

Falkirk Community Trust

Subject: July – September 2015 Quarter Two Performance Report
Meeting: Audit and Performance Sub-Group
Date: 29th October 2015
Authors: Alistair Mitchell, Team Leader Performance Review

1. Introduction

1.1 This is the 2015-16 quarter two report on our performance indicators and covers the 6-month financial period April - September 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 18 green-flagged indicators.
Amber 	This PI is slightly below target though performance may be improving (5-10% below target)	There are 11 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 2 red-flagged indicators.

2.4 As we are at the mid-point in the year, predictions can be made with more certainty than at the end of the first quarter, but the outturn for the remainder of the year remains uncertain.

2.5 Performance in the second quarter was generally positive with the majority of indicators performing well against target for the 2015-16 year-to-date. Compared to the Q1 report there are four fewer green-flagged indicators, two additional amber-flagged indicators, and two indicators now flagged red against target. Comments have been made throughout the report to highlight where changes in the flag status of indicators occur.

2.6 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. Current year performance with a reduced number of red-flagged indicators suggest improvements have been made in informed target setting for this year.

- 2.7 There were a number of improvements in actual quarter performance relative to the same quarter last year. The key performance highlights for Q2 2015-16 include the following:
- Mariner Centre admissions increased by 42% with an additional 19,859 admissions following the refurbishment of the wave machine.
 - Usage of Grangemouth Stadium increased by 113% (+23,994 admissions) following the installation of the new track last year.
 - Bo'ness Health & Fitness Club admissions increased by 40% with an additional 2,405 admissions compared to the same quarter last year, following the introduction of new equipment.
 - Participants in Healthy Lifestyle Physical Activity programmes increased by 15% (+1,244 participants) following the introduction of new activities and an expanded programme.
 - Grangemouth Golf Course recording a 7% (+754) increase in the number of rounds played.
 - Falkirk Town Hall admissions increased by 9% with an extra 501 admissions during Q2.
 - Admissions to the Hippodrome increased by 11% (+646).
 - Park Gallery admissions increased by 42% equating to 2,598 additional admissions to the exhibition space.
 - Participants in Cultural Services activities 32% higher than Q2 last year, with all nursery schools now engaged in the YMI programme.
- 2.8 Actual performance (admissions, bookings, visits, etc) for the year-to-date is lower for over half of indicators compared to the same end-Q2 position in 2014-15, meaning lower admissions, bookings and visits in over half of Trust venues than at this point last year.
- 2.9 A report on the period October-December 2015 will be made at the next meeting of the sub group on 3rd March 2016.

3. Recommendation


3.1 Directors are asked to note the following:

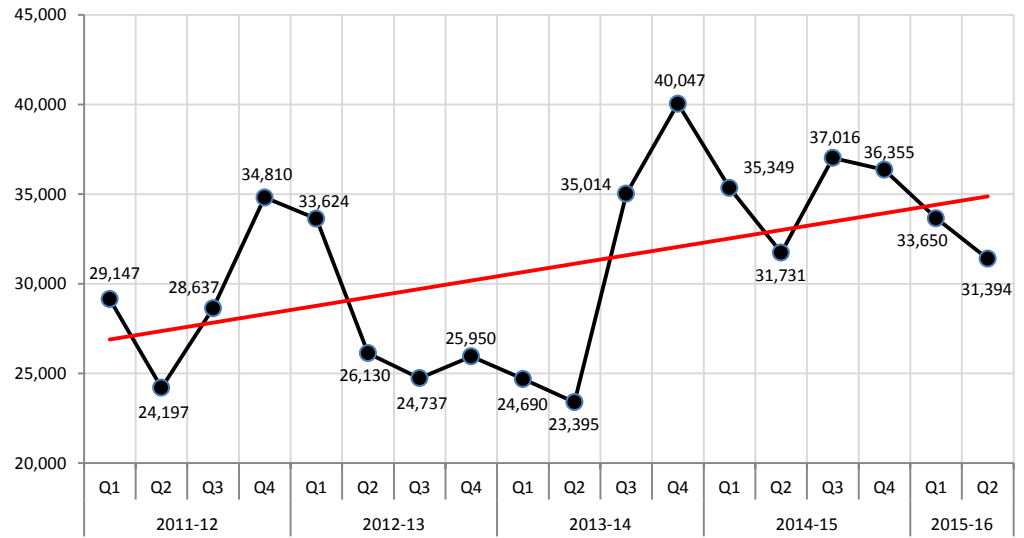
- **Progress made throughout the second quarter of 2015-16;**
- **Actions to address areas requiring improvements in the forthcoming quarter;**
- **Current predictions for year-end performance.**



Alistair Mitchell
Team Leader Performance Review

1)
Admissions to Bo'ness Recreation Centre

Indicator flagging (against target)	
Annual target:	142,000
Year-to-date:	65,044
Year-to-date vs last year:	↓ 3.0% - 2,036
Year-to-date vs annual target:	45.8% achieved




Admissions to Bo'ness Recreation Centre during Q2 were near-identical to last year (-337 admissions). Most activities had similar usage or very slight decrease, with indoor football continuing to show the biggest downward trend. Outdoor football continued to improve on 2014-15 admissions. Year-to-date admissions remain slightly lower than the same point last year but remain on course to achieve close to target at year-end.

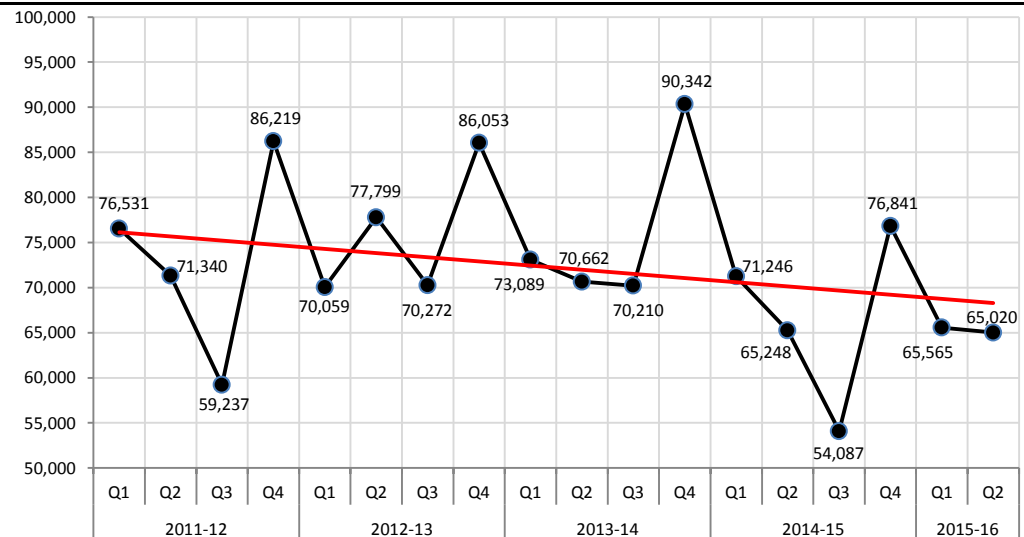
Year-on-year income increased due to resale and rental of non-sporting areas, however income has dropped to 20% below target (£91k vs £114k target).

Changes to the programme during Q3, such as 'adults only' swimming sessions on Monday evenings and expansion of 'Zorb' experiences, are being introduced to improve the customer offer.

This indicator remains flagged green at the end of Q2 with admissions expected to achieve close to target at year-end. It is anticipated that income may end behind financial targets.

2)
Admissions to Grangemouth Sports Complex

Indicator flagging (against target)	
Annual target:	294,000
Year-to-date:	130,585
Year-to-date vs last year:	↓ 4.3% - 5,909
Year-to-date vs annual target:	44.4% achieved




Grangemouth Sports Complex usage was relatively static during Q2 compared to the same period last year (-228 admissions): July was higher than last year while August and September were lower, which may reflect the worse than normal weather experienced throughout July. Reductions occurred in general swimming and crèche admissions, while football block and casual bookings increased as did soft play and fun session usage. Year-to-date performance remains below target.

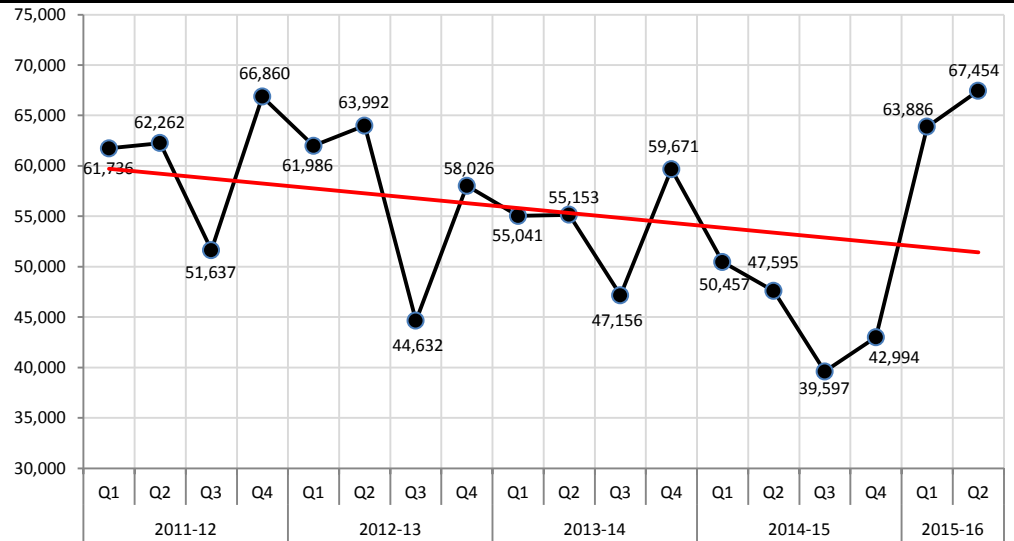
Income for the quarter was £26k higher than the same period last year, but remains £46k (17%) below target at this time.

New lets including a triathlon club and NHS booking will contribute to admissions and income for next quarter, with discussions ongoing with the Trust's Outdoor Activities team regarding a kayak club using the facility.

This indicator remains flagged amber on the basis that year-to-date usage levels which are lower than last year make this year's target unlikely to be met. Current predictions are for performance to fall short of target at year-end.

3) Admissions to Mariner Centre

Indicator flagging (against target)	
Annual target:	209,000
Year-to-date:	131,340
Year-to-date vs last year:	↑ 33.9% + 33,288
Year-to-date vs annual target:	62.8% achieved




The refurbishment of the wave machine secured a 42% increase in swimming admissions, the most successful quarterly total at the Mariner Centre since the Trust began. Other indoor admissions increased including short tennis (+48%), table tennis (+25%), basketball (+18%) and clubs (+28%). Overall usage during Q2 increased by 42% (+19,859 admissions) compared with same period in 2014-15. The Centre's 30th birthday celebration weekend in July recorded 3,740 admissions. Overall year-to-date admissions remain significantly higher than last year with an extra 33,288 admissions.

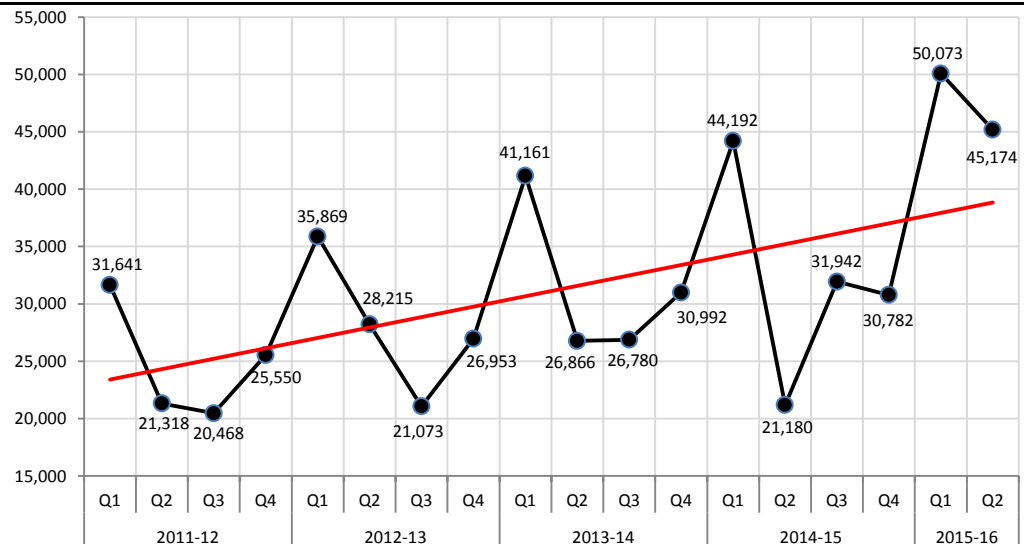
Q2 income was £127k against a quarterly target of £130k. Based on performance for the year-to-date (£247k), the year-end income target of £493k is expected to be achieved.

Activities planned for Q3 include a refresh of the Mariner Centre marketing, work with sports clubs to raise their profile within the centre, reviews of mini-gyms and daytime sports hall programmes, promotion of Saturday night pool discos and the junior lifesaving academy, and the introduction of softplay/bouncy castle weekend promotions.

A green flagging is retained based on expectations for performance for the remainder of 2015-16 to continue the higher levels seen during Q1 and Q2.

4) Admissions to Grangemouth Stadium

Indicator flagging (against target)	
Annual target:	133,000
Year-to-date:	95,247
Year-to-date vs last year:	↑ 45.7% + 29,875
Year-to-date vs annual target:	71.6% achieved




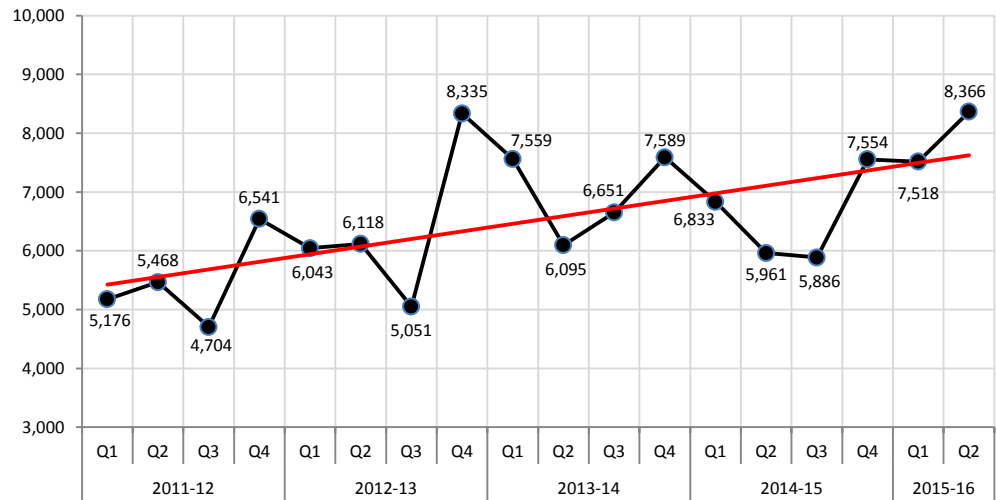
Year-to-date admissions at Grangemouth Stadium are the highest recorded since the Trust began. Q2 admissions increased by 113% (+22,994) compared to the same period last year with additional events and numbers participating following the completion of the new track installation and the continuing Commonwealth Games effect. Two Scottish Athletics major championships and Schools International Athletics competitions were very well attended, and open graded meets have continued to achieve higher entries. Further investment through **sportscotland** funding is planned for the indoor facilities which will further enhance the attractiveness of this venue.

Income for the year-to-date is currently £95k against a yearly target of £157k, with the majority of business taken over the first two quarters of the year.


Third quarter activities and events include Scottish Schools' road relays, SFA referee training and exams, Scottish Athletics and Scottish Schools coach education weekends, and the first UK Athletics Facility Managers/Operators course to be held in the UK in October. Indications are that year-end performance will exceed annual targets for admissions and income. Admissions and income generation will slow down in Q3 and Q4 due to the seasonal nature of athletics.

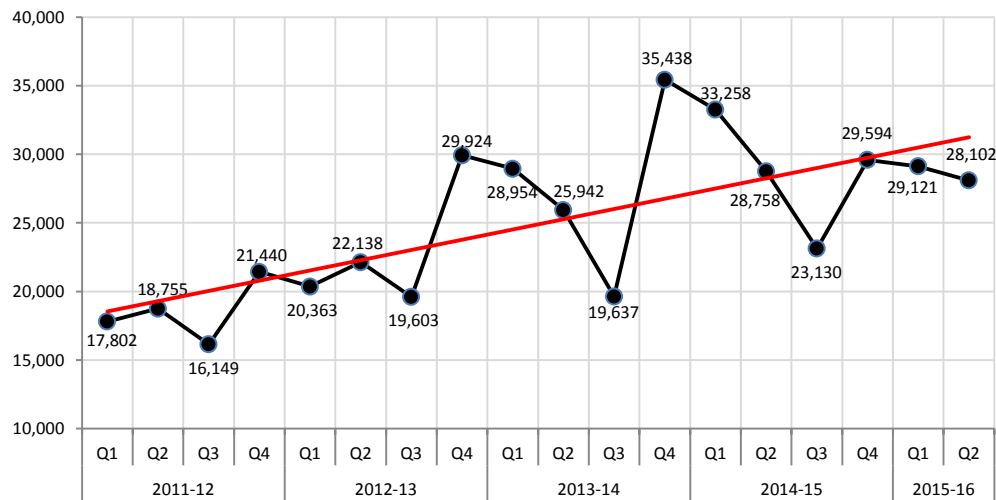
5)
Admissions to Bo'ness Health & Fitness Club

Indicator flagging (against target)	
Annual target:	22,500
Year-to-date:	15,884
Year-to-date vs last year:	↑24.2% + 3,090
Year-to-date vs annual target:	70.6% achieved




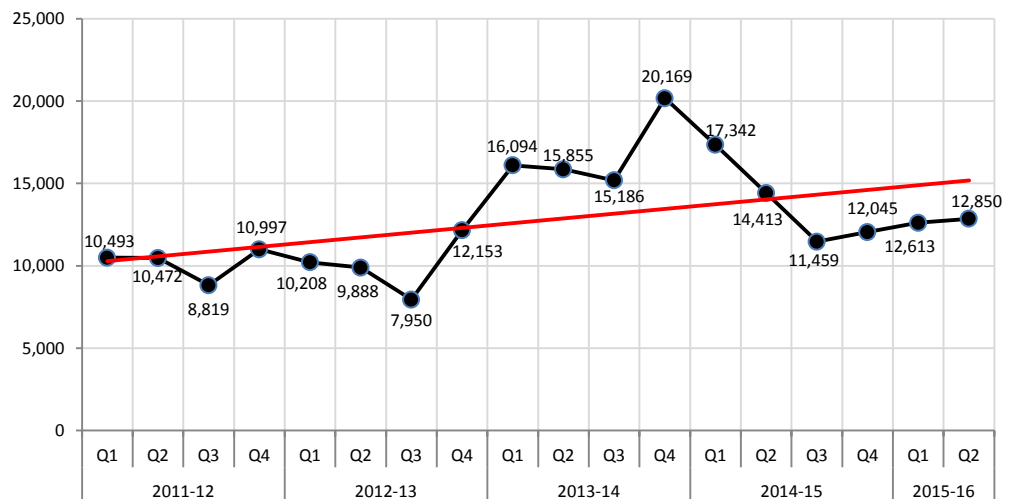
6)
Admissions to Grangemouth Health & Fitness Club

Indicator flagging (against target)	
Annual target:	123,000
Year-to-date:	57,223
Year-to-date vs last year:	↓7.7% - 4,793
Year-to-date vs annual target:	46.5% achieved



7)
Admissions to Mariner Health & Fitness Club

Indicator flagging (against target)	
Annual target:	60,500
Year-to-date:	25,463
Year-to-date vs last year:	↓19.8% - 6,292
Year-to-date vs annual target:	42.1% achieved

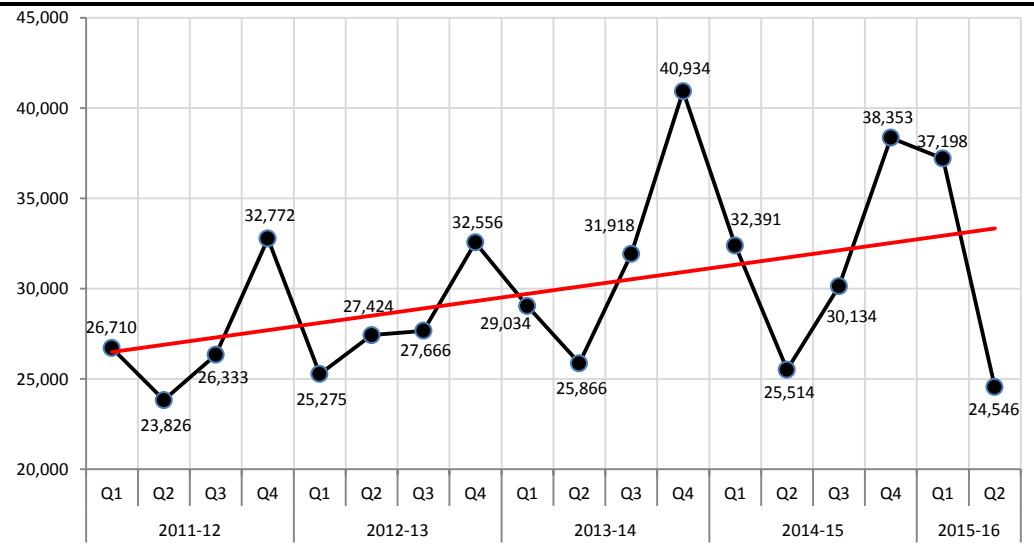


The upward performance trend continues with a significant increase at Bo'ness (+40.3%, +2,405) while there were some decreases at Grangemouth (-2.3%, -656) and Mariner (-10.8%, -1,563). A highly successful membership campaign in September saw all gyms exceeding membership sales targets. Income for the year-to-date of £488k is currently 10% (-£47k) behind last year's end-Q2 figure and behind this year's target of £1.1m.

The Trust's new gym successfully opened in Stenhousemuir on 25th September; full performance reporting will be included in the next (Q3) report. A 6-week presale promotion attracted 241 new members and generated over £3k, with an additional 182 memberships sold in the 6 days since opening before the end of the quarter. Looking ahead to Q3, it was recognised that this period last year was difficult, hence a one-week membership campaign is being implemented in early November to increase membership, income and usage for this quarter. Expectations are for Bo'ness to exceed target at year-end while Grangemouth and Mariner are likely to fall short of target if similar Q3 and Q4 performance to last year is repeated.

8)
Admissions to Neighbourhood Sports Centre

Indicator flagging (against target)	
Annual target:	126,000
Year-to-date:	61,744
Year-to-date vs last year:	↑ 6.6% + 3,839
Year-to-date vs annual target:	49.0% achieved




Neighbourhood Centre admissions reduced by 3.8% (-968 admissions) compared to Q2 last year. Year-to-date admissions remains above the total achieved at this time last year.

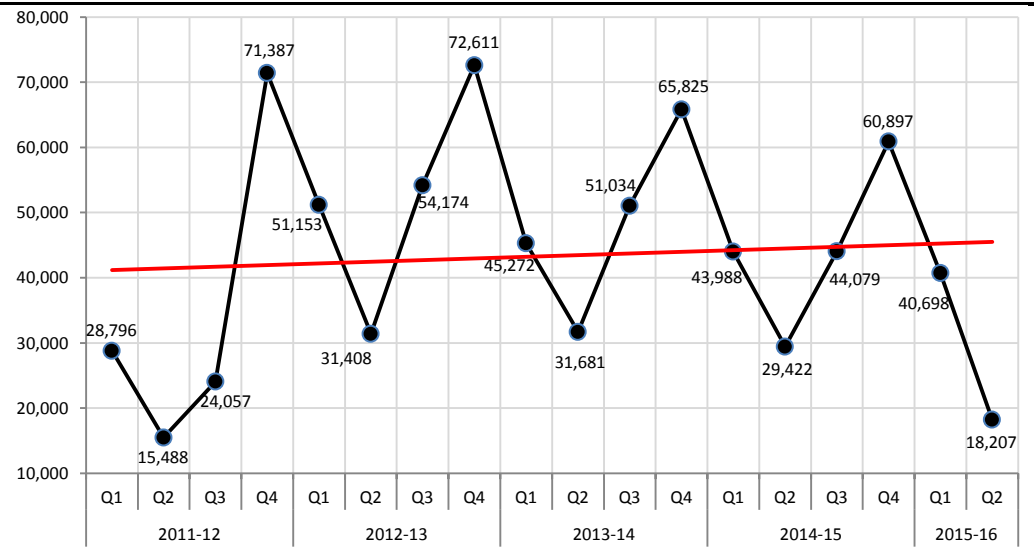
Income for this quarter grew by 18% compared to the same quarter last year but remains 16% behind target (£142k achieved vs £153k target) at the end of Q2.

Activity during the next quarter will continue to rationalise resources and further explore programme opportunities for additional income generation.

Expectation at year-end is for admissions to meet or exceed target if similar Q3 and Q4 to last year is achieved. However, there is unlikely to be sufficient financial growth in order to meet the financial target for 2015-16.

9)
Out of hours admissions to Community Use High Schools

Indicator flagging (against target)	
Annual target:	190,000
Year-to-date:	58,905
Year-to-date vs last year:	↓ 19.8% - 14,505
Year-to-date vs annual target:	31.0% achieved



Community use admissions at high school facilities during Q2 fell by 38.1% compared to the same period last year, with year-to-date admissions now 19.8% (-14,505) lower than at the same point last year. The main factors having a detrimental effect are clubs/block bookings not rebooking over the summer period or delaying bookings until September, a reduced sports summer programme in schools (relocated to other Trust facilities) and a significant drop in swimming admissions.

The impact of reduced admissions is reflected in reduced income against target. Actual income achieved for Q2 of £31k was marginally higher than the same quarter last year, and remains under budget for the year-to-date.

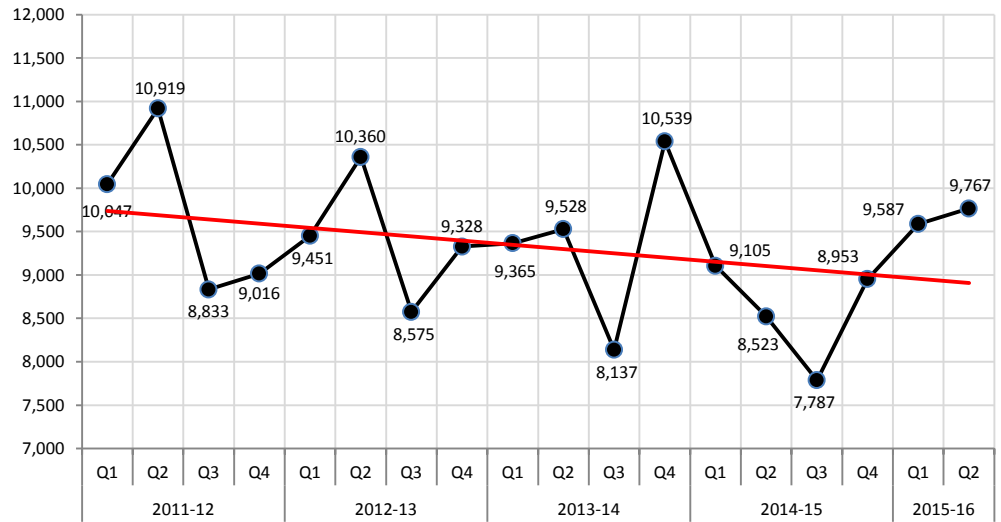
Third quarter plans include developing a targeted marketing plan for community access schools in collaboration with the Marketing team, a review of programming, and closer links with the Active Schools team to promote evening and weekend use of facilities. The majority of clubs and block bookings will resume in early October.

Year-end expectations are for this indicator to fall short of both admissions and income targets, hence a downgrading from amber to red flagging at this time. Event and club/block bookings will play a major role in determining if targets will be achieved.

10)

Participants in Healthy Lifestyle Physical Activity programmes

Indicator flagging (against target)	
Annual target:	36,500
Year-to-date:	19,354
Year-to-date vs last year:	↑ 9.8 + 1,726
Year-to-date vs annual target:	53.0% achieved



A 14.6% increase (+1,244) in the number of participants was recorded in Q2 this year compared to the same period last year. Increases occurred in Active Forth (+169), Step Forth (+175) and Teens (+412). A reduction in Healthy Lifestyles (corporate usage, -282) is reflected in the 772 recorded visits for Trust staff to health and fitness facilities. New activities and improved staffing levels in Active Forth contributed to the increased usage. Step Forth increases arose with new walks in Carriden and the Helix despite some wet weather. Teens increases occurred largely at Bo'ness with the recent refurbishment having a significant effect on usage.


Active Forth income for Q2 was £16.8k, a 4% increase on the same period last year. Cumulative income for the 2015-16 year to date of £37.2k shows a 10% increase on last year.

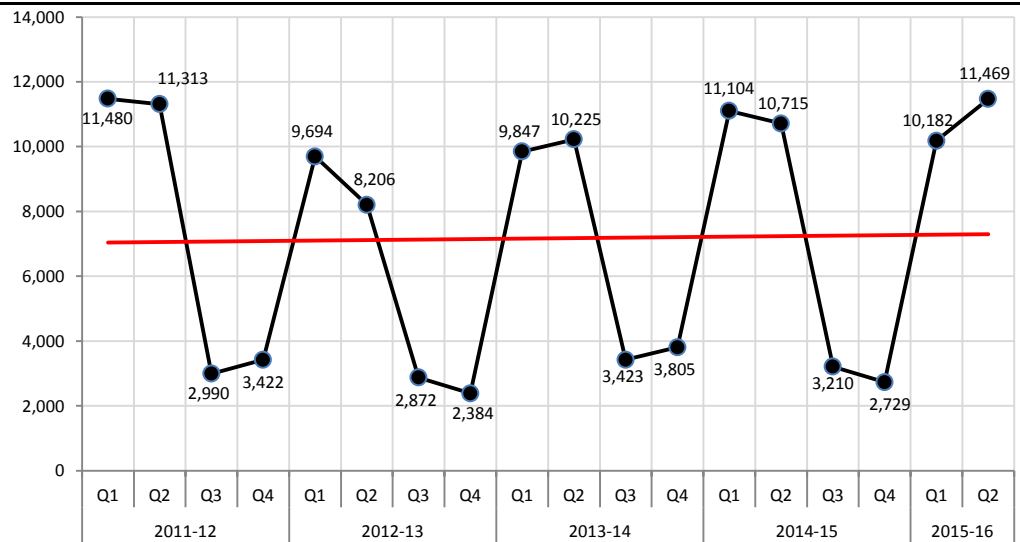
A full-time member of Active Forth staff forms part of the new Stenhousemuir staff team, creating extra capacity and leading to higher levels of outreach and networking with health professionals to improve referrals across all gyms. A new Strength & Balance class has started at Grangemouth which will complement Step Forth's current Otago provision.

Expectation is for this indicator to achieve target at year-end following the introduction of the new club, new staff member and increased walking activity, hence retaining a green flagging.

11)

Rounds of golf played

Indicator flagging (against target)	
Annual target:	28,500
Year-to-date:	21,651
Year-to-date vs last year:	↓ 0.8% - 168
Year-to-date vs annual target:	76.0% achieved



Total rounds of golf played at the Trust's facilities during Q2 was the highest quarter on record since the Trust began, with a 7% increase (+754) compared to the same period last year. This increase occurred mostly at Grangemouth Golf Course (+660) with an additional 94 rounds played at Callendar Park Par 3. This may be linked to less clement weather during second quarter this year compared to last year. Overall year-to-date remains fractionally behind last year with 168 fewer rounds played.

Grangemouth Golf Course: a series of offers and promotions have helped keep the reduction in usage to a minimal and will continue to be used during Q3 to attract new customers. Work will focus on encouraging Callendar Park Par 3 customers to try the GGC facilities during the winter closure of the Par 3.

Callendar Park Par 3: usage was largely similar to the same 6-month period last year. The Par 3 is now closed for the winter period and will reopen in April 2016.

The indicator retains an amber flagging based on the expectation that year-end performance will fall short of target. A large degree of uncertainty exists in this area of operation which is so heavily affected by the weather.

12)

Admissions to Falkirk Town Hall

Indicator flagging (against target)

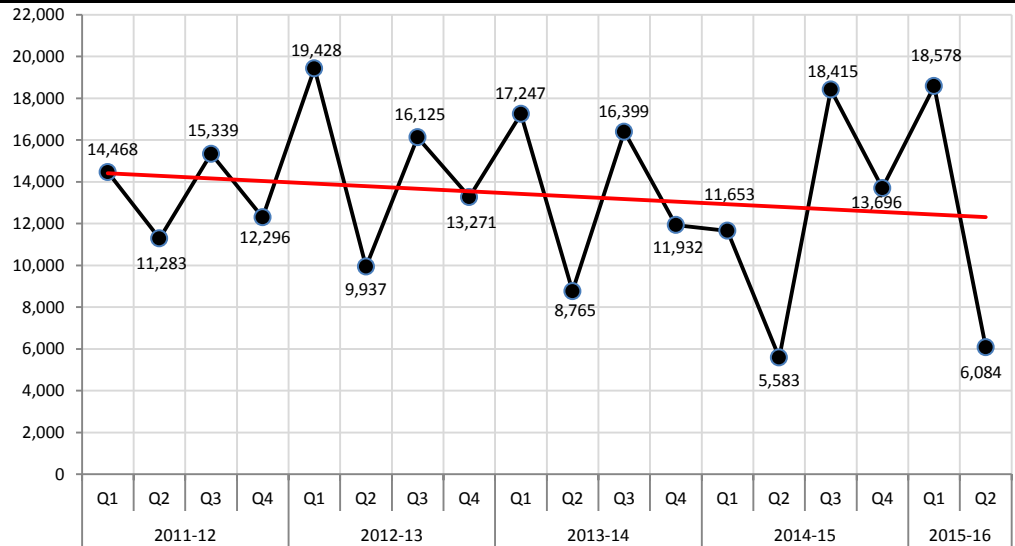


Annual target: **54,000**

Year-to-date: **24,662**

Year-to-date vs last year: **↑ 43.1%**
+ 7,426

Year-to-date vs annual target: **45.7%**
achieved



Q2 admissions improved by 9% (+501) compared to Q2 last year. Highlights in admissions included The Cavern Beatles, Nathan Carter and Funbox. Arts team activities included popular youth theatre summer schools in July. Successful Q1 and Q2 have resulted in year-to-date admissions being significantly higher than the same period last year,

Overall FTH income for the year-to-date has achieved over 50% of target, with a current total of £57.9k (against target of £104k).

A bigger programme than Q2, the next quarter includes a mix of comedy with 'Funny In Falkirk', the Bohemians annual production, a number of tribute acts, 'Classic Music Live!' and Falkirk Youth Theatre's annual pantomime (this year Robin Hood). In addition, The Trust's Christmas offer at FTH includes the Silver Bells Christmas Show, Abbamania's Christmas extravaganza and Christmas Ballroom and Afternoon Dances. Q3 also includes The Proclaimers.

Expectation at the end-Q2 position is for both annual admission and income targets to be met at year-end.

13)

Admissions to the Hippodrome

Indicator flagging (against target)

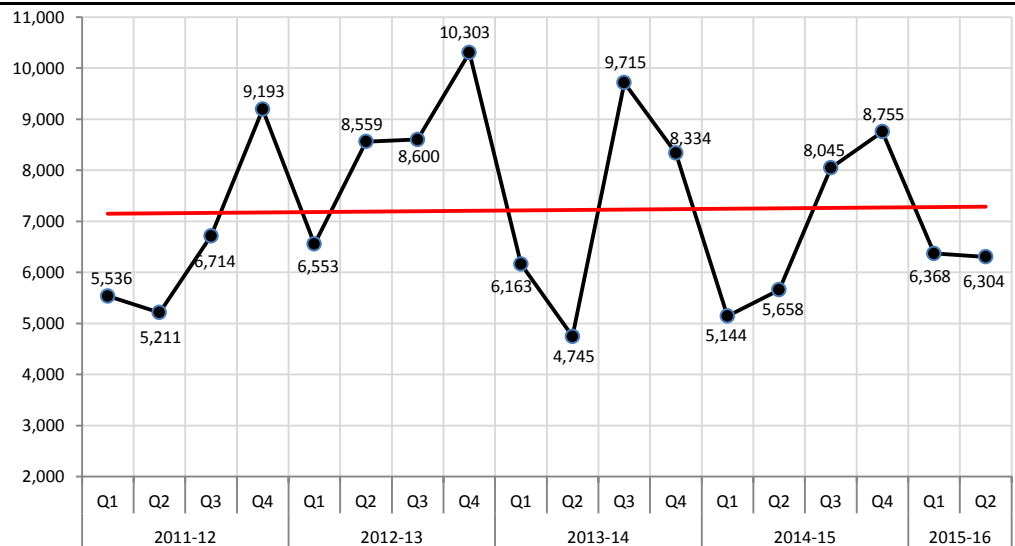


Annual target: **29,000**

Year-to-date: **12,672**

Year-to-date vs last year: **↑ 17.3%**
+ 1,870

Year-to-date vs annual target: **43.7%**
achieved




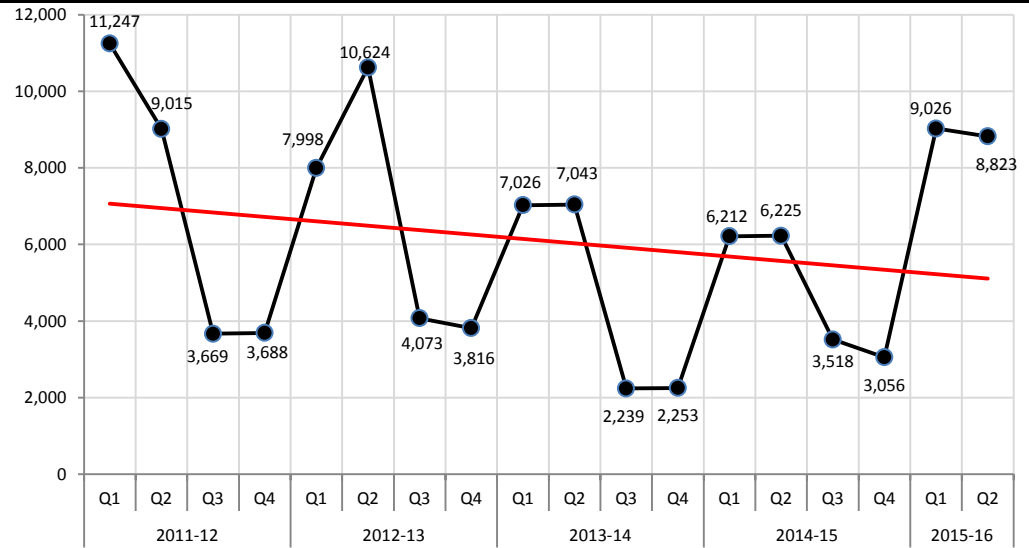
Year-to-date Hippodrome performance is the highest in recent years with the exception of 2012-13 (the Hippodrome 100 celebrations). Q2 admissions were 11.4% higher (+646) than the same period last year. Summer screenings continued to do well with 'Minions' and 'Inside Out'. 'The Legend of Barney Thomas' achieved 50% uptake, however attendances at other recent releases achieved less than anticipated. Likewise NT Live/ Encore admissions have dipped.

Income for Q2 was near-identical to the same period last year, with year-to-date income currently achieving 45% of target (£45k vs £100k). With the busiest two quarters yet to come this bodes well for income to meet target at year-end.

The Q3 programme includes major recent and new releases including the new Bond movie 'Spectre', 'Jurassic World', 'Suffragette', 'Ricki and the Flash', and 'Earl and the Dying Girl'. Events include a partnership with Strathcarron Hospice ('Seven Songs for a Long Life') and 'Carnival of Souls' – a unique Halloween experience at the Hippodrome. The NT Live and Encore programme includes screenings of 'Macbeth', 'Of Mice and Men' and 'Jane Eyre'. It is hoped the popularity of these screenings combined with a focussed marketing activity will increase uptake. This indicator is well-placed to achieve admissions target at year-end.

14) Admissions to the Park Gallery

Indicator flagging (against target)	
Annual target:	21,000
Year-to-date:	17,849
Year-to-date vs last year:	↑ 43.5% + 5,412
Year-to-date vs annual target:	85.0% achieved




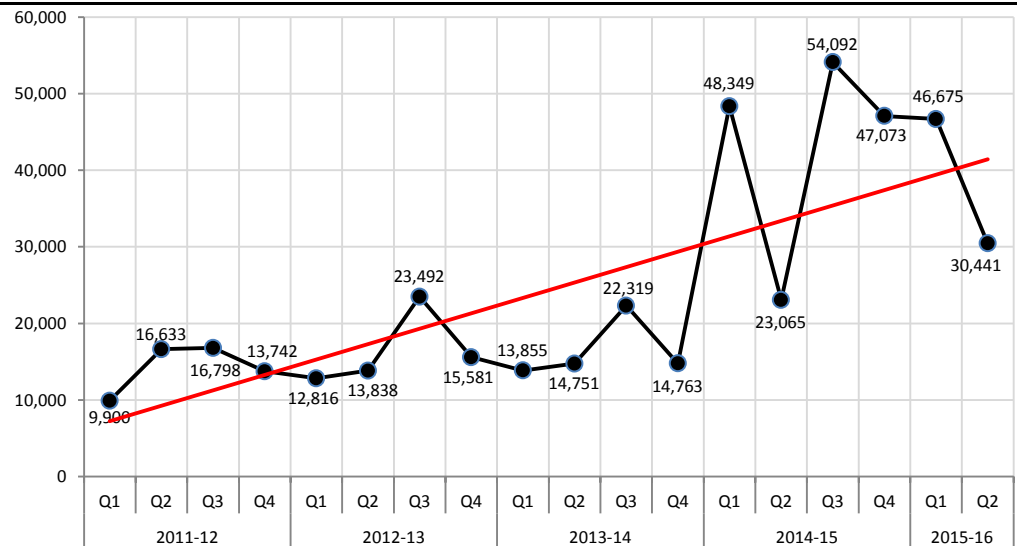
Admissions at the Park Gallery were 41.7% higher during Q2 2015-16 compared to the same period last year. Performance is highly dependent on the programme, which in Q2 this year was 'Fantasia – photography by Fabrizio Gianni'. This exhibition, by a locally-based photographer with an international and highly successful profile, saw high admissions driven by the nature of the exhibition and related supporting activity. The current exhibition, 'Alan Davie: A Universal Vision', opened on 13th September and continues into Q3, achieving 1,508 admissions in the two weeks so far in Q2. This exhibition was programmed to commemorate the 40th anniversary of the Alan Davie and George Garson mosaic mural in York Square, Grangemouth, with a plaque awarded by The Saltire Society marking the significance of this work. A Parliamentary motion was tabled by Angus MacDonald MSP on 2nd October paying tribute to the work of Alan Davie and commending the Trust's landmark exhibition of his life and work.

Q3 sees the start of Winter Warmth, a curated exhibition of work by artists and makers across the UK. Works will be on sale and in previous years the exhibition has been successful in generating admissions as well as income (commission on sales of work).

Year-to-date admissions of 17,849 positions the Park Gallery well to achieve target at year-end.

15) Participants in Cultural Services activities

Indicator flagging (against target)	
Annual target:	140,000
Year-to-date:	77,116
Year-to-date vs last year:	↑ 8.0% + 5,702
Year-to-date vs annual target:	55.1% achieved




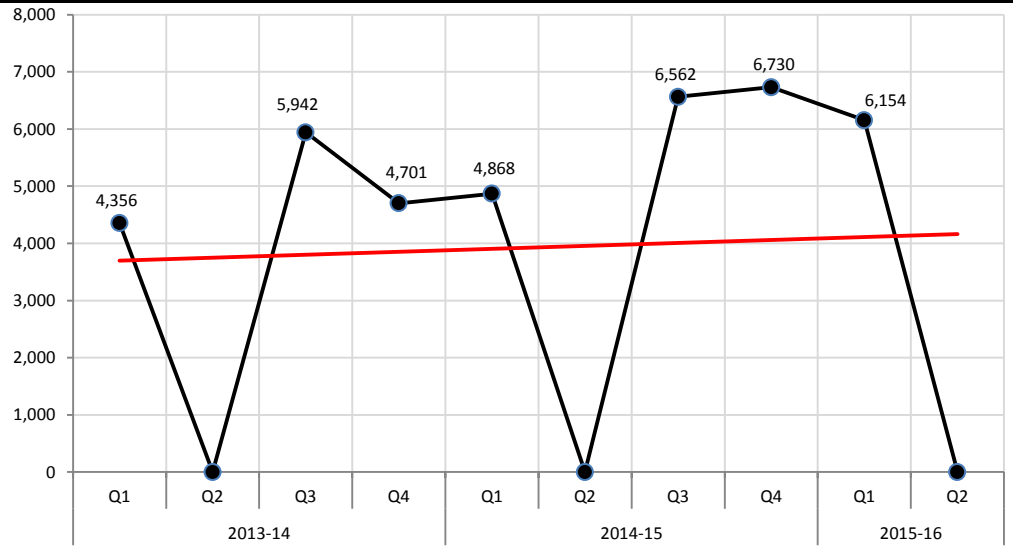
Q2 performance was 31.9% higher than the same period last year with an extra 7,376 participants. This has been largely driven by an increase in YMI usage which, from August 2015, now includes working with all nursery schools in the area. Further to this, in August 2015 a musical YMI tour was developed and is being delivered to schools as an additional engagement opportunity. Q2 saw the continuation of the 'Are You Dancing?' integrated dance project and the Arts Champions project. Youth Theatre summer schools in July were popular with capacity attendances and income.

Activity during Q3 will include Falkirk Youth Theatre rehearsals ahead of this year's pantomime at FTH, the commencement of year 2 of the 'Start' schools/theatre project and year 2 of the Arts Champion project.


Current expectation is for year-end performance to exceed target if previous year Q3 and Q4 activity levels are maintained, hence this indicator retaining a green flagging.

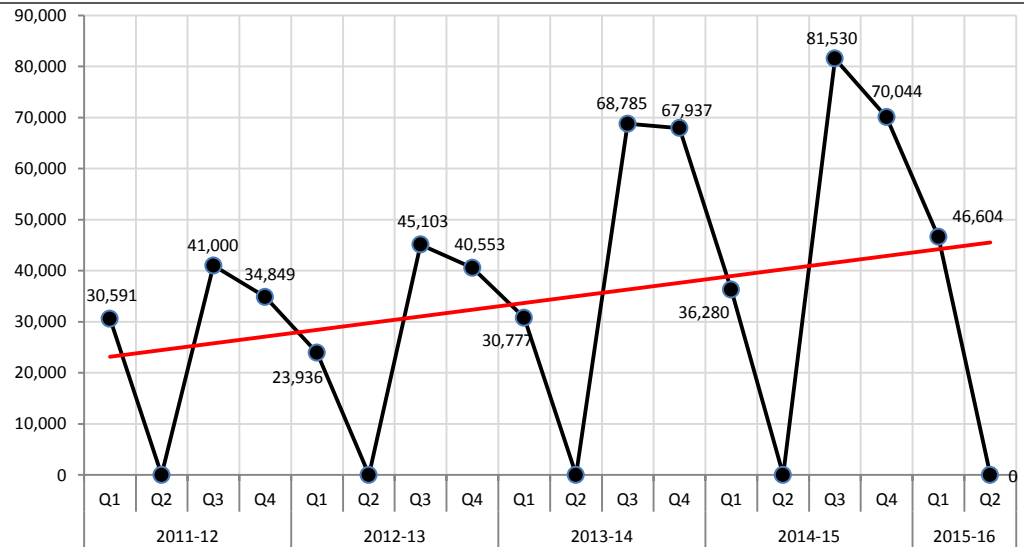
16)
**Active Schools
distinct participants**

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



17)
**Active Schools
participant sessions provided**

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




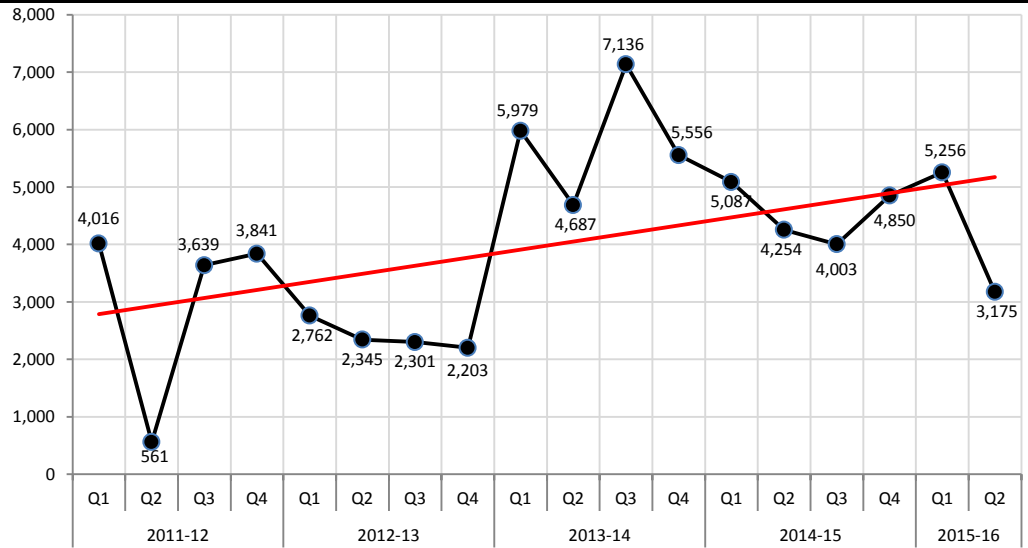
As per previous years, no performance figures are reported for Q2 which covers the school holiday period, due to the reporting cycle with **sportscotland**.

A revised delivery model, assigning one coordinator to a primary school cluster, each feeding a high school, has been introduced. The Active Schools team have been preparing action plans to meet **sportscotland**'s focus on distinct participants.

Both indicators remain on course to achieve target at year-end on the basis of Q3 and Q4 performance following previous trends.

18)
Places booked on Sport Development Courses


Indicator flagging (against target)	
Annual target:	20,000
Year-to-date:	8,431
Year-to-date vs last year:	↓ 9.7% - 910
Year-to-date vs annual target:	42.2% achieved

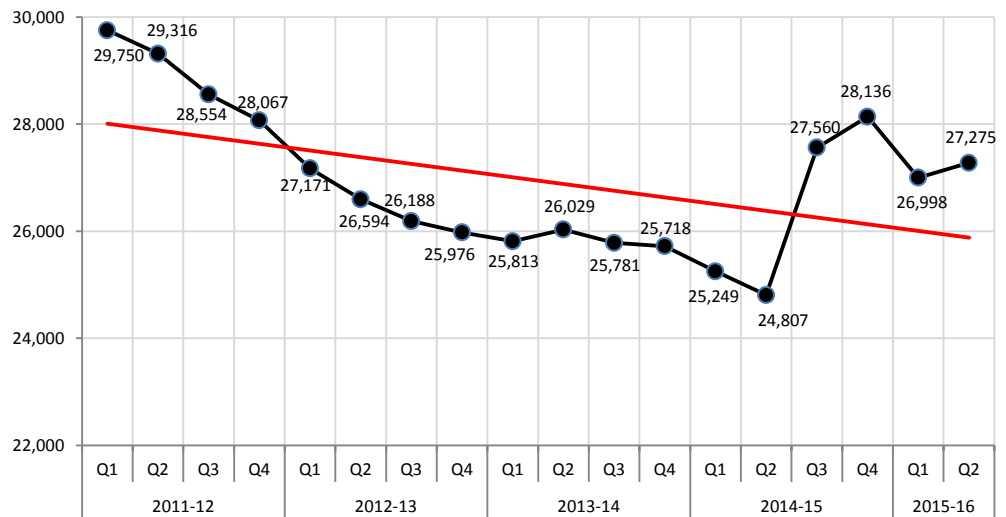


Compared to last year, the number of places booked in Sports Development classes in Q2 was 25.4% lower (-1,079), with the year-to-date total being 9.7% lower than last year to end-Q2. This is primarily due to a vacancy in rugby development and a loss of almost 900 places compared to last year. Swimming is largely similar to last year with pre-school swimming increasing by 37% with three new classes. A 38% increase in football follows a rebranding and recruitment process. Tennis performance increased by 82% at Zetland Park. Basketball, gymnastics and badminton bookings remain steady. A newly recruited rugby development officer should address the current downturn in rugby. Total income for Q2 was £87k, split between £52.6k income for places booked plus direct debit swimming totals of £12k, £11k and £12k for July, August and September respectively. Total income for year to date is £147k.

Indicator flagging has been revised from green to amber with the year-end total dependent on the recruitment to vacant posts and subsequent programme development. Q3 will see the introduction of weekend gymnastics classes utilising existing equipment and vacant slots at community access high schools. Tennis is expected to dip during Q3 during the winter period. A redevelopment of the swimming programme will create additional beginner class capacity to meet demand. Improved efficiency will identify vacant places sooner and ensure they are rebooked.

19)
Active borrowers at public libraries

Indicator flagging (against target)	
Target:	27,000
Current quarter	27,275
Current vs preceding quarter:	↑ 1.0% + 277
Year-to-date vs annual target:	101% achieved




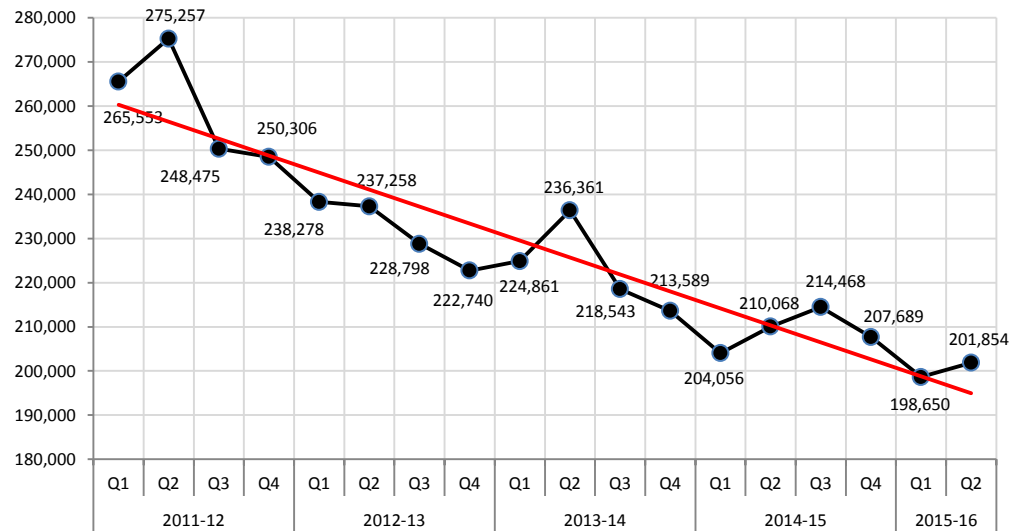
There has been a welcome increase in the number of Active Borrowers in Q2 2015-16 compared to the preceding quarter. 'Every Child A Library Member' was launched at the end of August. A total of 109 new junior borrowers joined a library and may be the result of summer activities held in libraries which directly created 58 new customers. 218 new adult borrowers were added; some may be an indirect result of their children joining.

This indicator remains flagged green at this time, with the number of active borrowers remaining above target after the first half of the 2015-16 year.

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.

20)
Issues from public libraries

Indicator flagging (against target)	
Annual target:	820,000
Year-to-date:	400,504
Year-to-date vs last year:	↓ 3.3% - 13,620
Year-to-date vs annual target:	48.8% achieved




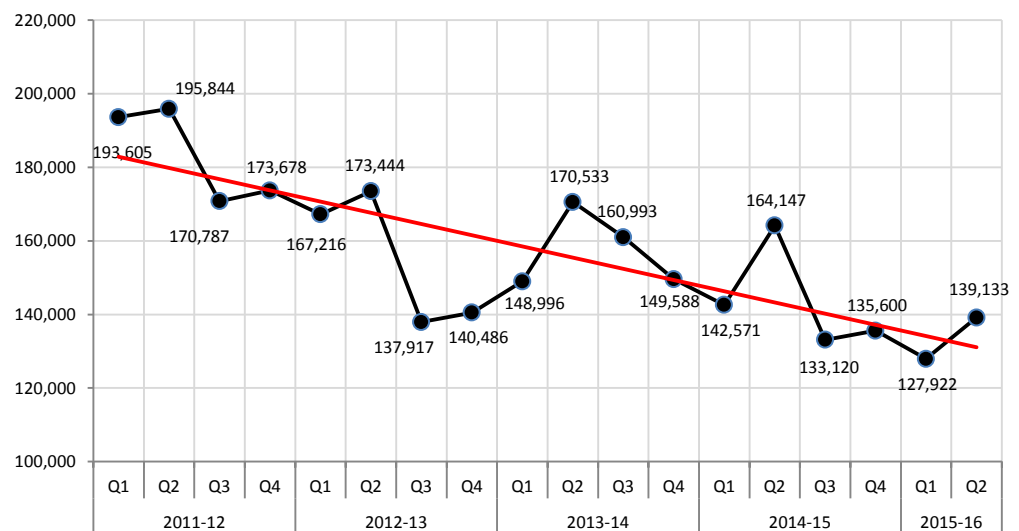
Digital issues from libraries increased by 1,775 compared to Q2 last year, helped by a more popular selection of magazines being available compared with last year. Overall issues were slightly lower during Q2 compared to the same period last year (-3.9%, -25,014), continuing the ongoing downward trend. The mobile library was off the road for 2 days due to ongoing problems. Year-to-date issues is slightly lower than at the same end-Q2 position last year.

Next quarter should return comparatively better numbers of issues than in 2014-15 where loan periods were extended to allow migration to the new LMS, resulting in fewer than usual renewals last year.

The 2015-16 annual target was set to reflect the current downward trend. Expectation after Q2 is that year-end performance may achieve close to target hence this indicator remaining flagged green at this time but may be revised after the next quarter.

21)
Visits to public libraries

Indicator flagging (against target)	
Annual target:	580,000
Year-to-date:	267,055
Year-to-date vs last year:	↓ 12.9% - 39,663
Year-to-date vs annual target:	46.0% achieved




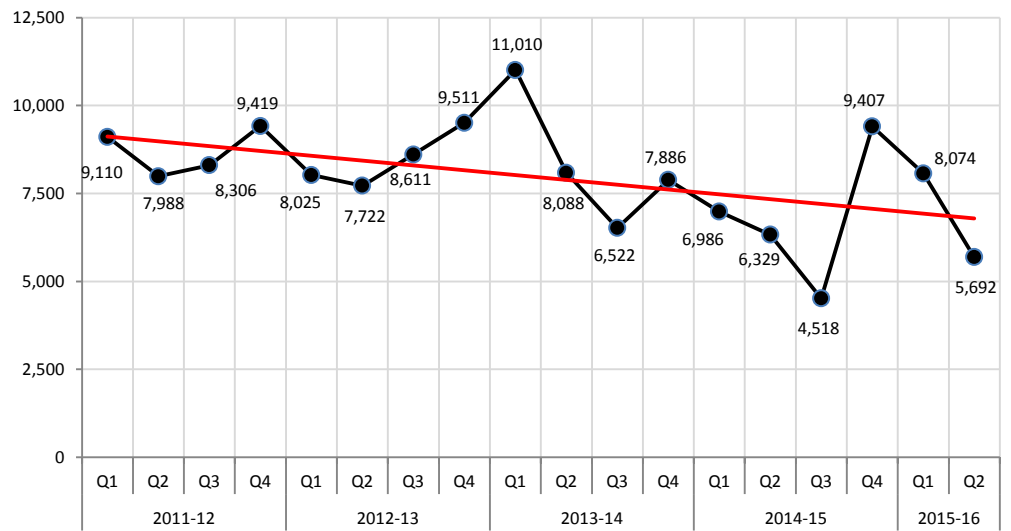
An uplift in visits to Bonnybridge Library has been welcomed against a backdrop of a reduction of 15.2% (-25,014) compared to the same quarter last year. Libraries report that September was quieter than usual which may be due to comparatively good weather. Summer activities including Zoolab were popular across all libraries in attracting visits. Grangemouth Library continues to be affected by declining footfall in the town centre with more shops closing during this quarter.

Bookweek Scotland and Halloween and Christmas activities for children are intended to continue the promotion of libraries and the value of reading.


An amber flagging has been retained for this indicator. Year-to-date performance is currently 12.9% below last year, and if the current trend continues as expected then the number of visits at year-end will fall short of target.

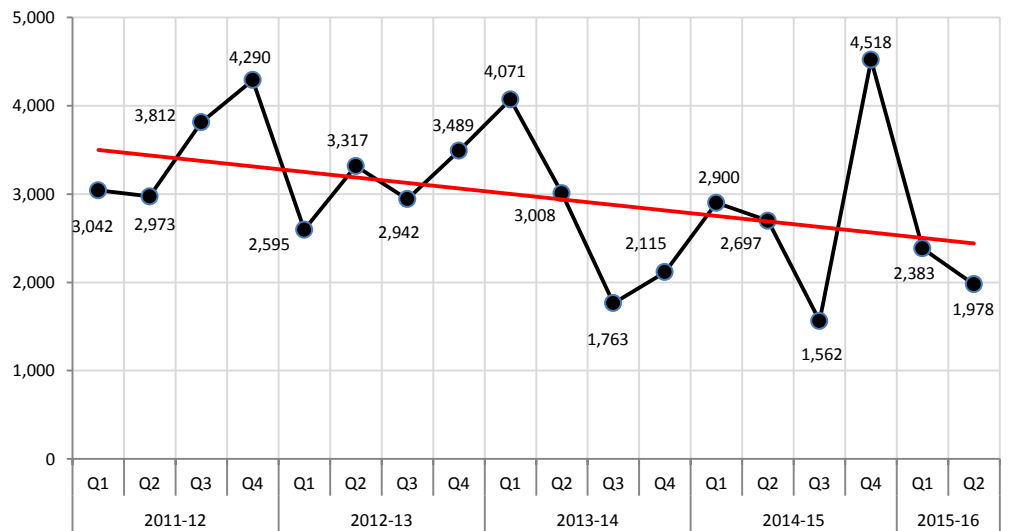
22)
Resources added to library stock – Adult

Indicator flagging (against target)	
Annual target:	23,000
Year-to-date:	13,766
Year-to-date vs last year:	↑ 3.4% + 451
Year-to-date vs annual target:	59.9% achieved



23)
Resources added to library stock – Junior


Indicator flagging (against target)	
Annual target:	7,000
Year-to-date:	4,361
Year-to-date vs last year:	↓ 22.1% - 1,236
Year-to-date vs annual target:	62.3% achieved

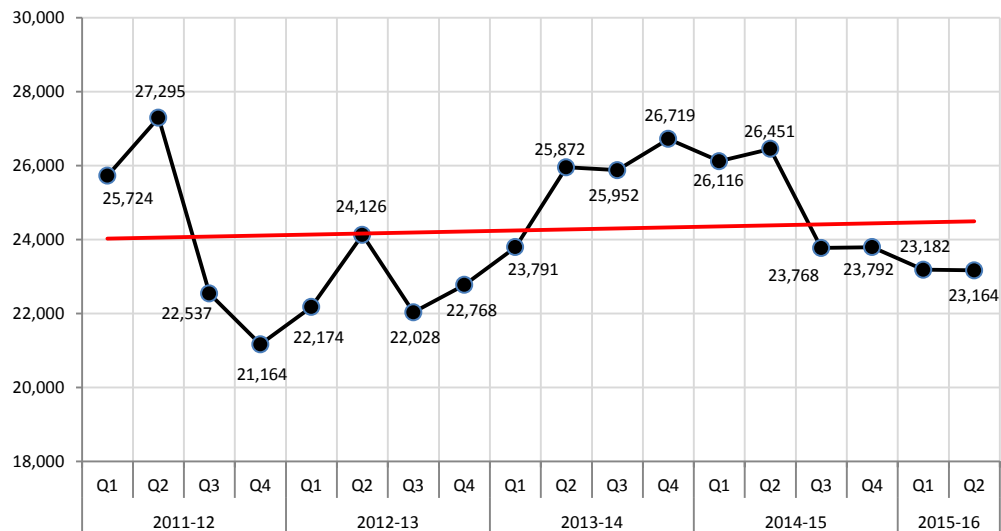


A slight increase in adult resources added and a decrease in junior additions resulted in the total number of resources added to stock reducing compared to Q2 last year.

Comparisons with target are of more use than comparisons with last year due to a reduction in the book fund. Funding was reduced as a budget saving with targets adjusted accordingly. Year-to-date performance against target is positive and current expectations are for both indicators to achieve or get close to target at year-end. Totals for Q3 are expected to be higher than Q3 last year, despite the reduced book fund, as last year saw a suspension of purchasing during December during the migration to the new LMS.

24)
Usage of public access terminals in libraries


Indicator flagging (against target)	
Annual target:	100,000
Year-to-date:	46,346
Year-to-date vs last year:	↓ 11.8% - 6,221
Year-to-date vs annual target:	46.3% achieved

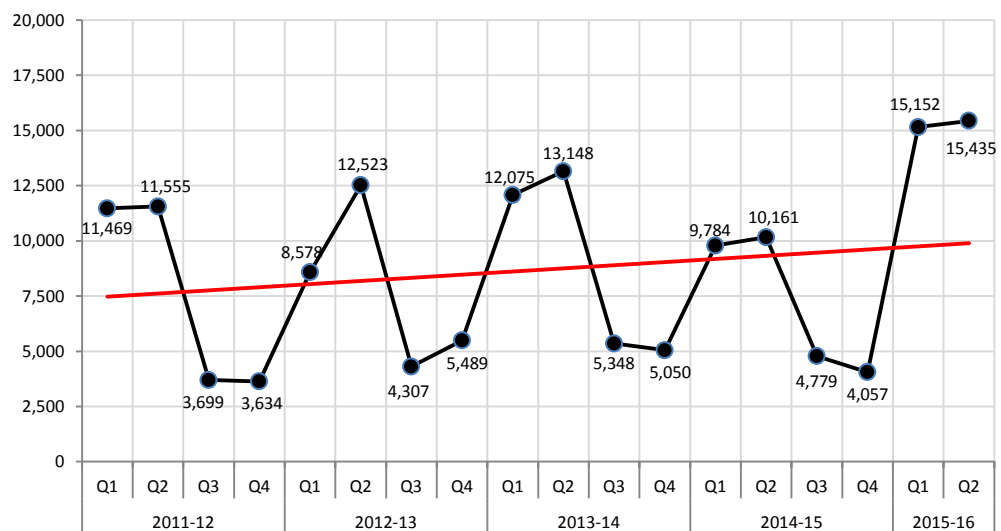


Usage of public access terminals during Q2 was 12.4% lower (-3,287) compared to the same quarter last year. After a recent upward trend over the past 2 years, the usage of these terminals may be levelling off. Analysis indicates that the type of usage is changing with more hits on job seeking websites and longer usage sessions, but longer-term data is required to arrive at any conclusion regarding this.

This indicator retains an amber flagging after two quarters. Recent usage indicates no growth in this indicator hence predictions are Q3 and Q4 totals will fall short of that needed to achieve target by year-end.

25)
Visits to Callendar House

Indicator flagging (against target)	
Annual target:	42,000
Year-to-date:	30,587
Year-to-date vs last year:	↑ 53.4% + 10,642
Year-to-date vs annual target:	72.8% achieved



Q2 visit totals have tended to be seasonally higher than Q1 and an increase of 2% has been achieved this year. Highlights during Q2 included Callendar House continuing to benefit from group travel marketing and reciprocal marketing with the Helix. A series of public consultations on the proposed Callendar Park Plan generated additional visits. Six weddings and eight hires for group meetings occurred, and 184 people attended a successful Wedding Fayre in September.

Activity in Callendar House during the third quarter includes 'Stories in Stone' in the 2nd Floor Gallery as part of the Townscape Heritage Initiative (THI), and Winter Warmth in the Park Gallery with a selection of work for sale by professional artists and craftmakers. The Christmas Programme is in preparation with the schools programme being close to fully subscribed. The number of planned Santa Brunch and Lunch events for families has been increased from 5 last year to 9 this year owing to popular demand. This indicator remains flagged green on the expectation that year-end performance will meet or slightly exceed target.

Note: from 2015-16 Q1 onwards a revised visit counting method has been used which better reflects usage of the House. This now includes individual visits to displays and galleries, teashop customers, school groups, conference usage and users of the Archives. The resulting higher quarterly figures limit comparisons with preceding years.

26) Visits to Kinneil Museum

Indicator flagging (against target)

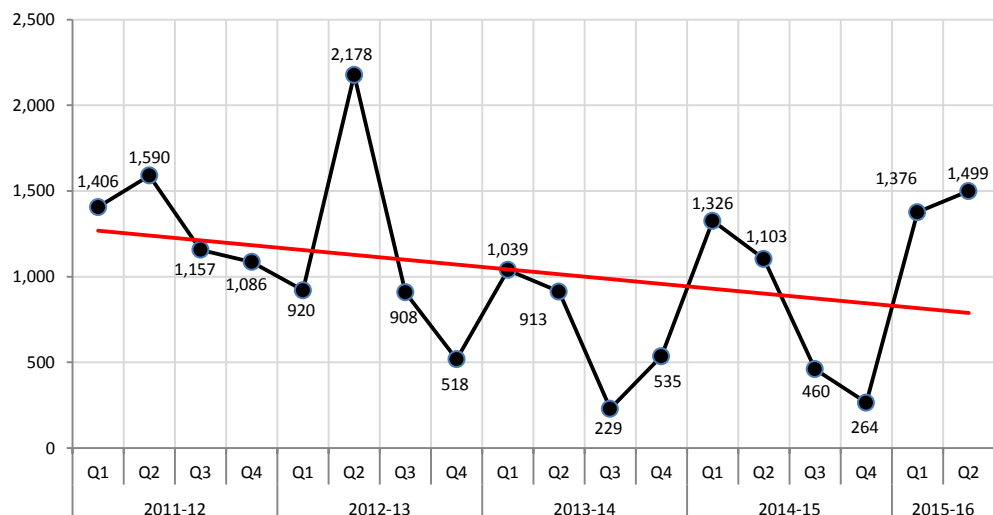


Annual target: **3,500**

Year-to-date: **2,875**

Year-to-date vs last year: **↑ 18.4%**
+ 446

Year-to-date vs annual target: **82.1%**
achieved



Year-to-date visits are 18% higher than this point last year. In recent years visit numbers have dropped in Q2 over the summer period compared to Q1 but this year saw a slight rise. Attendances were boosted by coach parties on 11th August (after having visited Callendar House), Kinneil House openings on 29th August and 19th September, and activity at Kinneil in September as part of Roman Week.

Q3 activity includes the opening of Kinneil House on 31st October for Halloween.

This indicator is on track to achieve target by year-end with over 80% of target already achieved.

Note: A more accurate counting mechanism was introduced from Q1 2013-14 onwards. The general trend from that point onwards is increasing with improvements in visit numbers.

27) Participants in Heritage Education Workshops for Schools

Indicator flagging (against target)

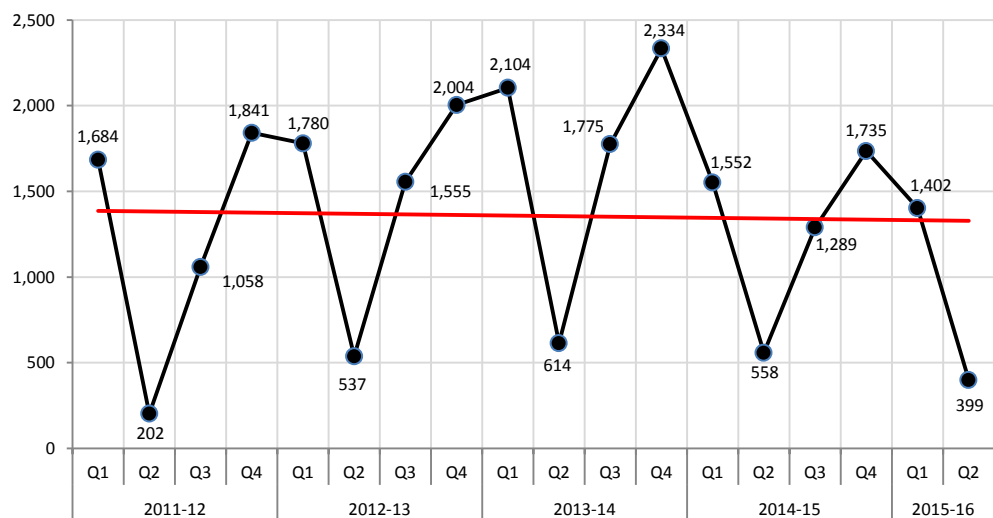


Annual target: **6,000**

Year-to-date: **1,801**

Year-to-date vs last year: **↓ 14.6%**
- 309

Year-to-date vs annual target: **30.0%**
achieved




Total participant uptake for Q2 2015-16 was lower than the same quarter last year (-159). This is largely due to one-off activity in Q2 last year as part of the Steeple 200 events which generated approximately 150 participants. Q2 is seasonally the lowest performance quarter for this area of Trust operation due to the school summer holidays. This year the Heritage Learning team generated nearly 400 attendances to workshops and engagement activities at Callendar House.

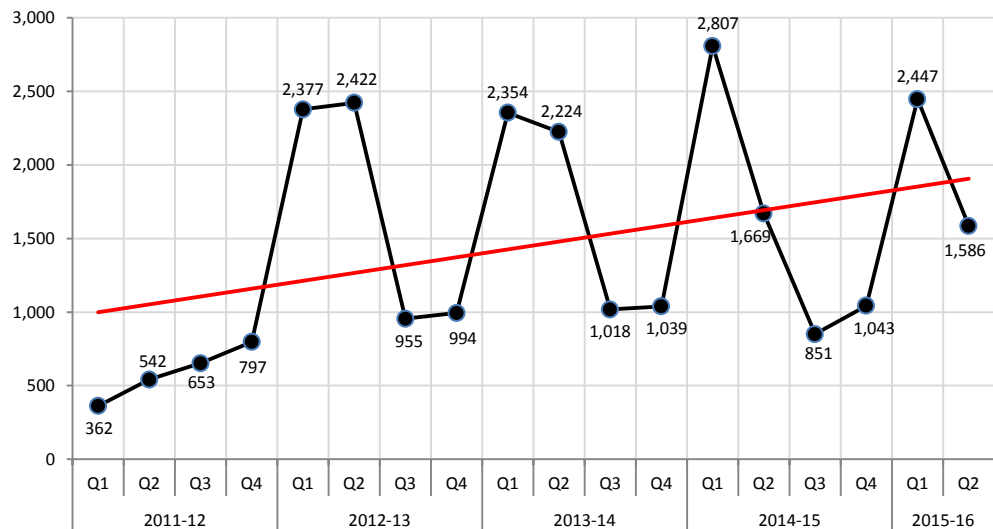
From August 2015 charges were introduced for Heritage Education Workshops for Schools, bringing the service in line with other similar services across Scotland. To date, bookings for activities taking place in Q3 will generate £1,700+ income. Currently there is no income target for this area of FCT activity but this will be reviewed for 2016-17.

During Q3 the Heritage Learning team will deliver a Christmas workshop programme for schools, and will lead on the Santa brunch and lunches at Callendar House. Other activity includes 'Memories Of...' sessions for older people using films from the Scottish Screen Archive, sessions of 'Toddling O'Clock' for early years, and a pilot workshop for schools at the Hippodrome in November.

Year-to-date performance is currently below last year's total. Indicator flagging moves from green to amber on the expectation that year-end performance may fall short of target, but work by the Team to develop new initiatives to grow participation may help this.

28) Participants in Outdoor Activities

Indicator flagging (against target)	
Annual target:	6,400
Year-to-date:	4,033
Year-to-date vs last year:	↓ 9.9% - 443
Year-to-date vs annual target:	63.0% achieved




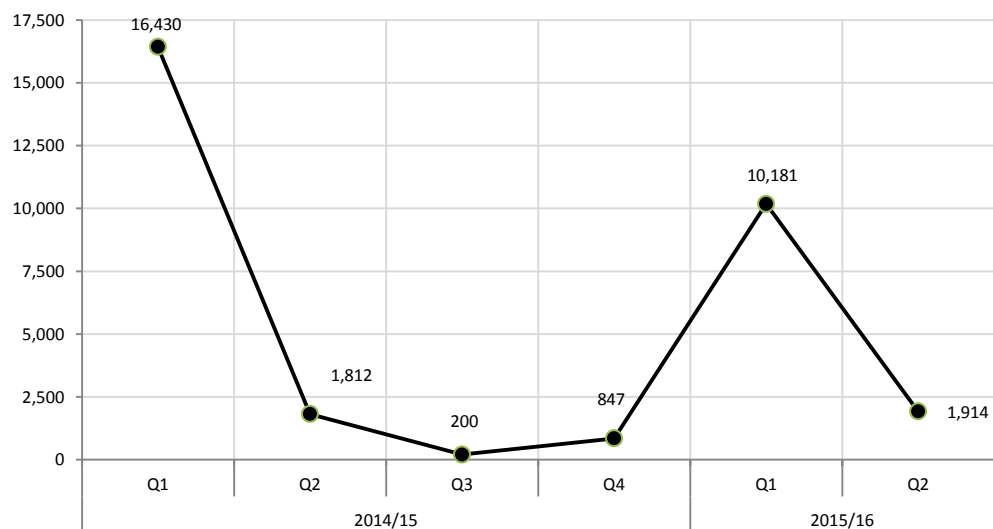
Income for the quarter totalled £34k, a £10k increase on last year, with cumulative income for year-to-date of £52k. This is partly attributed to increased income generation from schools while the community programme continues to create a steady income.

The Youth Adventure programme has had a successful year so far with 96% uptake of programmes. Unfortunately summer programme uptake of 15% at the Helix impacted on overall Q2 performance. Participant numbers were reduced compared to Q2 last year with 83 fewer participants (-4.9%). Cumulative performance to end Q2 is almost 10% reduced compared to the position at the same time last year.

Indicator flagging remains unchanged at amber, with year-end expectations for performance to fall short of target if similar numbers of participants are engaged in Q3 and Q4. Winter programme participant numbers are highly dependent on suitable winter weather.

29) Participants in programmed activity at the Helix

Indicator flagging (against target)	
Annual target:	20,000
Year-to-date:	12,095
Year-to-date vs last year:	↓ 33.7% - 6,147
Year-to-date vs annual target:	60.5% 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.

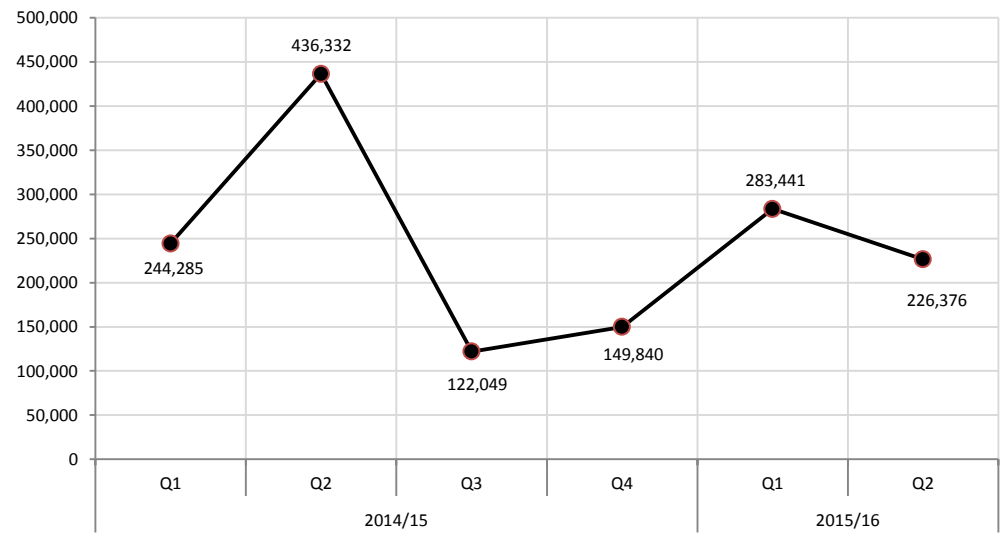
Programmed activity on the Helix site was slightly higher than the same period last year however attendances could have been better and reflect the unfavourable weather.

Greater focus on events strategy development is already generating plans for the remainder of 2015-16.


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 dependent on clement weather. An amber flagging is maintained.

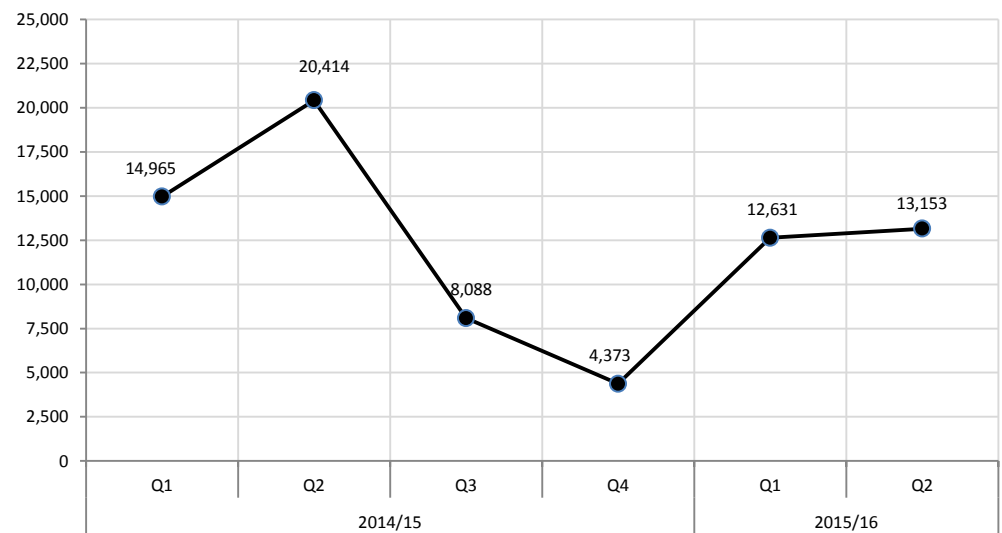
**30)
Visits to the Helix**

Indicator flagging (against target)	
Annual target:	900,000
Year-to-date:	509,817
Year-to-date vs last year:	↓ 25.1% - 170,801
Year-to-date vs annual target:	56.6% achieved



**31)
Kelpies Tour tickets sold**

Indicator flagging (against target)	
Annual target:	55,000
Year-to-date:	25,784
Year-to-date vs last year:	↓ 27.1% - 9,595
Year-to-date vs annual target:	46.9% achieved



Electronic people counters installed at specific locations around the Helix site measure number of visits to Helix Park, Canal Hub and The Kelpies.

Unfortunately visitor numbers dropped significantly in the second year summer period, a result of the poor weather during the summer school holiday period together with the ongoing defects with the children's splash play facility. This may have deterred families and young children from attending Helix Park.

Kelpie Tour tickets are linked to visitor numbers and have been higher in Q2 compared to Q1 due to increased marketing activity on a local and national level.

The opening of the new Visitor Centre will boost numbers accessing tours and generally increase footfall and income generation across the Helix site. An Events programme has been developed which should help attract healthy numbers to boost income and attendances.

Expectations are that Q3 & Q4 will perform slightly higher than last year but both indicators may miss year-end targets.

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%	4.25%	3.88%			
Staff Turnover	8.6%	10.6% equates to 51 staff	10.3% equates to 50 staff	3.7% equates to 18 staff	2.1% ¹ equates to 10 staff			
Number of Accidents involving staff and customers	525	468	387	86	105			
Number of complaints and formal enquiries received and dealt with	94	118	81	30	35			
Number of hits on Trust website	407,333	580,642	659,796	172,002	189,267			

¹ Figures to end-August only.

Updated sickness absence figures are for the complete quarter two period to the end of September 2015 and show a small decrease from 3.88% compared to the same quarter last year (4.17%). This improvement in Q2 is encouraging.

The staff turnover figure is only to end of August 2015 (not the full quarter) and is 2.1%, equating to 10 employees leaving during this period. The breakdown of reasons for leaving was not available for this report, but will be included along with a complete Q2 total in the next performance report. At the end of August 2015, the Trust had a total headcount of 479 contracted employees (temporary and permanent staff).

The reporting of accident figures has been amended. Previous reports included numbers of accidents involving staff and incidents involving staff and customers. Going forward the total number of accidents involving staff and customers will be reported, aligning the indicator with what is reported to Trust's Health, Safety and Risk Management Group. There were a total of 105 accidents reported during Q2 2015-16, a reduction of 13 compared to the same quarter last year. Of these 101 involved customers and 4 involved staff, decreases of 10 and 3 respectively compared to the same quarter last year.

The number of complaints and formal enquiries received and dealt with during the second quarter of 2015-16 was 35, with 32 being dealt with at Frontline Resolution and 3 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 (+19.7%, +31,181 visits) and was also a minor increase compared to the most recent preceding quarter. These hits were carried out by 94,175 unique public visitors to the Trust website. This increase in website traffic is encouraging and may be reflective of the information needs of the public regarding the new gym at Stenhousemuir and summer programme activities.