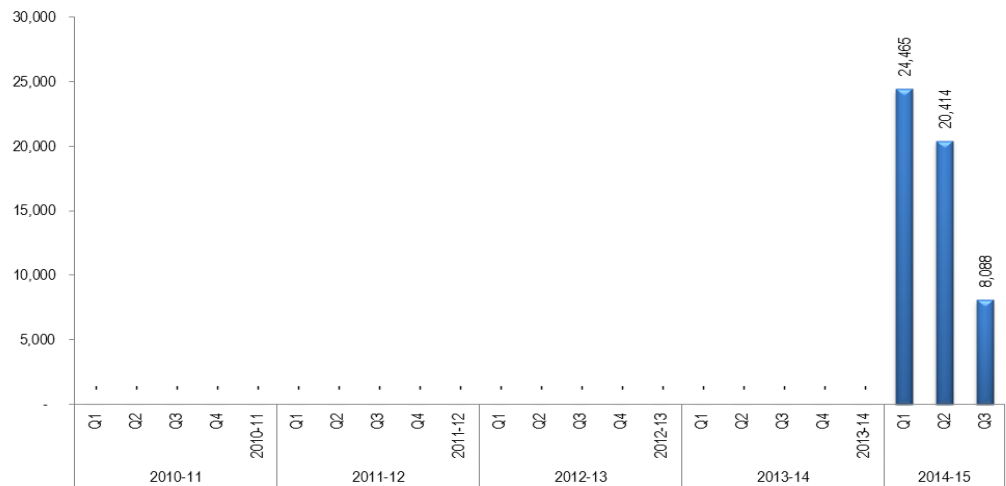
**N/A**

8,088 tickets sold

Year-to-date 2014/15:

**N/A**

52,967 tickets sold



Numbers for the Kelpies tours have consistently performed above the projections detailed in the Helix Business Plan.

Kelpie Tours were scaled back from the start of November to take into account the seasonal fall in visitor levels. This means we operated tours from Wednesday to Sunday only, with only three tours throughout the day. Over 8,000 visitors were achieved during this period. Whilst the lead up to Christmas was very quiet, tours ran for the full week between Christmas and New Year and were highly successful.

Visits to the Kelpies during Q4 are expected to be similar to Q3. Tours will continue to be operated from Wednesday to Sunday only until the start of April, although additional tours on Mondays and Tuesdays will be added for school half-term holidays in February. Demand for tours remains unknown being the first winter/spring period and will be reviewed on an ongoing basis and adjusted if necessary.

29) Not flagged

**No. of visits to Helix**

Q3 2014/15:

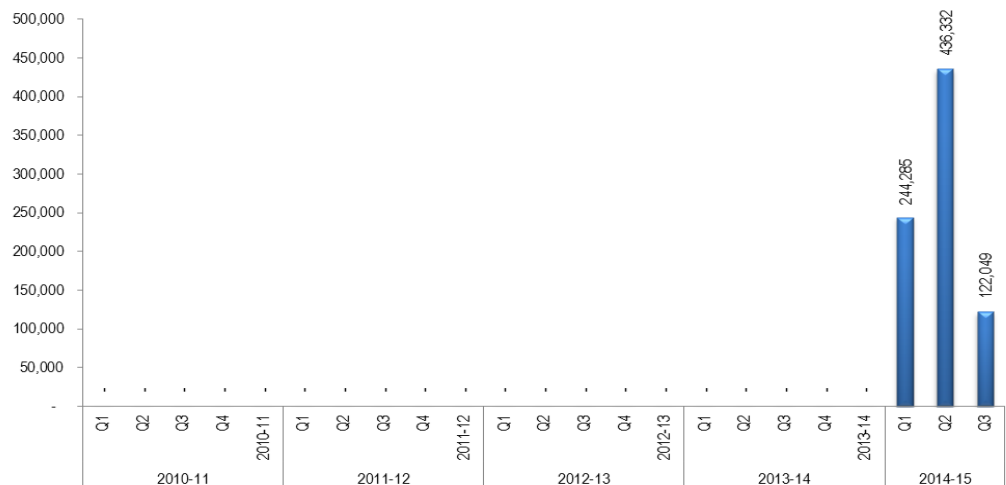
**N/A**

122,049 visits

Year-to-date 2014/15:

**N/A**

802,666 visits



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

The number of visits to the Helix Park and Canal Hub exceeded 120,000 for the October-December period. This again highlights the success of the opening period of the Helix: despite a period of wet weather the site still attracted a significant number of visitors. Periods of particular business included the October school holiday period as well as the week between Christmas and New Year.

Visits to the Helix site during Q4 are expected to be similar to Q3 but is highly dependent on favourable weather conditions. Data will continue to be collected and analysed for future planning.

30) Not flagged

No. of participants in  
programmed activity  
at the Helix

Q3 2014/15:

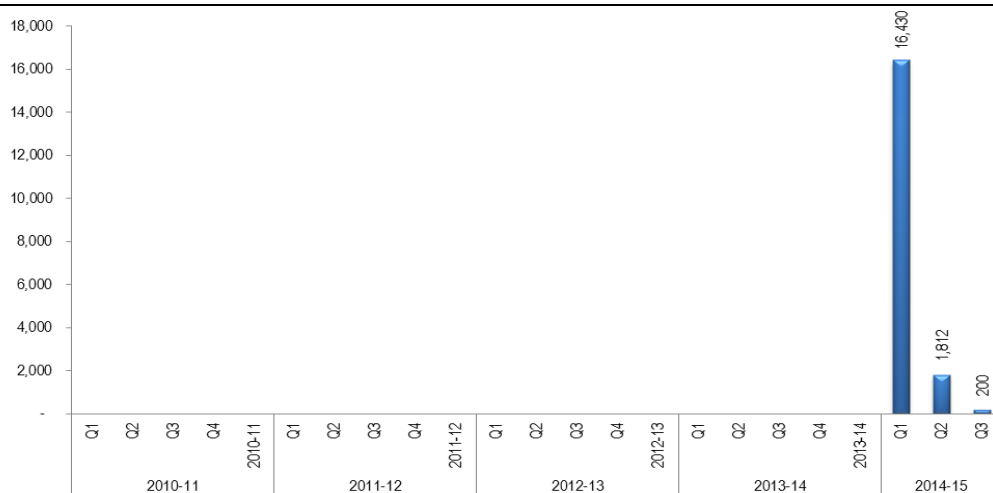
**N/A**

200 participants

Year-to-date 2014/15:

**N/A**

18,442 participants



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

Only a single event was scheduled for the quarter 3 period. A small-scale Christmas event attracted 200 visitors despite poor weather conditions.

Further events will be held during the 2015 season in line with the Helix Events Strategy.

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

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

Updated sickness absence figures are for the period to the end of December 2014 and are slightly improved compared to the same period last year (4.10% versus 4.44%). Despite this reduction, sickness absence remains higher than desired and the target for the year remains to reduce this closer to lower levels seen in preceding years.

Staff turnover for Q3 2014-15 was 3.3%, equating to 17 employees leaving during this period. This equates to 7 more employees leaving compared to the same quarter last year. At the end of December 2014, the Trust had a total headcount of 510 contracted employees (temporary and permanent staff).

There were 22 accidents and incidents reported during the third quarter, an increase of 2 on the same quarter last year. This comprised 17 incidents and 5 accidents.

The number of complaints and formal enquiries received and dealt with during the third quarter of 2014/15 increased to 26, a reduction of 4 on the same period last year. It is worth noting that 11 of these complaints concerned the introduction of parking charges at Falkirk Town Hall. There remains concern that not all complaints are being fully reported. 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 third quarter increased by 11.6% compared to the same 3-month period last year. These hits were carried out by 83,681 unique public visitors to the Trust website, again an increase (+10.1%) on the same quarter last year. This indicates continued increased traffic on the Trust's website by a greater number of visitors.