

Falkirk Community Trust

**Subject:** April – June 2015 Quarter One Performance Report  
**Meeting:** Audit and Performance Sub-Group  
**Date:** 13<sup>th</sup> August 2015  
**Authors:** Alistair Mitchell, Team Leader Performance Review

**1. Introduction**

1.1 This is the 2015-16 quarter one report on our performance indicators and covers the 3-month financial period April - June 2015. The report flags relevant current activity or planned action in support of achieving the Trust’s strategic objectives.

**2. Performance Statement**




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

2.2 The format of this performance report has been amended to enhance clarity and provide a more concise report of quarterly indicator performance. Graphs now include a trendline (detailed in red) providing an indication of the recent performance trend of each indicator.

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

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

2.3 The flagging status for this period is summarised below:

Green 	This PI is on or above target (within 5% of target or above target)	There are <b>22</b> green-flagged indicators.
Amber 	This PI is slightly below target though performance may be improving (5-10% below target)	There are <b>9</b> amber-flagged indicators.
Red 	This PI is significantly below target and performance does not appear to be improving (10% or more below target)	There are <b>0</b> red-flagged indicators.

2.4 Predictions of performance for the year made after the first quarter should be treated with some caution; much of the Trust’s activity is seasonal or programme driven with performance varying across the year. A clearer indication of performance against target will be possible following the second quarter to the end of September.

2.5 Appropriate target setting is a key factor in performance analysis. A review of 2014/15 year performance informed a review of targets to ensure they remain both challenging and realistic. Some adjustments have been made, particularly where patterns of under or over performance have been evident.

- 2.6 Performance in the first quarter was generally positive with successes in several areas. The key performance highlights for Q1 2015-16 include the following:
- Mariner Centre admissions increased by 27% with an additional 13,429 admissions following the reintroduction of the wave machine.
  - Usage of Grangemouth Stadium increased by 13% (+5,881 admissions) with additional athletics events following the installation of the new track last year.
  - Bo'ness Health & Fitness Club admissions increased by 10% with an additional 658 admissions.
  - Neighbourhood Sports Centres reported a 15% increase with 4,807 additional admissions, predominantly at Hallglen Sports Centre.
  - Admissions to the Hippodrome increased by 19% (+1,224).
  - Park Gallery admissions increased by 31% equating to 2,814 additional admissions to the exhibition space.
  - Active Schools providing an additional 28% participant sessions.
  - A 14% increase in Sports Development places booked.
  - Callendar House visits increasing by 8% (+5,368).
  - Visits to the Helix increased by 16% (+39,156 visits).
- 2.7 A report on the period July – September 2015 will be made at the next meeting of the sub group on 29<sup>th</sup> October 2015.

### 3. Recommendation


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

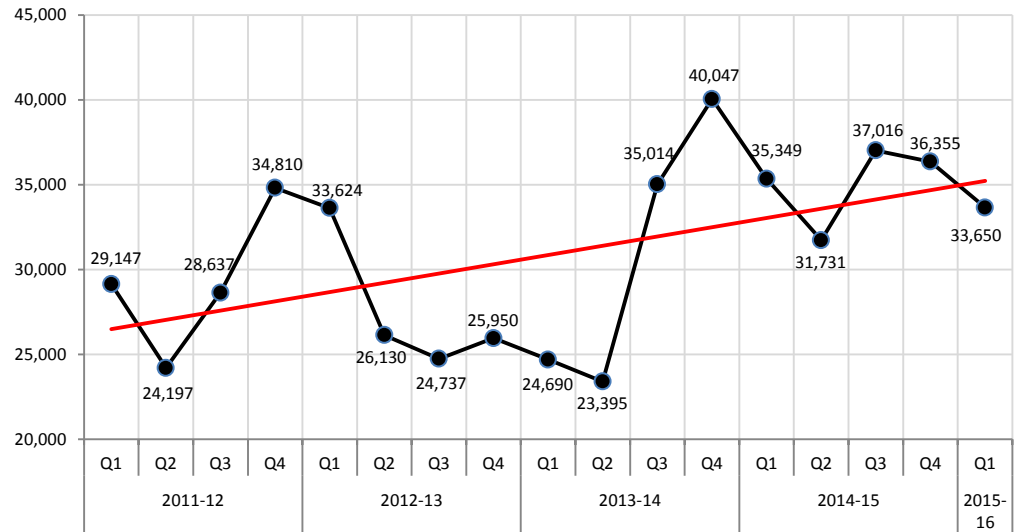
- **Progress made throughout the first quarter of 2015-16;**
- **Actions to address areas requiring improvements in the forthcoming quarter;**
- **The amended reporting methods formats used to enhance clarity and provide a more concise report.**



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

**1)**  
**Admissions to Bo'ness Recreation Centre**

Indicator flagging (against target)	
Annual target:	<b>142,000</b>
Year-to-date:	<b>33,650</b>
Year-to-date vs last year:	<b>↓ 4.8%</b> - 1,699
Year-to-date vs annual target:	<b>23.7%</b> achieved




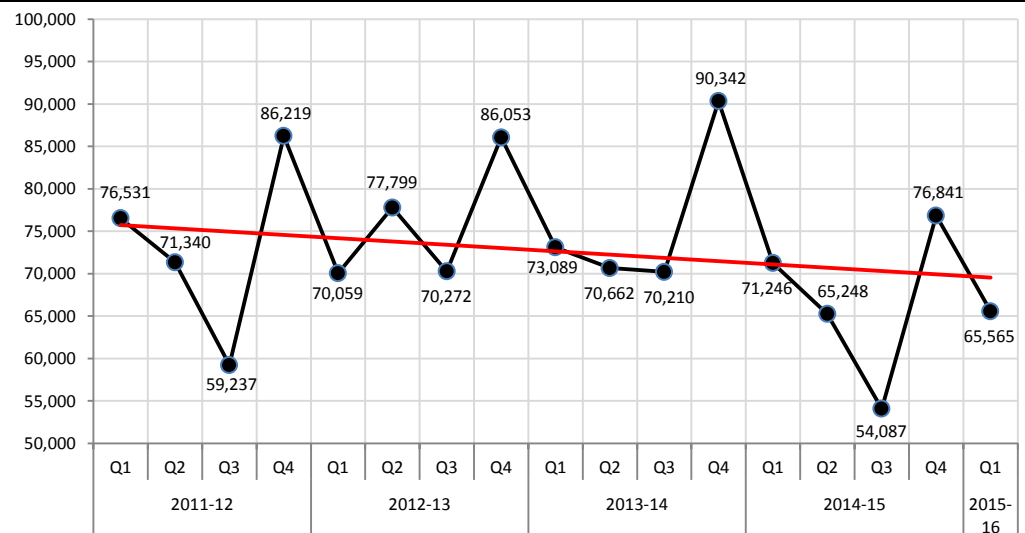
Usage of Bo'ness Recreation Centre during Q1 was slightly down in comparison to last year, largely due to a reduction in events footfall. Most other activities have remained stable or showed a slight increase with the exception of indoor football which continues to decrease year-on-year.

Income is 6.2% below target for the quarter (£46k vs £49.8k target), but is 14% increased year-on-year partially due to increased resale and rental of non-sporting areas.

This indicator has been flagged green at end of Q1 as usage and financial performance remain on track to achieve target by year-end. A change of opening hours to meet customer demand is critical to the next stage of development at Bo'ness and should encourage increased usage of the Centre.

**2)**  
**Admissions to Grangemouth Sports Complex**

Indicator flagging (against target)	
Annual target:	<b>294,000</b>
Year-to-date:	<b>65,565</b>
Year-to-date vs last year:	<b>↓ 8.0%</b> - 5,681
Year-to-date vs annual target:	<b>22.3%</b> achieved




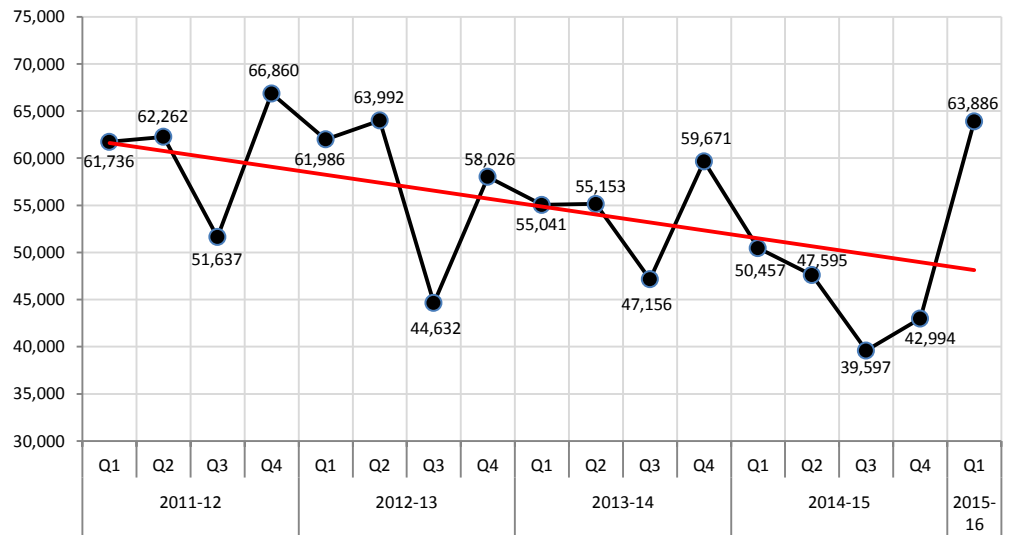
Grangemouth Sports Complex usage during Q1 was 8% lower than the same period last year with variance across the months. Compared to last year April usage was 20% lower, May was similar while June saw approx. 2,000 extra admissions. The launch of the new wave machine at the Mariner Centre and accompanying advertising campaign affected swimming admissions to Grangemouth, particularly in April.

Income for the quarter followed the same pattern as usage with a reduction compared to the same period last year. Income achieved was c.18% below target (c. £116k vs c. £134k).

This indicator is currently flagged amber based on Q1 performance. This year's target has been set higher than last year hence usage must exceed last year's quarterly totals for this target to be achieved by year-end. Capital investment to improve the flumes is scheduled to take place during 2015-16 and the resulting improved offer is expected to have a positive impact on admissions. A marketing approach is being planned in conjunction with the Trust's marketing team to best promote the facility going forward. Several summer activities will take place during July including a week-long basketball camp, and a family day is planned for September.

### 3) Admissions to Mariner Centre

Indicator flagging (against target)	
Annual target:	<b>209,000</b>
Year-to-date:	<b>63,886</b>
Year-to-date vs last year:	<b>↑ 26.6%</b> + 13,429
Year-to-date vs annual target:	<b>30.6%</b> achieved




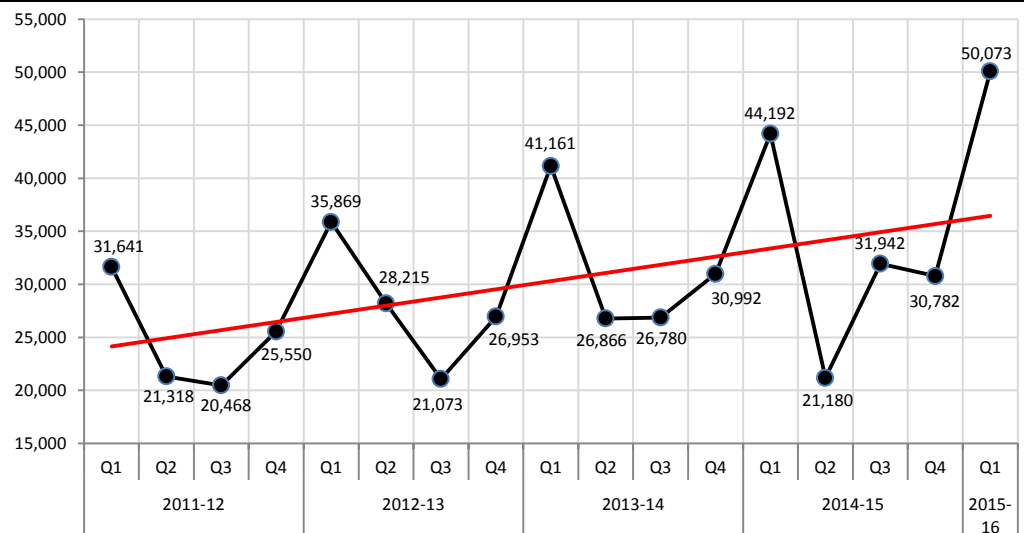
Overall usage of the Mariner Centre during Q1 increased by 27% compared to the same period last year. The main contributing factor was the reintroduction of the wave machine and accompanying promotional campaign, with swimming admissions 44% up compared to Q1 last year. Other indoor admissions decreased by 15% with reductions in crèche admissions, free weights, indoor football and sports club bookings. There were small increases in soft play, squash, table tennis, and in casual basketball bookings.

Income for Q1 achieved 2.4% above target (£120k vs £117k target) largely driven by the increased swimming usage. Trading performance also reflected increased admissions.

The Mariner's 30<sup>th</sup> Birthday celebrations took place on 4<sup>th</sup>/5<sup>th</sup> July with 1985 prices being charged, aiming to generate future custom from this promotion. Other activity planned for Q2 includes hosting of the Trust's summer activity programme in July, a review of crèche operations, sports clubs come & try sessions to generate new member enquiries, the launch of junior lifesaving, and introduction of weekend softplay and bouncy castle promotions. The indicator is currently flagged green and at this early stage is expected to achieve or exceed usage and income targets for the year.

### 4) Admissions to Grangemouth Stadium

Indicator flagging (against target)	
Annual target:	<b>133,000</b>
Year-to-date:	<b>50,073</b>
Year-to-date vs last year:	<b>↑ 13.3%</b> + 5,881
Year-to-date vs annual target:	<b>37.6%</b> achieved




Usage during Q1 increased significantly compared to the same quarter last year with an increase in athletic events and additional users following the new track being installed. Open graded athletics meetings have achieved higher uptake following better organisation with online bookings through a third party.

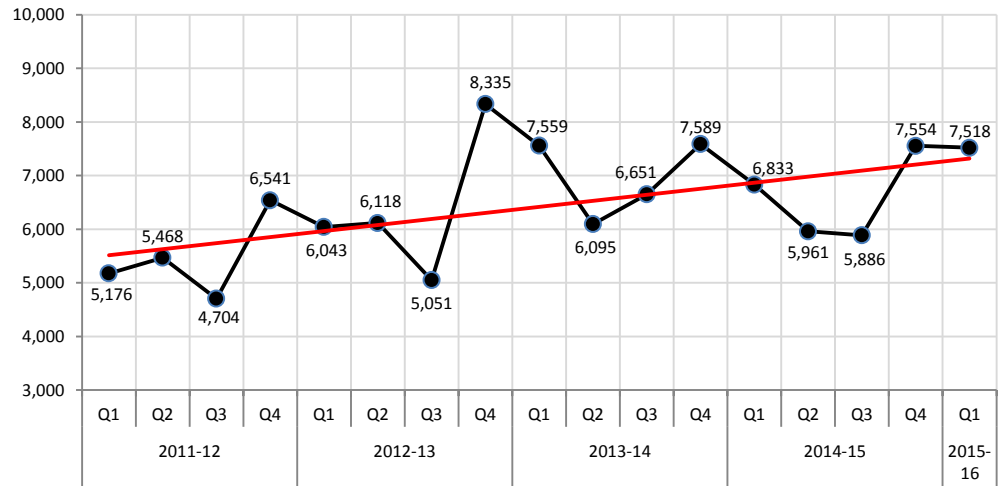
Income achieved for Q1 exceeded £54k – almost a third of the annual target – although the majority of business is taken over the first two quarters of the year.

Second quarter activity levels remain high with several major events planned including Schools International Athletics in July, U19 Celtic Games in August, and four pre-season professional football matches.


Early indications are that Grangemouth Stadium usage and income will exceed annual target if the current increased level of usage continues for the remainder of 2015-16.

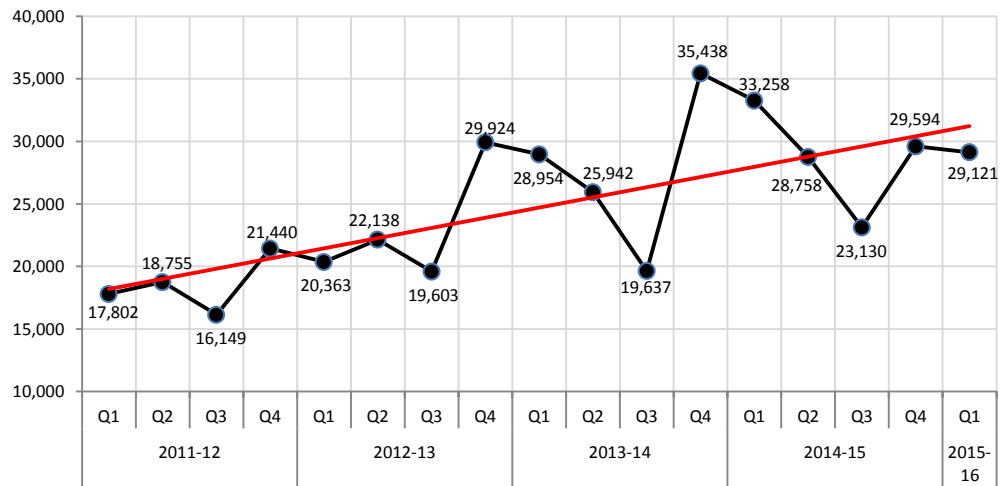
**5)  
Admissions to  
Bo'ness Health &  
Fitness Club**

Indicator flagging (against target)	
Annual target:	<b>22,500</b>
Year-to-date:	<b>7,518</b>
Year-to-date vs last year:	<b>↑ 10.0%</b> + 685
Year-to-date vs annual target:	<b>33.4%</b> achieved




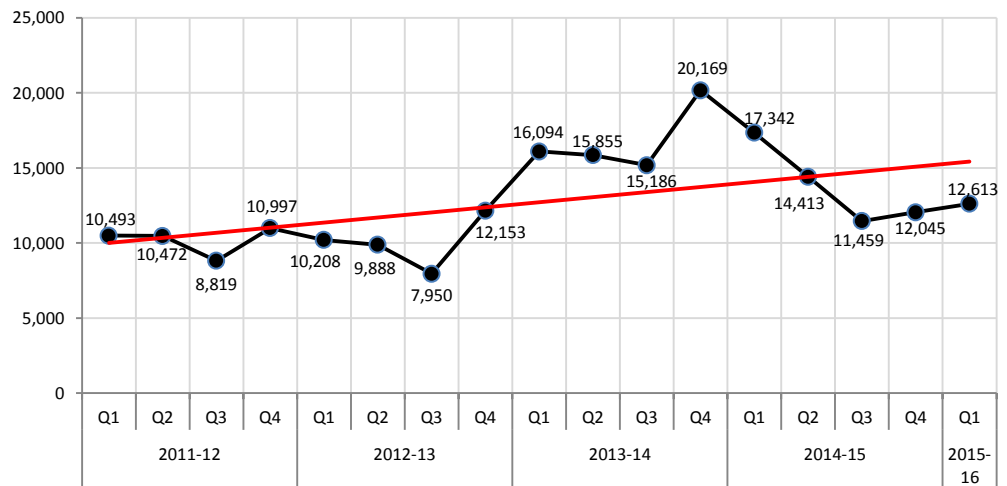
**6)  
Admissions to  
Grangemouth Health  
& Fitness Club**

Indicator flagging (against target)	
Annual target:	<b>123,000</b>
Year-to-date:	<b>29,121</b>
Year-to-date vs last year:	<b>↓ 12.4%</b> - 4,137
Year-to-date vs annual target:	<b>23.7%</b> achieved



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

Indicator flagging (against target)	
Annual target:	<b>60,500</b>
Year-to-date:	<b>12,613</b>
Year-to-date vs last year:	<b>↓ 27.3%</b> - 4,729
Year-to-date vs annual target:	<b>20.8%</b> achieved




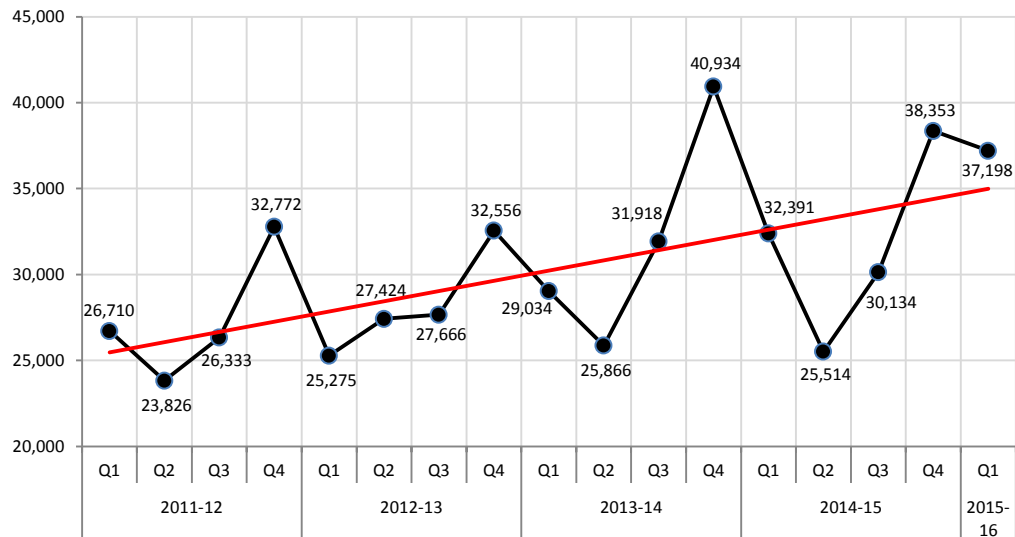
Usage of Health & Fitness clubs was mixed during the first quarter of 2015-16. Compared to the same period last year, Bo'ness usage increased, while admissions at Grangemouth and Mariner Centre clubs reduced by 12% and 27% respectively. The 10% increase at Bo'ness is encouraging especially given a 5-day closure at the end of June for refurbishment and installation of new equipment. Q1 income was £238k against a yearly target of £1.1m, hence currently c.3% behind target for the year at this stage.

A new fitness class timetable will be launched during Q2 with revisions made which will enhance the customer offer. The Trust's new Stenhousemuir Health & Fitness Club will open in mid-September with enhanced membership offers across all clubs to encourage new membership uptake and existing customer usage. GRIT classes – high-intensity interval training – will be introduced from 1<sup>st</sup> September providing users with more choices.

Based on Q1 performance, Bo'ness has been flagged green while Grangemouth and Mariner have been flagged amber, although it remains early days. It is hoped the refurbishment of Bo'ness will help retain the higher usage levels seen during Q1. A drop in usage at Grangemouth and Mariner clubs is anticipated when the new Stenhousemuir gym opens, while combined income for all clubs is expected to increase due to new members joining.

### 8) Admissions to Neighbourhood Sports Centre

Indicator flagging (against target)	
Annual target:	<b>126,000</b>
Year-to-date:	<b>37,198</b>
Year-to-date vs last year:	<b>↑14.8%</b> + 4,807
Year-to-date vs annual target:	<b>29.5%</b> achieved




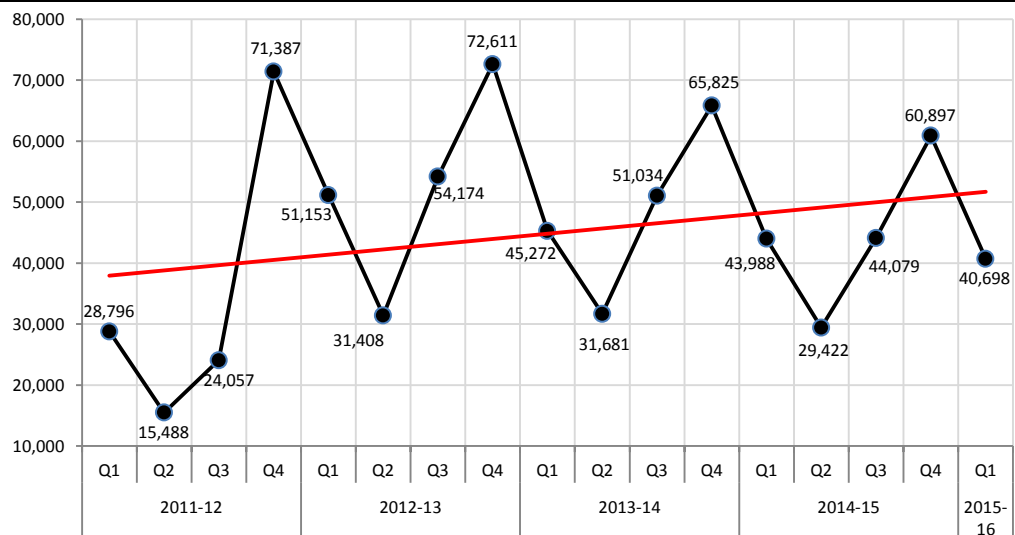
Neighbourhood centre usage increased by 15% relative to the same quarter last year. This increase was predominantly at Hallglen Centre (+38%) following additional gymnastics club usage and an increase in commercial let demand. Stenhousemuir (+10%, fitness and dance lets), Woodlands (+9%, events) and Polmont (+25%, events) all saw increases in Q1 comparative to the same period last year.

Income for the quarter grew by 8% compared to last year to a total of £55k, although this remains below the Q1 income target of £72k.

This indicator has been flagged green based on increased growth and at this stage is on track to achieve year-end usage target. Income is generally stronger in the remaining three quarters of the year and is expected to increase year-on-year, but is unlikely to achieve the 18% growth required to meet the 2015-16 income target. A focus remains on maximising usage of each facility through a rationalisation of resources and exploring programme opportunities to generate additional usage and income.

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

Indicator flagging (against target)	
Annual target:	<b>190,000</b>
Year-to-date:	<b>40,698</b>
Year-to-date vs last year:	<b>↓7.5%</b> - 3,290
Year-to-date vs annual target:	<b>21.4%</b> achieved



Community use admissions at high school facilities fell by 7.5% during Q1 2015-16 compared to the same quarter last year. The decline in usage may be due to the relocation of Falkirk Community Trust holiday programmes to other Trust facilities, but may also be linked to the charging for junior club bookings. Highlights include Falkirk High School admissions for Falkirk Otters club increasing by 43% and Denny High School admissions increasing by 16%.


Income for all schools is ahead of the same period last year but is under budget (£46k against target of £57k) for this period.

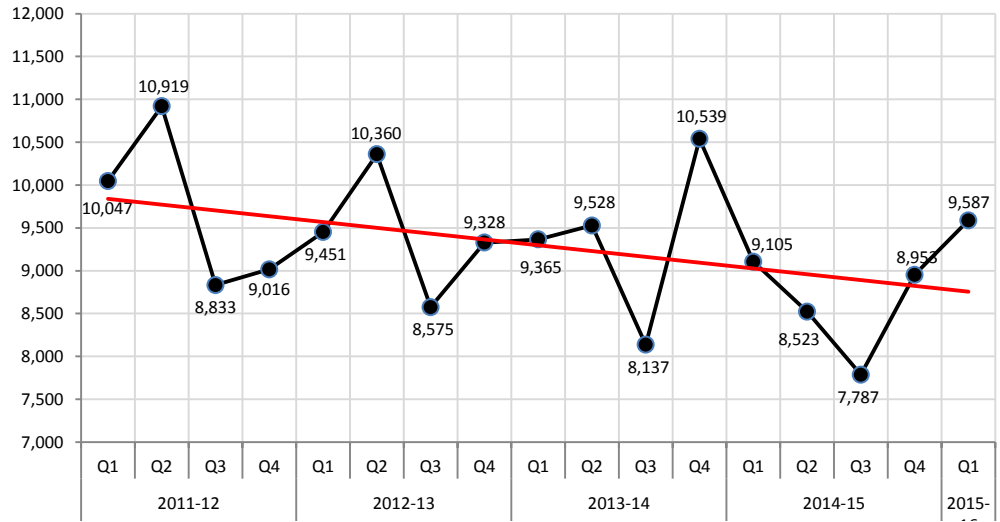
Quarter two will see Trust signage located externally at the main entrances of each school with directional signage in surrounding areas to raise public awareness of community access to school facilities. A review of programming will continue during this quarter.

Expectation at this early stage based on Q1 are for usage to achieve similar to last year (178k total) but may fall short of target. Based on performance to date, income is likely to fall short of target.

10)

**Participants in Healthy Lifestyle Physical Activity programmes**

Indicator flagging (against target)	
Annual target:	<b>36,500</b>
Year-to-date:	<b>9,587</b>
Year-to-date vs last year:	<b>↑5.3%</b> + 482
Year-to-date vs annual target:	<b>26.3%</b> achieved




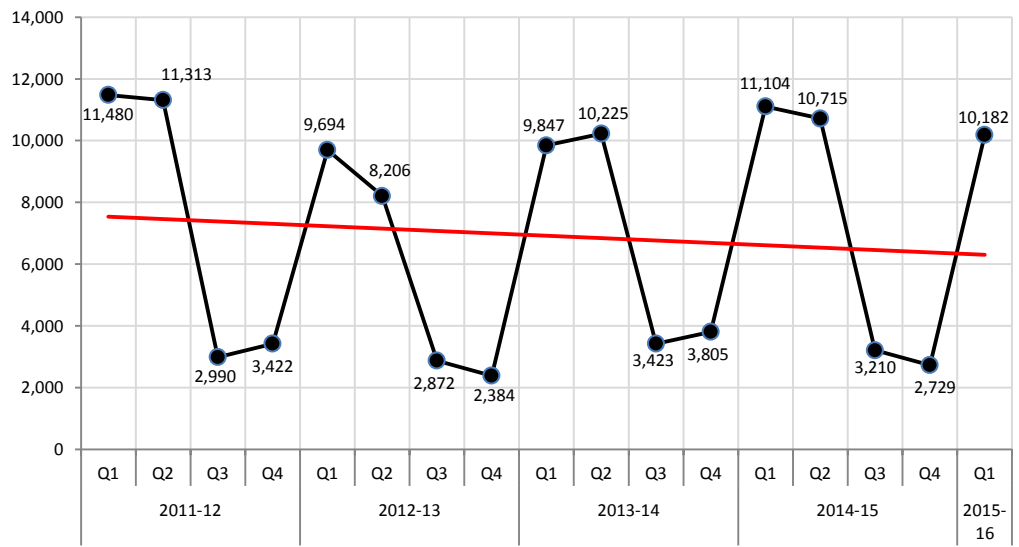
The number of participants in Q1 increased compared to the same period last year, with an additional 482 participants. There were increases in Active Forth (+79), Teens (+353), Strollers (+79), Walking Events (+40) and Helix Walks (+42). A reduction in Healthy Lifestyles usage (corporate usage, -632) was recorded although 529 of these are now counted separately as admissions by Falkirk Community Trust staff to the main sports centres. Active Forth has shown a slow but steady increase in participation over the last couple of quarters. Continual review of allocation and resources is starting to improve member retention, and new staff recruitment and partner engagement programmes should help continue this trend. Step Forth has increased programmed walking with new walks in Bo'ness (Carriden) and Nordic Walking has remained a popular activity.

Q2 may see a small reduction in participants due to potential service disruption caused by staff induction and training ahead of the new Stenhousemuir gym opening in mid-September. Currently flagged green following Q1, this indicator is currently on track to achieve close to target at year-end.

11)

**Rounds of golf played**

Indicator flagging (against target)	
Annual target:	<b>28,500</b>
Year-to-date:	<b>10,182</b>
Year-to-date vs last year:	<b>↓8.3%</b> - 922
Year-to-date vs annual target:	<b>35.7%</b> achieved



Total rounds of golf played at the Trust's facilities during Q1 were lower than the same period last year. The reduction was spread evenly between Grangemouth Golf Course and Callendar Park Par 3 with both seeing similar percentage drops. This may be linked to less clement weather during first quarter this year compared to last year.


Grangemouth Golf Course: summer promotional deals both internally via the Trust website and social media outlets, and externally through 'Bunkered' magazine, which runs GroupOn-style offers, are being trialled during Q2. These have the aim of increasing both rounds played and income generated.

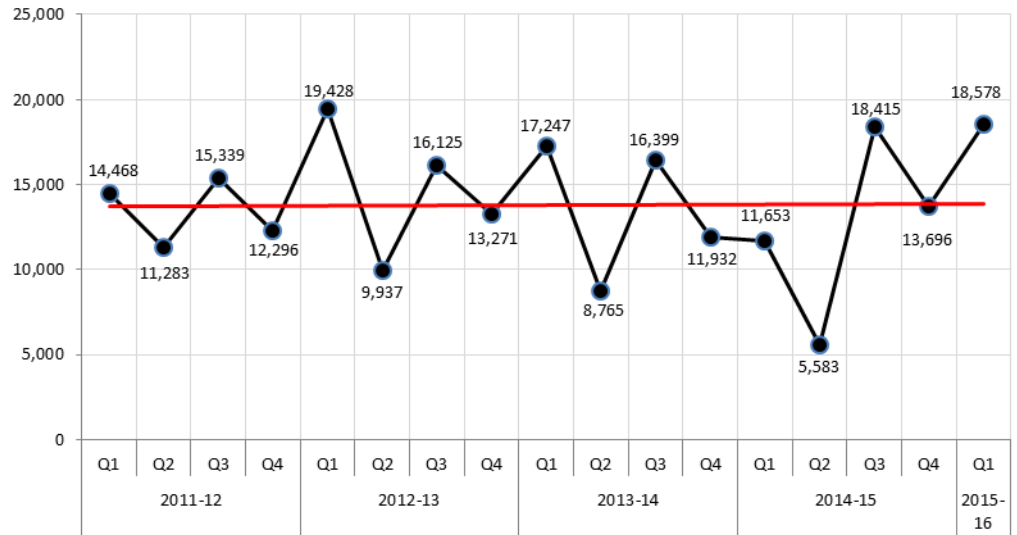
Callendar Park Par 3: income followed usage with an 8% decrease year-on-year, with £4.3k generated for the quarter against a target of £6.4k (31% below target).

This indicator has been flagged amber based on Q1 performance, but a large degree of uncertainty exists in this area of operation which is so heavily affected by the weather. If the reductions seen in Q1 continued throughout the year then year-end performance is unlikely to meet target, but it remains early days.

12)

**Admissions to Falkirk Town Hall**

Indicator flagging (against target)	
Annual target:	<b>54,000</b>
Year-to-date:	<b>18578</b>
Year-to-date vs last year:	<b>↑ 37.3%</b> + 6,925
Year-to-date vs annual target:	<b>34.4%</b> achieved



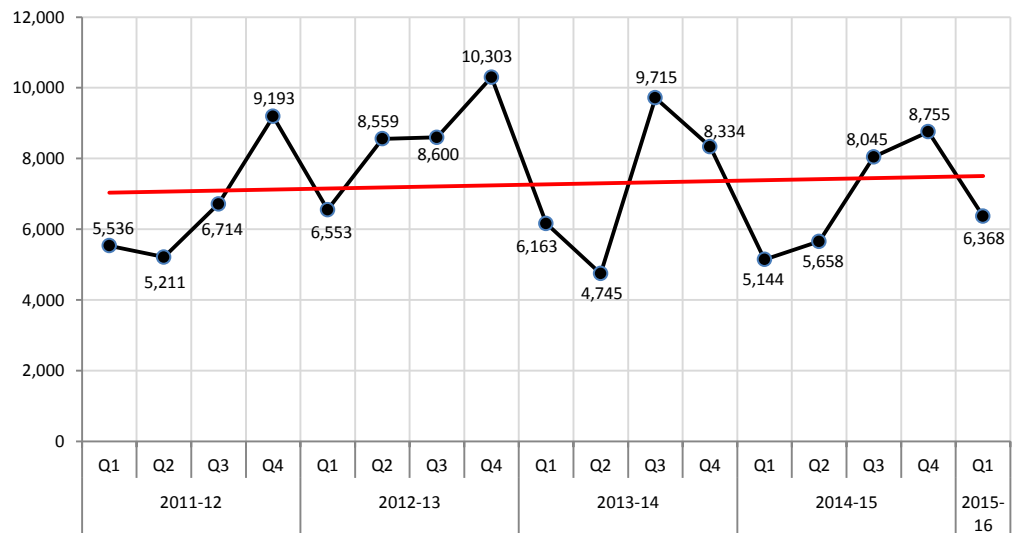
Q1 saw sell out performances and improvements in attendances at two regular touring shows (MacFloyd and Foster & Alan) and an additional 7 lets during the quarter. This increase is despite the loss of a large let ('Dance Dreams') which in previous years attracted 800+ admissions. Arts team use of FTH has increased, mostly involving externally-funded, targeted activity (i.e. Are You Dancing?), the 'Like' NHS Forth Valley health promotions partnership project, and the 'Start project (schools and local theatre). Overall lets and Arts programme income increased by 3% on the same period last year. Based on income achieved during the opening quarter, expectation is for year-end financial targets to be met.

Q2 in previous years included the 'Funny In Falkirk' comedy festival which has moved to October (Q3) this year. Two popular tribute shows ('The Elvis Story' and 'The Cavern Beatles') plus top Irish singing star Nathan Carter have been programmed in place during the next quarter. This indicator is currently flagged green and performance is on track to achieve close to target at year-end.

13)

**Admissions to the Hippodrome**

Indicator flagging (against target)	
Annual target:	<b>29,000</b>
Year-to-date:	<b>6,368</b>
Year-to-date vs last year:	<b>↑ 19.2%</b> + 1,224
Year-to-date vs annual target:	<b>22.0%</b> achieved



Admissions increased during Q1 compared to the first quarter last year and exceeded the quarterly seasonal target by 4% (+278). Easter screenings performed well with big releases 'Home', '2nd Best Marigold Hotel' and the first week of the 'Minions' achieving 54%, 69% and 64% uptake respectively. Special events included screening of 'The Good, the Bad and the Ugly' in conjunction with the Fantasia exhibition by the film's assistant director, Fabrizio Gianni, at the Park Gallery (66% uptake).


Income increased by £6.5k compared to Q1 last year, with a quarterly total of £22.9k. Early predictions are for year-end income to achieve an increase on the 2014-15 total if last year Q2-Q4 financial performance can be repeated.

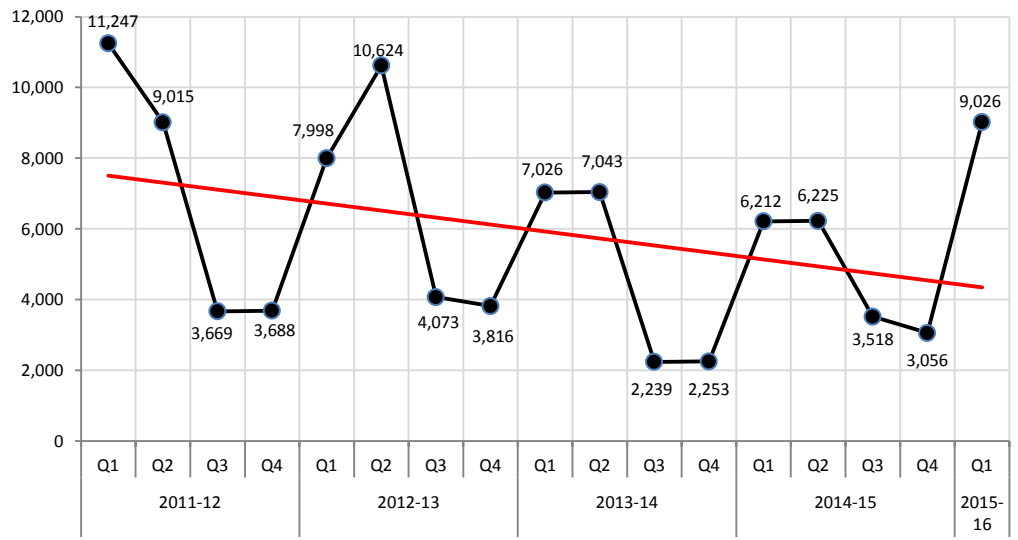
Q2 programme includes the second week of 'Minions', the new Pixar animation 'Inside Out' on its national release date, with other major releases including 'Mr Holmes' and 'The Choir'. Work will commence on a marketing strategy for the Hippodrome and include audience/market research to better enable the creation of impactful marketing activity and programme development.

Currently flagged green, this indicator is currently expected to achieve target at year-end if current admissions performance can be maintained throughout the year.



### 14) Admissions to the Park Gallery

Indicator flagging (against target)	
Annual target:	<b>21,000</b>
Year-to-date:	<b>9,026</b>
Year-to-date vs last year:	<b>↑ 31.2%</b> + 2,814
Year-to-date vs annual target:	<b>43.0%</b> achieved




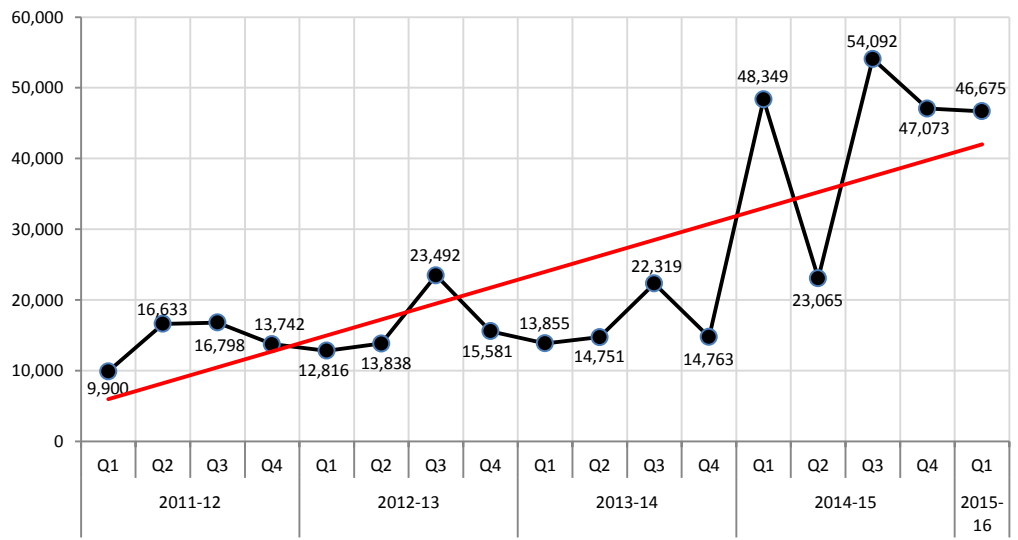
Park Gallery admissions increased significantly compared to the same period last year and achieved the highest total since 2011-12. Park Gallery performance is largely driven by the programme on offer; Q1 featured the exhibition and related promotional activity for 'Fantasia', photography by Fabrizio Gianni, and attracted significant media coverage including national TV. This coverage plus the accessible nature of the exhibition and supporting activity gave a significant boost to admissions.

Q2 includes an exhibition of the work of Alan Davie, marking the first anniversary of the Grangemouth-born, internationally renowned artist's death in 2014 and celebrating the 40<sup>th</sup> anniversary of the installation of Davie's mural in Grangemouth town centre. A painting generously gifted to the Trust by collector and friend of the artist, Jimmy Coxon, will remain on display in Callendar House following the exhibition.

Good performance during Q1 results in this indicator being flagged green and positions the Park Gallery well in terms of achieving target at year-end.

### 15) Participants in Cultural Services activities

Indicator flagging (against target)	
Annual target:	<b>140,000</b>
Year-to-date:	<b>46,675</b>
Year-to-date vs last year:	<b>↓ 3.6%</b> - 1,674
Year-to-date vs annual target:	<b>33.3%</b> achieved




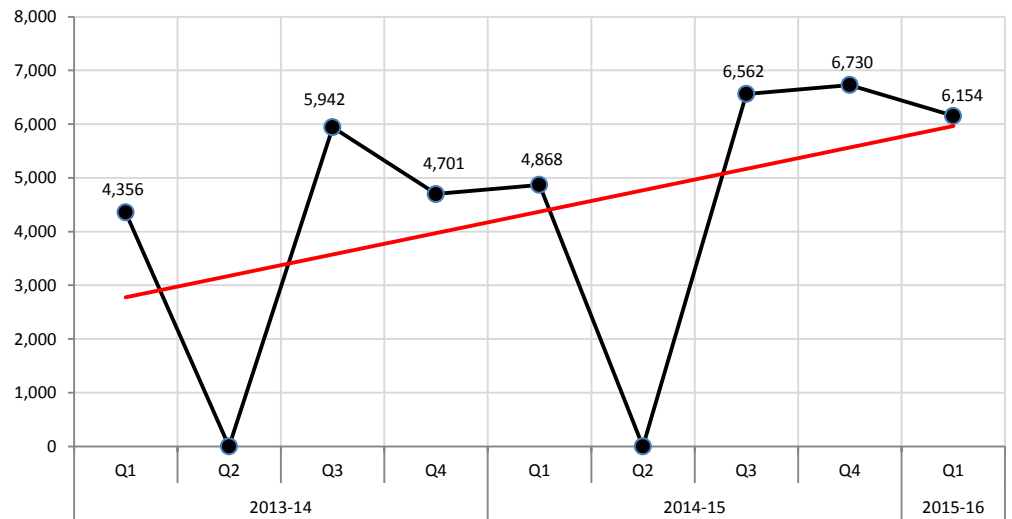
Q1 2015-16 performance was reduced compared to the same period last year. Despite an increase in Arts activity usage (+c.3,500), last year's Heritage/THI exhibition in the Howgate caused a spike in Heritage 2014-15 Q1 usage (+c.5,000) with no similar event this year. Regular arts usage during Q1 surpassed last year's totals with an increase in YMI usages driven by participation in the BBC Ten Pieces project, and an increase in Dance and Drama usage (the Peoples Lottery-funded 'Are You Dancing?' integrated dance project).

Activity during Q2 is expected to be similar to last year – second quarter does not include any YMI usage which occurs during school term time only. This quarter will include the youth theatre summer schools at FTH.

Despite the small reduction in usage compared to the same period last year, this indicator retains a green flagging at this time on the expectation that performance remains on track to achieve target by year-end.

**16)**  
**Active Schools  
distinct participants**


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

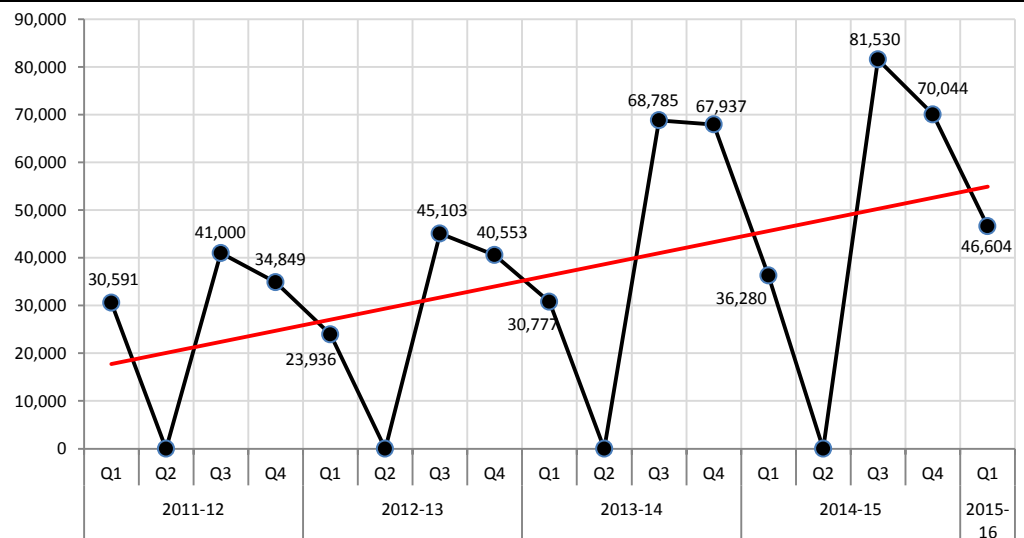


Distinct participants is a new Active Schools performance indicator added from this quarter going forward, defined as number of individuals who actively participate in Active Schools programmes during the quarter. Data from previous years helps provide a baseline with an upward trend apparent. Note that quarterly totals do not accumulate towards a yearly total.

Increasing the number of distinct participants is a key priority of Active Schools over the next academic year. Expectation is for target to be achieved by year-end, hence being flagged green at this time.

**17)**  
**Active Schools  
participant sessions  
provided**

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

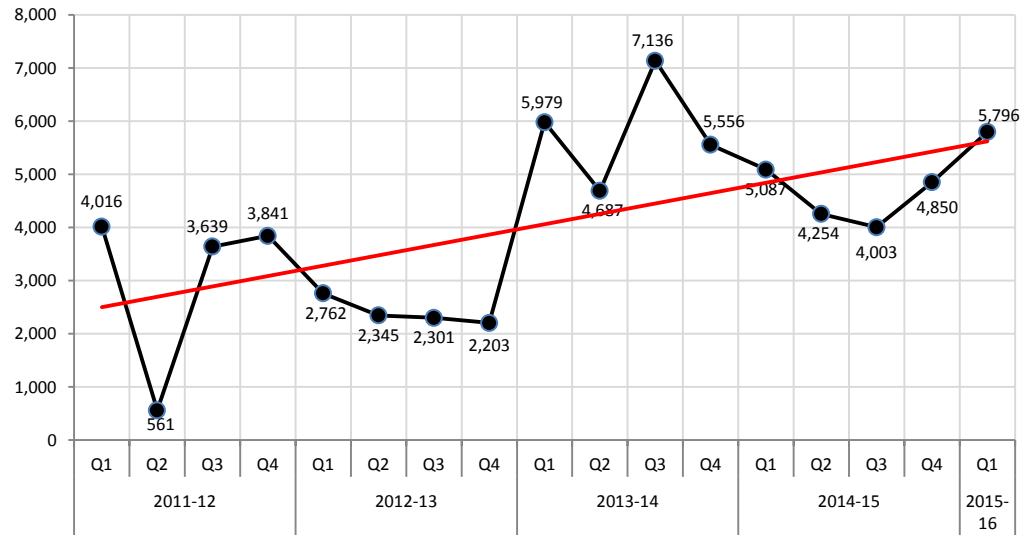


Performance during Q1 increased compared to the same quarter last year. This may be attributed to a continued legacy effect from last year's Commonwealth Games, with some schools continuing to increase opportunities for participation.

Following a service review, a restructuring of the Active Schools team with integration into new clusters and new models of work – and resulting temporary disruption to continuity of sessions – may lead to a slight decrease in the number of participant sessions during next quarter (Q3). This restructuring should increase the effectiveness and impact of Active Schools' work and is expected to lead to achievement of the annual target by year-end, hence this indicator being flagged green at this time.

**18)**  
**Places booked on Sport Development Courses**

Indicator flagging (against target)	
Annual target:	<b>20,000</b>
Year-to-date:	<b>5,796</b>
Year-to-date vs last year:	<b>↑ 13.9%</b> + 709
Year-to-date vs annual target:	<b>28.9%</b> achieved



Number of places booked during Q1 was higher than the same quarter last year, with increases in tennis (148 to 442) and rugby (rugby 838 to 1,542). There were reductions in basketball (93 to 66), gymnastics (306 to 236), pre-school (1478 to 873), swimming (1,762 to 1,644), and pre-school swimming (269 to 215). Income for the quarter was £60k, a reduction on the same period last year (-£33k). The introduction of the direct debit payments for swimming means that income is now more evenly spread across all quarters, hence overall income is as expected. The current rate of unpaid fees is currently 2.0%.

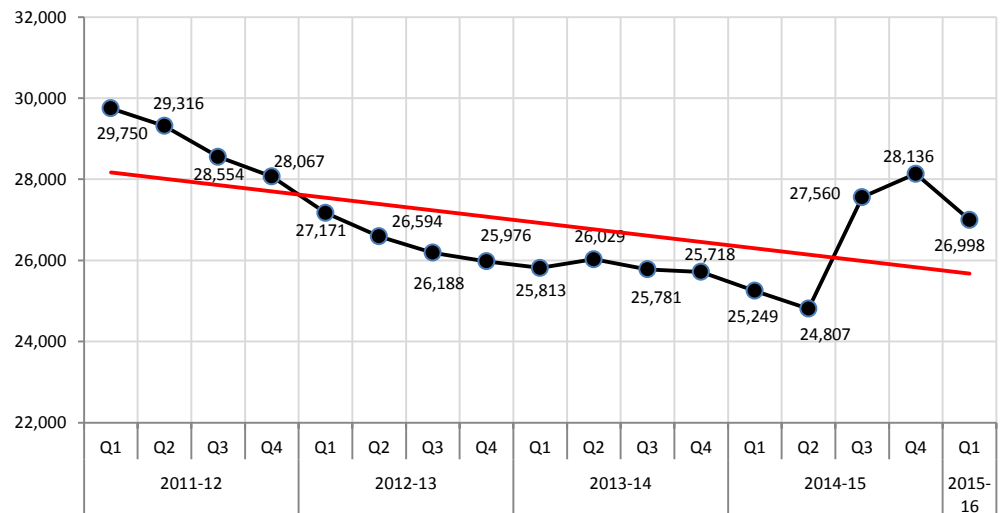
Developments are ongoing to better represent the performance of Sports Development and work undertaken by staff in supporting school and club sport.

During Q2 the Sports Development team's focus is mainly on the delivery of the summer holiday programme and promotion of sports programmes ahead of classes resuming in late August following the summer break. A focus is on filling a higher percentage of vacant spaces on existing programmed classes and maximising income from existing resources.

Current expectation is for this indicator to achieve target at year-end if current participation levels are maintained, hence a green flagging.

**19)**  
**Active borrowers at public libraries**

Indicator flagging (against target)	
Target:	<b>27,000</b>
Current quarter:	<b>26,998</b>
Current vs preceding quarter:	<b>↓ 4.0%</b> - 1,138
Year-to-date vs annual target:	<b>100%</b> achieved




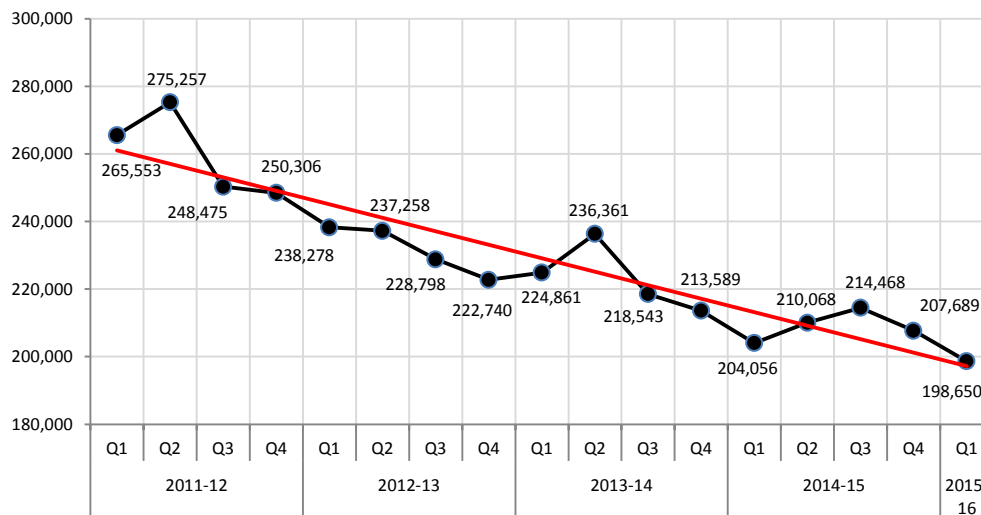
Note: unlike most other indicators, quarterly totals do not accumulate towards a yearly total. The new Library Management System (LMS) introduced from Q3 2014-15 onwards uses a different method to calculate 'active' users; hence comparisons with previous totals should be treated with caution.

A reduction in the number of Active Borrowers in Q1 2015-16 compared to the preceding quarter follows the recent trend. Outreach events were held at the Mariner Centre and Grangemouth Sports Complex during Q1 to raise awareness and promote library services.

Activities for Q2 include the launch of the 'Every Child A Library Member' pilot project with Falkirk Council Registrars, which aims to increase library membership from birth. A review of Q1's outreach events will be carried out to assess the success of these in comparison to similar events held at the Howgate Centre the previous year, and will shape future programming. This indicator remains flagged green on the expectation of additional new library members being attracted throughout the year.

## 20) Issues from public libraries

Indicator flagging (against target)	
Annual target:	<b>820,000</b>
Year-to-date:	<b>198,650</b>
Year-to-date vs last year:	<b>↓ 2.6%</b> - 5,406
Year-to-date vs annual target:	<b>24.2%</b> achieved




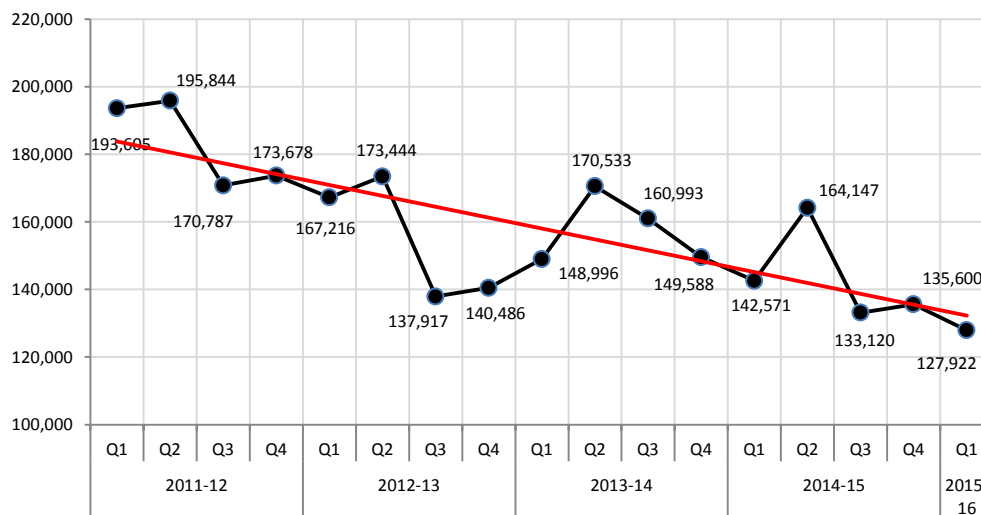
Issues from libraries were slightly lower during Q1 compared to the same quarter last year, with no obvious or known reason for the reduction, other than the ongoing downward trend of this PI. Digital issues increased by 32% following an improved selection of books and magazines being made available. Issues at Meadowbank reduced by 5% (approximately 500) and may be attributed to the continued nearby main road closure. The mobile library had a 19% reduction in issues (again, around 500) due to the vehicle being off the road for 23 days for continuing repairs.

Q2 activity which may have an impact on the number of issues includes the Summer Reading Challenge and the Guinness Book of Records reading pledge attempt on 13<sup>th</sup> July. It is hoped these activities will contribute towards the total number of junior issues. Meadowbank issues may still be affected by the road closure which continues until October 2015.

This indicator has been flagged green at this time: the current rate of decline is such that the revised annual target may still be achieved at year-end.

## 21) Visits to public libraries

Indicator flagging (against target)	
Annual target:	<b>580,000</b>
Year-to-date:	<b>127,922</b>
Year-to-date vs last year:	<b>↓ 10.3%</b> - 14,649
Year-to-date vs annual target:	<b>22.1%</b> achieved




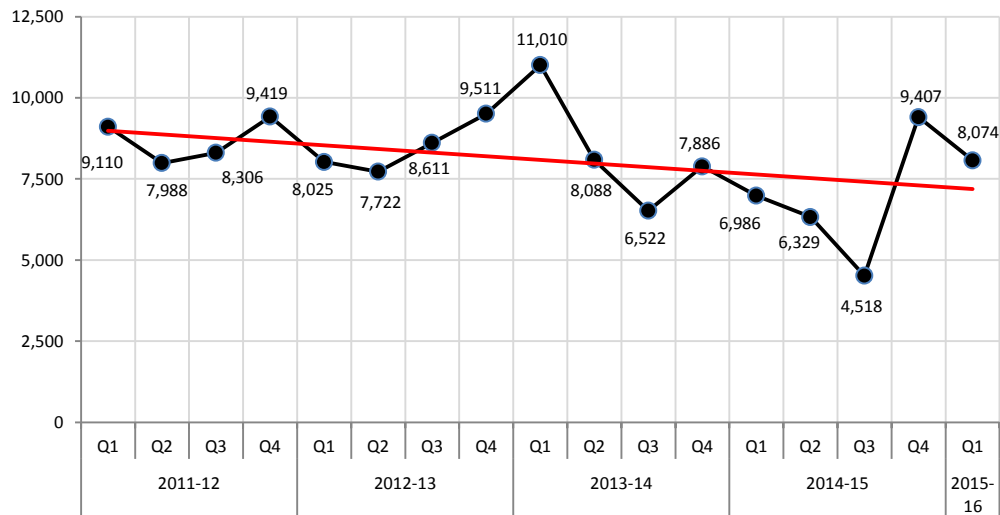
Visits were down at most libraries for this quarter compared to Q1 last year. The mobile library being off the road as mentioned above led to a 50% reduction in visits to it. Promotional activity held at Mariner Centre and Grangemouth Sports Complex to promote the library service attracted 410 people to the events. Encouragingly, numbers attending library events increased by 5% on the same quarter last year.

Q2 activities covering the summer period include the launch of the Summer Reading Challenge held at the Helix, and summer activities for children planned in all libraries.


An amber flagging has been applied based on Q1 performance falling short of the total needed to remain on track to achieve target by year-end. Target will not be met if the current trend continues.

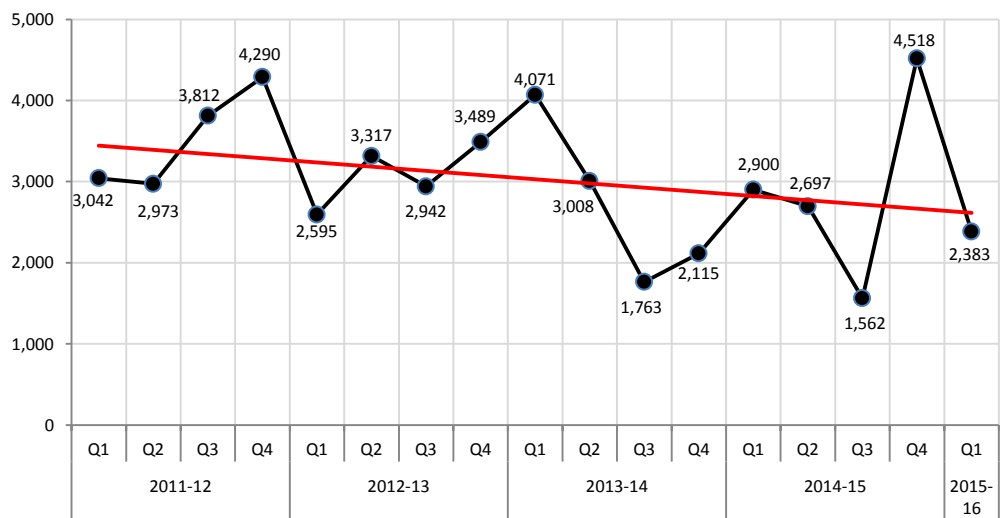
**22)**  
**Resources added to library stock – Adult**

Indicator flagging (against target)	
Annual target:	<b>23,000</b>
Year-to-date:	<b>8,074</b>
Year-to-date vs last year:	<b>↑ 15.6%</b> + 1,088
Year-to-date vs annual target:	<b>35.1%</b> achieved



**23)**  
**Resources added to library stock – Junior**


Indicator flagging (against target)	
Annual target:	<b>7,000</b>
Year-to-date:	<b>2,383</b>
Year-to-date vs last year:	<b>↓ 17.8%</b> - 517
Year-to-date vs annual target:	<b>34.0%</b> achieved

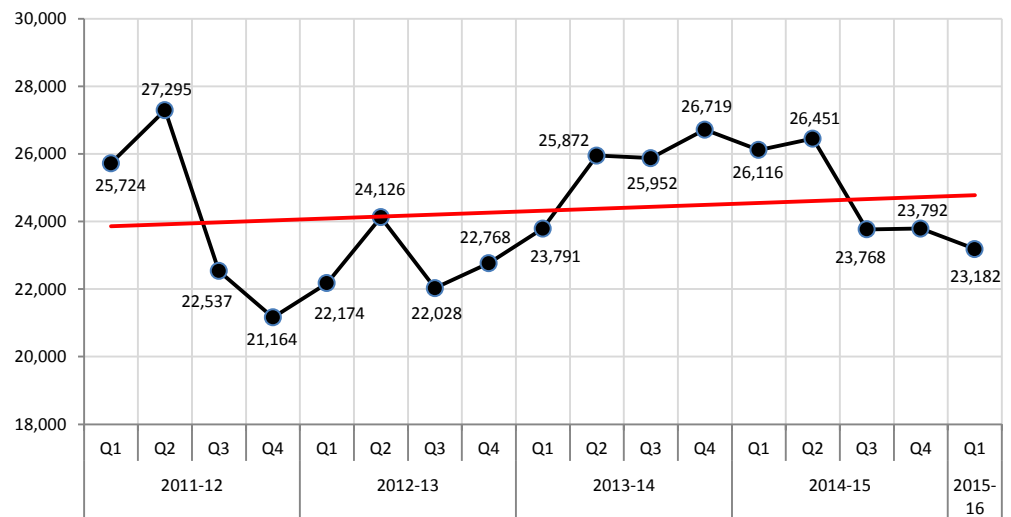


Total number of resources added to stock combined was higher than Q1 last year (c. +500) with an increase in adult but reduction in additions to junior stock. A new faster ordering method has reduced the time lag between ordering and arrival of stock and has contributed to this increase. This change in ordering may also result in changes to current seasonal trends but, overall, because of the reduction in the book fund, there will be fewer additions to stock this year. This has been taken into account when setting this year's target.

Current expectation is that the revised target should be met at year-end.

## 24) Usage of public access terminals in libraries


Indicator flagging (against target)	
Annual target:	<b>100,000</b>
Year-to-date:	<b>23,182</b>
Year-to-date vs last year:	<b>↓ 11.2%</b> - 2,934
Year-to-date vs annual target:	<b>23.2%</b> achieved

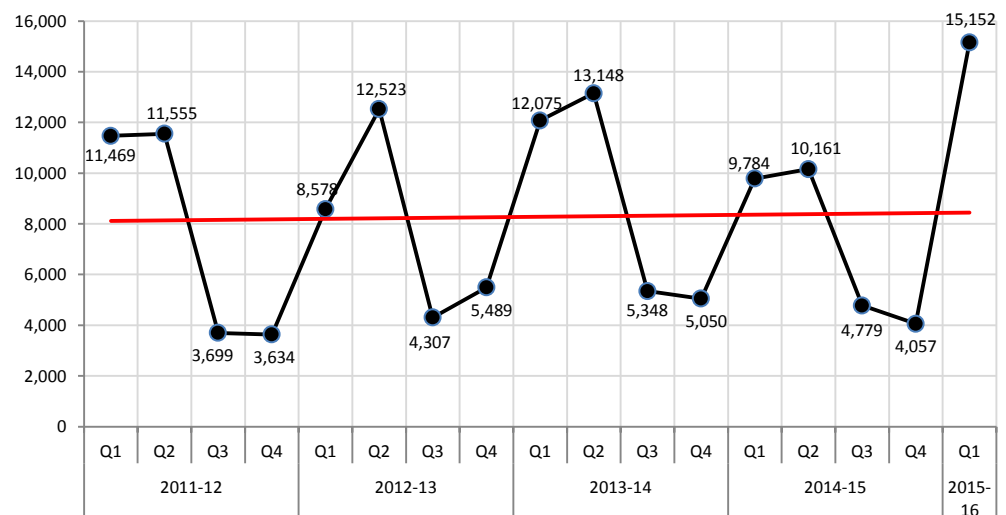


Usage during Q1 was 11% lower than the same period last year, with usage levels appearing to level off following a period of increases with the Government's policy of Digital by Default last year. The reduction may also be attributed to Wi-Fi problems at Falkirk, Grangemouth and Bo'ness libraries restricting usage.

Prediction after the first quarter of the year is that target is unlikely to be achieved by year-end.

## 25) Visits to Callendar House

Indicator flagging (against target)	
Annual target:	<b>42,000</b>
Year-to-date:	<b>15,152</b>
Year-to-date vs last year:	<b>↑ 54.9%</b> + 5,368
Year-to-date vs annual target:	<b>36.1%</b> achieved



Note: from 2015-16 Q1 onwards visits counted now include school groups, archive usage and usage of other areas of Callendar House to better reflect usage of the facility. This limits comparisons with preceding quarters.

Q1 visits increased by 8.3% (+1,161) over the same period last year when comparing like-for-like (the comparative figure for Q1 2014-15 was 13,991). Busier periods included the 2-week Easter holiday period which coincided with a period of good weather, Easter Monday, John Muir Day on 25<sup>th</sup> April, the Fabrizio Gianni opening in April, the public holiday on 4<sup>th</sup> May and the Creative Place award event on 10<sup>th</sup> June. The Festival of Museums on 16<sup>th</sup> May attracted lower visits than previous due to a smaller-scale project. Callendar House Tearoom covers increased by 7.1% (6,556 Q1 last year to 7,020 this year).

Activity at the House during Q2 includes the summer programme, the resumption of school visits following schools returning in August, and Roman Week in September. The programme for Q2 is similar to last year but a small rise is predicted if the lift in performance seen in Q1 continues.

## 26) Visits to Kinneil Museum

Indicator flagging (against target)

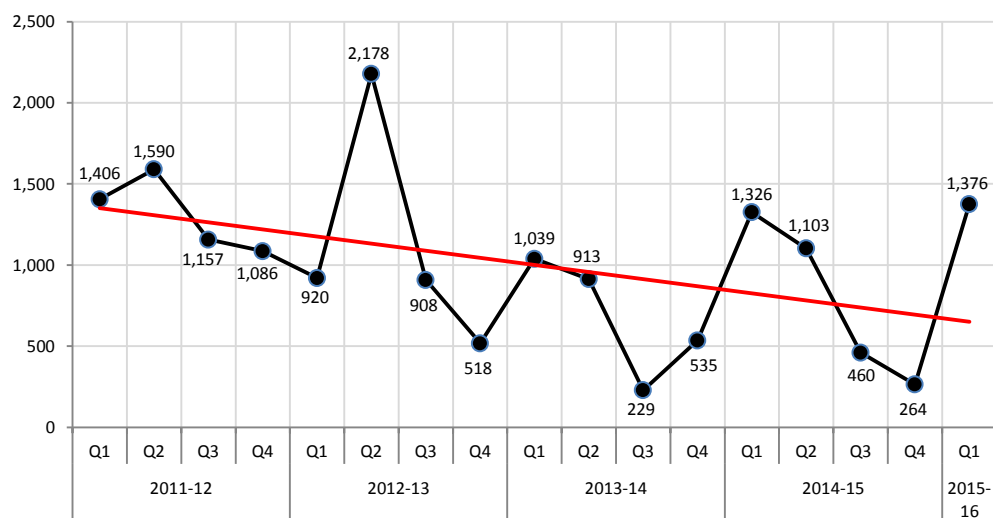


Annual target: **3,500**

Year-to-date: **1,376**

Year-to-date vs last year: **↑ 3.8%**  
+ 50

Year-to-date vs annual target: **39.8%**  
achieved



Kinneil Museum visits during first quarter were slightly higher than the same quarter last year with an extra 50 visits recorded. This may be partly due to our new displays which opened in late-March and enhanced marketing including Kinneil-specific promotional material. 834 visits are attributed to specific events involving open days at Kinneil House, run by Friends of Kinneil, which may have been augmented by interest in the new displays. Further open days at Kinneil House and Museum are planned for 29<sup>th</sup> August and 19<sup>th</sup> September and will contribute to the Q2 total visits.

This measure has been flagged green based on improved Q1 performance. This year's target has been increased hence a higher number of visits must be maintained throughout the year for the target to be met at year-end.

## 27) Participants in Heritage Education Workshops for Schools

Indicator flagging (against target)

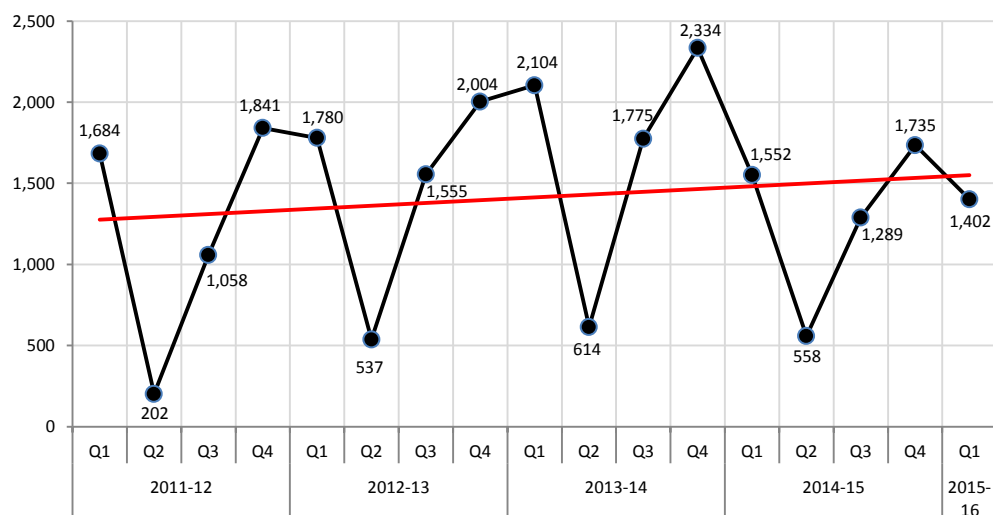


Annual target: **6,000**

Year-to-date: **1,402**

Year-to-date vs last year: **↓ 9.7%**  
- 150

Year-to-date vs annual target: **23.4%**  
achieved




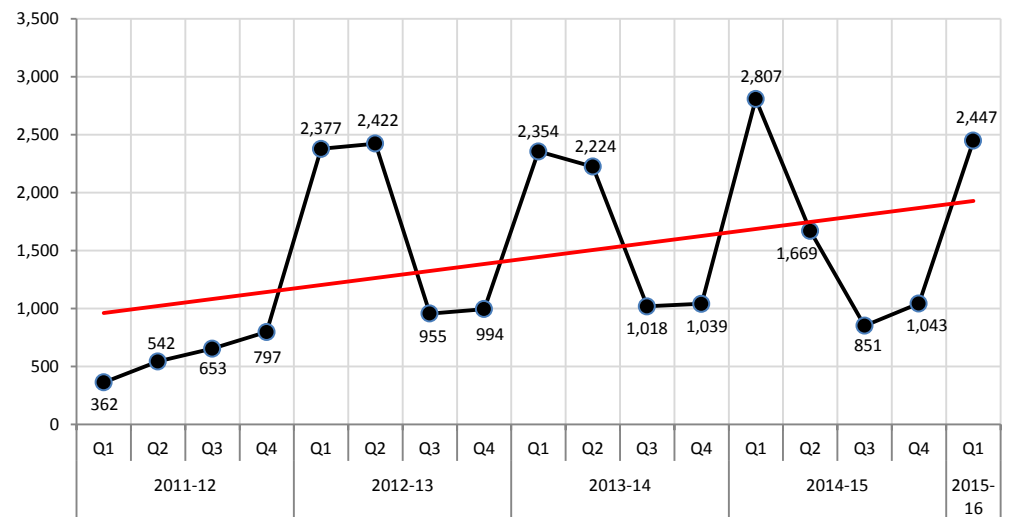
Total participant uptake for Q1 2015-16 was slightly lower than the same quarter last year. A slight reduction in loan box activity was offset by a small increase in the number of pupils engaging with the Heritage Workshops for Schools programme. Q1 this year lacked a similar engagement activity to the HLF-funded 'Our Area in the First World War' project which was well attended in Q1 last year.

From Q2 onwards a charge is being introduced for Heritage Workshops for Schools in line with other similar services across Scotland.

Despite the small reduction in participants in Q1 this indicator remains flagged green. The Heritage Learning team are currently developing initiatives which aim to grow participation in education/learning and interpretation activity, and expect the impact of this work to be evident in Q2-Q4.

## 28) Participants in Outdoor Activities

Indicator flagging (against target)	
Annual target:	<b>6,400</b>
Year-to-date:	<b>2,447</b>
Year-to-date vs last year:	<b>↓ 12.8%</b> - 360
Year-to-date vs annual target:	<b>38.2%</b> achieved



Participant numbers during Q1 2015-16 were reduced compared to Q1 last year. This may be due to some key Education/School events which took place last year but were not repeated in Q1 this year. The number of sessions delivered remained similar to previous years with similar levels of uptake. The Easter Youth Adventure programme was very successful with 100% uptake for all days.

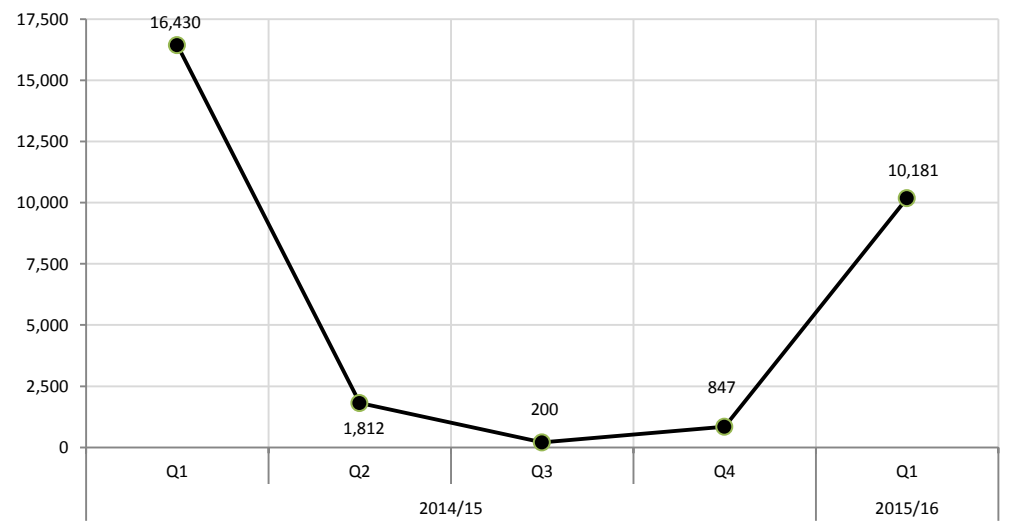
Income generated was approx. £8k higher than the same quarter last year (£18k vs £10k), with larger attendances in the schools programme. Instructor training courses continued to attract good numbers and generate income.

Looking ahead to Q2, bookings for our Community Programme are promising, and there has been 90% uptake for the Youth Adventure Summer programme to date.

Based on reduced Q1 performance this indicator has been flagged amber. Predictions at this early stage are that performance at year-end may achieve close to target if similar levels of performance to last year are repeated.

## 29) Participants in programmed activity at the Helix

Indicator flagging (against target)	
Annual target:	<b>20,000</b>
Year-to-date:	<b>10,181</b>
Year-to-date vs last year:	<b>↓ 38.0%</b> - 6,249
Year-to-date vs annual target:	<b>50.9%</b> achieved



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


Programmed activity on the Helix site was lower than the same period last year. Q1 2014-15 included 'Home', a large-scale event for the launch of the Kelpies which generated over 10,000 participants in a single event and the Queen's Baton Relay event for Glasgow 2014 which accounted for over 3,000. In Q1 this year, 8,500 participated in the Emergency Services Day; Water Safety Week in May attracted 256 participants; c.100 took part in open water swimming; 143 participants in the Big Fit Walk in June; 27 attended the Bear Hunt for children, and there were 325 participants in geocaching for the quarter. Parkrun continues to grow with good attendances on a regular basis.

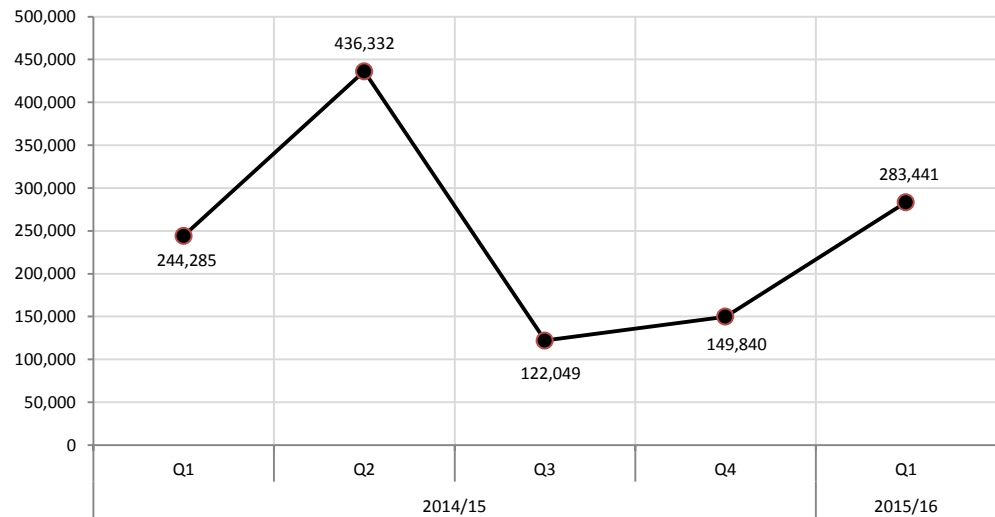
Further events will be held during the 2014-15 year in line with the Helix Events Strategy.

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




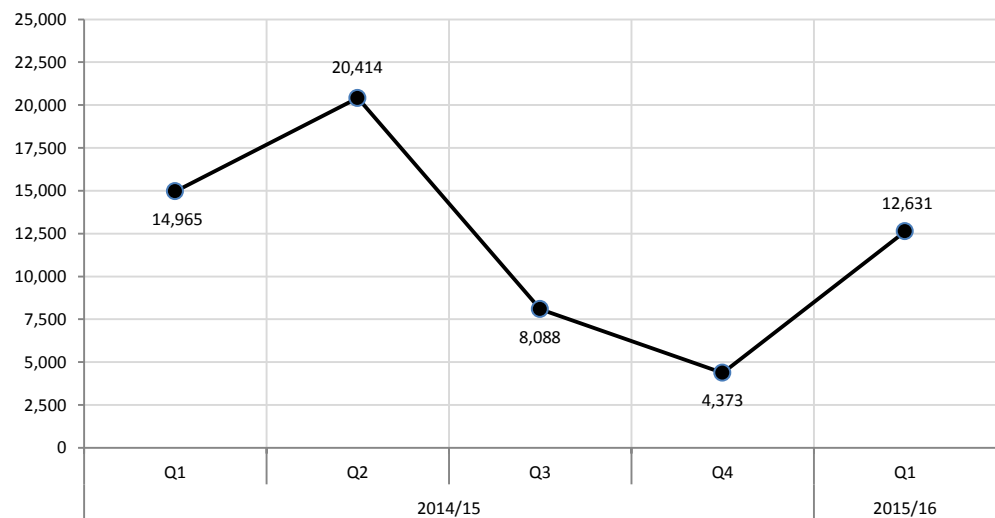
### 30) Visits to the Helix

Indicator flagging (against target)	
Annual target:	<b>900,000</b>
Year-to-date:	<b>283,441</b>
Year-to-date vs last year:	<b>↑16.0</b> + 39,156
Year-to-date vs annual target:	<b>31.5%</b> achieved



### 31) Kelpies Tour tickets sold

Indicator flagging (against target)	
Annual target:	<b>55,000</b>
Year-to-date:	<b>12,631</b>
Year-to-date vs last year:	<b>↓ 15.6%</b> - 2,334
Year-to-date vs annual target:	<b>23.0%</b> achieved



Electronic people counters installed at specific locations around the Helix site measure number of visits to Helix Park, Canal Hub and The Kelpies. Visit numbers increased compared to the same period last year with an additional 40k visits to the Helix. As this is contrary to the number of Kelpie tour tickets sold, the assumption in the increase in Helix visits is repeat usage by the local population rather than new visits from outwith the area.

Tour tickets sold was reduced compared to the same period last year, with tour income currently behind target.

Overall income for the quarter was £255k. Car parking income is well ahead of predictions (£46k) with retail income ahead of forecast. Plaza Café sales and Tours income are behind budget at the end of Q1, with poor weather being thought to have impacted on these areas of operation. Income figures have been adjusted for the late opening of the visitor centre.

A review of marketing impact and penetration is ongoing to help inform future promotional directions for the Helix.

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

Indicator	2012/13 total	2013/14 total	2014/15 total	2015/16				
				Q1	Q2	Q3	Q4	Year Total
Sickness Absence - % days lost	4.03%	4.03%	4.72%	4.93%				
Staff Turnover	8.6%	10.6% equates to 51 staff	10.3% equates to 50 staff	3.7% equates to 18 staff				
No of Health & Safety incidents and accidents	105	96	107	27				
No. of complaints and formal enquiries received and dealt with	94	118	81	30				
Number of hits on Trust website	407,333	580,642	659,796	172,002				

Updated sickness absence figures are for the complete quarter one period to the end of June 2015 and show an increase compared to the same quarter last year (4.20%). Sickness absence remains higher than desired and the target remains to reduce this closer to lower levels seen in preceding years.

Staff turnover for Q1 2015-16 was 3.7%, equating to 18 employees leaving during this period. The 18 leavers comprised 13 resignations, 2 retirements, 1 end of temporary contract, 1 death in service and 1 other. The number of leavers was two more than the equivalent quarter last year. At the end of Q1, the Trust had a total headcount of 483 contracted employees (temporary and permanent staff).

There were 27 accidents and incidents reported during the first quarter, a reduction of six compared to same quarter last year (33).

The number of complaints and formal enquiries received and dealt with during the first quarter of 2015-16 was 30, with 29 being dealt with at Frontline Resolution and one being escalated for Investigation. The Trust's revised Customer First system for logging complaints and formal enquires is now live across the Trust.

The number of hits recorded on the Trust website during the first quarter was slightly higher than the same period last year (169,005) and was a minor reduction compared to the most recent preceding quarter. These hits were carried out by 99,933 unique public visitors to the Trust website, the highest number of unique website visitors recorded in any quarterly period to date. Although overall website traffic was slightly lower, it is encouraging that a greater number of individuals visited the Trust website.