

The background of the slide features the Falkirk Council Coat of Arms. It is a shield divided into four quarters. The top-left quarter shows a saltire (X-shaped cross) on a blue field. The top-right quarter shows a stag's head facing left on a blue field. The bottom-left quarter shows a three-masted sailing ship on a blue field. The bottom-right quarter shows a crowned eagle with wings spread on a blue field. Above the shield is a crown with four fleurs-de-lis. Below the shield is a ribbon with the motto 'A'NE FOR A' in white capital letters.

## **Agenda Item 5**

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

**Falkirk Council**

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

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

**Date: 10 October 2019**

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

**1. Purpose of Report**

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

**2. Recommendation**

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

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

**3. Background**

- 3.1 Each organisation that the Council funds or that is considered an Arms Length External organisation is subject to monitoring in line with 'Following the Public Pound' guidance. This means the Council making sure that the funding it allocates is being used for the purposes allocated and that it represents best value in terms of supporting the Council achieve its priorities and outcomes.
- 3.2 The Council's new corporate plan contains three priorities, which are summarised as follows:
- People: raising aspiration and ambition, and reducing the impact of poverty on children and their families;
  - Place: growing our economy, improving the neighbourhoods we live in, and promoting vibrant town centres; and

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

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

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




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

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

## **4. Considerations**

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

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

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

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

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

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

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

## **5. Consultation**

Nil

## **6. Implications**

### **Financial**

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

### **Resources**

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

### **Legal**

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

## **Risk**

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

## **Equalities**

- 6.5 Nil.

## **Sustainability/Environmental Impact**

- 6.6 Nil.

## **7. Conclusions**

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

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

Author – Stuart Irwin, Democratic Services Graduate,  
[stuart.irwin@falkirk.gov.uk](mailto:stuart.irwin@falkirk.gov.uk)

Date - 30 September 2019

## **APPENDICES**

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

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

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

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

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

- Following the Public Pound guidance

## Falkirk Community Trust

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




## 1. Introduction

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

## 2. Performance Statement

- 2.1 Attached is a statement with indicator performance presented in the form of graphs with contextual commentary. Indicators are flagged at the end of each quarter using a red-amber-green traffic light system. Each flag measures performance against target.
- 2.2 This performance report is presented in a format which aims to enhance clarity and provide a concise report of quarterly indicator performance. Graph trend lines (detailed in red) reflect the recent performance trend of each indicator. Information presented numerically alongside each graph enables an 'at a glance' summary including:
- annual target for current year;
  - year-end performance including variance compared to the previous year; and,
  - year-end performance achieved against annual target.

- 2.3 The flagging status for this period is summarised below:

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

- 2.4 An overview of indicator flaggings against target for 2018-19 is shown in Table 1 on page 3.
- 2.5 Performance for the 2018-19 year was generally positive with almost two-thirds of indicators green-flagged against target at year-end. Compared to the end-Q3 position there was one additional indicator flagged green, two more amber-flagged indicators, and three fewer indicators flagged red.
- 2.6 Encouragingly, year-end performance improved in approximately half of indicators with increases in real terms compared to the totals recorded last year: more admissions, more visits, more participants, increased usage. This equates to increased use of Trust services and facilities by our customers.
- 2.7 Performance in the fourth quarter was equally positive with 20 indicators reporting improved performance for Q4 compared to the same period last year.



































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

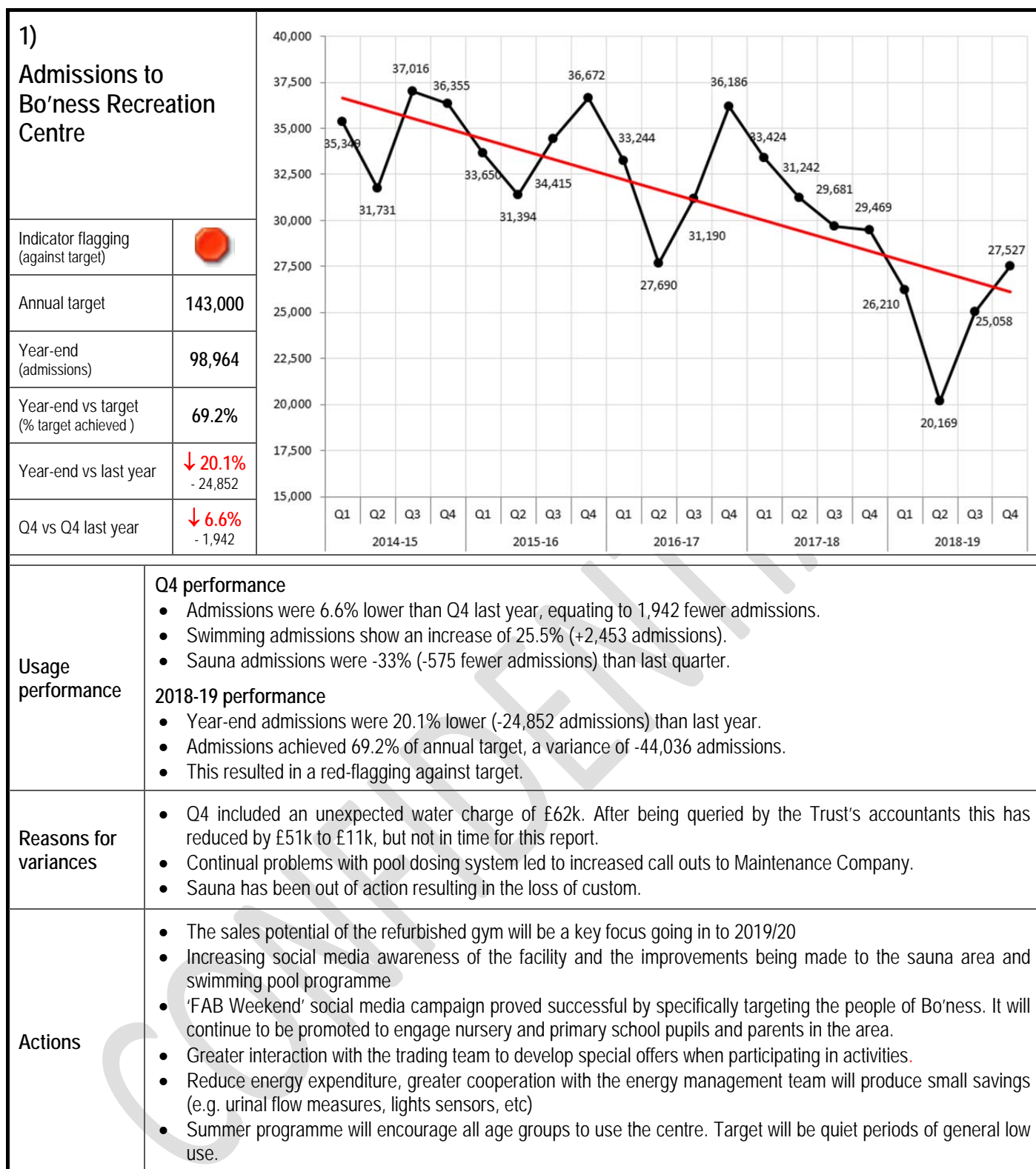
### **3. Recommendation**

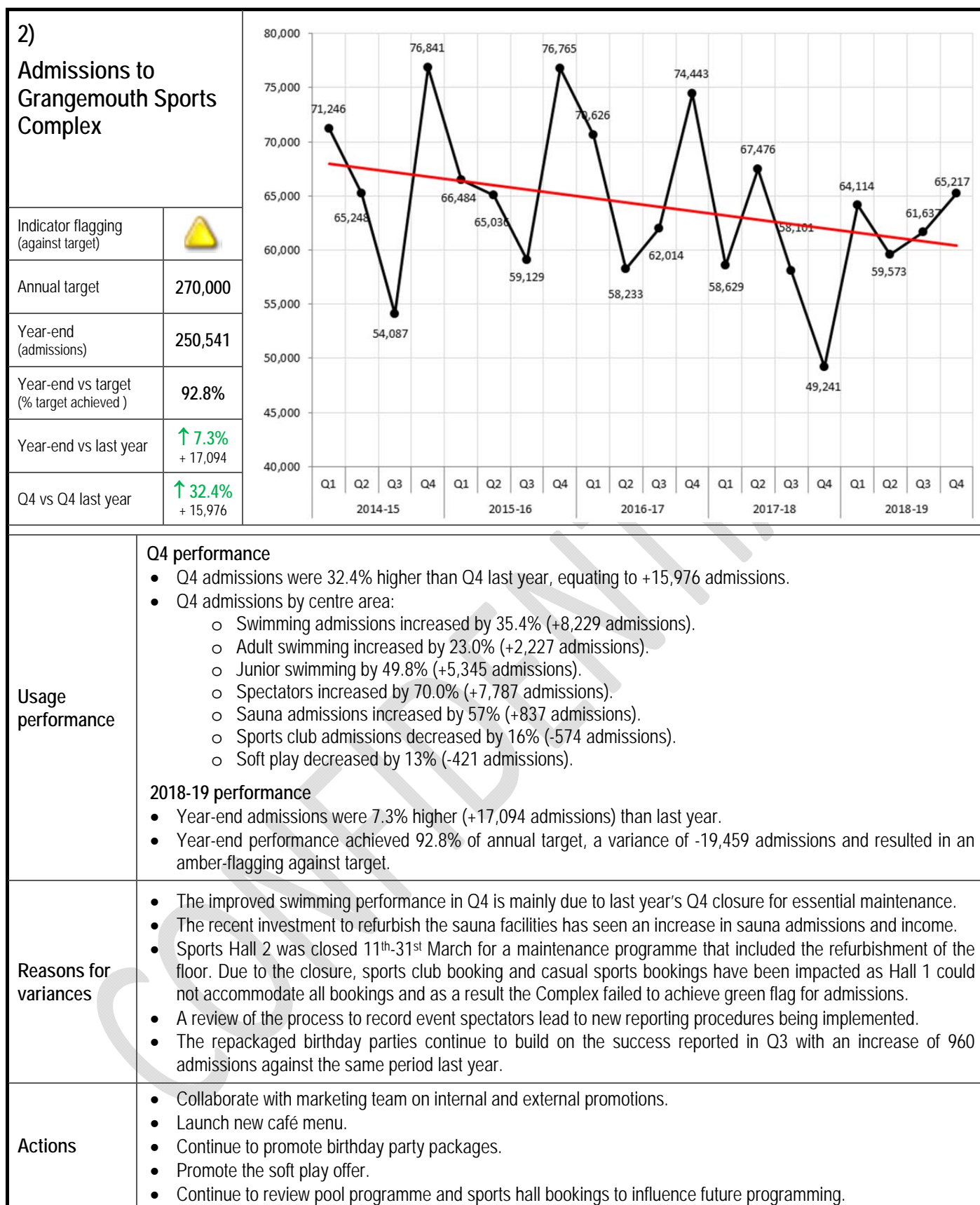
- 3.1 Directors are asked to note:
- Progress made throughout the fourth quarter of 2018-19.
  - Performance at year-end 2018-19;
  - Actions to address areas requiring improvement in the forthcoming year.

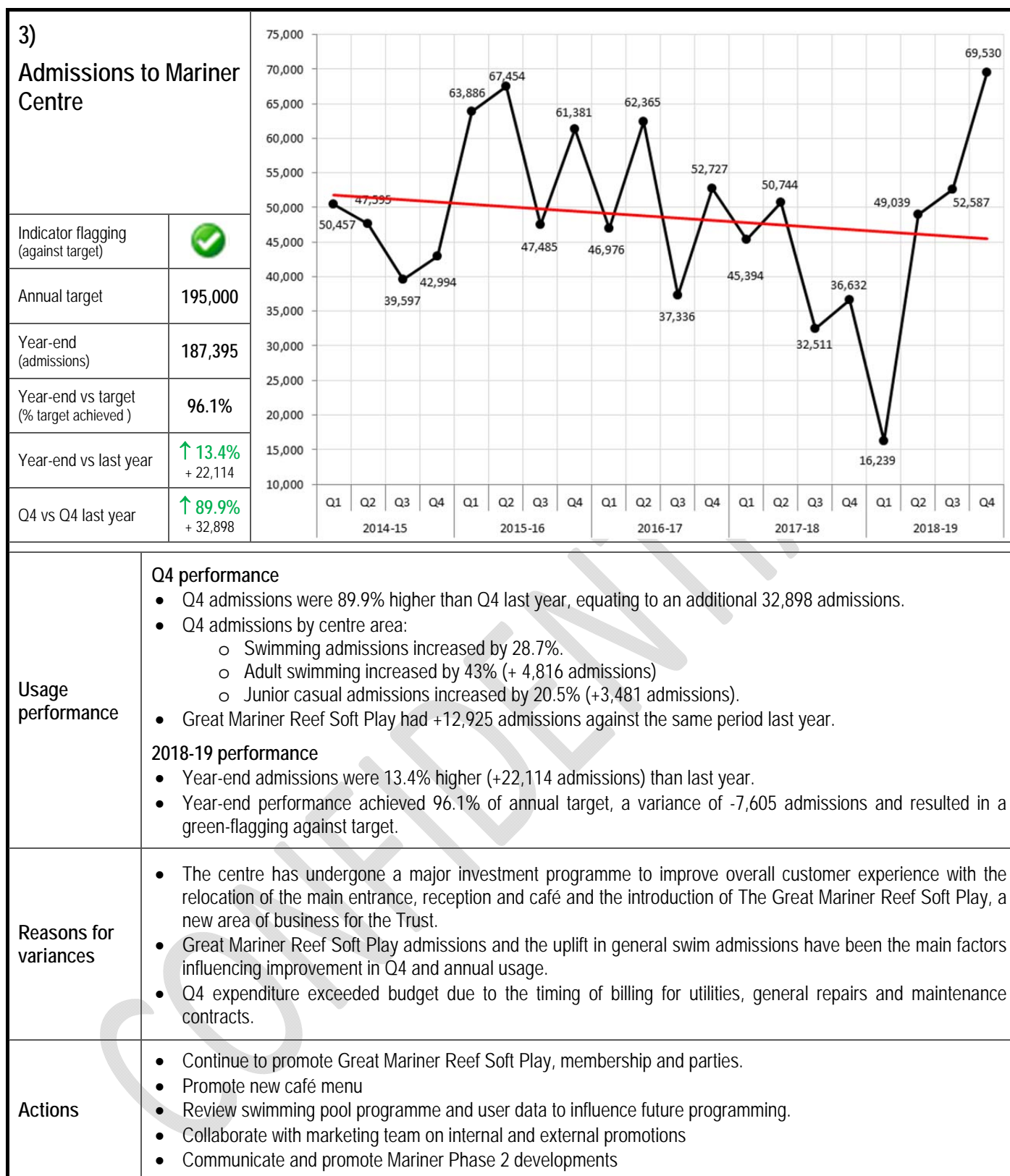
**Alistair Mitchell**  
**Team Leader Performance Review**

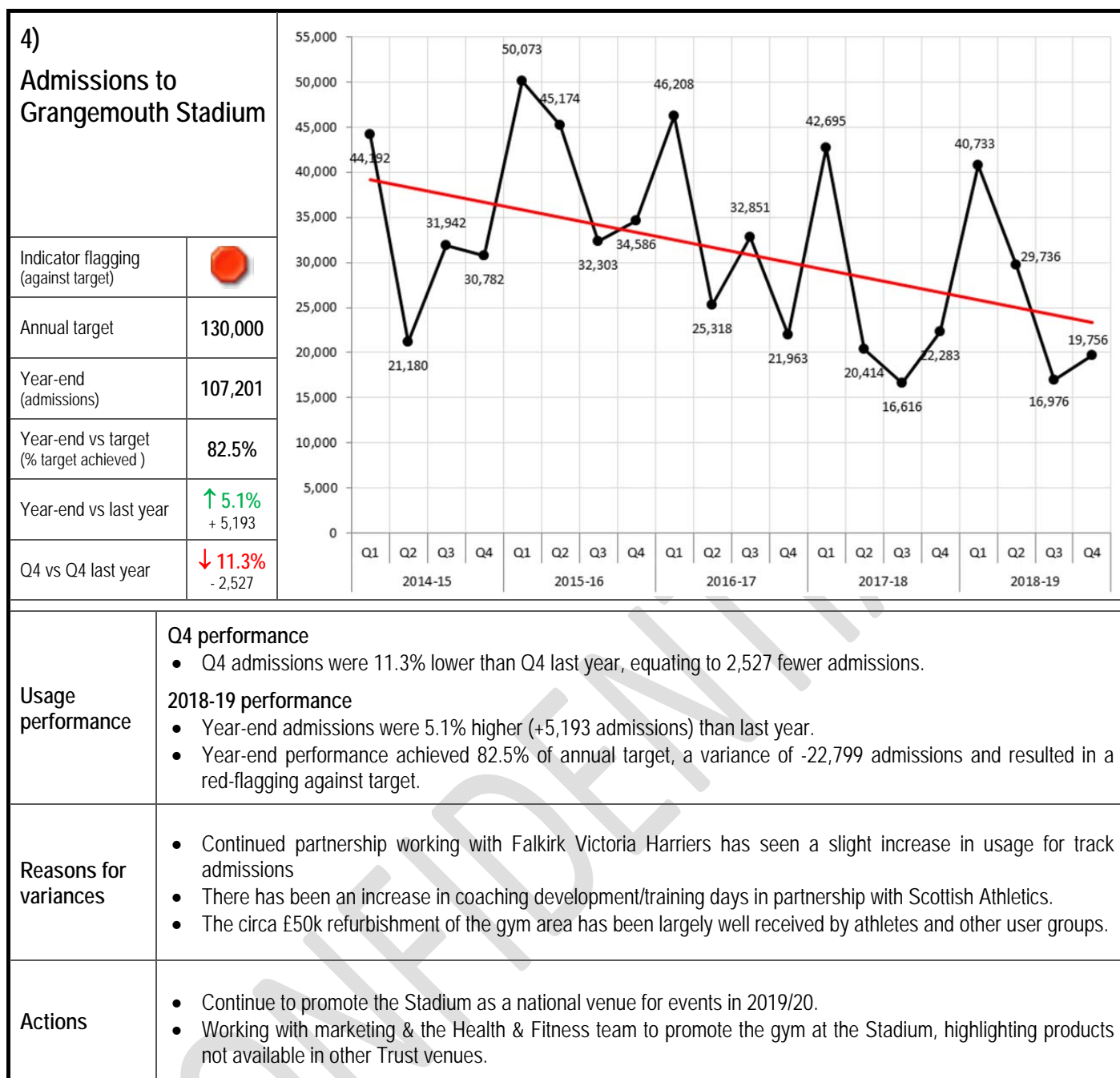
**Table 1: Overview of 2018-19 year-end indicator flagging against target**

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

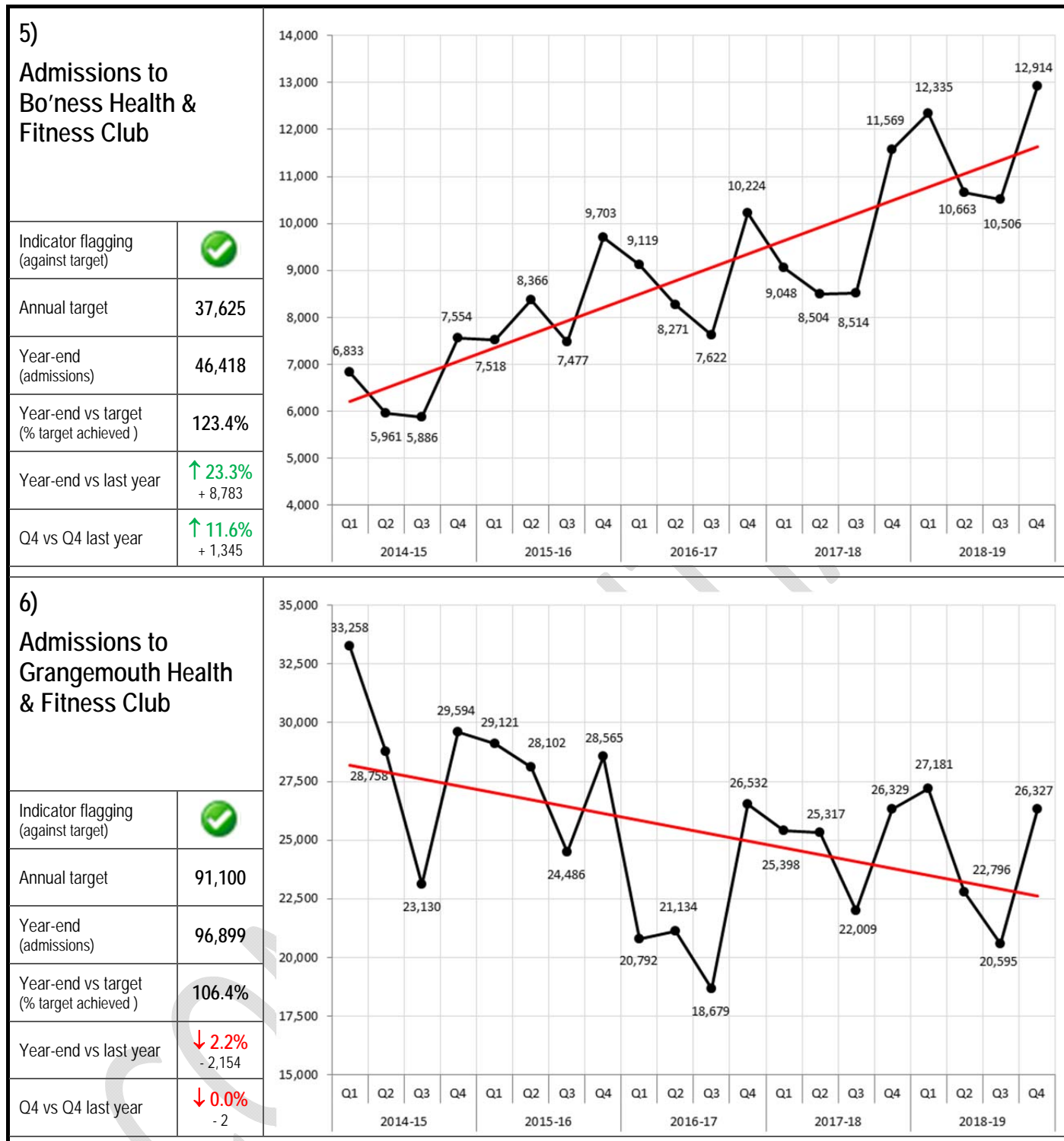












7)

### Admissions to Mariner Health & Fitness Club

Indicator flagging  
(against target)

Annual target

48,375

Year-end  
(admissions)

42,178

Year-end vs target  
(% target achieved )

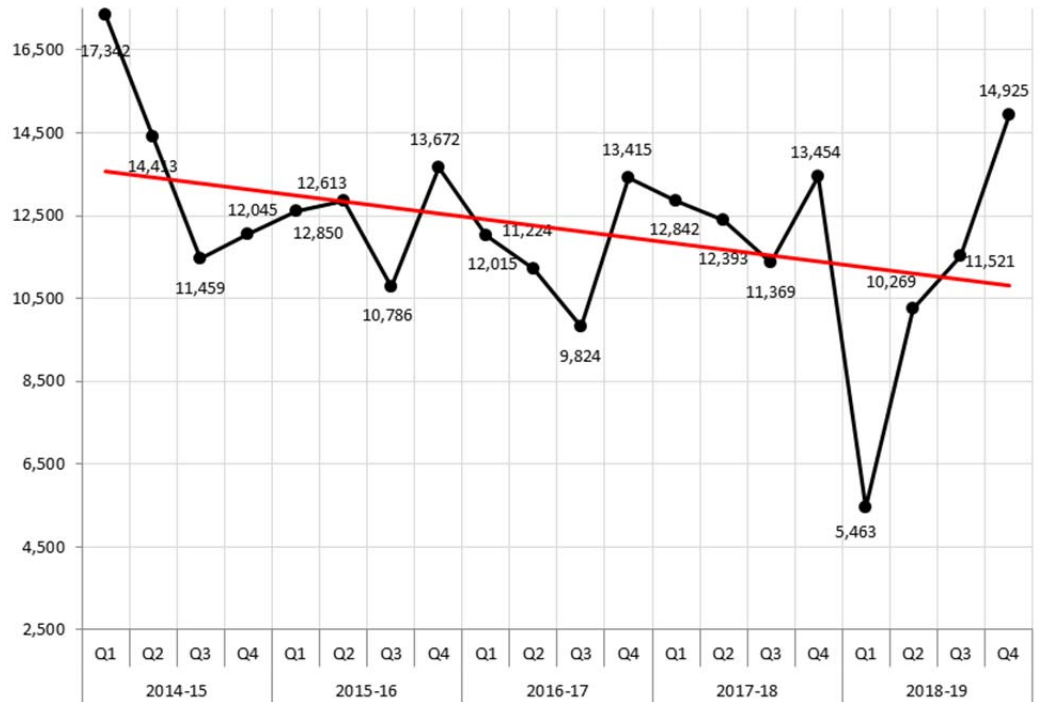
87.2%

Year-end vs last year

↓ 15.7%  
- 7,880

Q4 vs Q4 last year

↑ 10.9%  
+ 1,471



8)

### Admissions to Stenhousemuir Health & Fitness Club

Indicator flagging  
(against target)

Annual target

80,050

Year-end  
(admissions)

102,187

Year-end vs target  
(% target achieved )

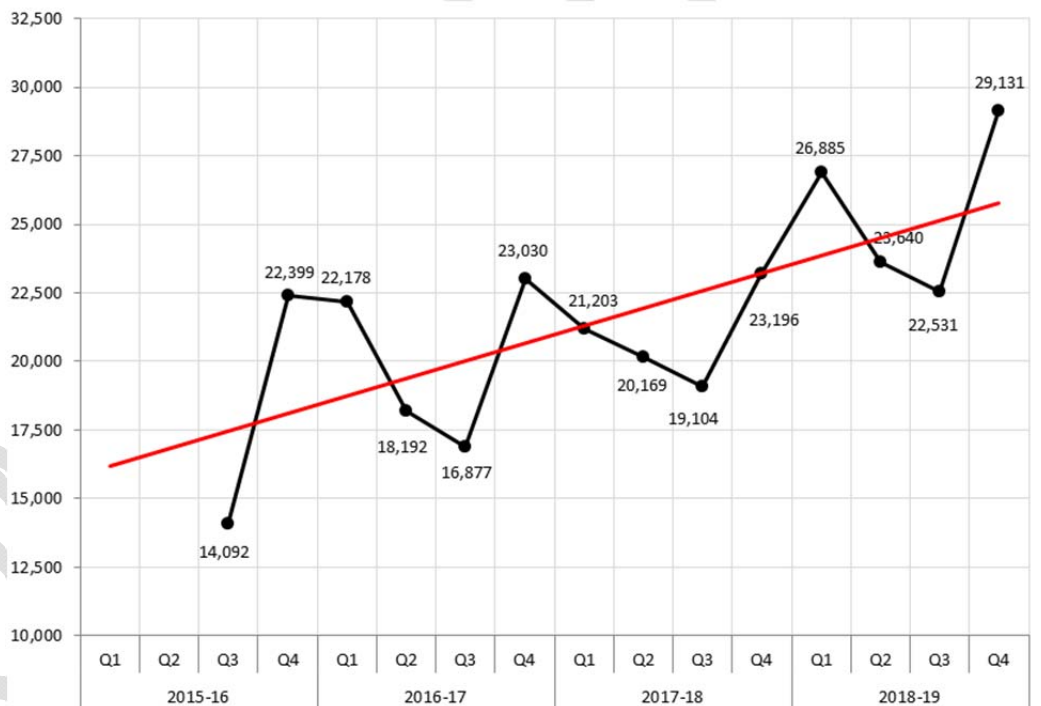
123.0%

Year-end vs last year

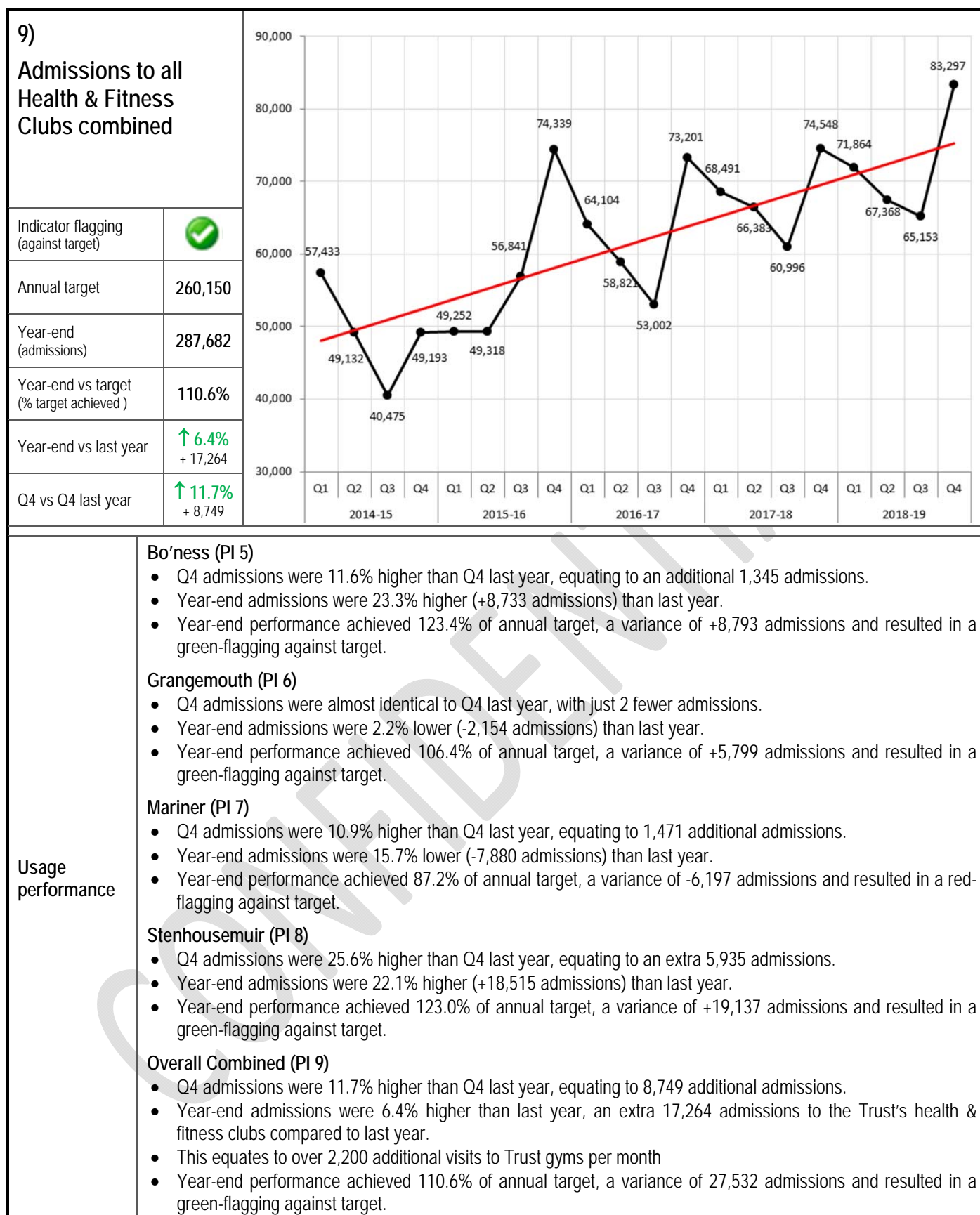
↑ 22.1%  
+ 18,515

Q4 vs Q4 last year

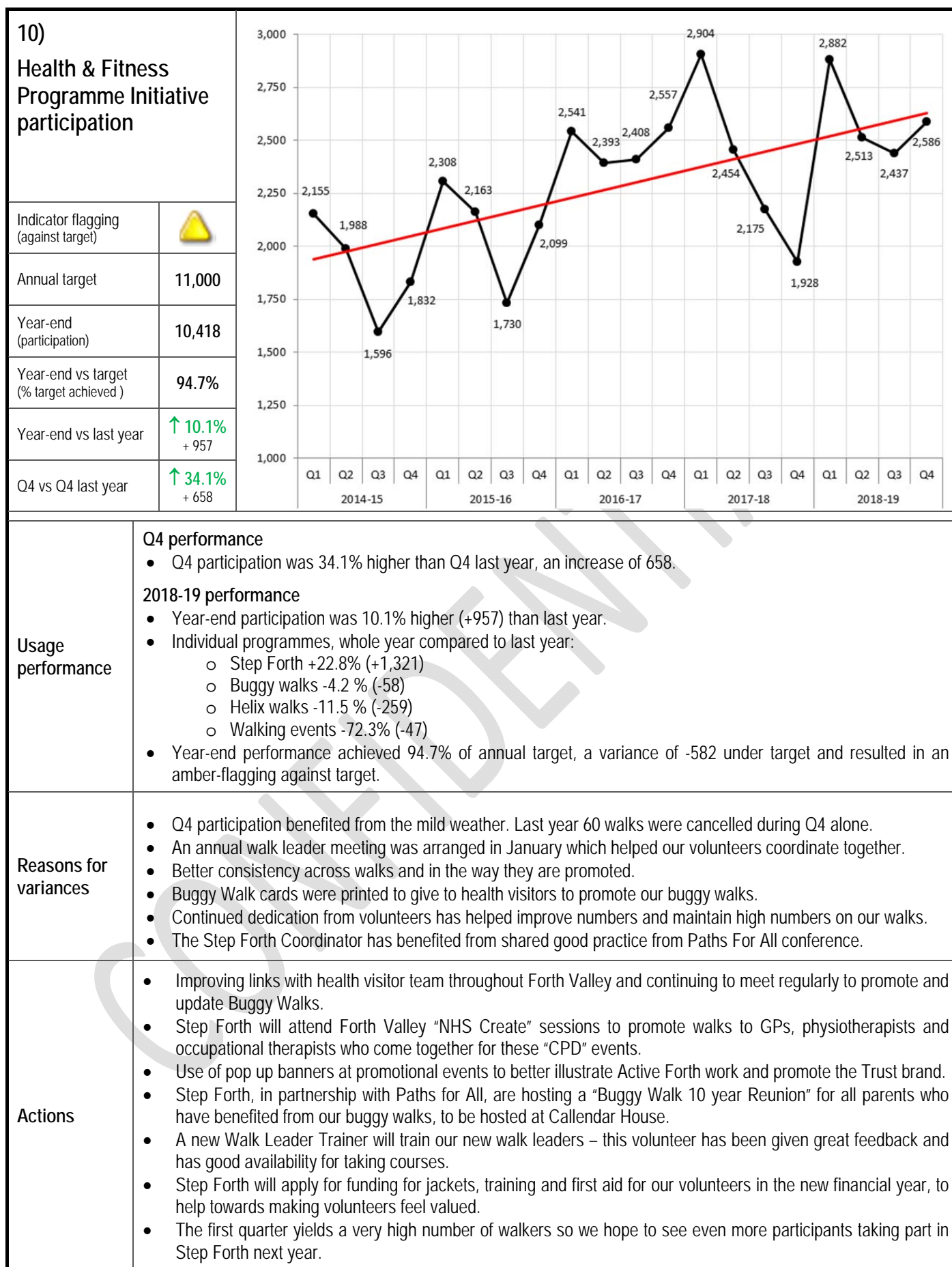
↑ 25.6%  
+ 5,935

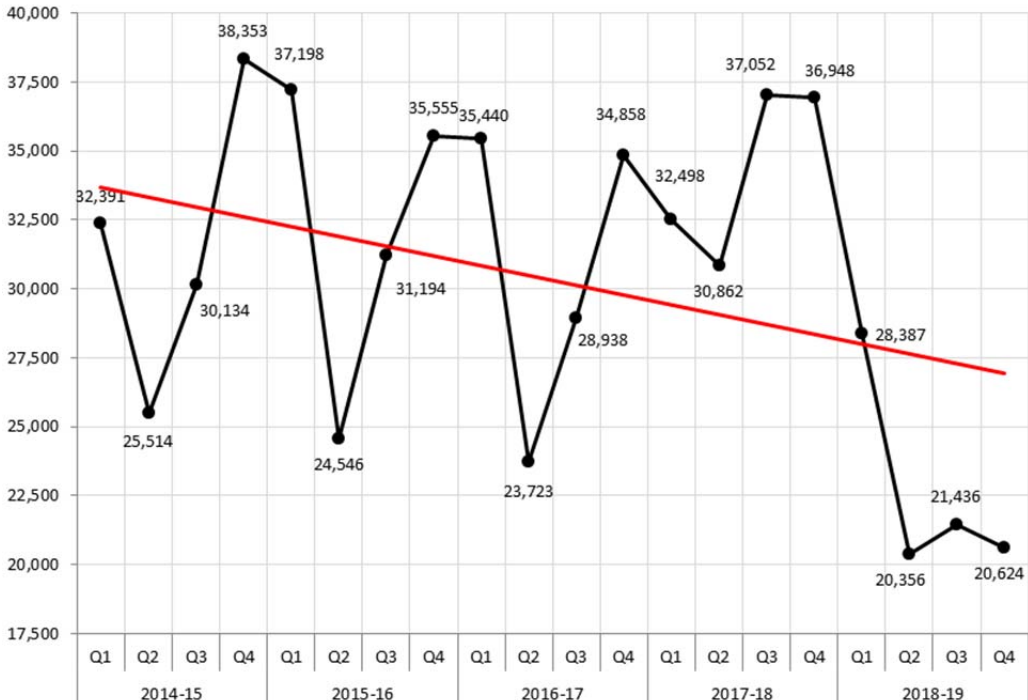



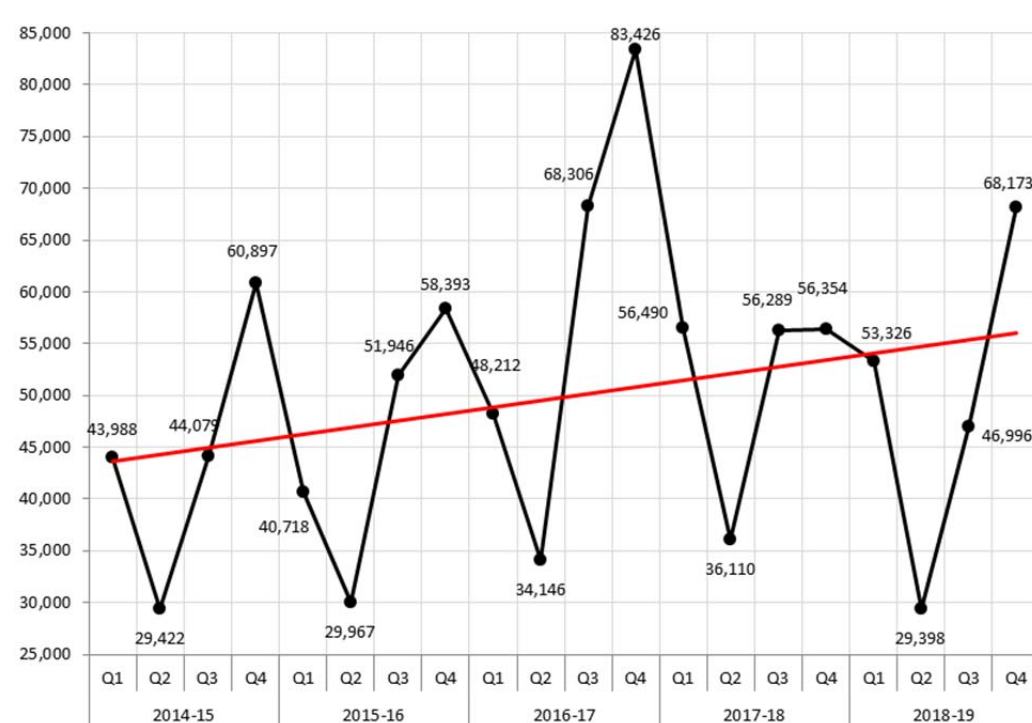





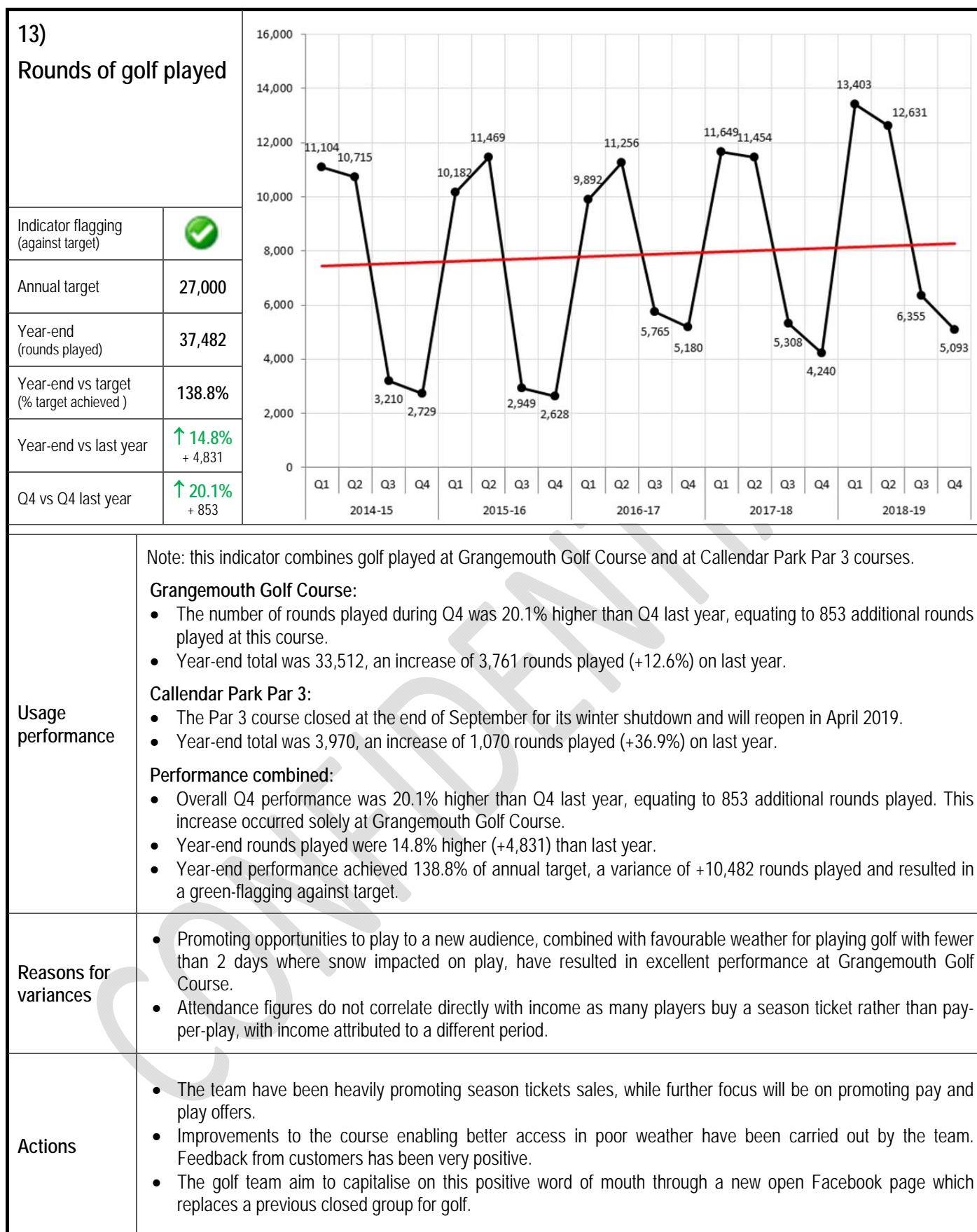
|                       |  |
|-----------------------|--|
| Reasons for variances | <ul style="list-style-type: none"> <li>• Bo'ness usage growth included a 6-day closure in January to complete the full gym refurbishment, including new equipment. This gym refurbishment contributed towards increased usage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



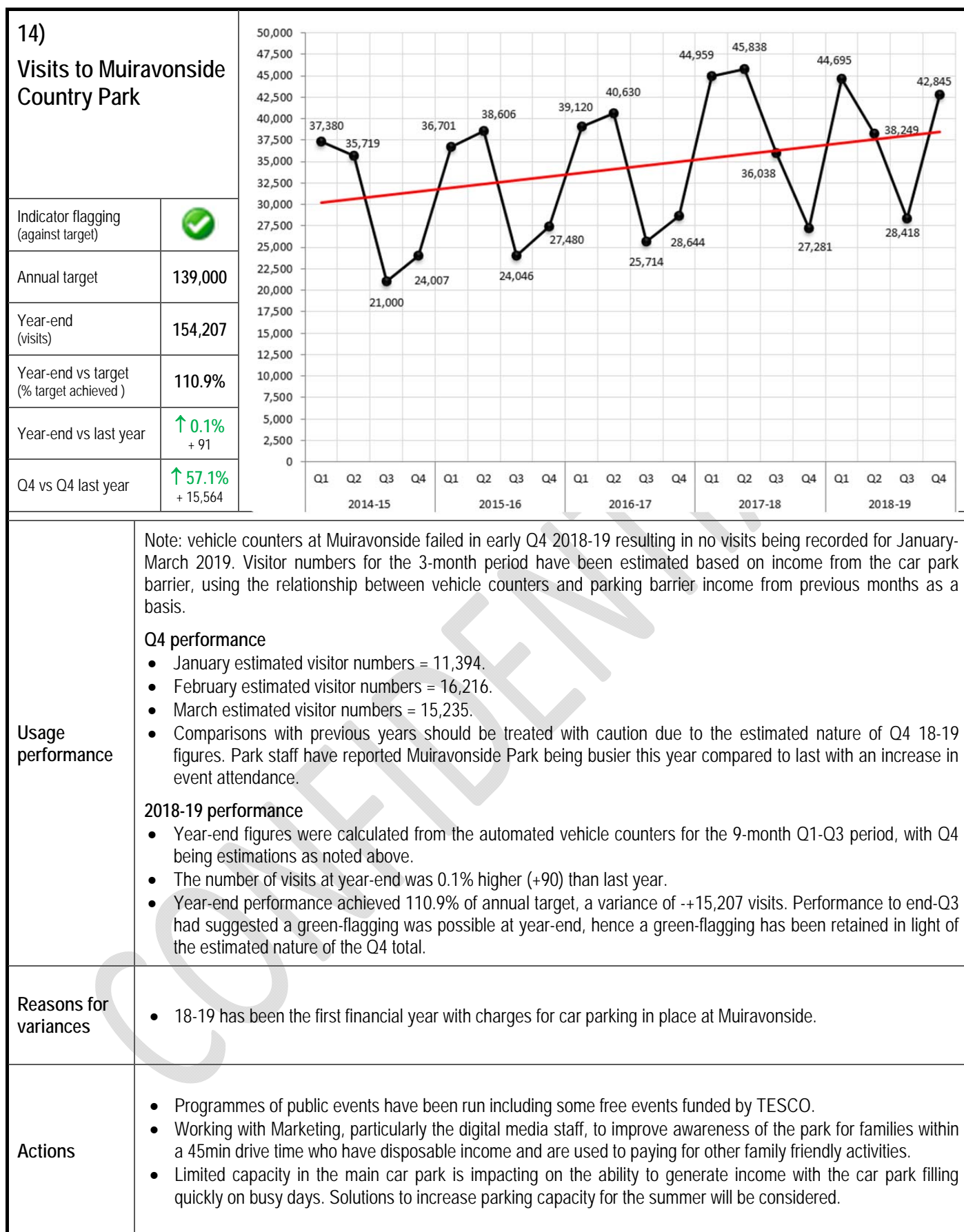
|  |  |  |  |
|--|--|--|--|
| 11)<br>Admissions to Neighbourhood Sports Centre |  |  |  |
| Indicator flagging (against target)              |   |  |  |
| Annual target                                    | 130,000  |  |  |
| Year-end (admissions)                            | 90,803   |  |  |
| Year-end vs target (% target achieved )          | 69.8%  |  |  |
| Year-end vs last year                            | ↓ 33.9%<br>- 46,557  |  |  |
| Q4 vs Q4 last year                               | ↓ 44.2%<br>- 16,324  |  |  |
| Usage performance                                | <b>Q4 performance</b> <ul style="list-style-type: none"><li>Q4 admissions were 44.2% lower than Q4 last year, equating to 16,324 fewer admissions.</li></ul> <b>2018-19 performance</b> <ul style="list-style-type: none"><li>Excluding the venues no longer operating as Trust neighbourhood centres, there was a like-for-like increase of +3,256 admissions at year-end compared to last year for the remaining neighbourhood centres.</li><li>Year-end admissions were 33.9% lower (-46,557 admissions) than last year.</li><li>Year-end performance achieved 69.82% of annual target, a variance of -39,197 admissions and resulted in a red-flagging against target.</li><li>Individual centre year-end admissions, compared to previous year:<ul style="list-style-type: none"><li>Bankier Sports Centre -13.3% (-124 admissions);</li><li>Denny Football Centre -14.1% (-834 admissions);</li><li>Denny Sports Centre +17.5% (+2,385 admissions);</li><li>Hallglen Sports Centre +0.9% (+326 admissions);</li><li>Polmont Sports Centre -1.0% (-202 admissions);</li><li>Stenhousemuir Sports Centre -68.0% (-18,201 admissions) – closed in November 2018 for redevelopment as Carron Gymnastics Centre;</li><li>Woodlands Games Hall -100.0% (-29,907 admissions) – no longer Trust-operated following transfer to community operation;</li><li>Polmonthill Snowsports +11.9% (+1,705 admissions).</li></ul></li></ul> |  |  |
|  |  |  |  |
| Reasons for variances                            | <ul style="list-style-type: none"><li>Hallglen, Polmont and Stenhousemuir/Carron Gymnastics Centres were closed for an extended period of time during Q4 for essential works, which impacted on customer usage &amp; income.</li><li>Long-term sickness absence at Hallglen &amp; Polmont Sports Centres has had a significant impact on expenditure.</li><li>The yoga group have left Hallglen and been replaced by a new martial arts booking.</li></ul>   |  |  |
| Actions  | <ul style="list-style-type: none"><li>Carron Gymnastics Centre is now fully operational which will see increased income and usage. There are plans to expand the programme in 19/20 Q1.</li><li>Work will commence with Snowsports Scotland consultants on the national facilities review, which will inform programmes and opportunities going forward in to 2019/20.</li></ul>   |  |  |

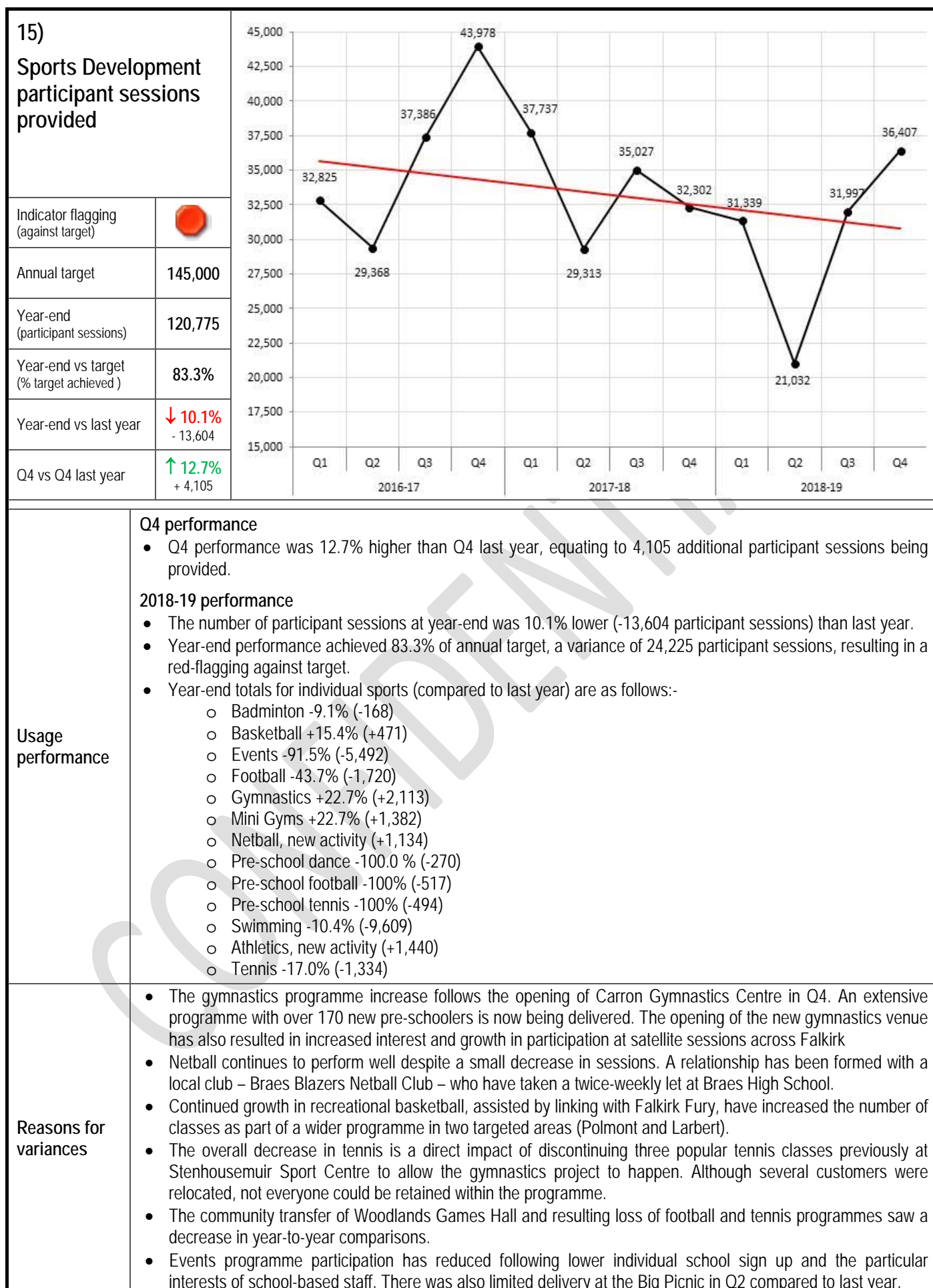
| 12)<br>Out of hours admissions to Community Use High Schools |   |  <table><caption>Quarterly Out of Hours Admissions Data</caption><thead><tr><th>Year</th><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th></tr></thead><tbody><tr><td>2014-15</td><td>43,988</td><td>29,422</td><td>44,079</td><td>60,897</td></tr><tr><td>2015-16</td><td>40,718</td><td>29,967</td><td>51,946</td><td>58,393</td></tr><tr><td>2016-17</td><td>48,212</td><td>34,146</td><td>68,306</td><td>83,426</td></tr><tr><td>2017-18</td><td>56,490</td><td>36,110</td><td>56,289</td><td>56,354</td></tr><tr><td>2018-19</td><td>53,326</td><td>29,398</td><td>46,996</td><td>68,173</td></tr></tbody></table> |        |        |  |  |  |  |  |  |  |  |  | Year | Q1 | Q2 | Q3 | Q4 | 2014-15 | 43,988 | 29,422 | 44,079 | 60,897 | 2015-16 | 40,718 | 29,967 | 51,946 | 58,393 | 2016-17 | 48,212 | 34,146 | 68,306 | 83,426 | 2017-18 | 56,490 | 36,110 | 56,289 | 56,354 | 2018-19 | 53,326 | 29,398 | 46,996 | 68,173 |
|--|---|--|--------|--------|--|--|--|--|--|--|--|--|--|------|----|----|----|----|---------|--------|--------|--------|--------|---------|--------|--------|--------|--------|---------|--------|--------|--------|--------|---------|--------|--------|--------|--------|---------|--------|--------|--------|--------|
| Year   | Q1  | Q2   | Q3     | Q4     |  |  |  |  |  |  |  |  |  |      |    |    |    |    |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |
| 2014-15  | 43,988  | 29,422   | 44,079 | 60,897 |  |  |  |  |  |  |  |  |  |      |    |    |    |    |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |
| 2015-16  | 40,718  | 29,967   | 51,946 | 58,393 |  |  |  |  |  |  |  |  |  |      |    |    |    |    |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |
| 2016-17  | 48,212  | 34,146   | 68,306 | 83,426 |  |  |  |  |  |  |  |  |  |      |    |    |    |    |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |
| 2017-18  | 56,490  | 36,110   | 56,289 | 56,354 |  |  |  |  |  |  |  |  |  |      |    |    |    |    |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |
| 2018-19  | 53,326  | 29,398   | 46,996 | 68,173 |  |  |  |  |  |  |  |  |  |      |    |    |    |    |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |
| Indicator flagging (against target)                          |  |  |        |        |  |  |  |  |  |  |  |  |  |      |    |    |    |    |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |
| Annual target  | 220,000   |  |        |        |  |  |  |  |  |  |  |  |  |      |    |    |    |    |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |
| Year-end (admissions)  | 197,893   |  |        |        |  |  |  |  |  |  |  |  |  |      |    |    |    |    |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |
| Year-end vs target (% target achieved )                      | 90.0%   |  |        |        |  |  |  |  |  |  |  |  |  |      |    |    |    |    |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |
| Year-end vs last year  | ↓ 3.6%<br>- 7,350   |  |        |        |  |  |  |  |  |  |  |  |  |      |    |    |    |    |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |
| Q4 vs Q4 last year   | ↑ 21.0%<br>+ 11,819   |  |        |        |  |  |  |  |  |  |  |  |  |      |    |    |    |    |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |         |        |        |        |        |

|                       |  |
|-----------------------|--|
| Usage performance     | <p><b>Q4 performance</b></p> <ul style="list-style-type: none"><li>Q4 admissions were 21.0% higher than Q4 last year, equating to 11,819 additional admissions.</li></ul> <p><b>2018-19 performance</b></p> <ul style="list-style-type: none"><li>Year-end admissions were 3.6% lower (-7,350 admissions) than last year.</li><li>Individual school year-end admissions, compared to previous year:<ul style="list-style-type: none"><li>Braes HS: -38.6% (-7,350 admissions);</li><li>Denny HS -15.2% (-12,260 admissions);</li><li>Falkirk HS +57.2% (+10,439 admissions);</li><li>Grangemouth HS +4.8% (+1,347 admissions);</li><li>St Mungo's HS +25.7% (+10,510 admissions).</li></ul></li><li>Year-end performance achieved 90.0% of annual target, a variance of -22,107 admissions and resulted in an amber-flagging against target.</li></ul> |
|                       |  |
| Reasons for variances | <ul style="list-style-type: none"><li>Braes HS is the only non-automated admissions system and remains dependent on staff collecting usage data accurately. Ensuring the correct induction and training is key to ensure accuracy in recording.</li><li>Transfer of some events from Denny HS to Falkirk HS has impacted on overall usage at both venues.</li></ul>  |
| Actions               | <ul style="list-style-type: none"><li>Denny HS pool will be closed during the replacement of the swimming pool lining in 2019/20. It is anticipated this will have a negative impact on usage.</li><li>Ensuring all events usage is captured more accurately across all five venues through improved induction and training of staff.</li><li>New bookings at Braes HS including yoga and netball will improve performance.</li><li>Continued collaboration with on site "school" teams to access venues at times our customers demand.</li><li>Working with marketing on internal and external promotion, especially the improved website to raise awareness.</li></ul>   |









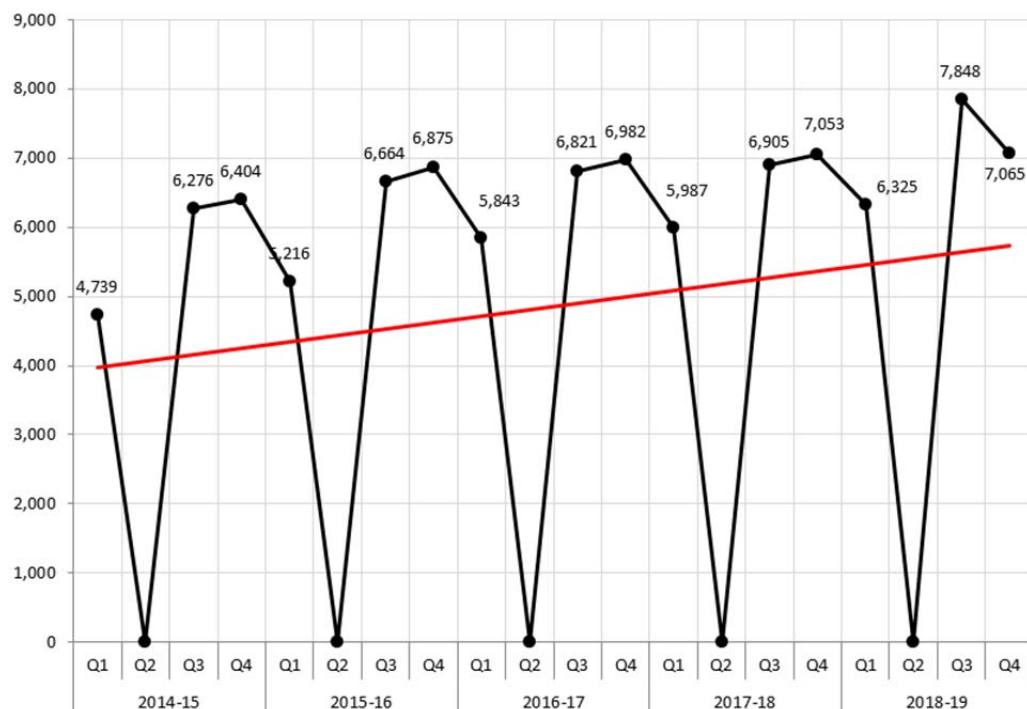


|                |  |
|----------------|--|
| <b>Actions</b> | <ul style="list-style-type: none"> <li>• Swimming Development are working to rationalise the number of classes available to match the current programme to reduce teaching costs.</li> <li>• Growth opportunities have been identified at Carron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

CONFIDENTIAL

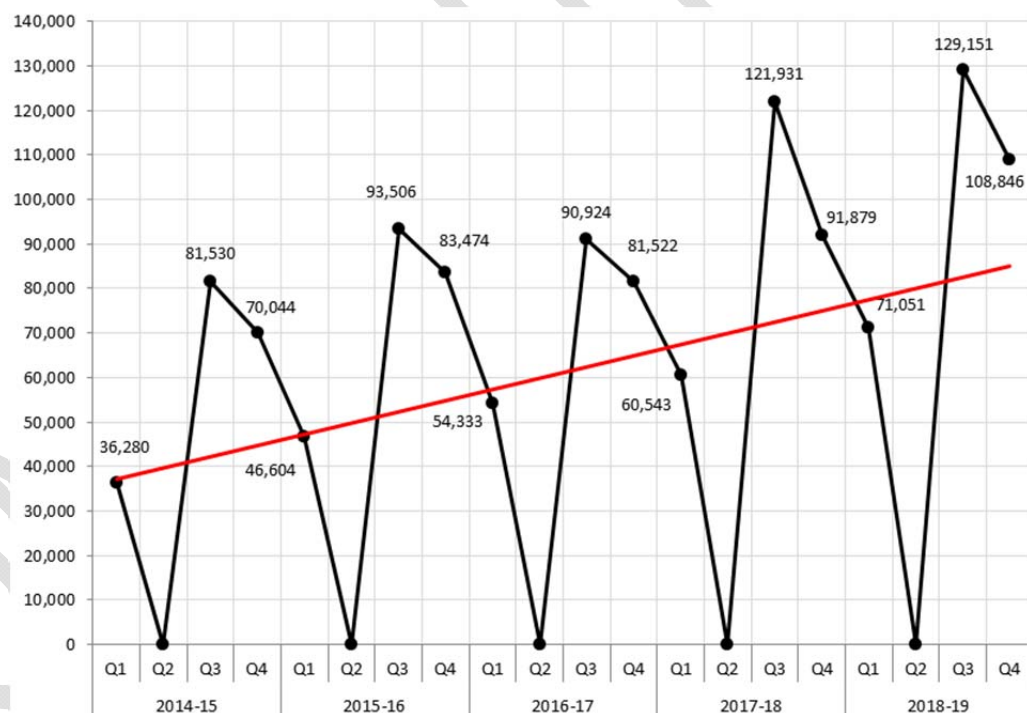
## 16) Active Schools distinct participants

|  |                 |
|--|-----------------|
| Indicator flagging (against target)    | 🟢               |
| Annual target                          | 7,150           |
| Year-end (distinct participants)       | 7,848           |
| Year-end vs target (% target achieved) | 109.8%          |
| Year-end vs last year                  | ↑ 3.0%<br>+ 226 |
| Q4 vs Q4 last year                     | ↑ 0.2%<br>+ 12  |



## 17) Active Schools participant sessions provided

|  |                     |
|--|---------------------|
| Indicator flagging (against target)    | 🟢                   |
| Annual target                          | 255,000             |
| Year-end (sessions provided)           | 309,048             |
| Year-end vs target (% target achieved) | 121.2%              |
| Year-end vs last year                  | ↑ 12.6%<br>+ 34,695 |
| Q4 vs Q4 last year                     | ↑ 18.5%<br>+ 16,967 |



### Usage performance

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

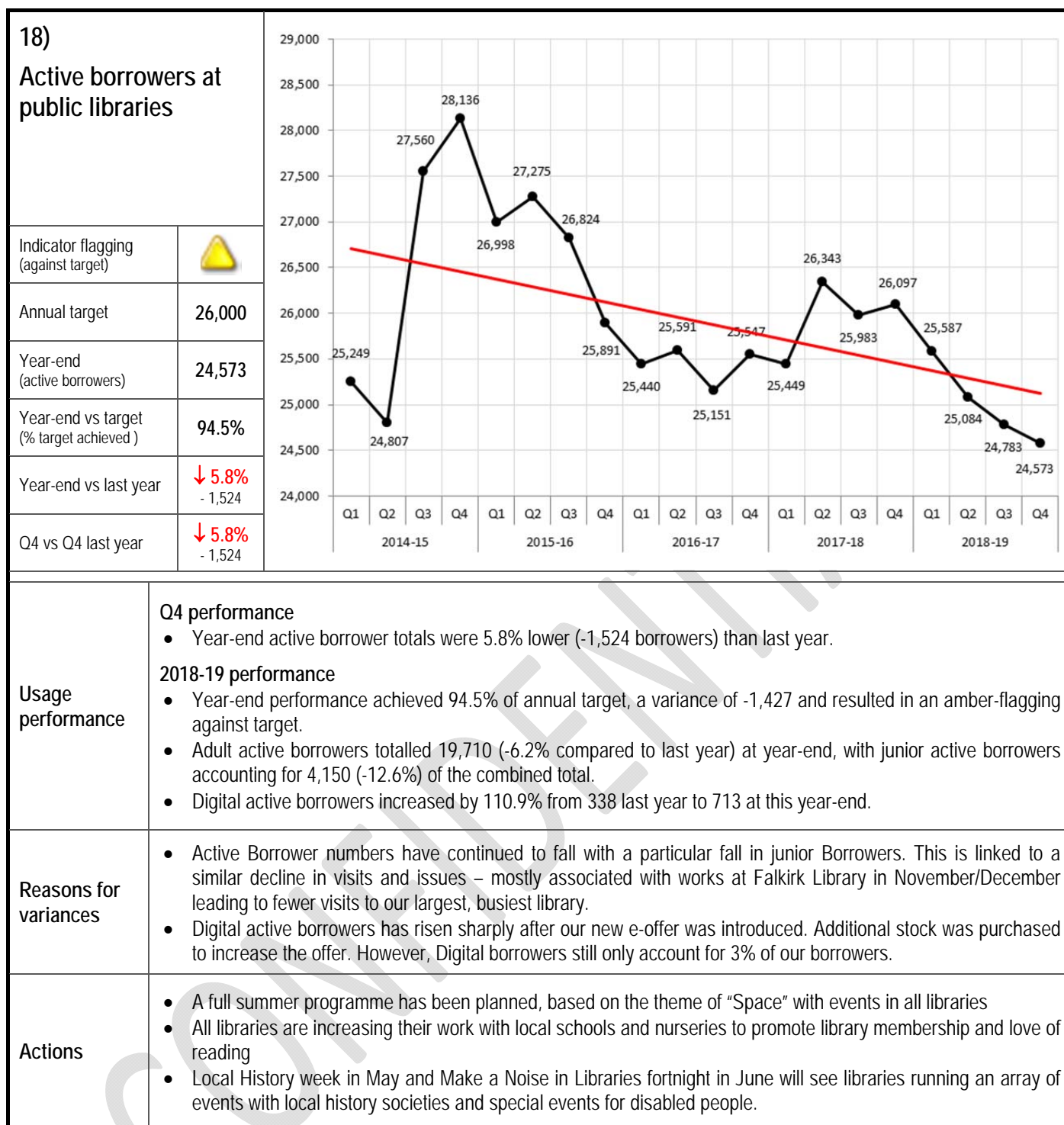
#### Distinct Participants:

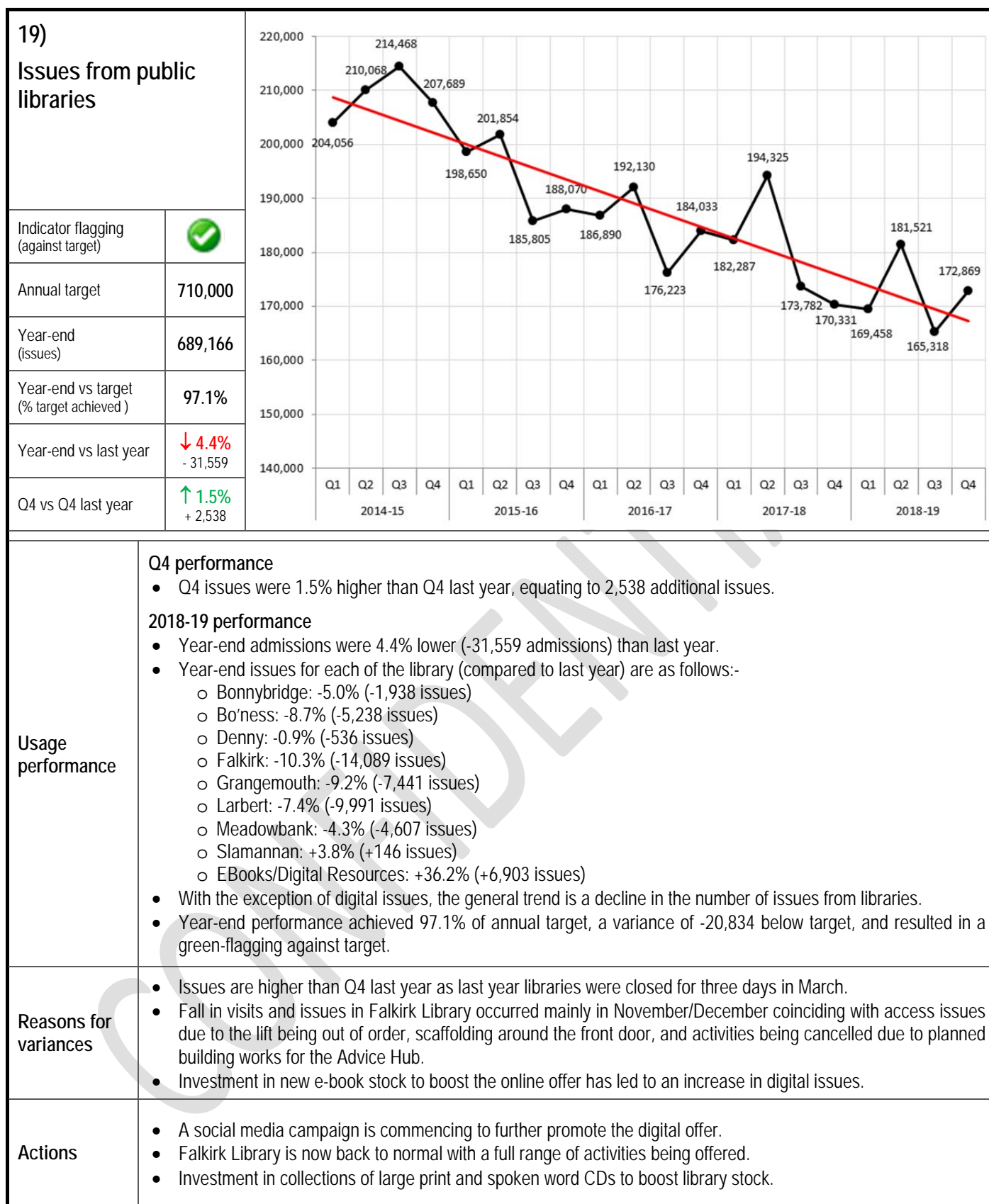
- Q4 number of distinct participants increased by 0.2% (+12 participants) compared to the same period last year.
- The number of distinct participants for the whole 18-19 12-month period totalled 7,848, an increase of +226 and a +3.0% variance on last year.
- Year-end performance achieved 109.8% of annual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

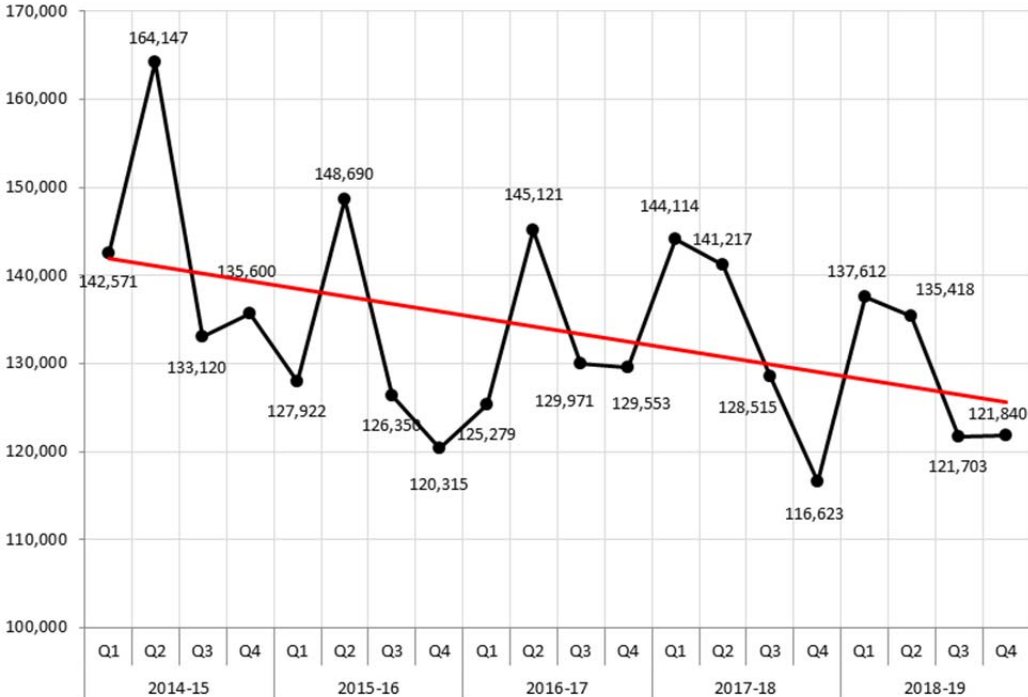

#### Participant Sessions:

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

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





|   |  |  |  |
|---|--|--|--|
| 20)<br>Visits to public libraries       |  |  |  |
| Indicator flagging (against target)     |   |  |  |
| Annual target                           | 530,000  |  |  |
| Year-end (visits)                       | 516,573  |  |  |
| Year-end vs target (% target achieved ) | 97.5%  |  |  |
| Year-end vs last year                   | ↓ 1.8%<br>- 9,475  |  |  |
| Q4 vs Q4 last year                      | ↑ 4.5%<br>+ 5,217  |  |  |
| Usage performance                       | <p><b>Q4 performance</b></p> <ul style="list-style-type: none"><li>Q4 visits were 4.5% higher than Q4 last year, equating to 5,217 additional visits.</li></ul> <p><b>2018-19 performance</b></p> <ul style="list-style-type: none"><li>Year-end visits for all libraries combined were 1.8% lower (-9,475 visits) than last year.</li><li>Year-end visits for each of the library (compared to last year) are as follows:<ul style="list-style-type: none"><li>Bonnybridge: +2.6% (+803 visits)</li><li>Bo'ness: -2.6% (-1,228 visits)</li><li>Denny: +17.9% (+9,802 visits)</li><li>Falkirk: -7.9% (-9,1123 visits)</li><li>Grangemouth: -0.6% (-448 visits)</li><li>Larbert: -0.6% (-582 visits)</li><li>Meadowbank: -11.1% (-12,966 visits)</li><li>Slamannan: -2.6% (-165 visits)</li></ul></li><li>The trend is generally downwards with reductions seen at all libraries with the exception of Denny.</li><li>Year-end performance achieved 97.5% of annual target, a variance of -13,427 visits against target, and resulted in a green-flagging against target.</li></ul> |  |  |
|   |  |  |  |
| Reasons for variances                   | <ul style="list-style-type: none"><li>Visits increased compared to Q4 last year because all libraries were closed for three days in March last year</li><li>Visits at Falkirk Library fell in November/December when the lift was broken, the front door was surrounded in scaffolding, and activities were cancelled due to planned building works for the Advice Hub.</li><li>Visits have fallen in Meadowbank Library as staff are manually counting visits due to a defective visit counter.</li><li>Visits are still rising at the new library in Denny, aided by class visits and a new weekly session for nursery children.</li></ul>   |  |  |
| Actions                                 | <ul style="list-style-type: none"><li>A new visit counter has been installed in Meadowbank Library.</li><li>Libraries have started to issue replacement hearing aid batteries, in partnership with NHS Audiology. This should lead to increased visits.</li><li>In 2018-19 libraries held 1,592 activities, an increase of 5% from last year. This year, as well as the summer programme and Local History Week in May, libraries are planning events for Make a Noise in Libraries fortnight and Disabled Access Day.</li></ul>   |  |  |

