

Falkirk Community Trust

**Subject:** April – June 2016 Quarter One Performance Report  
**Meeting:** Audit and Performance Sub-Group  
**Date:** 11<sup>th</sup> August 2016  
**Authors:** Team Leader Performance Review

**1. Introduction**

1.1 This is the 2016-17 quarter one report on our performance indicators and covers the 3-month financial period April – June 2016. 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. Graph trendlines (detailed in red) reflect 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 performance including variance compared to the previous year; and,
- year-to-date performance 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>10</b> amber-flagged indicators.
Red 	This PI is significantly below target and performance is not 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 report to this group in March provided an overview of the process involved in setting quarterly performance indicator targets. Since then a review of 2015-16 year-end performance informed a final review of targets ahead of the 2016-17 year 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 The performance indicators have seen small revisions for the 2016-17 year, including a new indicator added for Muiravonside visitor numbers (PI 13), a replacement indicator for Sports Development (PI 14), and the deletion of a separate PI for the Park Gallery with visits counted

within the overall Callendar House total (PI 27) as before. Commentary has been included with indicators to explain these changes.

2.7 Performance in the first quarter was generally positive with successes in several areas. The key performance highlights for Q1 2016-17 include the following:

- Grangemouth Sports Complex 6% increase in admissions.
- Bo'ness Health & Fitness Club usage increased by 21%.
- Over 22,000 admissions at the new Stenhousemuir Health & Fitness Club, making it the busiest of the Trust's four clubs.
- 10% increase in participation in Health & Fitness Programme Initiatives.
- Out of hours admissions to Community Use High Schools increased by 18%.
- Muiravonside Country Park visits increased by 7%.
- Active Schools increases in distinct participants (+12%) and participant sessions provided (+17%).
- Participation in programmed activity at the Helix increased by 6%.

2.8 Performance lowlights for the Q1 period include:

- Mariner Centre 27% decrease in admissions although last year immediately followed the launch of the new wave machine.
- Grangemouth Health & Fitness Club usage decreased by 29% although partly due to admissions recording issues.
- Callendar House admissions reduced by 29%.
- Visits to the Helix 43% lower than same quarter last year.

2.9 Performance information, including the current and all previous quarterly performance reports, is available to view on the Falkirk Community Trust website as follows:  
<http://www.falkirkcommunitytrust.org/about/performance.aspx>.

2.10 A report on the period July - September 2016 will be made at the next meeting of the sub group on 27<sup>th</sup> October 2016.

### **3. Recommendation**


3.1 Directors are asked to note the following:

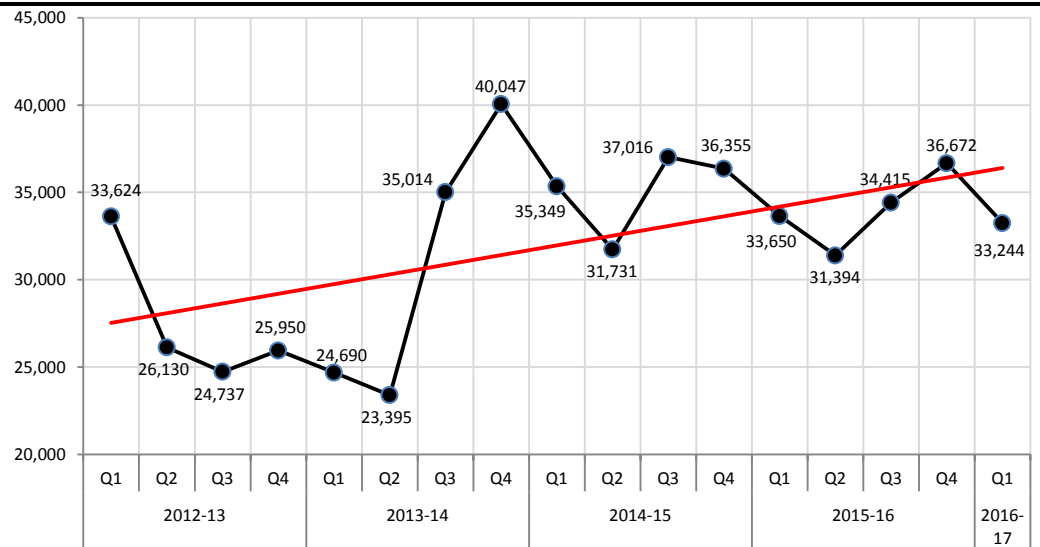
- Progress made throughout the first quarter of 2016-17;
- The target setting process described and the annual targets for each indicator;
- Actions to address areas requiring improvements in the forthcoming quarter.



**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>33,244</b>
Year-to-date vs last year	<b>↓ 1.2%</b> - 406
Year total vs annual target	<b>23.4%</b> achieved




Q1 admissions to Bo'ness Recreation Centre were marginally lower than the same quarter last year with 406 fewer admissions. Since introducing revised swimming pool times – opening 2 hours earlier in the morning and closing 1 hour earlier in the evening – swimming admissions have increased with more early morning swimmers than there were evening swimmers previously. The Combat Zone is proving popular with a regular club booking producing regular income. Indoor football and badminton performed less well with outdoor 3G football bookings reduced during a period of wet weather.

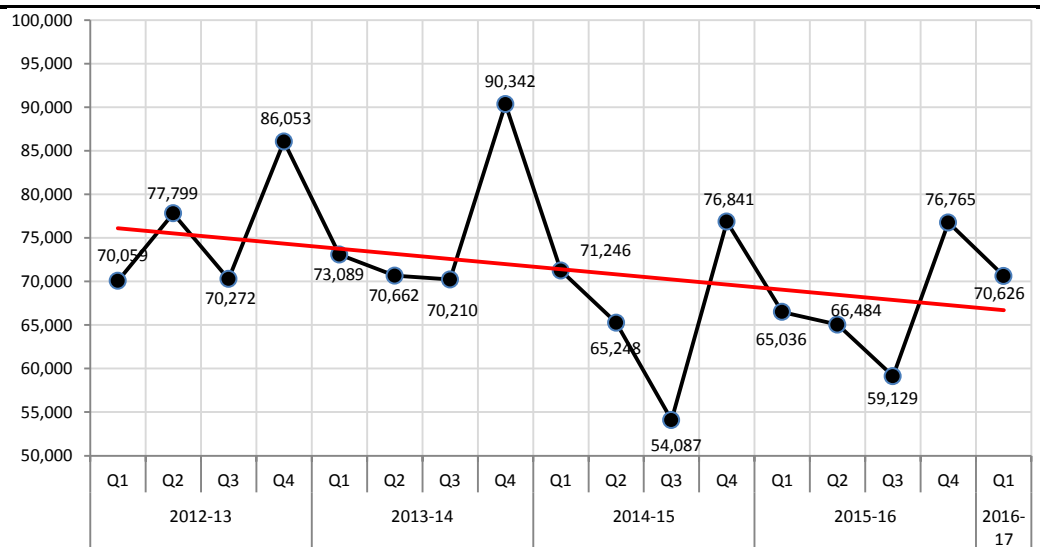
Q1 income was £44.6k was close to the quarterly target (£46.3k).

Looking ahead to Q2 will see the introduction of a new pool inflatable – a new design with Bo'ness being the first location in the UK to have it – which will enhance the swimming pool offer for customers and hopefully contribute to admissions.

At this early stage in the 16-17 year this indicator is on course to achieve close to the admissions target at year-end and is flagged green as a result.

## 2) Admissions to Grangemouth Sports Complex

Indicator flagging (against target)	
Annual target	<b>285,000</b>
Year-to-date	<b>70,626</b>
Year-to-date vs last year	<b>↑ 6.2%</b> + 4,142
Year total vs annual target	<b>24.8%</b> achieved




Grangemouth Sports Complex usage during Q1 was 6% higher than last year. This increase occurred mainly in adult admissions with junior admissions unchanged, while Go Card admissions decreased slightly. Swimming increased by approx 3,000 following the introduction of a new swimming lesson programme, with small increases in football and badminton use. Admissions are up despite the impact of sports hall and whole centre closures for the EU referendum count. A reduction in crèche admissions (651 to 455) follows a change in crèche opening hours.

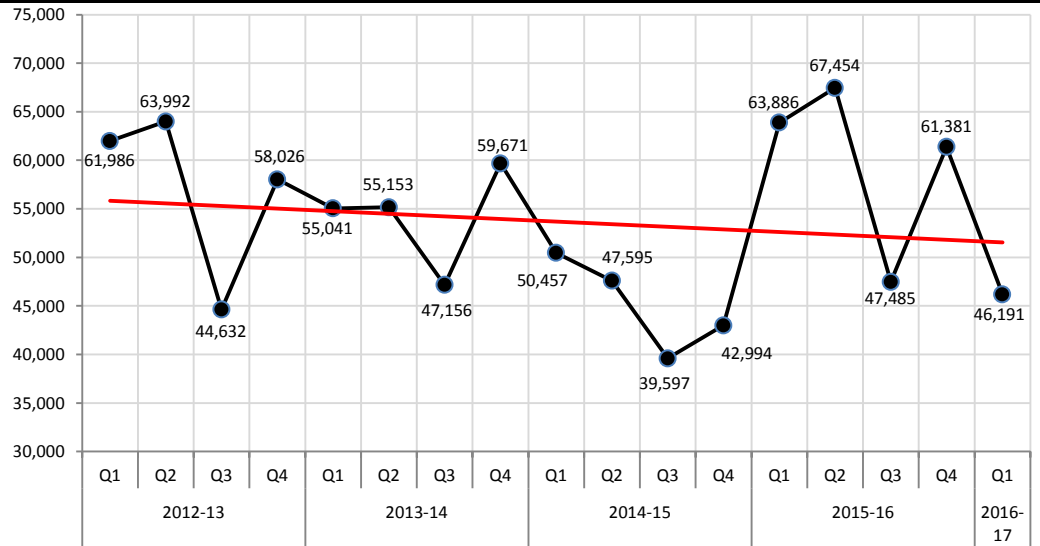
First quarter income of £131k is £15k higher than Q1 last year but is £46k (-33%) below target.

The overhaul of the flumes is due for completion early in Q2 and should provide a boost to swimming admissions and income. The conversion of the squash court to a dedicated spin studio for fitness classes should be completed this quarter.

The 16-17 admissions target was set almost 20,000 higher than 15-16 year-end performance on the expectation of increased swimming admissions following completion of the flumes refurbishment and an improved swimming lesson programme. Performance is currently on track to achieve this target at year-end. Income is more difficult to predict but an increase is expected following the flume refurbishment.

### 3) Admissions to Mariner Centre

Indicator flagging (against target)	
Annual target	<b>220,000</b>
Year-to-date	<b>46,191</b>
Year-to-date vs last year	<b>↓ 27.3%</b> - 17,695
Year total vs annual target	<b>21.0%</b> achieved




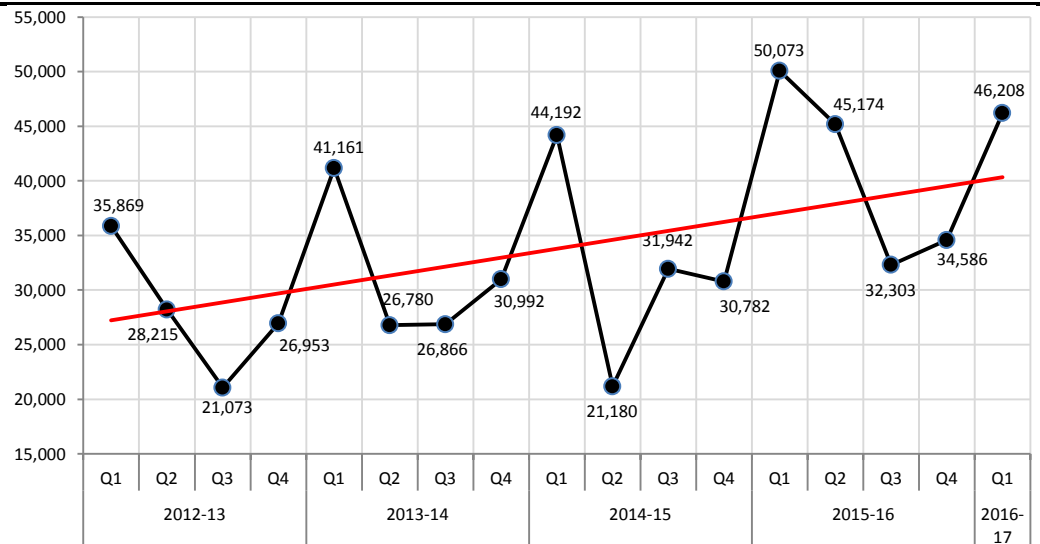
Q1 performance at the Mariner Centre was 27% down on the same period last year with swimming admissions down 24%, with admissions affected by several factors. (1) Closure of the swimming pool and café 18-24 May to allow for the installation of creative play water features. (2) Relocation of the swimming lessons to St Mungo's HS. (3) Performance last year benefitted from the launch of the wave machine. (4) There is now increased direct competition for the family day visit / destination market following the reopening of the Time Capsule Water Park in Coatbridge after refurbishment. Casual use admissions saw increase in basketball (+112%), sauna use (+21%) and table tennis (+150%). Indoor admissions decreased slightly (-7%) while club usage increase by +22% following Kuk Sool Won transferring from Woodlands Games Hall to the Mariner Centre. Crèche admissions increased by 50% following changes to the daytime health and fitness programme.

Q1 income of £95k was £16 (-14%) below target.

Q2 activity includes summer programme delivery with the Active Schools and Sports Development teams, promotions for the launch of 'Finding Dory' and 'Ready for Rio' events for the Olympics.

### 4) Admissions to Grangemouth Stadium

Indicator flagging (against target)	
Annual target	<b>140,000</b>
Year-to-date	<b>46,208</b>
Year-to-date vs last year	<b>↑ 1.8%</b> + 830
Year total vs annual target	<b>33.0%</b> achieved




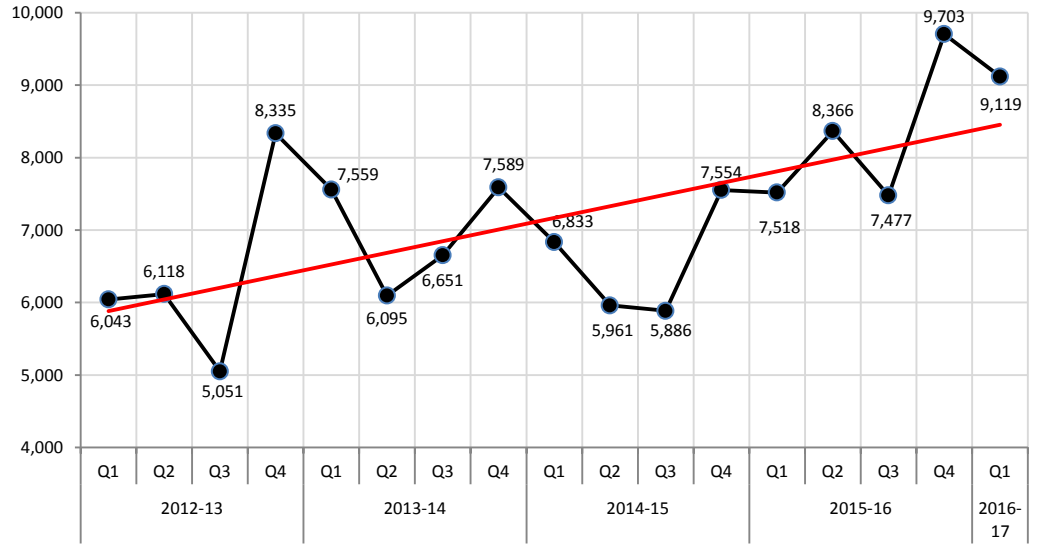
Grangemouth Stadium admissions for Q1 16-17 increased slightly compared to the same period last year. More events took place contributing to an additional 5,000 events admissions with more football matches and open graded events. Startrack festival had 250 extra participations. Against these increases were reductions in gymnastics (-300) and admissions to the weights area (-700). Q1 income of £53k is £13.5k above target (+33%).

Several large events take place during Q2 including Scottish Age Group Athletics and the Scottish Athletics Championships in August. Improvement works to the Stadium reception area are due to commence during the second quarter with some disruption to our customers.


Admissions and income are anticipated to achieve target by year-end based on year-to-date performance, although uncertainty remains around the impact of the indoor improvement works and particularly the indoor centre.

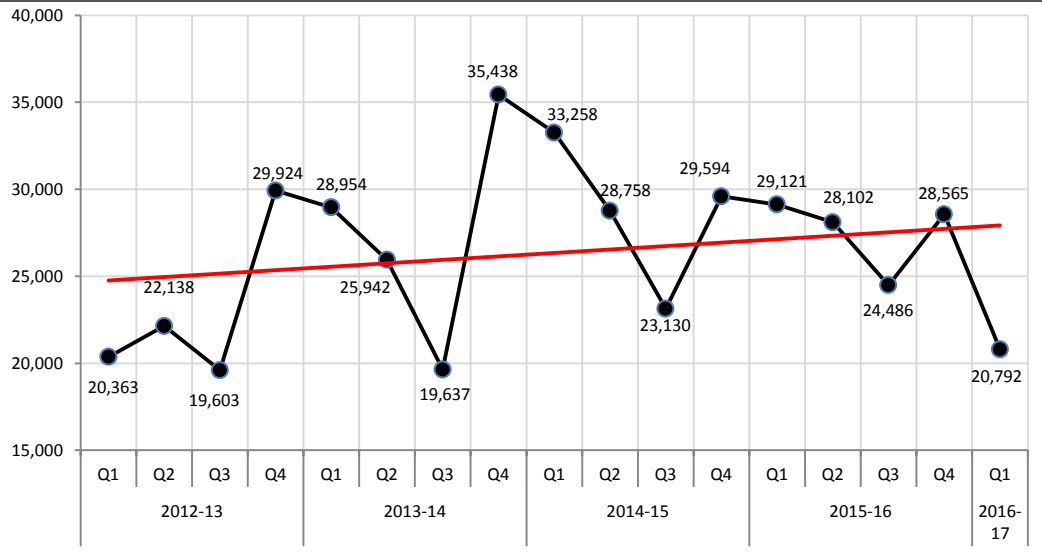
**5)  
Admissions to  
Bo'ness Health &  
Fitness Club**

Indicator flagging (against target)	
Annual target	<b>32,500</b>
Year-to-date	<b>9,119</b>
Year-to-date vs last year	<b>↑ 21.3%</b> + 1,601
Year total vs annual target	<b>28.1%</b> achieved




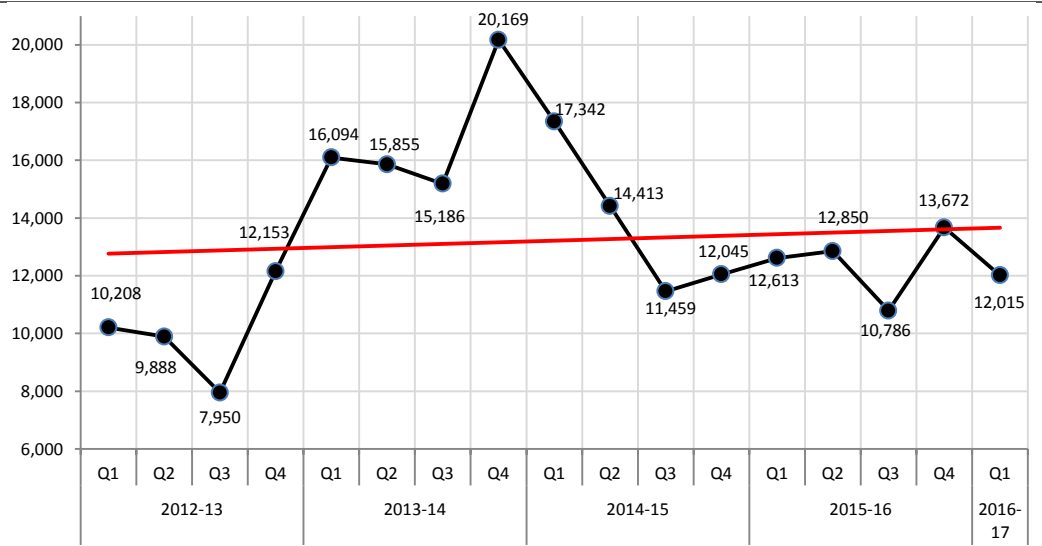
**6)  
Admissions to  
Grangemouth Health  
& Fitness Club**

Indicator flagging (against target)	
Annual target	<b>110,000</b>
Year-to-date	<b>20,792</b>
Year-to-date vs last year	<b>↓ 28.6%</b> - 8,329
Year total vs annual target	<b>18.9%</b> achieved



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

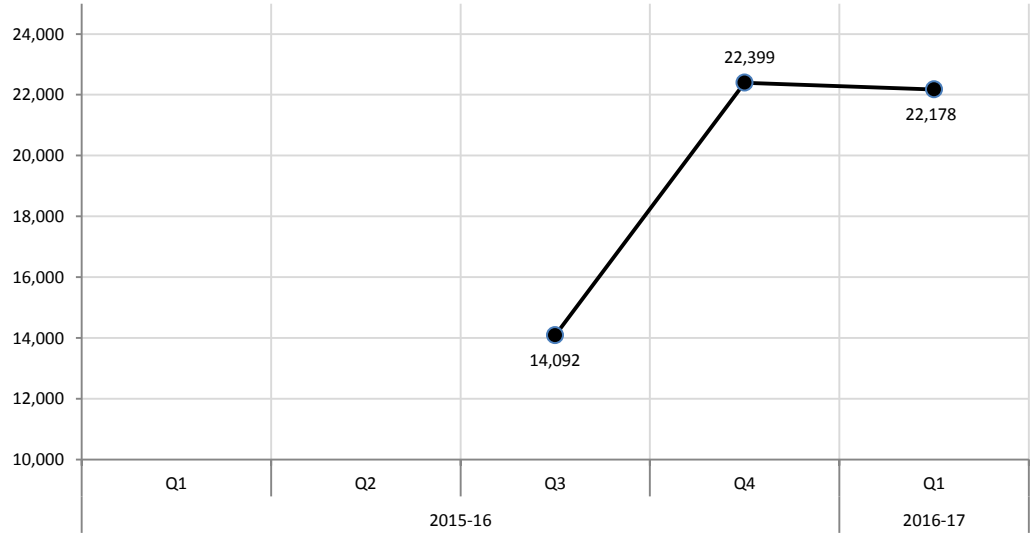
Indicator flagging (against target)	
Annual target	<b>49,000</b>
Year-to-date	<b>12,015</b>
Year-to-date vs last year	<b>↓ 4.7%</b> - 598
Year total vs annual target	<b>24.5%</b> achieved



Commentary on all Health & Fitness Club performance follows indicator # 8 on next page.

**8)  
Admissions to  
Stenhousemuir  
Health & Fitness Club**

Indicator flagging (against target)	
Annual target	<b>72,000</b>
Year-to-date	<b>22,178</b>
Year-to-date vs last year	<b>N/A</b>
Year total vs annual target	<b>30.8%</b> achieved



Total Q1 health and fitness admissions of 64,401 across all clubs is a 30% increase (+14,852) on the same quarter last year. A large part of this increase follows the opening of the Stenhousemuir Gym in September 2015 and accounts for over 22,000 admissions this Q1. Performance across individual clubs was mixed as follows.

**Bo'ness:** usage was 21% higher (+1,601) than last year and is the highest Q1 admissions on record. Gym instructors are now better able to interact with and assist gym users directly in the gym following the relocation of the gym reception to the main centre reception. This improved customer experience may be reflected in increased usage. Income of £51.5k is an 18% increase (+£7.9k) on Q1 last year. Expectation at this early stage is for usage and income targets to be achieved by year-end.

**Grangemouth:** recorded admissions were 29% lower (-20,792) compared to Q1 last year. Technical IT problems onsite in recording admissions via swipe recorders resulted in some missed admissions, hence this Q1 total is not fully accurate. This problem has now been resolved and figures will be accurate going forward. Q1 income of £151k is a 13% increase compared to last year (+£17.5k). An amber flagging has been applied on the basis of the recent downward trend in usage at Grangemouth, whilst taking possible under-reporting due to swipe recorder issues into consideration.

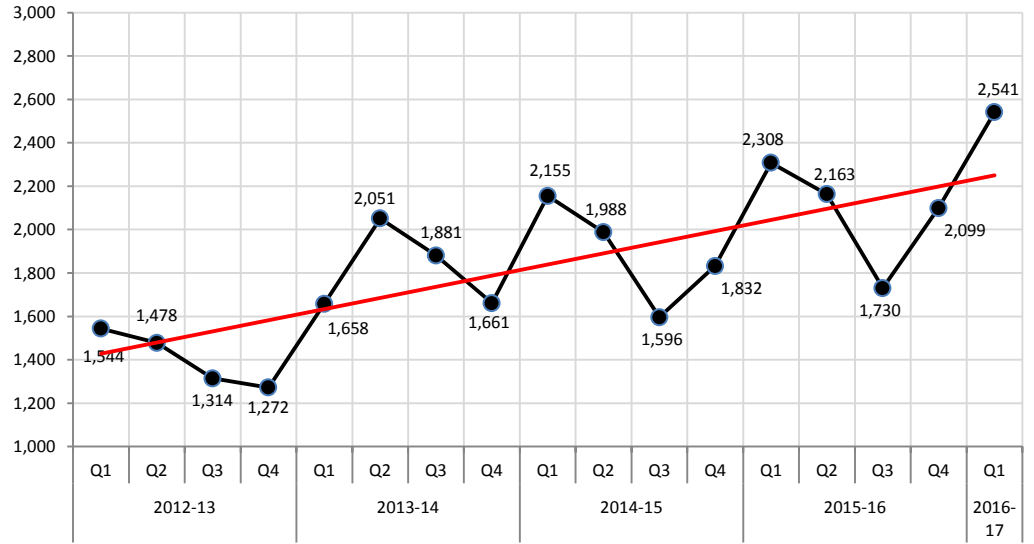
**Mariner:** usage was 4% lower than Q1 last year, equating to 598 fewer customer visits. The rate of decline has slowed compared to last year and follows the relocation of the gym reception to the main reception, allowing gym staff to be more visible on the gym floor and interact and assist gym users directly more often. This activity is highly important in the retention of customers through a good gym experience. This indicator has been flagged green on the basis of performance against target which has been adjusted to a figure based on 15-16's year-end performance.

**Stenhousemuir:** with the club only opening in September 2015 there is no comparative data at this time. Admissions of over 22,000 for Q1 are favourable when compared to the preceding Q4 period which is traditionally the busiest quarter of the year. Income for Q1 totalled £67k. Current expectation is for the usage target to be achieved by year-end, hence a green-flagging.

Q2 is traditionally a quieter period over the summer period with many customers choosing to train outdoors. Revisions to the fitness class timetable will improve customer choice with amendments focussing on the most popular classes. A large Les Mills music launch night is planned for end-September and will be free for all customers. Work is ongoing to create a September membership campaign including a 'Refer a friend' campaign.

**9)**  
**Health & Fitness Programme Initiative participation**


Indicator flagging (against target)	
Annual target	<b>9,200</b>
Year-to-date	<b>2,541</b>
Year-to-date vs last year	<b>↑ 10.1%</b> + 233
Year total vs annual target	<b>27.6%</b> achieved

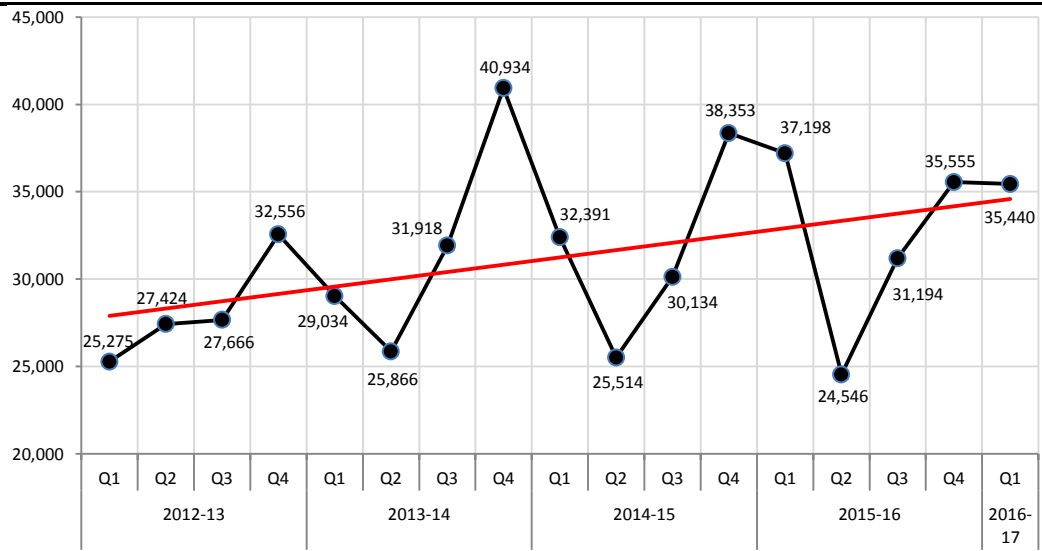


Note: this is a new indicator which better reflects the work of the Fitness team in initiatives outwith the boundaries of the 4 health and fitness clubs. This scope of this indicator includes: Step Forth, Buggy Walks, Helix Walks and Walking Events.

Overall performance was 10% higher than the same period last year. Increases occurred in all aspects with the exception of walking events (-59%, -82). New buggy walks started in Larbert in June and contributed to the 29% (+14) increase in Buggy Walks. Otago classes in Grangemouth remain very popular and operate at capacity weekly.

**10)**  
**Admissions to Neighbourhood Sports Centre**

Indicator flagging (against target)	
Annual target	<b>126,500</b>
Year-to-date	<b>35,440</b>
Year-to-date vs last year	<b>↓ 4.7%</b> - 1,758
Year total vs annual target	<b>28.0%</b> achieved




Overall Q1 admissions to Neighbourhood Centres were down 5% compared to the same period last year. The uncertainty about the long term future of centres resulted in some regular bookings relocating to alternative venues. Decreases occurred at all centres with the exception of Polmont SC (+12.5%, +798) and Woodlands GH (+7.2%, +392).

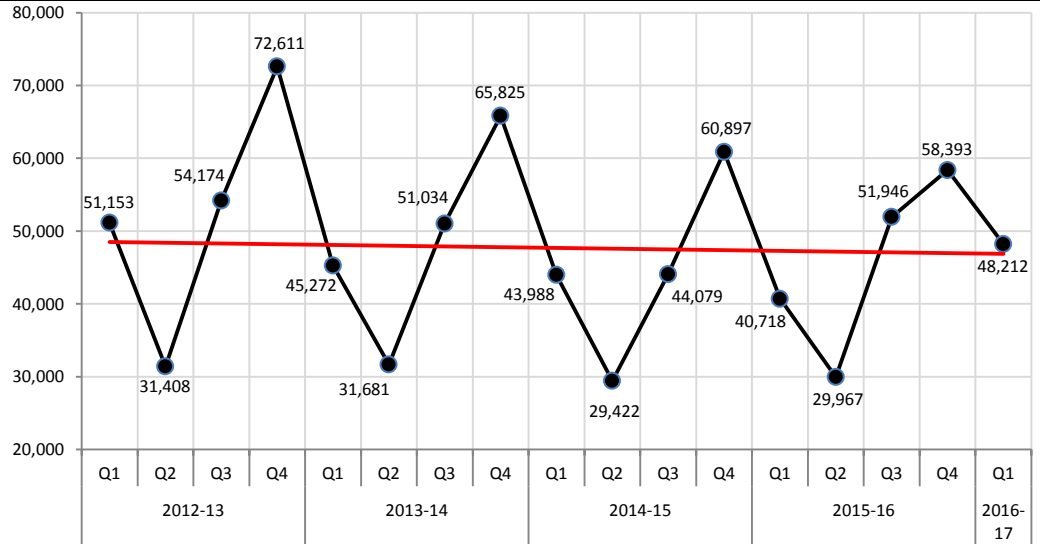
Overall income for Q1 was £49k, below the target of £58k although expenditure had dropped substantially to offset this drop in income.

Expectation after one quarter is that year-end target may be achieved hence a green flagging has been applied. Hallglen has additional cheerleading bookings commencing in August and the gymnastics club are expected to expand their current bookings to accommodate more customers. Woodlands have additional archery bookings which will add to admissions.

11)

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

Indicator flagging (against target)	
Annual target	<b>175,000</b>
Year-to-date	<b>45,386</b>
Year-to-date vs last year	<b>↑ 18.4%</b> + 7,494
Year total vs annual target	<b>27.5%</b> achieved




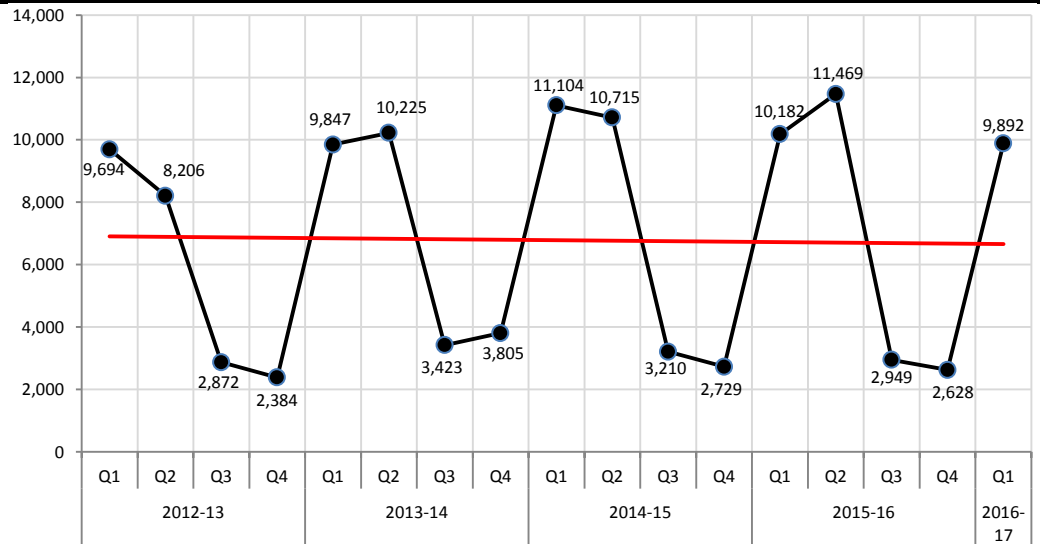
Q1 performance overall was positive, exceeding last year's Q1 total by 18% equating to 7,500 additional admissions. The relocation of the Learn to Swim scheme from main centres to community access high schools and improved recording of spectator admissions are the two main factors for this increase. Almost all community access venues had improved performance compared to last year: Braes +30% (+1,830), Denny +28% (+3,579), Falkirk +3% (+207), Grangemouth 13% (+654), St Mungo's +30% (+1,912). Only Larbert HS (-24%, -688) had reduced admissions following adult waterpolo ceasing and the relocation of the Learn To Swim scheme to St Mungo's HS. Highlights include increased adult swimming and badminton club usage of Denny HS, increased basketball club and synchro use at Grangemouth HS, and greater Sports Development badminton use at St Mungo's. Income for Q1 16-17 was £63.7k, 42% below budget for the period.

The second quarter covers the school holiday period when facilities are less used with some mandatory maintenance periods resulting in no community access for a 2-week period. Learn to Swim lessons will restart at Larbert HS from August, while further opportunities to develop this scheme will be explored. Progress is expected on installation of external signage at all sites. Performance is on course to achieve year-end target after the first quarter.

12)

**Rounds of golf played**

Indicator flagging (against target)	
Annual target	<b>27,000</b>
Year-to-date	<b>9,892</b>
Year-to-date vs last year	<b>↓ 2.8%</b> - 290
Year total vs annual target	<b>36.6%</b> achieved




The combined number of rounds played at the Trust's two golf venues decreased by 2.8% with 290 fewer rounds played in Q1 16-17 compared to Q1 last year. This is a smaller rate of decline than the national average.

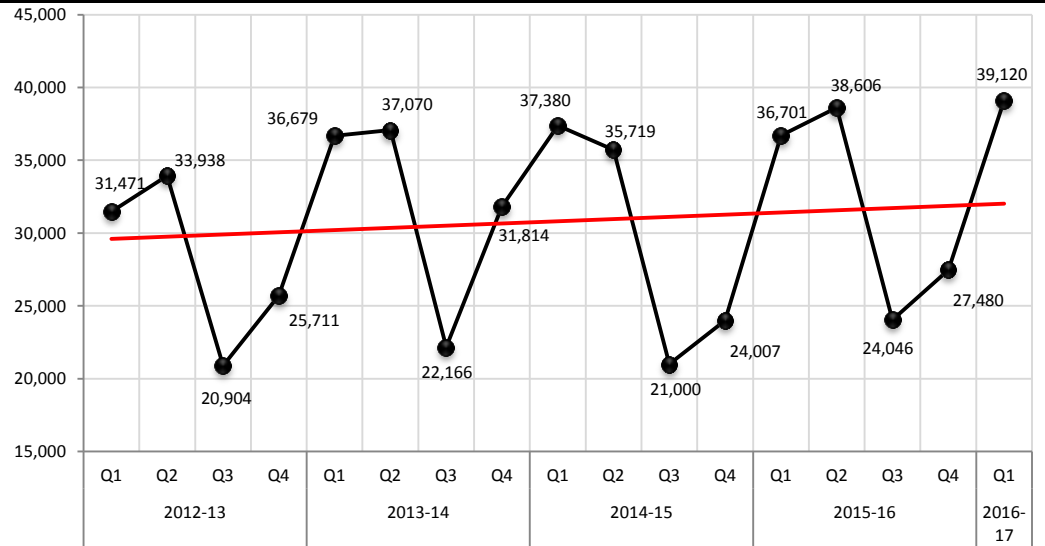
Grangemouth Golf Course: rounds played were near-identical with a 0.5% increase (+45) in rounds played, with adult rounds increasing while juniors decreased. A summer promotion is already underway in response to this decrease in junior use, where a junior can play for free when accompanied by a paying adult. Weather has an effect on rounds played and, while not within our control, has been monitored closely with short-term sympathetic pricing adjustments made to counteract performance dips.

Callendar Park Par 3: the course reopened at the start of April following its first 6-month winter closure. Admissions for Q1 were reduced by 23% (-335) with the majority of this decrease in adult rounds played.



**13)**  
**Visits to Muiravonside Country Park**


Indicator flagging (against target)	
Annual target	<b>120,000</b>
Year-to-date	<b>39,120</b>
Year-to-date vs last year	<b>↑ 6.6%</b> + 2,419
Year total vs annual target	<b>32.6%</b> achieved

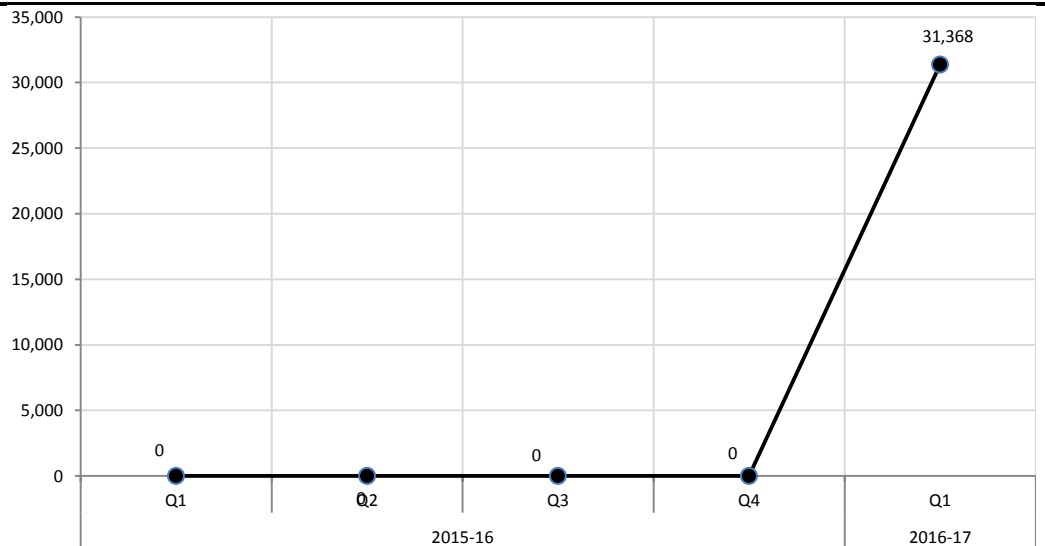


Visits to Muiravonside Country Park is a new indicator introduced from 2016-17 Q1 onwards and reports the total number of visits to the park. This is based on the number of vehicles visiting the park, counted by an electronic vehicle counter and using the nationally accepted formula of an average of 2.4 visitors per vehicle to calculate the number of visitors. This indicator will include reports on planned activity within the park and Newparks Farm.

The steady increase in visitors reflects the investment of both Council and grant aided money and staff time in the site over the past two and a half years. There is still another year of HLF funded projects to deliver on site so we anticipate the visitor numbers will continue to rise over the summer and into next years. This is of course dependant on weather which has a major effect on visitor numbers and a sustained severe winter could cause a dip in attendance.

**14)**  
**Sports Development participant sessions provided**

Indicator flagging (against target)	
Annual target	<b>158,500</b>
Year-to-date	<b>31,368</b>
Year-to-date vs last year	<b>N/A</b>
Year total vs annual target	<b>19.8%</b> achieved




This new indicator is being introduced from Q1 16-17 onwards and provides a more comprehensive representation on the work of Sports Development. This will now report participant sessions provided which is the number of interactions or sessions where a customer receives coaching via a Sports Development coach. Targets have been set for 16-17 based on achieving 80% uptake to the number of classes scheduled for this year, and will be informed and refined by performance data going forward.

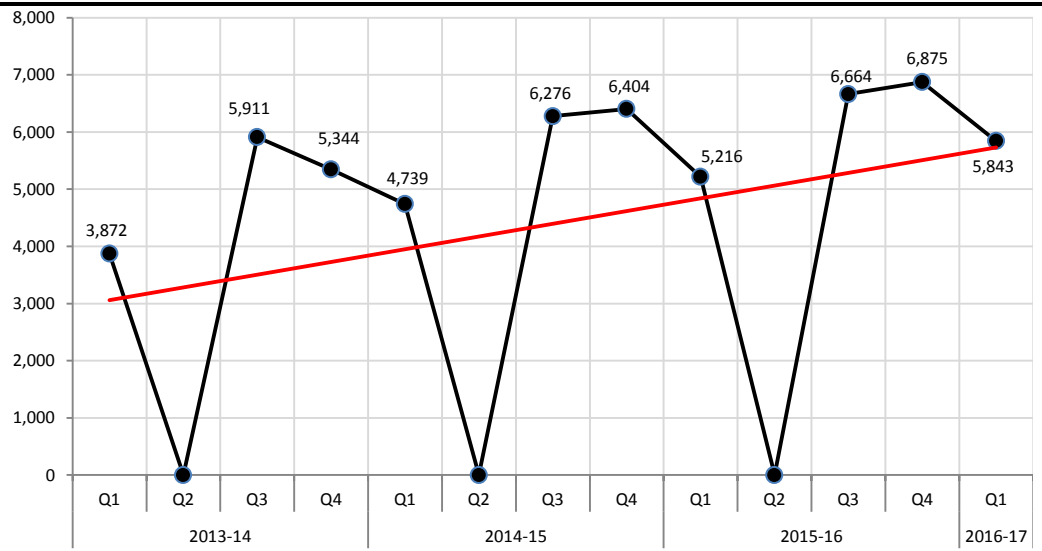
Badminton participant sessions provided achieved its target of 610, while basketball, gymnastics and rugby exceeded their targets for Q1 by 107% (+527), 11% (+290) and 120% (+2,841 respectively). The Learn To Swim programme adopted a new structure from April, reducing the number of venues to focus on delivery at five key locations. Some venues are initially below capacity and a review is already underway to increase participation.

Q2 covers the school holiday period and includes delivery of summer coaching activities and several tournaments and festivals delivered by Sports Development staff. Events include the basketball playoffs, Primary 7 Olympics, tennis cluster tournaments, tennis finals and our recreational gymnastics competition.


An amber flagging has been applied on the basis of only 20% of annual target being achieved during the first quarter.

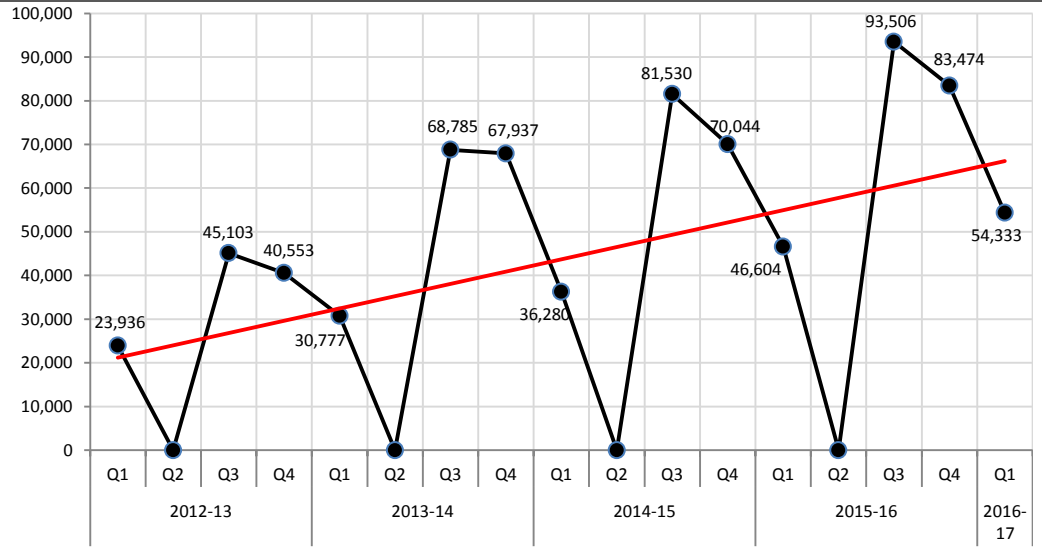
**15)  
Active Schools  
distinct participants**

Indicator flagging (against target)	
Annual target	<b>6,700</b>
Current quarter	<b>5,843</b>
Year-to-date vs last year	<b>↑ 12.0%</b> + 627
Year total vs annual target	<b>87.0%</b> achieved



**16)  
Active Schools  
participant sessions  
provided**

Indicator flagging (against target)	
Annual target	<b>186,000</b>
Year-to-date	<b>54,333</b>
Year-to-date vs last year	<b>↑ 16.6%</b> + 7,729
Year total vs annual target	<b>29.2%</b> achieved



Active Schools performance indicators are closely related: changes in the number of participant sessions is largely mirrored in the number of distinct participants attending sessions.


Q1 performance of both indicators was positive with a greater number of participant sessions delivered to a greater number of distinct participants. Overall 27% of the school role were recorded as distinct participants compared to 25% of the school role for the same period last year. High school performance dips during Q1 due to school exams and corresponding study leave.

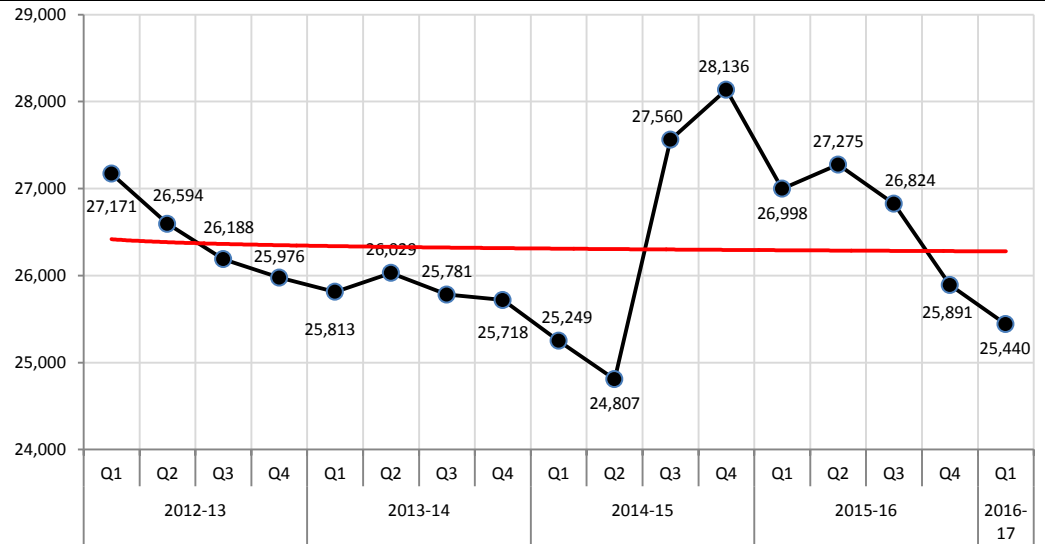
Both indicators are currently flagged green on the basis of positive Q1 performance. Note: quarterly distinct participant totals are calculated on a 3-month period and are not comparative with the year-end total against which this indicator is graded. Year-end total is the distinct participants recorded over the entire 12-month period.

Following a change around of coordinators within cluster areas, Active Schools Coordinators have settled in to their new clusters, developed relationships with school staff, have a better understanding of school needs and identified areas for improvement which will contribute to continued high levels of participation.

17)

**Active borrowers at public libraries**

Indicator flagging (against target)	
Annual target	<b>25,000</b>
Current quarter	<b>25,440</b>
Current vs preceding quarter	<b>↓ 1.7%</b> - 451
Year-end vs annual target	<b>101.8%</b> achieved




The number of active borrowers at end-Q1 was 1.7% lower than the preceding quarter, a reduction of 451 active borrowers. The decline is slightly greater in junior than adult users, while there was a small increase in the number of digital users. This continues the gradual downward trend seen in active borrowers but remains close to the target set for the year hence retains a green flagging.

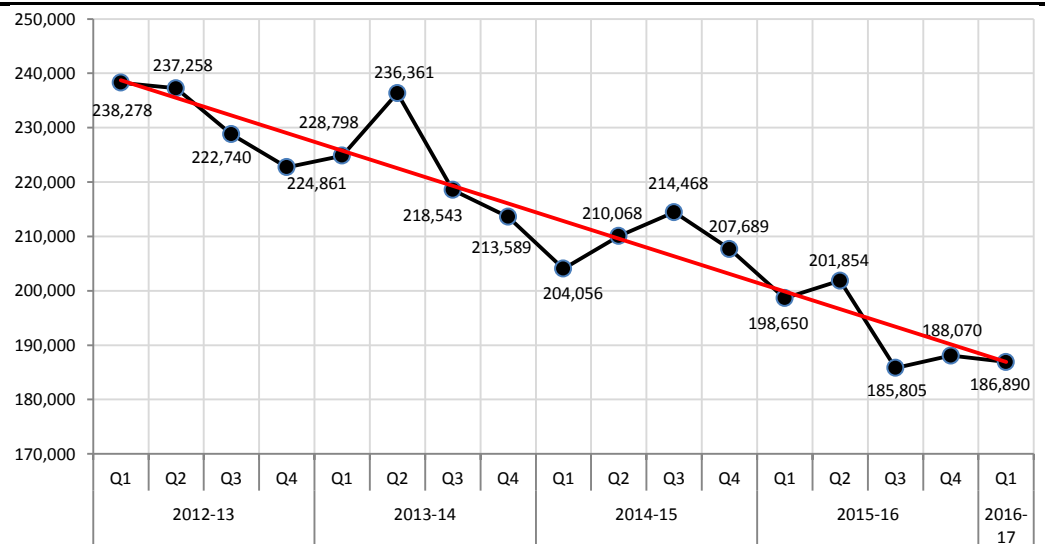
The Q2 period includes the Tesco Bank Big Friendly Reading Challenge running until the end of August and may encourage new library borrowers.

Note: the new Library Management System (LMS) introduced during Q3 2014-15 uses a different method to calculate active users, hence comparisons with previous totals should be treated with caution.

18)

**Issues from public libraries**

Indicator flagging (against target)	
Annual target	<b>725,000</b>
Year-to-date	<b>186,890</b>
Year-to-date vs last year	<b>↓ 5.9%</b> - 11,760
Year total vs annual target	<b>25.8%</b> achieved




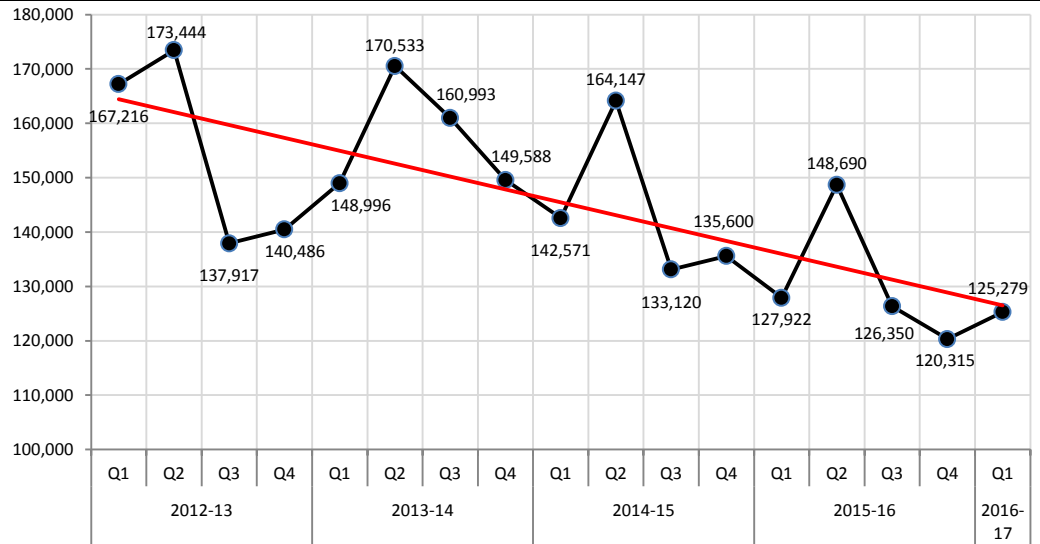
The number of issues from libraries during Q1 16-17 was 6% lower than the corresponding quarter last year. Grangemouth and Larbert libraries recorded small increases while the others saw decreases. This compares favourably to a national trend of a 9% reduction in library issues. Q1 included World Book Night in April and Bookbug week in May which should have contributed to the number of issues. The Scottish Government campaign 'Read Write Count' resulted in 284 issues from specially selected resources in support of this campaign. The withdrawal of the mobile library accounted for part of this decline, having accounted for over 4,000 issues in Q1 last year.

The Tesco Bank Big Friendly Reading Challenge during Q2 encourages children to read 6 titles over the school holiday period. The launch of the 'Appiness' project in September may increase digital issues by promoting the use of educational apps for early years children and their parents.

This year's target was adjusted to reflect the general downward trend. At present the performance of this indicator is above target and on course to achieve target at year-end and has been flagged green.

**19)**  
**Visits to public libraries**

Indicator flagging (against target)	
Annual target	<b>500,000</b>
Year-to-date	<b>125,279</b>
Year-to-date vs last year	<b>↓ 2.1%</b> - 2,643
Year total vs annual target	<b>25.1%</b> achieved




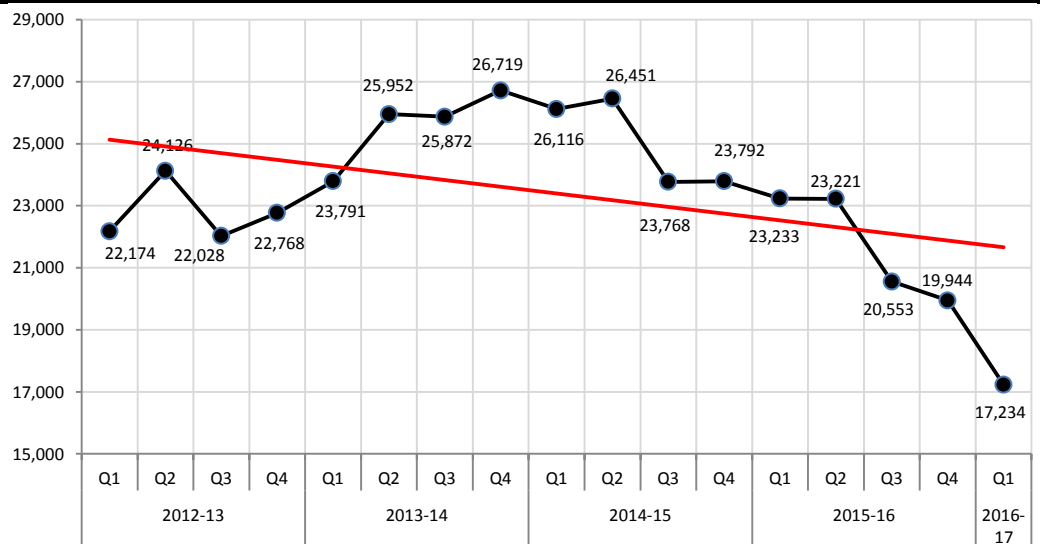
Visits to public libraries during the first quarter of 16-17 were 2% lower (-2,643) than the same period last year, with the withdrawal of the mobile library accounting for 750 of these visits. A small increase (+2%, +145 visits) at Bonnybridge and a larger increase (+17%, +4,354) at Meadowbank libraries partly offset the reduction in visits at other libraries for Q1. Events were held throughout the quarter including supporting activity for World Book Night in April, Bookbug in May and promoting library activities at the summer programme launch at the Mariner Centre.

Libraries are running activities throughout the school holiday period during the second quarter which aim to encourage library use by young people. Falkirk Library will start issuing concessionary travel cards for the Falkirk area from the start of July and may result in increased visits to the library. Other summer activities include the Big Reading Challenge mentioned above, and the summer reading competition in commemoration of Roald Dahl where forms were issued to all primary schools in June ahead of the end of school term.

Currently flagged green on the basis of Q1 activity, this indicator is on course to achieve target at year end. This year's target was reduced taking into account the withdrawal of the mobile library and to reflect the national downward trend in library visits.

**20)**  
**Usage of public access terminals in libraries**

Indicator flagging (against target)	
Annual target	<b>90,000</b>
Year-to-date	<b>17,234</b>
Year-to-date vs last year	<b>↓ 25.8%</b> - 5,999
Year total vs annual target	<b>19.1%</b> achieved




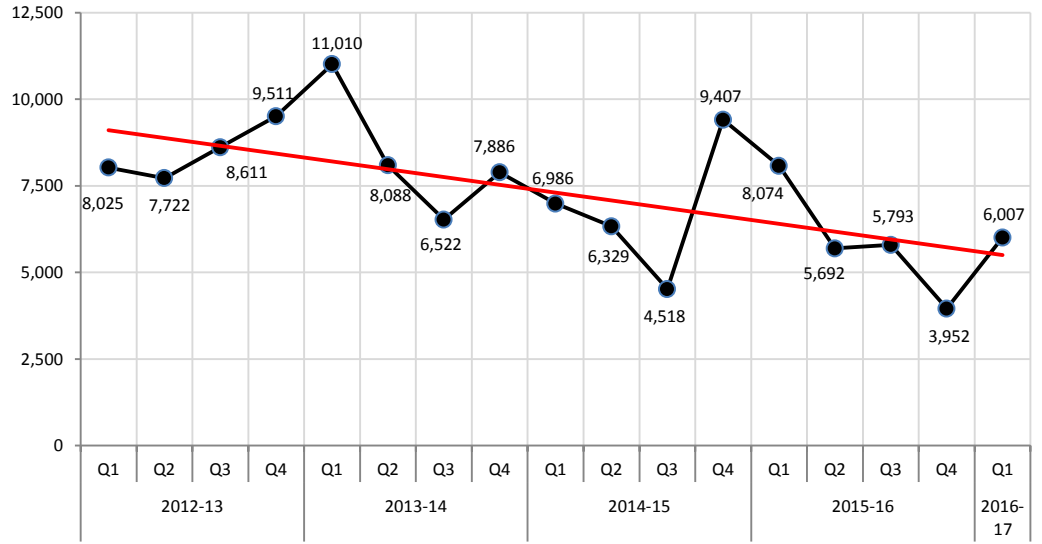
Q1 16-17 usage of the public access PCs in libraries reduced significantly compared to the same period last year. Indicator performance has varied over recent years with a downward trend emerging. Reduced capacity and concentrated use of public access PCs at peak times with less use at off-peak times may have caused this dip. The adoption of greater use of mobile devices and the increasing usability of mobile apps reduces the need for fixed public PC usage.

Digital Scotland held a roadshow at Falkirk library in late June to help members of the public to gain basic internet skills and confidence and may have increased awareness of our public access service. A refresh of library Wi-Fi took place in early June to ensure service robustness for future although this resulted in reduced access to PCs for a one-week period and may partly explain the reduction in usage during Q1.


The reduced usage of public access PCs is worrying. The target was reduced on the basis of last year's performance, with Q1 performance continuing to be less than desired to achieve target by year-end at this stage. An amber flagging has been made on the basis that performance is likely to fall short of target.

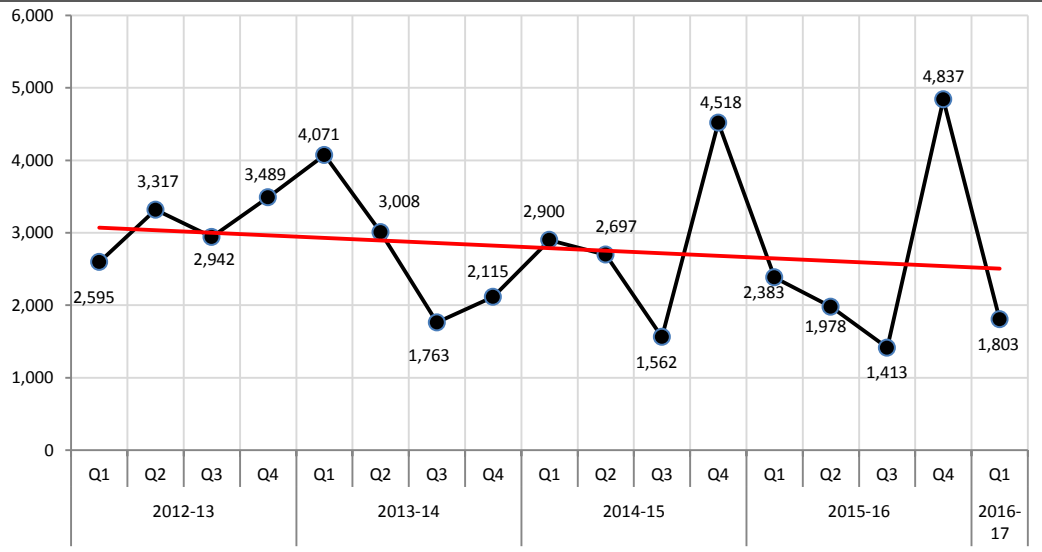
**21)**  
**Resources added to library stock – Adult**

Indicator flagging (against target)	
Annual target	<b>19,000</b>
Year-to-date	<b>6,007</b>
Year-to-date vs last year	<b>↓ 25.6%</b> - 2,067
Year total vs annual target	<b>31.6%</b> achieved



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

Indicator flagging (against target)	
Annual target	<b>4,500</b>
Year-to-date	<b>1,803</b>
Year-to-date vs last year	<b>↓ 24.3%</b> - 580
Year total vs annual target	<b>40.1%</b> achieved




Although fewer resources were added to library stock during the first quarter of 2016-17 than the same period last year, performance this year is in line with reduced budget and targets for purchasing. This reduction in budget limits comparison with previous performance with performance against target being more relevant.

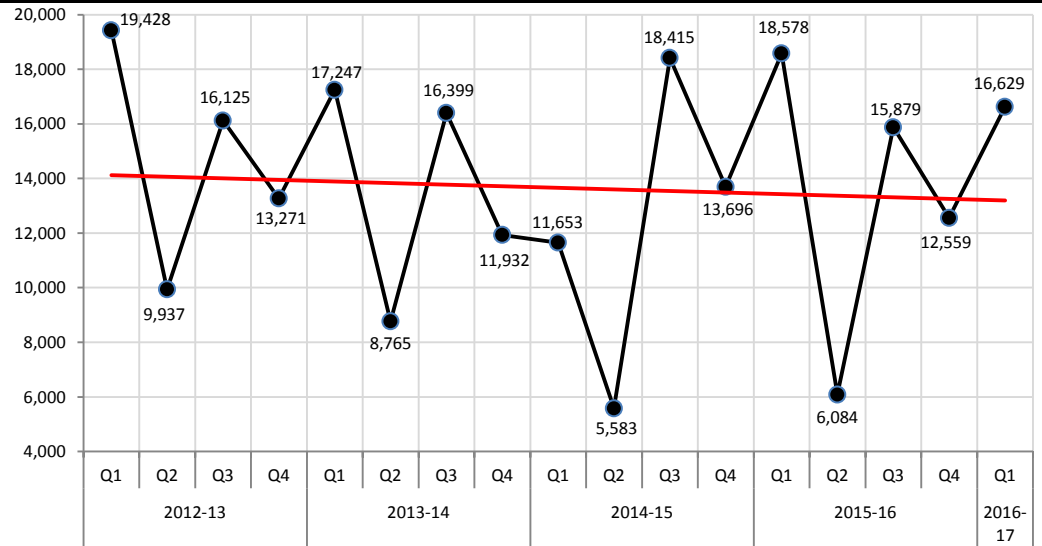
Going forward during Q2, senior library assistants will make book selection based on local community needs.

Year-end expectation at this early stage is for both indicators to achieve target if previous year purchasing patterns are repeated as anticipated.

23)

**Admissions to Falkirk Town Hall**

Indicator flagging (against target)	
Annual target	<b>54,000</b>
Year-to-date	<b>16,629</b>
Year-to-date vs last year	<b>↓ 10.5%</b> - 1,949
Year total vs annual target	<b>30.8%</b> achieved




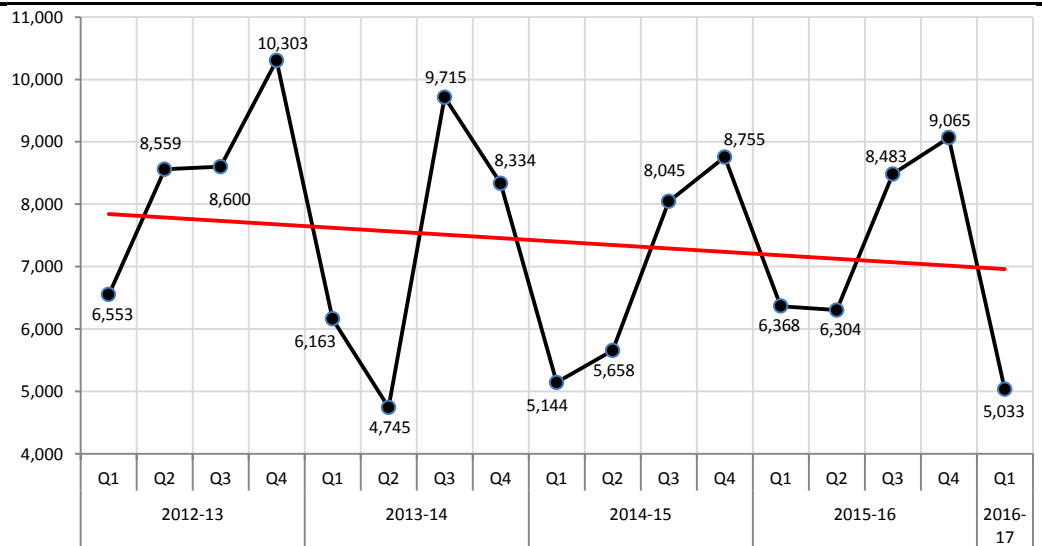
Admissions to FTH during Q1 were 11% lower than the same period last year with 6 fewer performances in Q1 16-17 compared to last year, with performances and events delivered by both the Trust and the voluntary arts sector. Highlights include Hairy Maclary show, Scottish Opera's Little Town of Never Weary (programmed as part of the Year of Architecture, Design and Innovation 2016), Pasha Kovalev, the Eagles tribute 'Hotel California' and 'Mad About the Musicals' show. End of term local dance schools performances achieved good attendances. The Tryst Festival in May had a number of successes although overall attendances were disappointing. Income of £24.7k for the quarter was 2% lower than the same period last year. Autumn and Winter programmes are scheduled to maximise footfall and attendances within current resources and there is confidence for an upturn in income over the remaining quarters.

As part of the Arts and Heritage service restructure in April 2016, there will be a more targeted approach to programming at FTH going forward by our Arts Development Officer. We expect to see an expansion of the FTH programme shaped by greater understanding of our audience demands. A green-flagging has been made on the basis of programmed activity for the remainder of this year assisting an upturn in performance.

24)

**Admissions to the Hippodrome**

Indicator flagging (against target)	
Annual target	<b>30,000</b>
Year-to-date	<b>5,033</b>
Year-to-date vs last year	<b>↓ 21.0%</b> - 1,335
Year total vs annual target	<b>16.8%</b> achieved




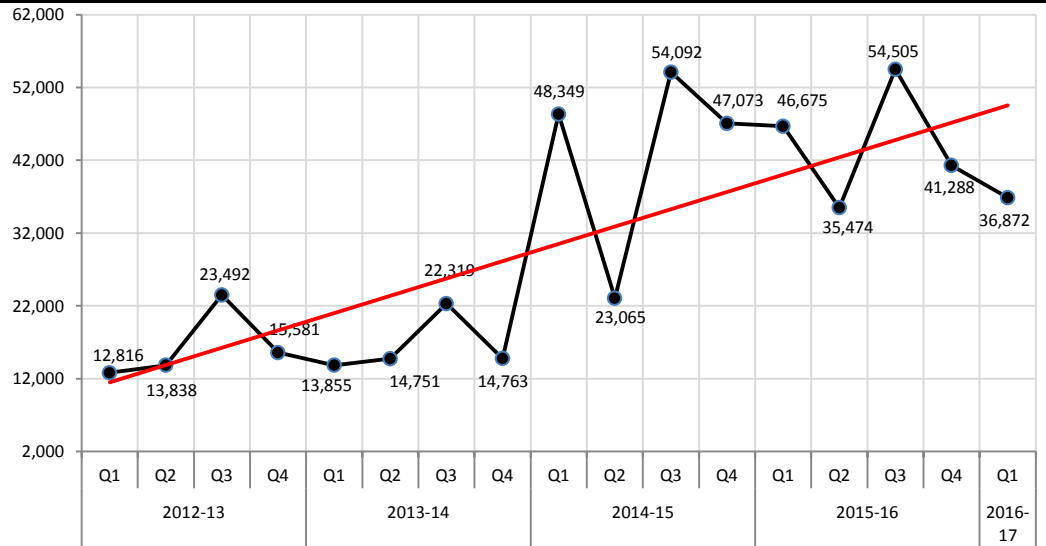
Hippodrome admissions for Q1 were disappointingly low, recording 1,335 (-21%) fewer admissions compared to the same period last year. There were good attendances at showings of 'Jungle Book' and 'The Secret Life of Pets', while the screening event 'Battle Mountain: Graeme Obree's Story' which included a Q&A session with Graeme Obree was very well attended. 'The Silent Storm' featuring Bo'ness-born actor Ross Anderson and 'Where You're Meant to Be' featuring Falkirk-born musician and songwriter Aidan Moffat were both well attended. However, some events resulted in lower than anticipated audiences including 'Eye In The Sky', 'Eddie The Eagle' and 'Florence Foster Jenkins'. Q1 income generated was £14.7k, equating to 15% of the annual income target (compared to 23% achieved at this point last year).

A reduced mainstream promotion of major titles due to a crowded national media during the Q1 period – with major sporting events and UK political interest – may have impacted on attendances at the Hippodrome.

The Q2 programme includes several big-name summer holiday titles which should result in improved attendances: 'The Secret Life of Pets', 'Finding Dory' and 'The BFG'. An amber flagging has been made on the basis that admissions were 1,267 below target for Q1 alone, with improvements required for this indicator to achieve target by year-end.

**25)**  
**Participants in Cultural Services activities**


Indicator flagging (against target)	
Annual target	<b>170,000</b>
Year-to-date	<b>36,872</b>
Year-to-date vs last year	<b>↓ 21.0%</b> - 9,803
Year total vs annual target	<b>21.7%</b> achieved

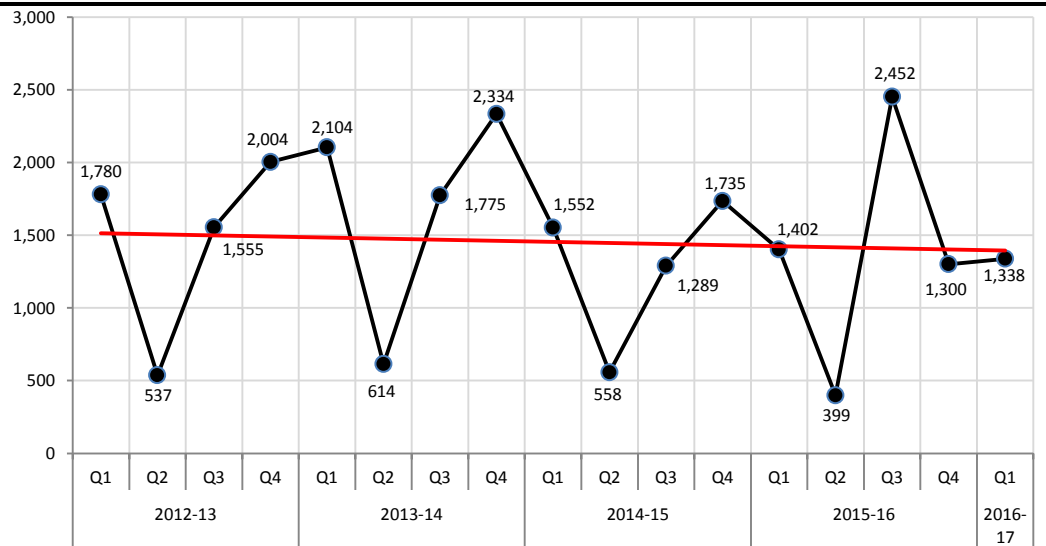


The number of participants in Cultural Services activities during Q1 decreased compared to the same quarter last year. A significant proportion of this indicator is made of YMI (Youth Music Initiative) usage which has a slight decrease during Q1 due to the timing of the Easter holidays this year. The Q1 programme last year included 1,200 participations due to the BBC Ten Pieces project which wasn't part of this year's programme. The conclusion of several externally funded arts projects (Arts Champions, 'Are You Dancing?' and some of the Creative Place activity) accounted for a significant proportion of the Q1 shortfall.

The reduced participation during Q1 16-17 has resulted in the application of an amber flagging at this time, particularly since this year's annual target was increased from 140,000 last year to 170,000. Target has been increased on the basis of expected growth in our YMI programme to include nursery schools across the area, and there is confidence within the Arts team that this growth will enable the raised target to be achieved by year-end.

**26)**  
**Participants in Heritage Education Workshops**

Indicator flagging (against target)	
Annual target	<b>4,000</b>
Year-to-date	<b>1,338</b>
Year-to-date vs last year	<b>↓ 4.6%</b> - 64
Year total vs annual target	<b>33.5%</b> achieved




Q1 performance was similar to the same Q1 period last year with 64 fewer participants. Increased usage of heritage loan boxes (676 compared to 257 for Q1 last year) followed the use of the cinema and theatre box at four targeted reminiscence sessions, delivered by the Learning Team in care homes in Denny and Bo'ness. Other work included development and delivery of the Easter Programme at Callendar House, supporting craft session activity for the George Wyllie exhibition at Callendar House, delivery of the LandWords Festival at Callendar House, and piloting heritage for schools outreach activity at Kinnaird Primary School. School workshops decreased by 9 workshops compared to last year, with the revised Callendar House opening hours reducing capacity of operating days from five to four per week.

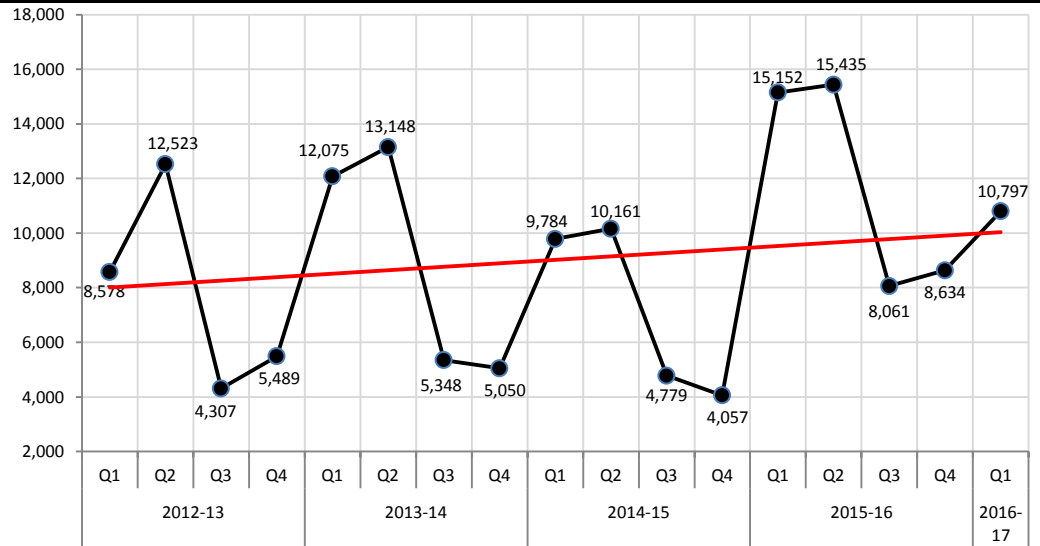
Activity during the second quarter includes delivering the summer programme at Callendar House including ice cream making sessions and bookmaking craft sessions. With less delivery compared to other quarters, Q2 includes: planning and development of the Callendar House Christmas offer; planning activity to support temporary exhibitions in Callendar House; and, marketing of workshops to schools and CPD sessions for teachers.

Expectation is for target to be achieved by year-end at this early stage.

27)

**Visits to Callendar House**

Indicator flagging (against target)	
Annual target	<b>42,000</b>
Year-to-date	<b>10,797</b>
Year-to-date vs last year	<b>↓ 28.7%</b> - 4,355
Year total vs annual target	<b>25.7%</b> achieved




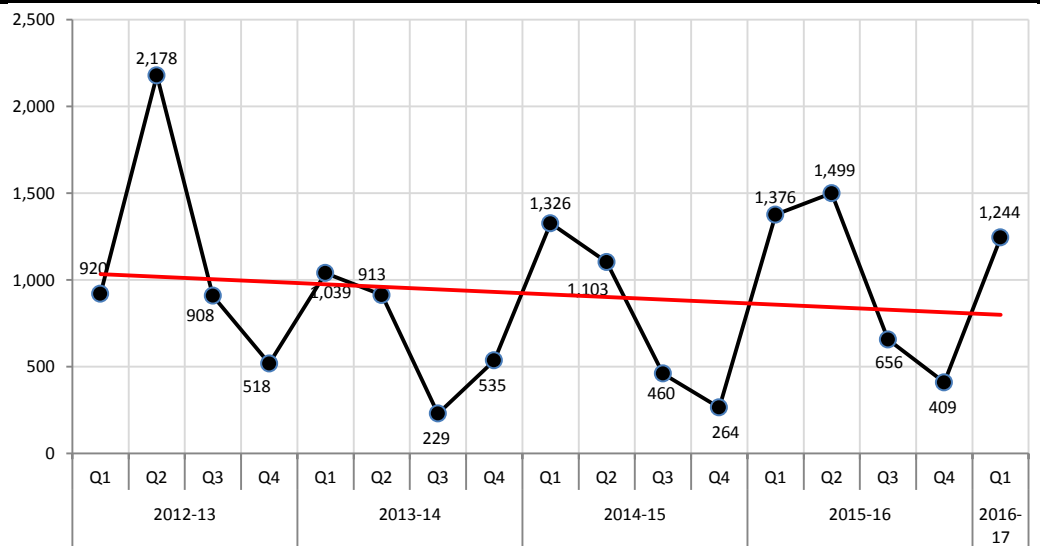
Visits to Callendar House during Q1 were 29% lower than the same period last year. Full day opening on Sundays has resulted in a 40% increase in Sunday visits (1,160 to 1,907). Saturday visits reduced by 25% (2,685 to 2,063) although this included a closure of the House on 25<sup>th</sup> June for an event in the park. This follows the introduction of revised opening hours with observations that weekday visits are reduced with Tuesday closures impacting on school and group visits, conference suite customers and individual visitors. Despite lower visitor figures, Callendar House income for Q1 is higher than last year following all-day Sunday openings and the availability of Sunday lunches.

During Q2 there is an expectation that the 'Outlander effect' is likely to bring new audiences to visit Callendar House – an American tour is booked for September – with the Trust part of a Visit Scotland-led group seeking to maximise on the effect of Outlander. Work is also ongoing with the Trust's Marketing team promoting the Callendar House offer, particular Sundays.

28)

**Visits to Kinneil Museum**

Indicator flagging (against target)	
Annual target	<b>3,750</b>
Year-to-date	<b>1,244</b>
Year-to-date vs last year	<b>↓ 9.6%</b> - 132
Year total vs annual target	<b>33.2%</b> achieved




Kinneil Museum visits during Q1 were slightly lower than the same period in 15-16. Over 50% (629 visits) are accounted for by 3 openings of Kinneil House in April, May and June by Friends of Kinneil. The Festival of Museums Day in May attracted 138 visits compared to 239 for the same event last year. Analysis of visits indicates visit numbers were in single figures on 30 days of the quarter, with a further 15 days recording no visits to the museum. Revised opening hours were introduced at Kinneil Museum with every Sunday openings while the museum is now closed on Tuesdays.

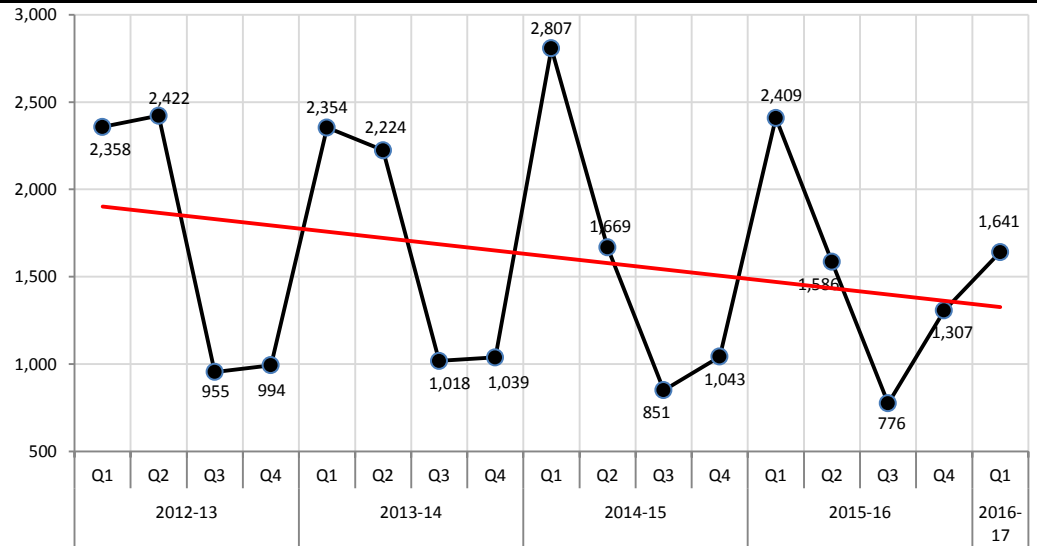
Openings of Kinneil House in August and September are expected to raise visitor figures to the museum during Q2.

Despite the reduction in Q1 performance, visit numbers remain on track to achieve target or close to target at year-end. This year's target was raised by 250 compared to last year to reflect the recent performance trend in this indicator.



### 29) Participation in Outdoor Activities

Indicator flagging (against target)	
Annual target	<b>6,000</b>
Year-to-date	<b>1,641</b>
Year-to-date vs last year	<b>↓ 31.9%</b> - 768
Year total vs annual target	<b>27.4%</b> achieved




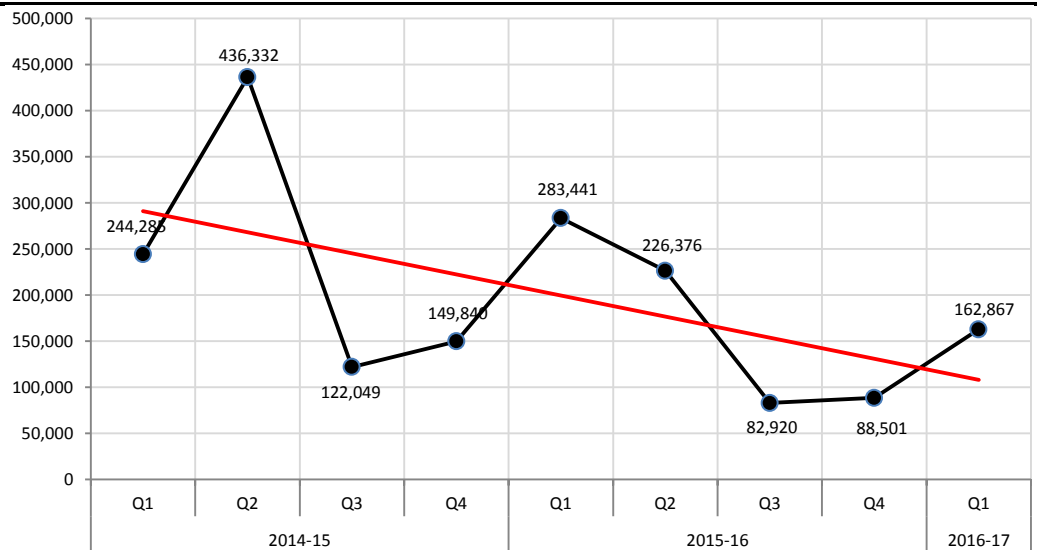
Outdoor Activities participation during Q1 was significantly reduced compared to last year, largely as a result of this year's schools orienteering festival falling into Q4 15-16 rather than Q1 like it did last year. This accounts for over 600 participations difference. The Lowland Leader course numbers remained high with two full assessment courses taking place this quarter. Overall adult participation increased by 16% (+49), junior participation reduced by 41% (-832) as mentioned, and 50+ participation increasing by 25% (+15). Q1 income of £17.6k is on target for the year and is in line with income from last year.

The Q2 period includes our youth summer adventure programme. Bookings have been positive to date with further uptake expected.

Expectation at this early stage is for both participant numbers and income to achieve target by year-end. The participation target was reduced from 6,400 last year to 6,000, reflecting the increasing provision of courses where maximum capacity is reduced due to the requirement for additional support to ASN participants.

### 30) Visits to the Helix

Indicator flagging (against target)	
Annual target	<b>800,000</b>
Year-to-date	<b>162,687</b>
Year-to-date vs last year	<b>↓ 42.5%</b> - 120,574
Year total vs annual target	<b>20.4%</b> achieved




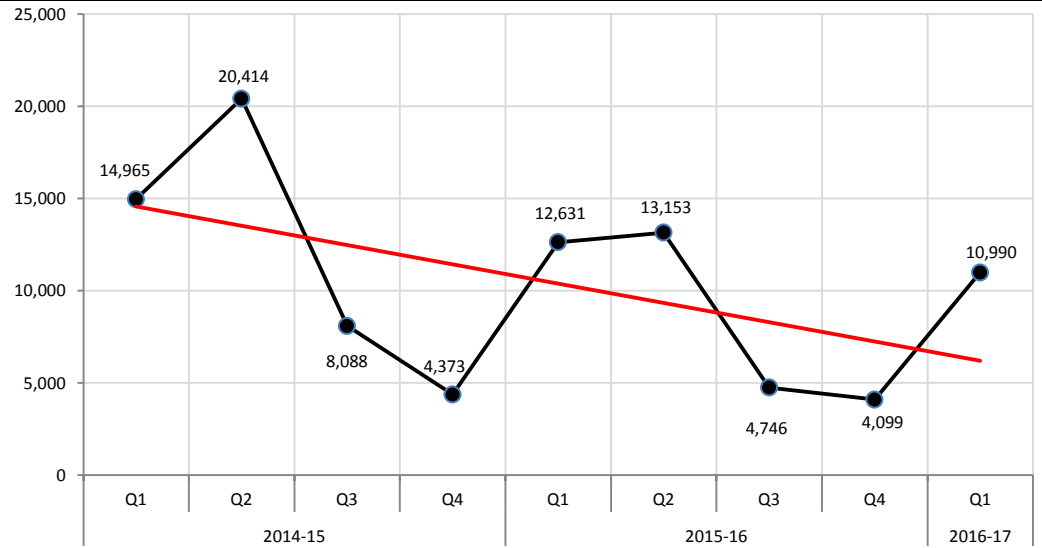
Entering our 3<sup>rd</sup> year of opening it's not unexpected that the number of visits to the Helix have reduced. Visits are 43% lower in Q1 this year compared to the same period last year. This year's weather was good in May with April and June being poor and contributed to fewer visits. For comparison, unseasonably good weather in April last year resulted in 164k visits for that month alone and shows the impact weather has on Helix visits.

Resurfacing of the Falkirk Stadium car park last year and the surfacing of the small Helix car park have created a better visitor experience for those arriving by vehicle, while the surfacing of the Helix North path network will encourage pedestrian and cycle traffic from the communities in those areas.

Expectation is for year-end visit totals to fall short of target but is highly dependent on the weather for the remaining three quarters. An amber flagging has been made at this time.

### 31) Kelpies Tour tickets sold

Indicator flagging (against target)	
Annual target	<b>33,220</b>
Year-to-date	<b>10,990</b>
Year-to-date vs last year	<b>↓ 13.0%</b> - 1,641
Year total vs annual target	<b>33.1%</b> achieved




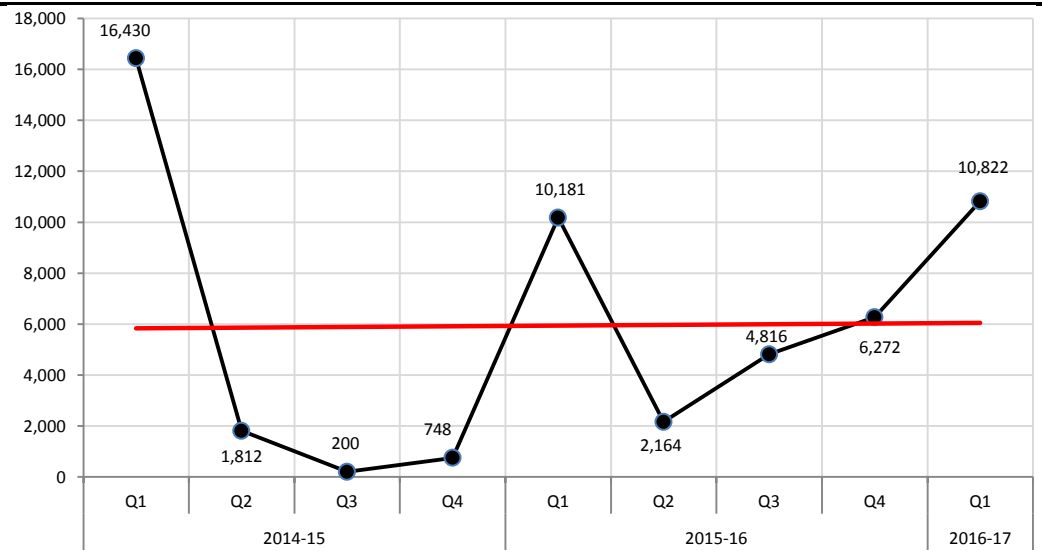
Kelpies Tour tickets sold during Q1 this year were slightly down on last year. The sale of tours relocated from the car park to the Visitor Centre at the Kelpies in October last year. Promotional signage and direction from Helix staff has ensured there was no significant difference in the uptake of tours resulting from this move. A streamlining of tours was informed by previous uptake of tours with fewer tours offered during Q1 this year, and resulted in a higher percentage uptake of tours offered and a reduction in staff requirement to operate tours. Income increased by 6% from £64.7K last year to £68.8k this year despite the reduction in tour tickets sold.

Q2 will continue a focus on promoting the unique aspects of Kelpies Tours being the only way to 'Get inside a Kelpie' via social media and with large promotional signage at key locations onsite.

Following Q1 performance, expectation is that year-end performance is likely to fall short of target but may achieve close to target. As with Helix visits this remains highly dependent on weather.

### 32) Participants in programmed activity at the Helix

Indicator flagging (against target)	
Annual target	<b>20,000</b>
Year-to-date	<b>10,822</b>
Year-to-date vs last year	<b>↑ 6.3%</b> + 641
Year total vs annual target	<b>54.1%</b> achieved



Performance for Q1 is up on last year and continues the positive trend of event attendance. The main highlights include the following. 1) The ever-popular Emergency Services Day which welcomed over 6,500 visitors, although poor weather limited this compared to last year. 2) Davis Cup Tour which, despite poor weather forcing the event to move indoors, attracted approximately 950 people. 3) Celebrate Nature, a new event with over 15 local wildlife and nature organisations attending the park to promote their work. Poor weather was a common factor in all 3 events and plays a huge factor in determining event attendance and is an area of concern when the initial outlay for an event is large.

Q2 includes an Outdoor Theatre production of the Roald Dahl story 'Danny The Champion of the World' in July. A new event led by the Trust – the Helix Big Picnic – is scheduled for mid-August which we are hopeful will have a positive contribution towards the quarterly total. A number of small events and animations are planned along with a more consistent programme of activity and should increase audiences in the park.

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

Indicator	2013/14 total	2014/15 total	2015/16 total	2016/17				
				Q1	Q2	Q3	Q4	Year Total
Sickness Absence - % days lost	4.03%	4.72%	4.28%	3.46%				
Staff Turnover	10.6% equates to 51 staff	10.3% equates to 50 staff	18.2% equates to 88 staff	4.6% equates to 21 staff				
Number of Accidents involving staff and customers	468	387	318	85				
Number of complaints and formal enquiries received and dealt with	118	81	122	26				
Number of hits on Trust website	580,642	659,796	708,341	165,727				

Days lost due to sickness absence during quarter one to end-June 2016 were 3.46% and show an improvement compared to the same period last year (4.31%). These improvements are encouraging and the Trust remains committed to further reducing staff absence rates.

Staff turnover for the 3-month period to end-June was 4.6%, a slight increase from 3.8% for the same period last year, and equates to 21 staff leaving. This consisted of 16 resignations, 1 early retirement, 1 redeployment, 1 voluntary severance, and 2 redundancies. At the end of June the Trust had a total headcount of 472 contracted employees (temporary and permanent staff) equating to 339 full-time equivalents (FTEs).

A total of 85 accidents involving staff and customers were reported to the Trust's Health, Safety and Risk Management Group during 2016-17 Q1, a reduction of 1 compared to the same period last year. Of these 85 accidents, 77 were accidents involving members of the public and customers with 8 accidents involving staff.

26 complaints and formal enquiries were received and dealt with during 2016-17 Q1, with 24 being dealt with at Frontline Resolution and 2 being escalated for Investigation. This compares to 30 complaints received for the same period last year.

Trust website hits during the quarter were 165,727, with each interaction visiting on average 3 pages of the website. This was a slight reduction (-4%) compared to the same period last year (172,002)). These were carried out by 85,004 unique public visitors to the Trust website.