

Falkirk Community Trust

**Subject:** July – September 2016 Quarter Two Performance Report  
**Meeting:** Audit and Performance Sub-Group  
**Date:** 27<sup>th</sup> October 2016  
**Authors:** Team Leader Performance Review

**1. Introduction**

1.1 This is the 2016-17 quarter two report on our performance indicators and covers the 6-month financial period April – September 2016. The report flags relevant current activity and 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 aims to enhance clarity and provide a concise report of quarterly indicator performance. Graph trendlines (detailed in red) reflect the recent performance trend of each indicator. Information is presented numerically alongside each graph to enable an ‘at a glance’ summary and 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>17</b> green-flagged indicators.
Amber 	This PI is slightly below target though performance may be improving (5-10% below target)	There are <b>13</b> amber-flagged indicators.
Red 	This PI is significantly below target and performance is not improving (10% or more below target)	There are <b>2</b> 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. However, the outturn for the remainder of the year remains uncertain.

2.5 Performance in the second quarter was mixed with the majority of indicators performing well against target for the 2016-17 year-to-date. Compared to the Q1 report there are five fewer green-flagged indicators, three additional amber-flagged indicators, and two indicators now flagged red against target. Seven indicators had a change in flagging compared to flaggings at end-Q1, with further comments made throughout the report to highlight where these changes occurred:

- Admissions to Bo’ness Recreation Centre: revised from green to amber;
- Admissions to Grangemouth Sports Complex: revised from green to amber;
- Admissions to Mariner Health & Fitness Club: revised from green to amber;
- Admissions to Falkirk Town Hall: revised from green to amber;
- Visits to Kinneil Museum: revised from green to amber;
- Participants in Outdoor Activities: revised from amber to red;
- Visits to the Helix: revised from amber to red;

- 2.6 Appropriate target setting is a key factor in performance analysis. Current year performance, showing a reduced number indicators flagged red against target, suggests improvements were made in informed target setting for 2016-17. However, room remains for improvement.
- 2.7 The key performance highlights for the Q2 2016-17 period include the following:
- 11% increase in participation in Health & Fitness Programme Initiatives.
  - Out of hours admissions to Community Use High Schools increased by 14%.
  - Muiravonside Country Park visits increased by 5%.
  - Participants in Heritage Education Workshops 186% higher than last year.
  - 530.1% increase in programmed activity at the Helix.
- 2.8 Performance lowlights for the Q2 2016-17 period include:
- Grangemouth Health & Fitness Club usage decreased by 25%.
  - Admissions to Falkirk Town Hall reduced by 22%
  - Participants in Cultural Services Activities 44% lower than same quarter last year.
  - Kinneil Museum visits 21% decreased.
- 2.9 Performance information, including the current and previous quarterly performance reports, is available to view on the Falkirk Community Trust website:  
<http://www.falkirkcommunitytrust.org/about/performance.aspx>.
- 2.10 A report on the period October – December 2016 will be made at the next meeting of the sub group on 9<sup>th</sup> February 2017.


### **3. Recommendation**

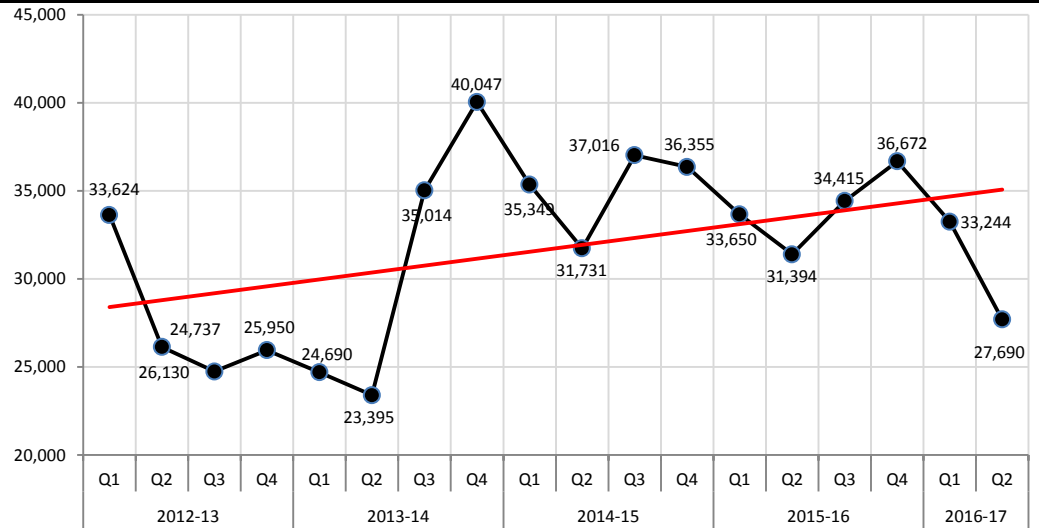
- 3.1 Directors are asked to note the following:
- Progress made throughout the second quarter of 2016-17;
  - Actions to address areas requiring improvements in the forthcoming quarter.



**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>60,934</b>
Year-to-date vs last year	<b>↓ 11.8%</b> - 3,704
Year total vs annual target	<b>42.9%</b> achieved




Bo'ness Recreation Centre admissions during Q2 were 11.8% lower (-3,704) than the equivalent quarter last year. The lighting for the outside 3G pitches was deemed unsafe in early August and accounts for a loss in bookings of approx. 2,000 over the quarter. The revised swimming pool programme is proving popular with good attendances at early morning swimming sessions between 7am and 9am. The new pool inflatable is also proving a success with sessions selling out each week. Indoor games hall usage remains a concern, with periods of low use at off-peak times. A reduction in Go Card usage has been observed and may be due to users transferring onto health and fitness memberships to gain access to early morning swimming sessions.

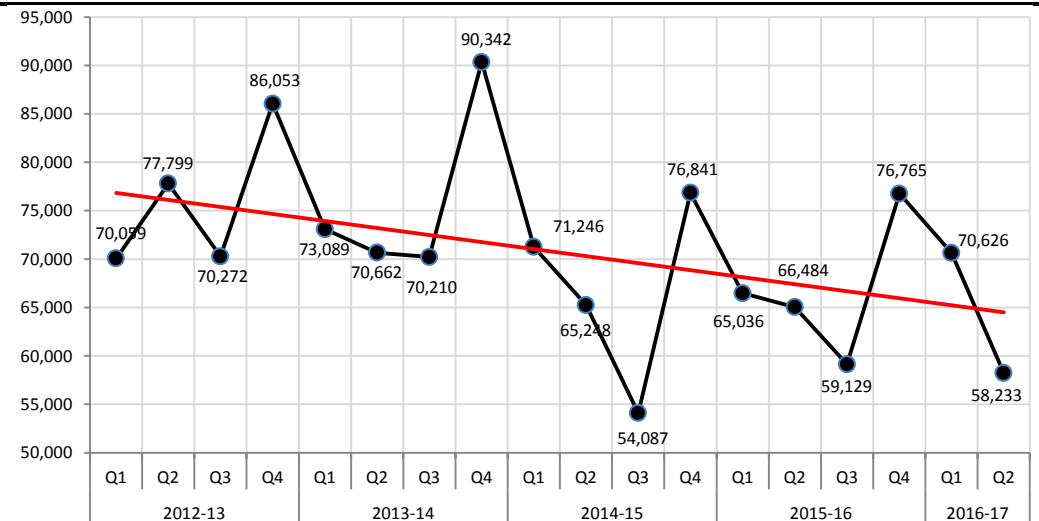
Year-to-date income of £86.5k is slightly below the target for this period, falling £12k (12%) short of the 6-monthly target.

Looking ahead, a new housing scheme within 500 meters of the centre presented the opportunity to include promotional material in the new homeowners' welcome pack. This offers free gym and child swimming vouchers to let them experience the centre and hopefully become regular users.

Following the reduced Q2 performance, expectations of achieving the admissions target at year-end are less confident and indicator flagging has been amended from green to amber accordingly.

## 2) Admissions to Grangemouth Sports Complex

Indicator flagging (against target)	
Annual target	<b>285,000</b>
Year-to-date	<b>128,859</b>
Year-to-date vs last year	<b>↓ 2.0%</b> - 2,661
Year total vs annual target	<b>45.2%</b> achieved




Q2 usage of Grangemouth Sports Complex was 10.5% (-6,803) compared to the same quarter last year. Delays in the flume project resulted in planned 3-week works becoming a 5-week closure, affecting admissions for the period. Flumes are proving popular since reopening with a 28% increase in junior pool admissions.

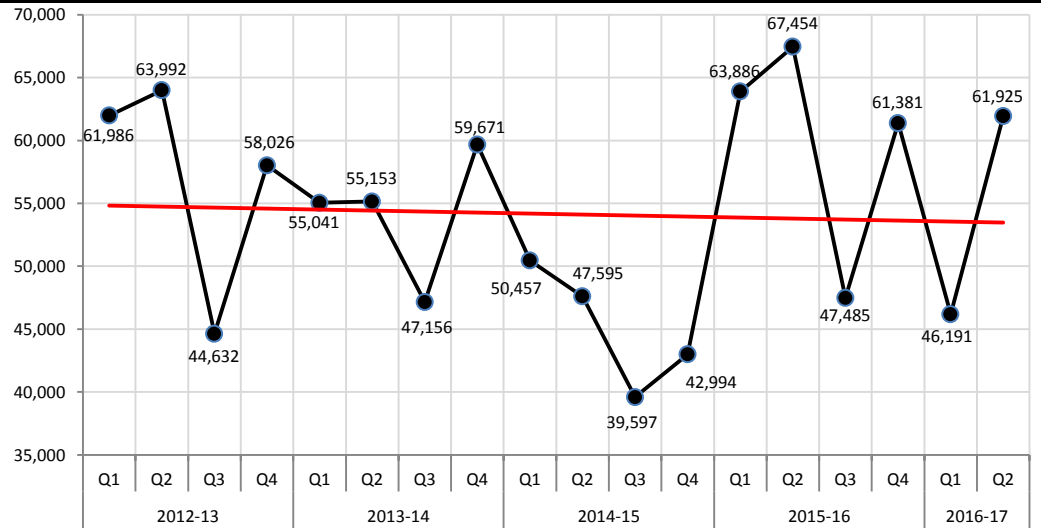
Year-to-date income is £287k, performing better than last year financially but 25% (-£72k) below target for this period.

Improvement works will commence during Q3 with works on ladies dry changing area, which may have a minor impact on admissions. Work also commences in converting the squash court into a spin studio. A refurbishment of the pool filters is planned and may require a short shutdown, which will be kept to a minimum to avoid disruption to customers.

Current expectation is for year-end performance to fall short of target but may achieve close to target with planned marketing. Indicator flagging has been amended from green to amber at this stage to reflect this expectation.

### 3) Admissions to Mariner Centre

Indicator flagging (against target)	
Annual target	<b>220,000</b>
Year-to-date	<b>108,116</b>
Year-to-date vs last year	<b>↓ 17.7%</b> - 23,224
Year total vs annual target	<b>49.1%</b> achieved




Mariner Centre usage for Q2 16-17 was 8.2% lower (-5,529) than the same period last year. The relocation of swimming lessons to other Trust venues and the Centre celebrating its 30<sup>th</sup> birthday with an open weekend in July last year were the two main factors influencing this performance. Highlights for the quarter included a 7% increase in swimming admissions overall, with the creative play features in the toddler pool proving very popular with families and younger children. Crèche admissions increased by 114%, with changes made to the health & fitness programme enabling greater crèche usage.

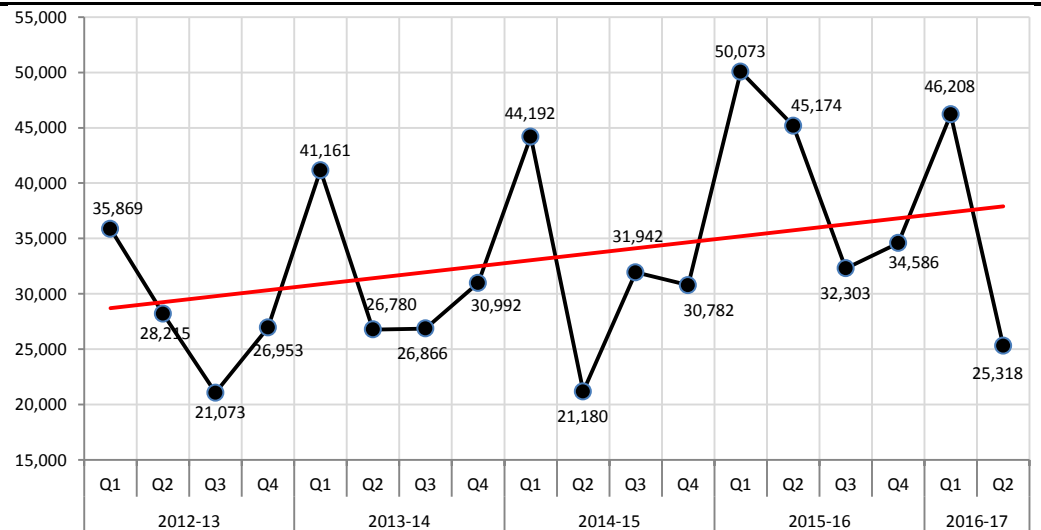
Income for the 6-months to end-September was £216k, approx. £5k (-2.2%) behind target at this time. This reduction was due to the pool/café closure in Q1 this year.

Plans for Q3 include further expansion of the parent and toddler swimming programme, promotional activity over the October school holiday week, social media and the use of Gov Radio to promote Trust activities, and the introduction of Sunday evening pool fun sessions.

Based on performance for year-to-date, expectation remains for performance to fall just short of target, hence an amber flagging remains.

### 4) Admissions to Grangemouth Stadium

Indicator flagging (against target)	
Annual target	<b>140,000</b>
Year-to-date	<b>71,564</b>
Year-to-date vs last year	<b>↓ 24.9%</b> - 23,721
Year total vs annual target	<b>51.1%</b> achieved




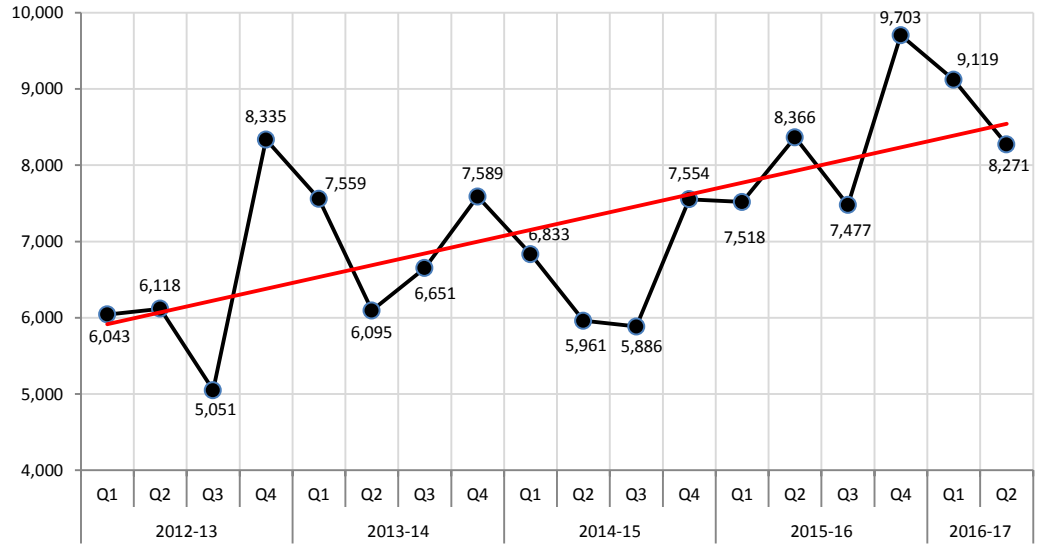
Grangemouth Stadium admissions for Q2 16-17 were 44.0% lower (-19,865) than the same period last year. Admissions have reduced since work commenced on the redevelopment of the reception/welcoming areas, with football on the main pitch also reducing following the folding of the junior football team who previously used the Stadium for home games. Events, although still plentiful, attracted fewer participants and spectators during this quarter.

Despite the reduction in admissions, income for the year-to-date remains 14% (+£11.4k) above target with over £90k of income generated for the year-to-date.


Improvement works, which were previously scheduled to commence during Q3, have now been delayed to January 2017. Unfortunately planning had already commenced with customers relocating elsewhere for the expected closure period in Q3, hence a reduction in admissions is expected during the next period. After two quarters expectation remains that income will achieve target at year-end with a projected +£15k on target. Admissions may still achieve close to target and hence retains a green flagging at this time, but remains dependent on the scheduling and effect of the closure for refurbishment of the indoor centre.

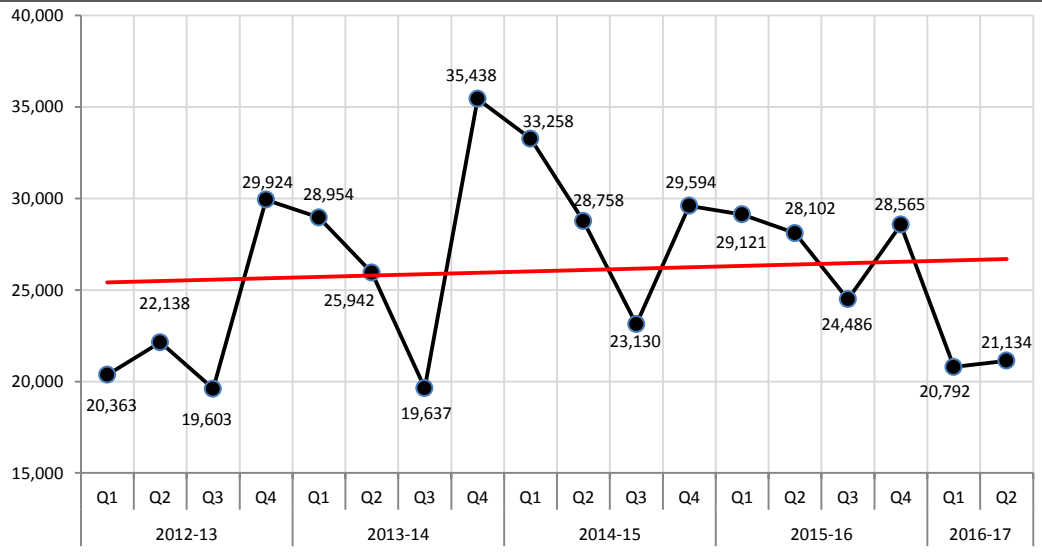
**5)  
Admissions to  
Bo'ness Health &  
Fitness Club**

Indicator flagging (against target)	
Annual target	<b>32,500</b>
Year-to-date	<b>17,390</b>
Year-to-date vs last year	<b>↑ 9.5%</b> + 1,506
Year total vs annual target	<b>53.5%</b> achieved




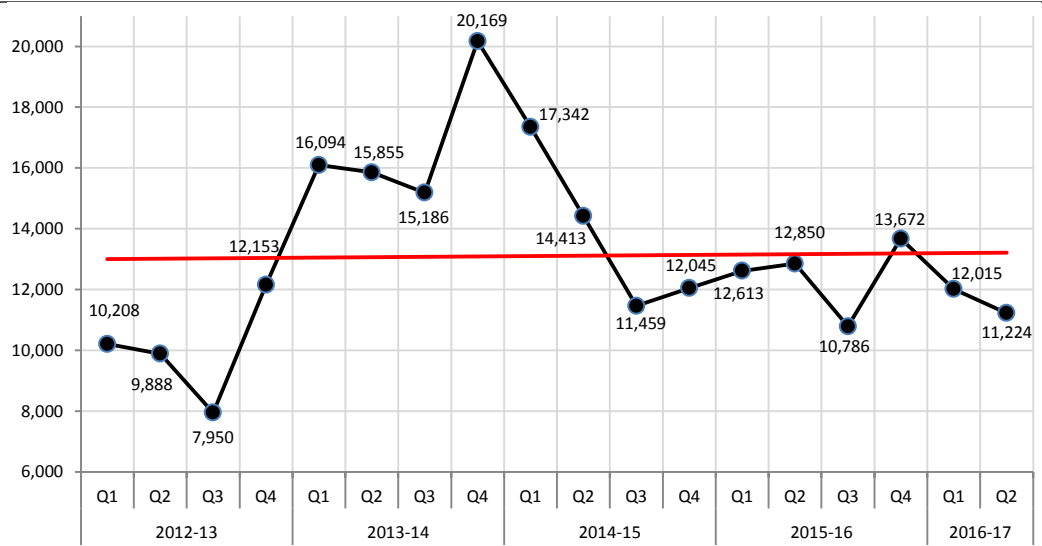
**6)  
Admissions to  
Grangemouth Health  
& Fitness Club**

Indicator flagging (against target)	
Annual target	<b>110,000</b>
Year-to-date	<b>41,926</b>
Year-to-date vs last year	<b>↓ 26.7%</b> - 15,297
Year total vs annual target	<b>38.1%</b> achieved




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

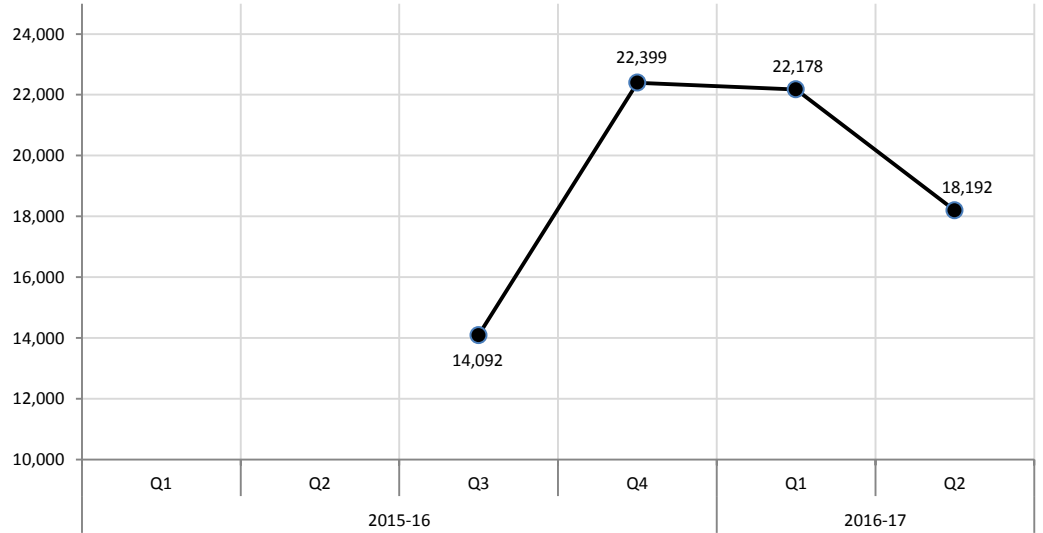
Indicator flagging (against target)	
Annual target	<b>49,000</b>
Year-to-date	<b>23,239</b>
Year-to-date vs last year	<b>↓ 8.7%</b> - 2,224
Year total vs annual target	<b>47.4%</b> achieved



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>40,370</b>
Year-to-date vs last year	<b>N/A</b>
Year total vs annual target	<b>56.1%</b> achieved



Combined admissions to all four health and fitness clubs of 58,821 during Q2 is a 19.3% increase (+9,503) on the same quarter last year. Year-to-date admissions to the Trust's health and fitness provision is 24.7% higher (+24,355) than at end-Q2 last year. A large part of this success is due to the opening of the Stenhousemuir Gym in September 2015, accounting for over 40,000 admissions so far this financial year. Performance across individual clubs during Q2 was mixed.

Bo'ness: usage was 1.1% lower (-95) than last year's total which remains the highest recorded. A successful September membership campaign at Bo'ness generated additional members which will help maintain a high level of usage for the remainder of the year. Year-to-date usage remains higher than last year with the usage target expected to be achieved by year-end.


Grangemouth: a 24.8% (-6,986) decrease in usage for Q2 is concerning and work is ongoing to determine where these losses have occurred. Increased usage levels are required for Q3 and Q4 for this indicator to achieve close to target to year-end, with an amber flagging being retained at this time pending the outcome of Q3.

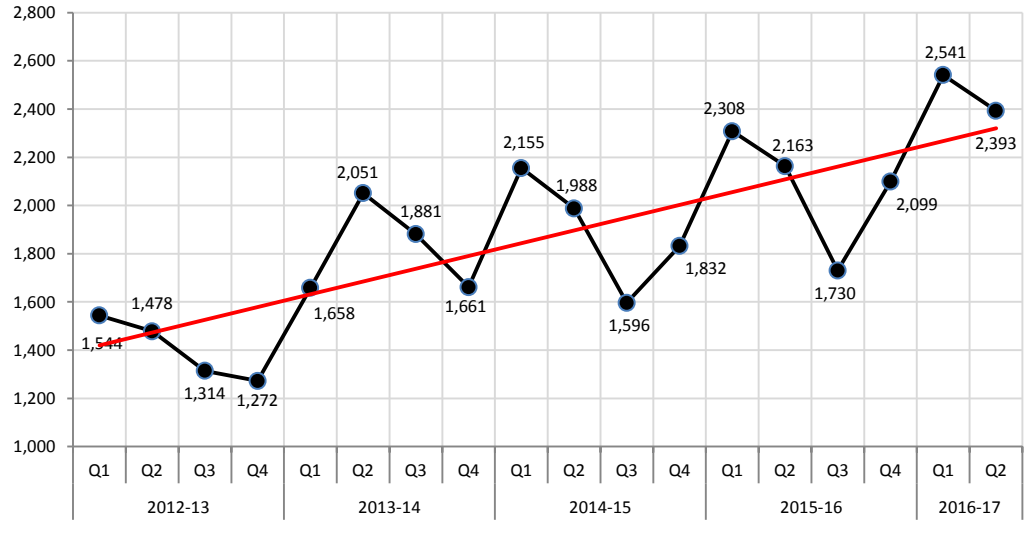
Mariner: usage was 12.7% (-1,626) lower than the same Q2 period last year. Usage appears to have been affected initially by budget gyms and now also by the opening of our own new Stenhousemuir Gym. This indicator was previously flagged green and has been amended to amber on the expectation that the year-end target may now not be met.

Income: projections currently suggest health and fitness is on track to achieve the initial £1.3m target set previously. A revised £1.43m target has since been added; however, this will be challenging at the current levels of income being generated.

Looking ahead to Q3, health and fitness staff are focussing efforts on our new members from September's membership campaign, ensuring they are having a positive experience which will ensure long-term membership of our health and fitness clubs. A week-long 'Penny For The Guy' membership campaign is planned for the end of October to boost memberships during what is traditionally a quiet time of the year for fitness usage and income. Work on a new spin studio at Grangemouth is ongoing with completion expected before the end of the quarter. The new studio will be fully utilised by a revised class timetable launching in January which will be developed throughout Q3.

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

Indicator flagging (against target)	
Annual target	<b>9,200</b>
Year-to-date	<b>4,934</b>
Year-to-date vs last year	<b>↑ 10.4%</b> + 463
Year total vs annual target	<b>53.6%</b> achieved




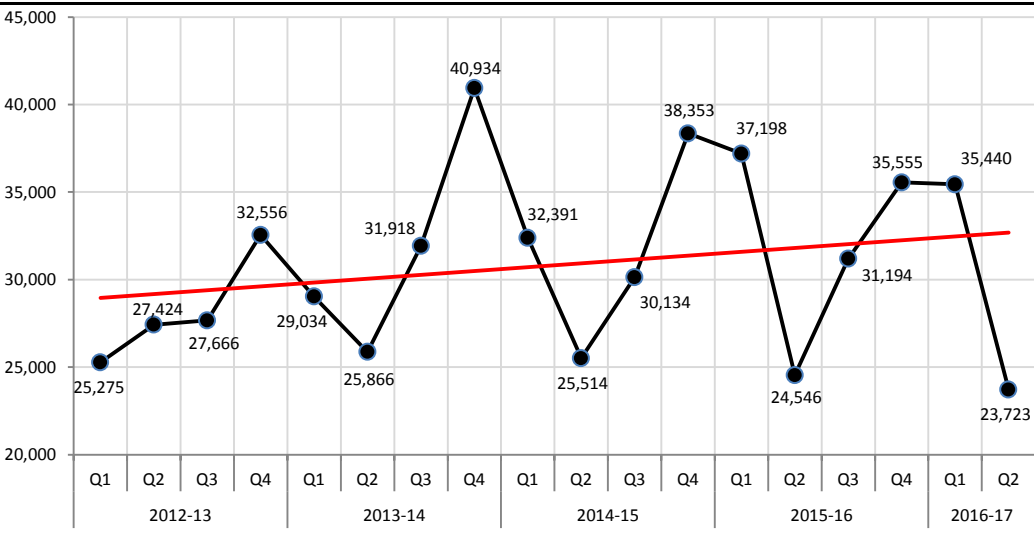
Note: this is a new indicator which better reflects the work of the Fitness team in initiatives outwith the boundaries of the 4 health and fitness clubs. This scope of this indicator includes: Step Forth, Buggy Walks, Helix Walks and Walking Events.

Overall participation levels during the Q2 period were 10.6% higher than Q2 15-16, with increases occurring in most programme initiatives. Buggy walks increased by 83 (+50%) with the introduction of two new walks in Denny and Stenhousemuir. Helix walks had 158 extra walkers (+32%) compared to the same period last year. Health/Nordic walks were very slightly down (-1.7%) with 26 fewer participations than last year, and with the launch of the Big Fit Walk being held in Lanarkshire this year there was no equivalent big walking event in Falkirk this year like there was in Q2 15-16.

Performance against target remains flagged green with expectation that participation should achieve close to or exceed target at year-end.

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

Indicator flagging (against target)	
Annual target	<b>126,500</b>
Year-to-date	<b>59,163</b>
Year-to-date vs last year	<b>↓ 4.2%</b> - 2,581
Year total vs annual target	<b>46.8%</b> achieved



Overall admissions to Neighbourhood Centres during Q2 were 3.4% lower (-823) than the same period last year, with mixed performance at individual sports centres. Increases: Denny Football Centre +11.0% (+121), Denny Sports Centre +8.4% (+248), Polmont Sports Centre +19.8% (+743), Stenhousemuir Sports Centre +1.1% (+73). Decreases: Bankier Sports Centre -42.6% (-170), Hallglen Centre -5.5% (-384), Woodlands Games Hall -53.2% (-1,454).

Hallglen increases follow the commencing of additional gymnastics classes and new cheerleading classes, while new gymnastics and dance classes at Denny Sports Centre provided a boost there. Promotional pricing was put in place across all Neighbourhood centres over the summer period which is traditionally a quieter period for the venues. Cancellation of martial arts bookings while the instructor was at the Rio Olympics resulted in the decrease at Bankier.


Usage will decrease at Woodlands as we try to relocate customers to Trust-operated sites as the Council arranges for the transfer of this facility to Woodlands Community Sport Ltd.

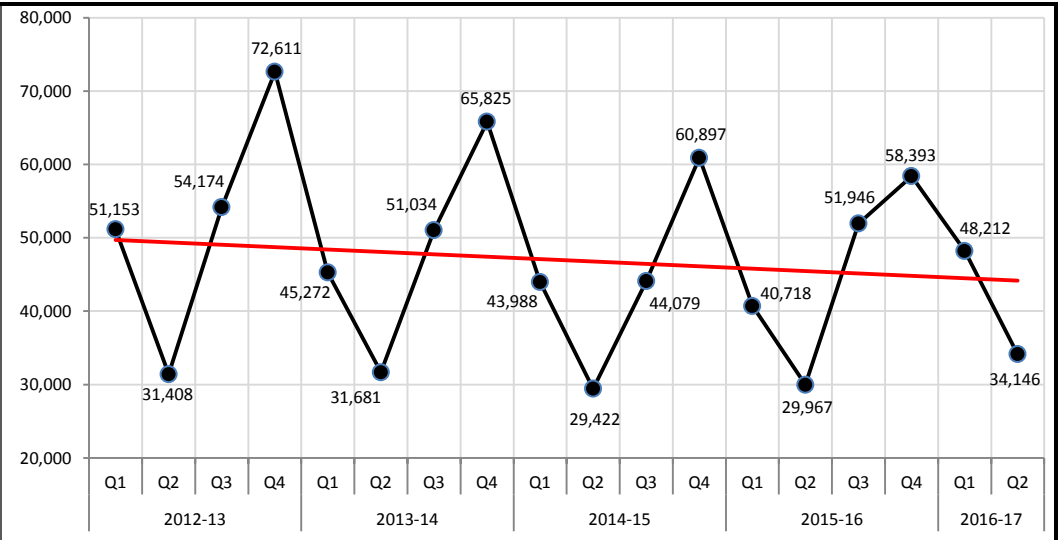
Year-to-date income of £119k is 50% towards the year-end income total. Current projections are for year-end admissions to achieve close to target while income remains uncertain pending Q3 and Q4 bookings.



11)

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

Indicator flagging (against target)	
Annual target	<b>175,000</b>
Year-to-date	<b>82,385</b>
Year-to-date vs last year	<b>↑ 16.5%</b> + 11,673
Year total vs annual target	<b>47.1%</b> achieved




Overall admissions at community-use high schools was 13.9% higher (+4,179) than the same quarterly period last year. Increases occurred at all venues with the exception of a small decrease (-4.2%, -199) at Larbert HS. Grangemouth HS had the highest increase of 70% with an additional 4,821 admissions, with increases in adult and junior swimming, hockey club use, swimming clubs and Trust Sports Development programme usage. Other highlights include increases in Trust swimming lesson admissions at Denny HS and St Mungo's HS, although this has been slightly at the expense of other swimming admissions due to reduced availability for general use. Falkirk HS had increases in basketball (+90%) and use by Falkirk Fury club (+97%).

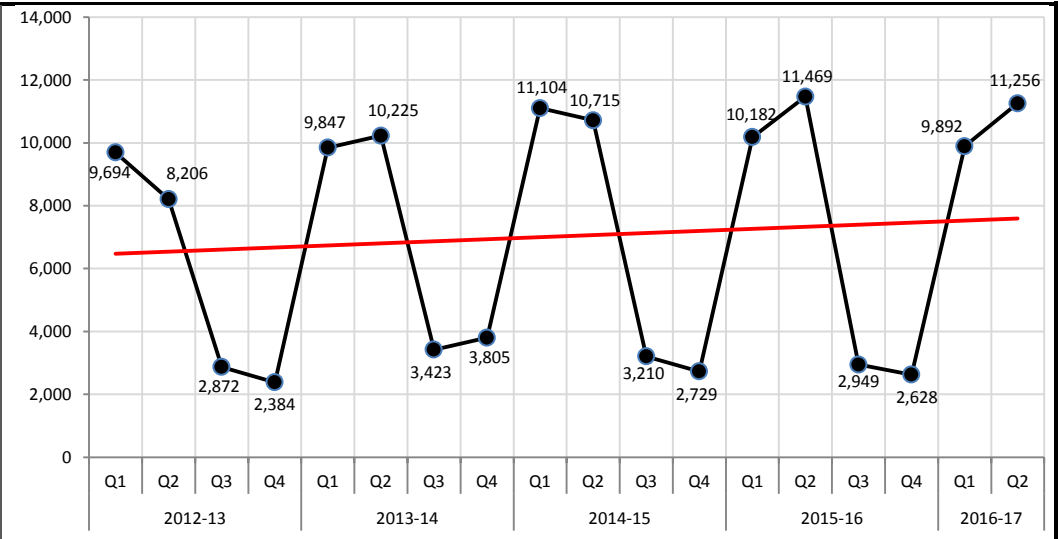
Increases in attendances have not translated into income, mainly due to the fixed price associated with extended bookings. Year-to-date income of £121.8k is £90k (-42.6%) below target for this period. A number of events which generated income for community access schools have relocated to larger venues within the Trust.

Q3 activity includes a focus on promoting pool fun sessions, Nerf birthday parties and a range of come and try activities. Current expectation is for year-end admissions to achieve target, however income is likely to fall short of target.

12)

**Rounds of golf played**

Indicator flagging (against target)	
Annual target	<b>27,000</b>
Year-to-date	<b>21,148</b>
Year-to-date vs last year	<b>↓ 2.3%</b> - 503
Year total vs annual target	<b>78.3%</b> achieved




Overall rounds of golf played at the Trust's two golf venues during the July-September period decreased by 1.9% (-213 rounds) compared to the same period last year. This decrease occurred solely at Callendar Park Par 3 with Grangemouth Golf Course seeing an extra 203 (+2.2%) rounds of golf played compared to Q2 last year. A green-flagging is retained with both admissions and income expected to achieve or possibly exceed target.

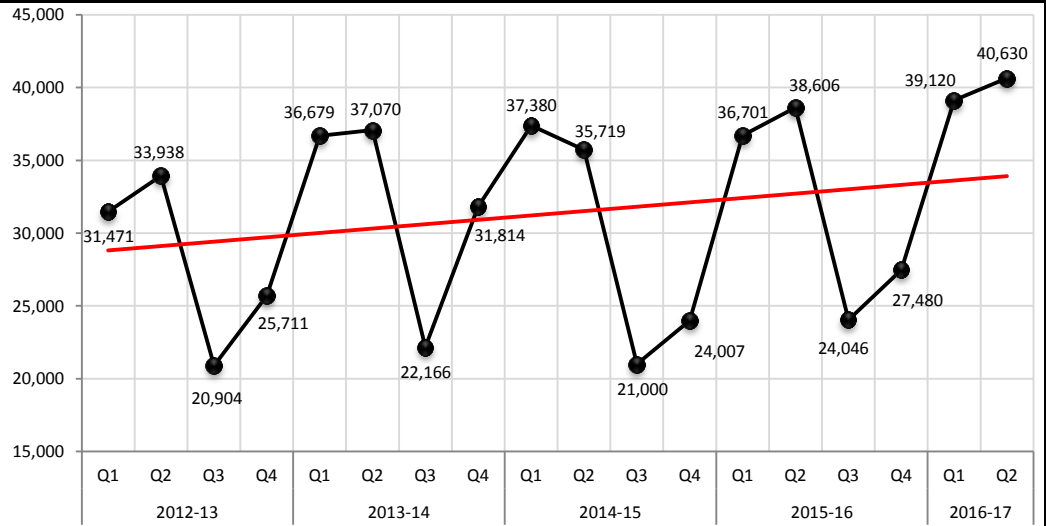
Grangemouth Golf Course: performance is currently bucking the national decline in golf participation. This quarter's highlights included hosting the Area Boys' Team Championships for the SGA which provided an opportunity to raise awareness of our facility, particularly within hard to reach junior sections of the golfing community. The course continues to attract glowing customer comments with season tickets judged to be competitively priced compared to other local courses of comparable size and quality.

Callendar Park Par 3: Q2 rounds played were 18.9% (-416) lower than the same period last year, although this has been offset by reduced costs through reduced staffing and general expenditure. As per last year, the Par 3 course is entering a winter shutdown for the Q3 and Q4 period and will reopen in April 2017.



### 13) Visits to Muiravonside Country Park

Indicator flagging (against target)	
Annual target	<b>120,000</b>
Year-to-date	<b>79,750</b>
Year-to-date vs last year	<b>↑ 5.9%</b> + 4,442
Year total vs annual target	<b>66.5%</b> achieved




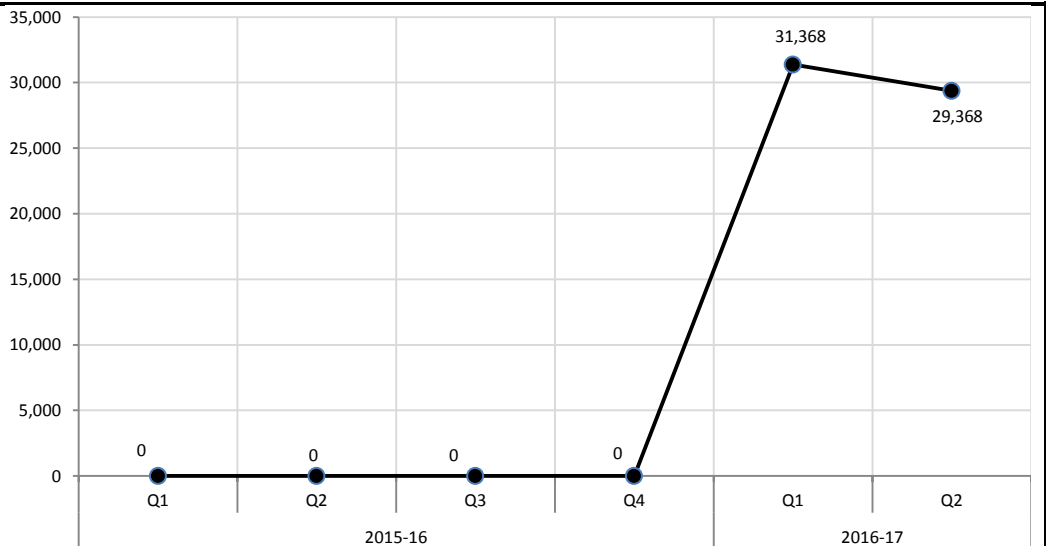
Note: this indicator was added from 2016-17 Q1 onwards and reports the total number of visits to the park. This is based on the number of vehicles visiting the park, counted by an electronic vehicle counter and using the nationally accepted formula of an average of 2.4 visitors per vehicle to calculate the number of visitors.

Visits during Q2 16-17 were 5.2% higher (+2,032) compared to the same period last year, continuing the recent upward trend in park usage. Highlights during the past 3 months have included receiving the Falkirk and District Arts and Civic Council award for our Sculpture and Poetry Trail project. There was also an increase in school/group visits and volunteering activity. Improvements continue to be made to the farm experience and we welcomed several new animals during this quarter.

Looking ahead to Q3, we plan to continue social media coverage to raise awareness in groups who are not regular visitors, to encourage new visitors during the winter period. Internal Christmas events are being trialled which should also boost visitor numbers. Expectation is for the year-end target to be exceeded should the current increases in visits be continued for the second half of 2016-17. Work is ongoing to convert increased visitor numbers into increased café usage, sales and onsite donations.

### 14) Sports Development participant sessions provided

Indicator flagging (against target)	
Annual target	<b>158,500</b>
Year-to-date	<b>60,736</b>
Year-to-date vs last year	<b>N/A</b>
Year total vs annual target	<b>38.3%</b> achieved



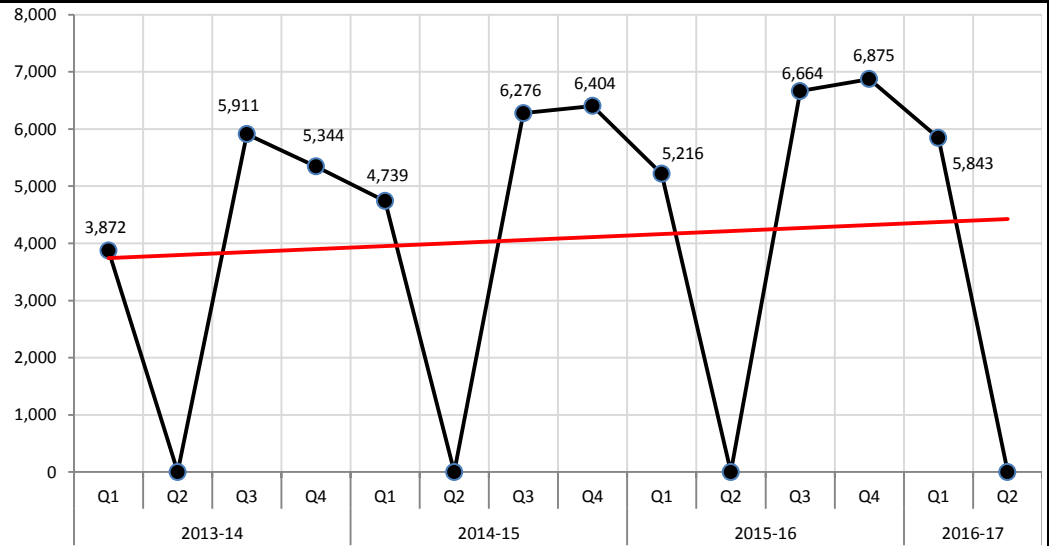
Note: this indicator was introduced from 2016-17 Q1 onwards and provides a better representation of Sports Development. Participant sessions are interactions or sessions where a customer receives coaching via a Sports Development coach.

Q2 performance was mixed with some sports achieving their quarterly target while others fell short. Basketball (14% above target), pre-school tennis (8.8% above) and swimming (9.8% above) exceeded their quarterly targets for participant sessions provided. Badminton, Gymnastics, Tennis Football and mini movers fell below target. Q2 included a relatively short 7-week block of term-time classes plus a sizable summer programme offering sport-specific and – in partnership with Active Schools – multi-sport camps. Sports Development also provided come and try taster sessions at the Helix Big Picnic featuring rugby, basketball, tennis and football.


Activity during Q3 will focus on maximising income from existing resources by filling vacant spaces in classes to reach at least 80% capacity across all sports. Primary schools cluster tennis festivals for the Braes and Graeme clusters will take place along with primary and secondary schools gymnastics competitions. Additional pre-school swimming classes and the introduction of parent and tot classes will provide a further increase in participant sessions.

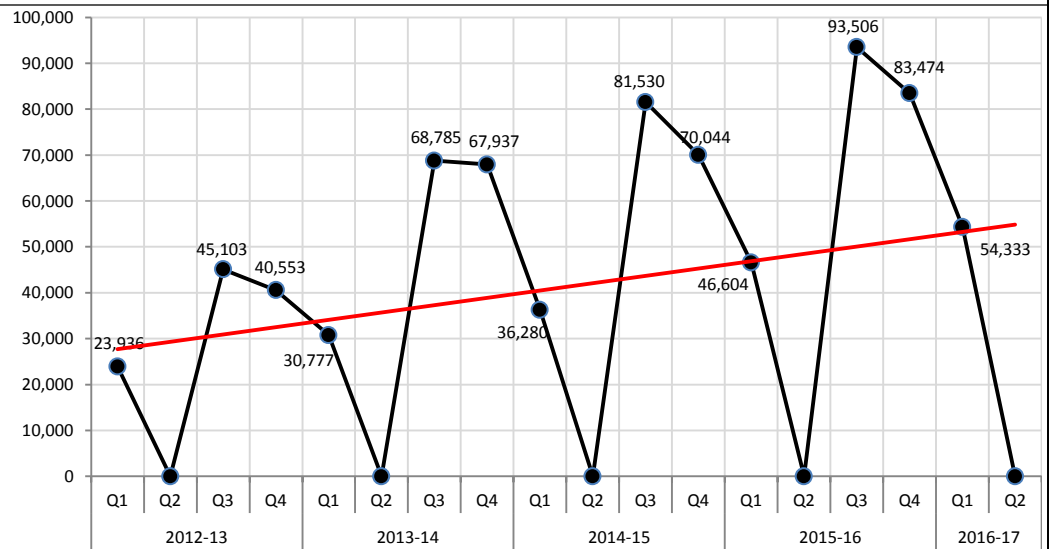
**15)  
Active Schools  
distinct participants**

Indicator flagging (against target)	
Annual target	<b>6,700</b>
Current quarter	<b>n/a</b>
Current vs preceding quarter	<b>n/a</b>
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




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

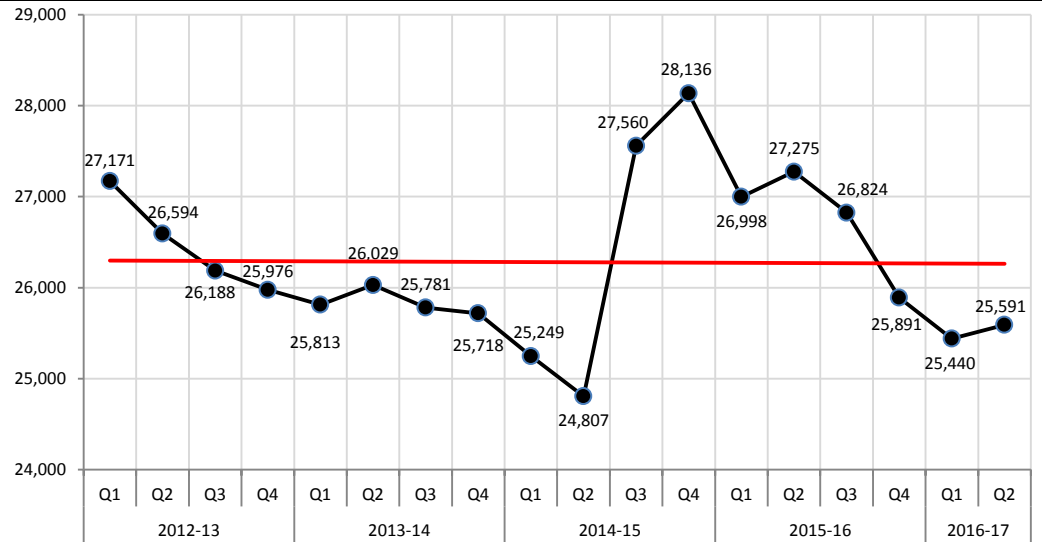
Active School coordinators have now had a full academic year to settle into and understand their new clusters. Q3 sees the roll out of new activity programmes following planning meetings which took place during Q1.

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

17)

**Active borrowers at public libraries**

Indicator flagging (against target)	
Annual target	<b>25,000</b>
Current quarter	<b>25,591</b>
Current vs preceding quarter	<b>↑ 0.6%</b> + 151
Year-end vs annual target	<b>102.4%</b> achieved



At the end of Q2, the number of active borrowers was slightly higher than at the end of the preceding quarter with 151 additional active borrowers. Promotion of library membership during the Tesco Bank Roald Dahl's Big Friendly Challenge helped towards the addition of 47 new junior borrowers.


The opening of the new Denny Library during Q3 should attract new and lapsed customers from the Denny community. There are a number of activities throughout Book Week Scotland where library membership can be promoted to both adult and junior users.

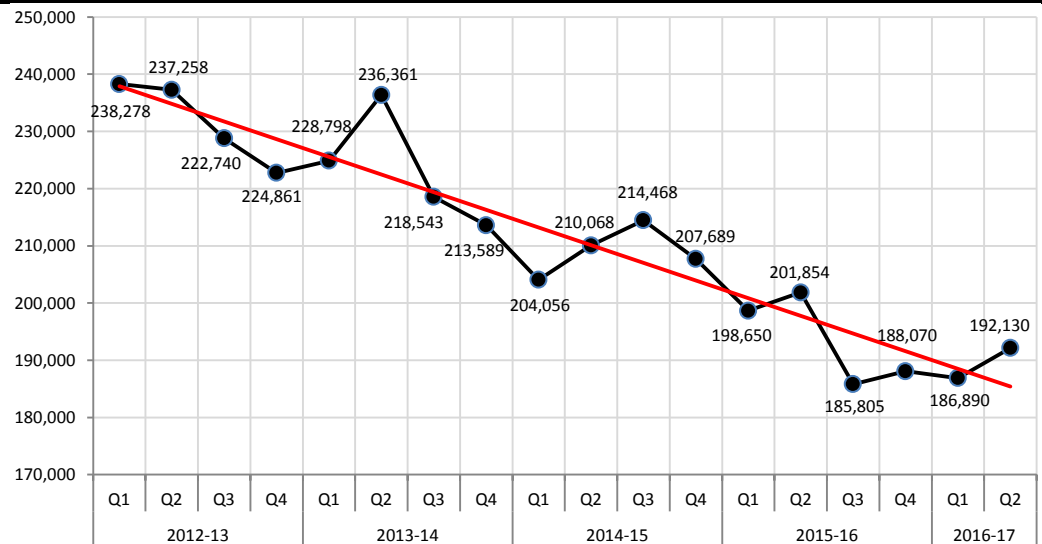
The number of active borrowers is likely to continue the general downward trend during Q3 and Q4, with the rate being such that the annual target remains achievable at year-end. A green flagging is retained at this time.

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>379,020</b>
Year-to-date vs last year	<b>↓ 5.4%</b> - 21,484
Year total vs annual target	<b>52.3%</b> achieved




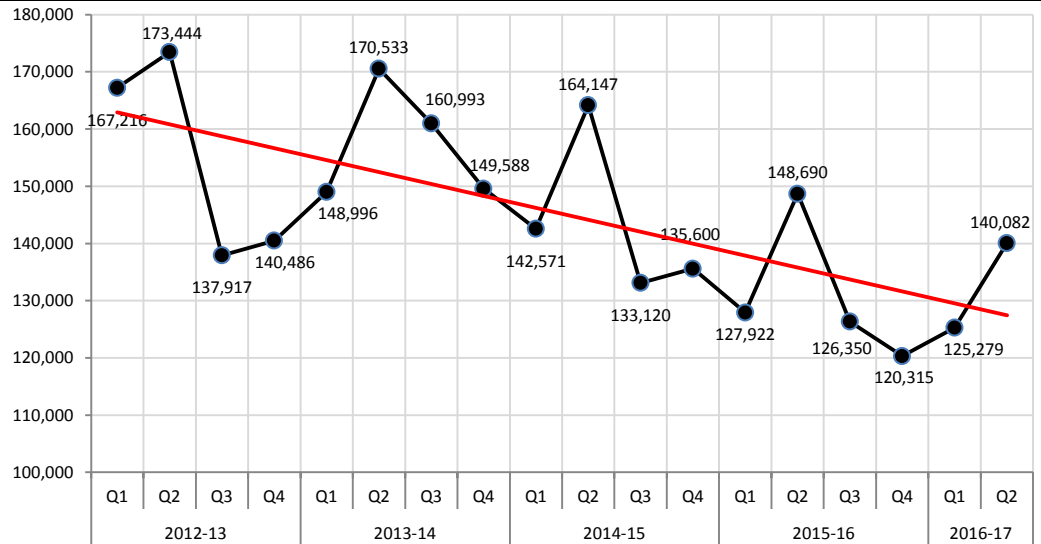
Issues from libraries during Q2 16-17 was 4.8% lower (-9,724 issues) than the equivalent period last year. This is a smaller reduction than the trend to date and is despite the withdrawal of the mobile library which accounted for 3,800 issues in Q2 last year. Digital issues have seen a bigger decrease with 9% fewer issues compared to the same period last year. CD issues increased by 114% (1,393 to 2,990) compared to Q2 15-16 and may be attributable to the review of hire charges. Issues had a small boost from the Tesco Bank Roald Dahl's Summer Reading Challenge being completed by 307 children reading 6 books over the Summer School holidays.

Q3 activity includes Book Week Scotland in November with several activities which should increase issues from libraries. Events including authors Simon Scarrow and Jill Mansell visiting Falkirk Libraries may attract non-traditional library users and provide an opportunity to promote the service to existing and non-library users.

Predictions after Q2 are that year-end target is likely to be achieved with the exact outcome dependent on the continuation of the longer-term trend in issues. A green flagging is retained for this indicator.

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

Indicator flagging (against target)	
Annual target	<b>500,000</b>
Year-to-date	<b>265,361</b>
Year-to-date vs last year	<b>↓ 4.1%</b> - 11,251
Year total vs annual target	<b>53.1%</b> achieved




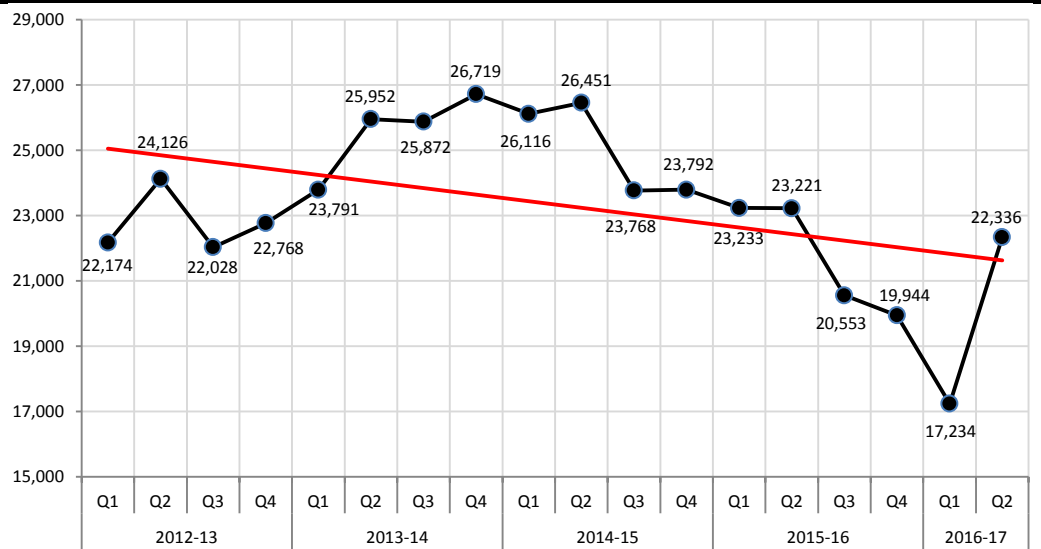
Library visits during Q2 were 5.8% (-8,608) lower than Q2 15-16 with the withdrawal of the mobile library accounting for 1,147 of these visits. Meadowbank Library had a 6.6% (+3,858) increase in visits, Bonnybridge Library had a 1.0% (+163) increase and Larbert a smaller 0.3% increase (+129). All other libraries recorded lower visit totals for the quarter in line with the longer term trend. Q2 successes included popular Pokémon Lure events attracting many children and adults, and Tesco Bank Messy Science funded event and Zoolab, which proved popular. The issuing of bus passes at Falkirk Library accounted for over 1,000 visits with the application period being extended from 1 to 2 days per week going forward from Q3.

The opening of the new Denny Library in Q3 should contribute to an increase in visits in that area. A varied programme of author visits and activities is planned for Book Week Scotland, which should contribute to Q3 visit totals.

Current estimations based on visits to end-Q2 suggest performance will continue the longer-term trend but remains on track to achieve close to target by year-end. A green flagging is retained at this time.

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

Indicator flagging (against target)	
Annual target	<b>90,000</b>
Year-to-date	<b>39,570</b>
Year-to-date vs last year	<b>↓ 14.8%</b> - 6,884
Year total vs annual target	<b>44.0%</b> achieved




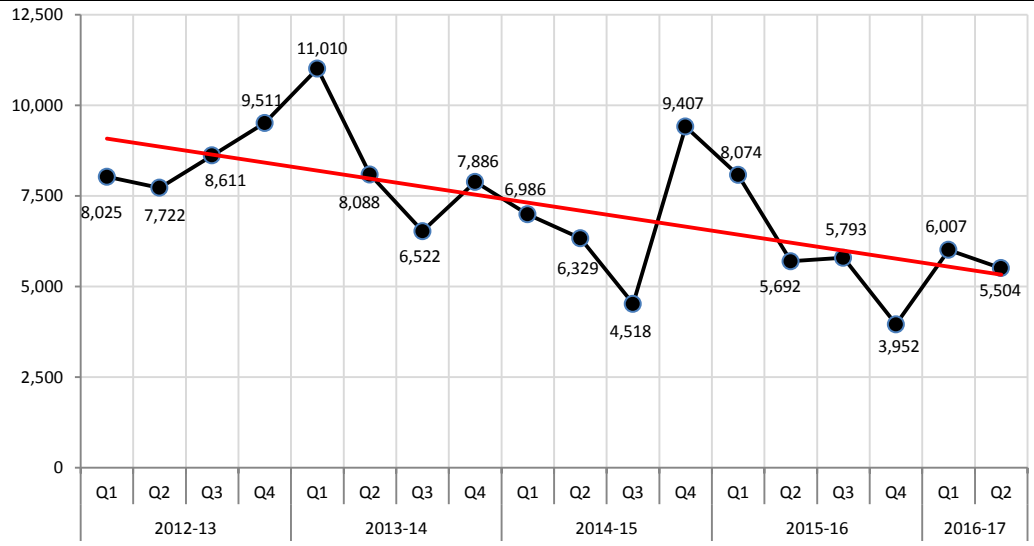
Q2 16-17 usage of public access PCs in libraries was 3.8% (-885) lower than the same quarter last year. This decrease is smaller than the recent downward trend and may be attributable to issues with retrieving data following recording system improvements. A robust approach will be in place for Q3 to ensure accuracy for reporting purposes.

The new Denny Library opening soon will have increased capacity with an additional two public PCs, increasing the total to six public access PCs.


There remains a longer-term downward trend in public PC usage. This may be linked to 4 out of 5 adults having smartphones, with the 55 and over showing the largest growth rate of 14% (Source: Deloitte Global Mobile Consumer Survey 2013). At present there remains limited demand for PC and internet sessions by members of the public in the majority of libraries, although it remains a vital service for those without alternative access to PCs or the internet. Year-end target is unlikely to be met and an amber flagging is retained at this time.

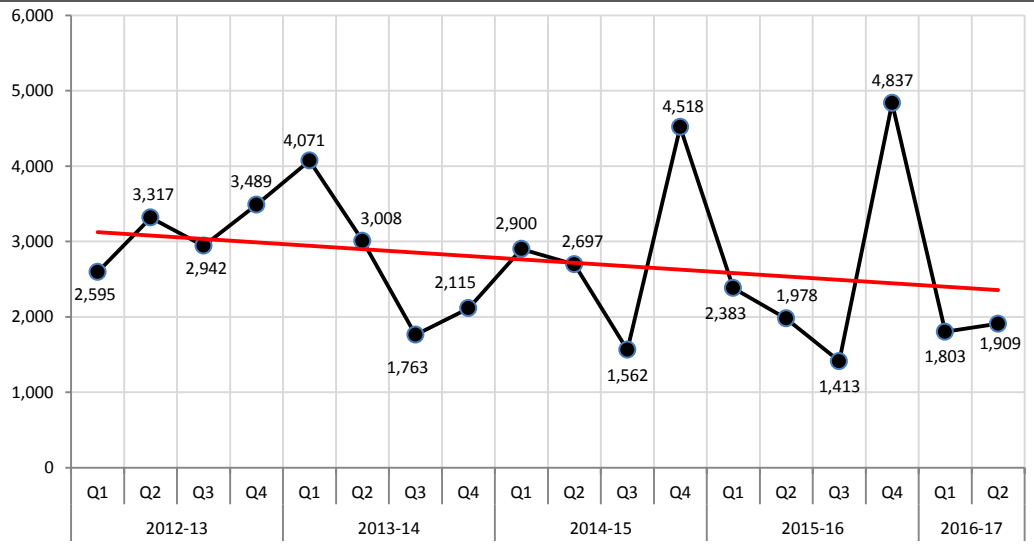
**21)**  
**Resources added to library stock – Adult**

Indicator flagging (against target)	
Annual target	<b>19,000</b>
Year-to-date	<b>11,511</b>
Year-to-date vs last year	<b>↓ 16.4%</b> - 2,255
Year total vs annual target	<b>60.6%</b> achieved



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

Indicator flagging (against target)	
Annual target	<b>4,500</b>
Year-to-date	<b>3,712</b>
Year-to-date vs last year	<b>↓ 14.9%</b> - 649
Year total vs annual target	<b>82.5%</b> achieved




Although fewer resources were added to library stock during Q2 16-17 than the same period last year, performance is in line with reduced budget and targets. This reduction in budget limits comparison with previous performance with performance against target being the more relevant measure.

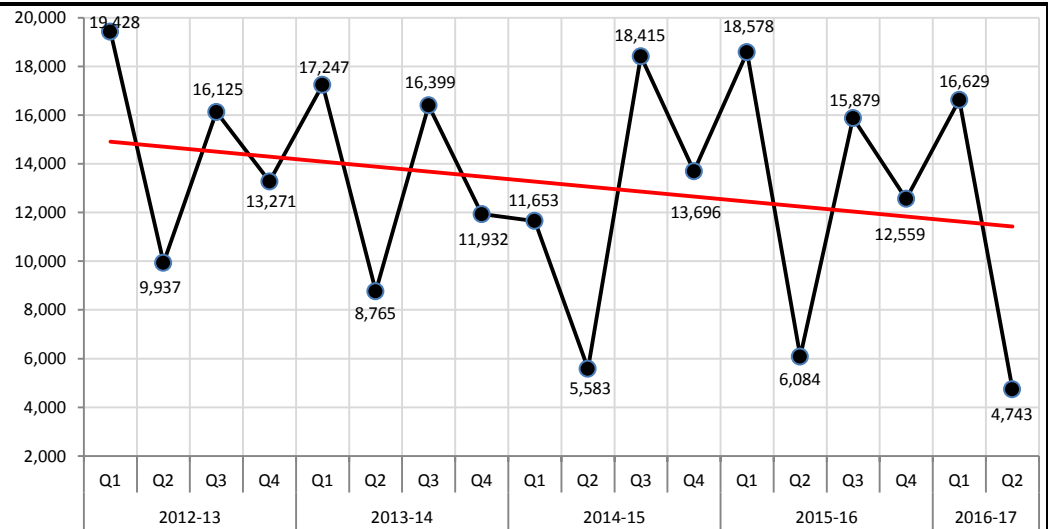
An additional budget of £6,000 was made available to supplement existing resources for the new Denny Library, with 50% spent on both adult and junior stock. The additional spend on junior stock has resulted in a comparable number of items purchased in Q2 this year as in Q2 last year. This additional spend for adult resources has offset the reduction in actual book fund for Q2 16-17.

Performance against target remains on track to achieve target by year-end.

23)

**Admissions to Falkirk Town Hall**

Indicator flagging (against target)	
Annual target	<b>54,000</b>
Year-to-date	<b>21,373</b>
Year-to-date vs last year	<b>↓ 13.3%</b> - 3,290
Year total vs annual target	<b>39.6%</b> achieved




Q2 admissions to FTH were 22% lower (-1,341) than the same period last year. Traditionally the quietest quarter, the summer period is utilised for a period of annual maintenance but still features a mixed programme of performances and events delivered by both the Trust and the voluntary arts sector. Summer youth theatre schools were successful with two summer schools: Ready Steady Show: Movie Magic, and Play in Week: Edward Scissorhands. Regular dance sessions generated good attendances and are an area identified for future growth. The autumn programme featured Funbox (previously The Singling Kettle), The Ratpack – Vegas Spectacular show, and Ballet Cymru’s Romeo & Juliet.

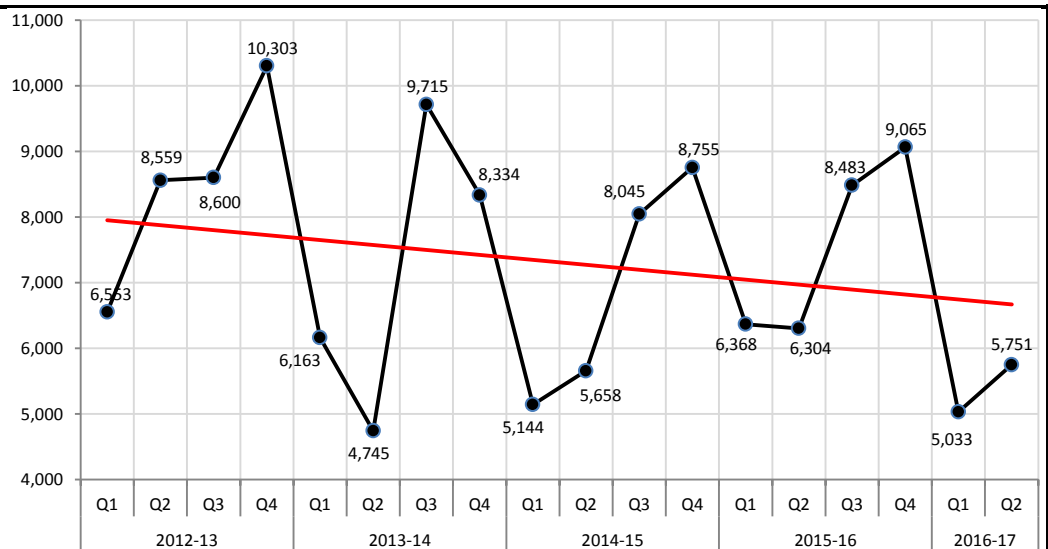
Year to date income of £50.3k is 4% lower than at the same position in 15-16, and equates to 48% of annual target achieved.

Quarter three features a packed programme including: Bucks Fizz; a stage adaptation of Nick Sharrat’s ‘Shark in the Park’; the comedy play ‘Seriously Dead’; a number of tribute acts including Whitney Houston and Elvis; two Classic Music Live! concerts, and more. The Falkirk Live! Music Festival in October includes FTH hosting gigs on 15 October. Expectation at end-Q2 is that year-end targets for admissions and income are unlikely to be achieved, although the next season’s programme has been developed with a focus on high attendances/income generation. An amber flagging is retained subject to improved Q3/Q4 performance.

24)

**Admissions to the Hippodrome**

Indicator flagging (against target)	
Annual target	<b>30,000</b>
Year-to-date	<b>10,784</b>
Year-to-date vs last year	<b>↓ 14.9%</b> - 1,888
Year total vs annual target	<b>35.9%</b> achieved




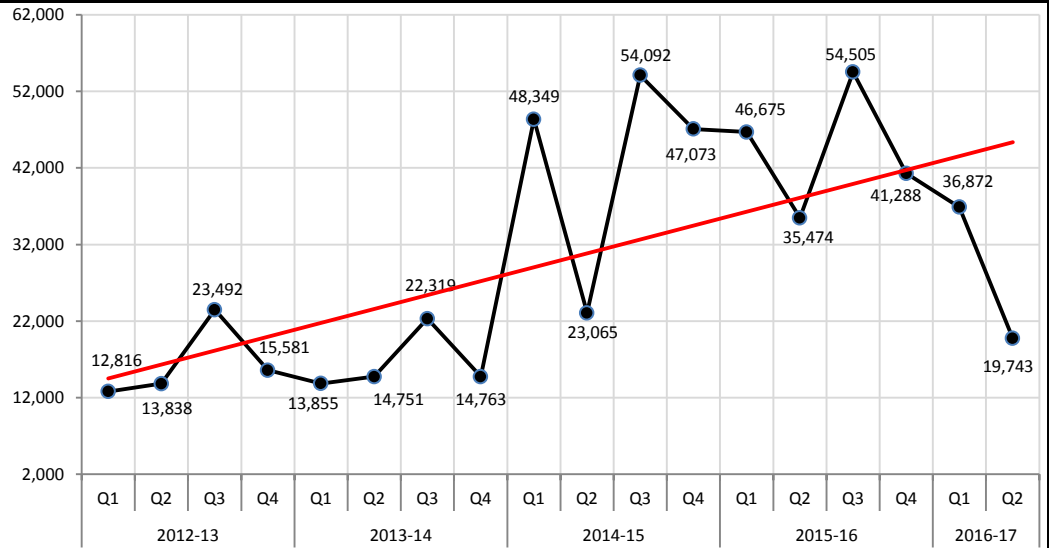
Hippodrome admissions during Q2 were 8.8% lower (-553) than Q2 last year. Whilst overall attendances are lower, percentage uptake per screening increased by 2% with an average of 50 per screening (115 screenings). Attendances improved in the NT/RSC Live screenings with Deep Blue Sea attracting 77 and The Threepenny Opera 57 attendances. Summer cinema releases included The Secret Life Of Pets and The BFG, yielding an average of 80 attendances per screenings, similar to last year’s equivalents. However, other titles such as Swallows and Amazons did not yield the anticipated attendances that early indications suggested, averaging 32 per screening. Income achieved at end-Q2 of £40.5k equates to 41% of the annual target (£100.4k). This is lower than last year where 45% of annual target had been achieved by end-Q2.

The Q3 programme includes a wide and seasonal appeal including The Magnificent Seven and The Girl on the Train, while the Hippodrome will again feature as part of Luminare – the Festival of Creative Aging. The Christmas programme includes Mathew Bourne’s Sleeping Beauty, the Christmas classic It’s a Wonderful Life, and Rogue One: A Star Wars Story.

Current projections suggest admissions and income targets are likely to be missed at year-end based on 16-17 performance to date. An amber flagging is retained at this time.

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

Indicator flagging (against target)	
Annual target	<b>170,000</b>
Year-to-date	<b>56,615</b>
Year-to-date vs last year	<b>↓ 31.1%</b> - 25,534
Year total vs annual target	<b>33.3%</b> achieved




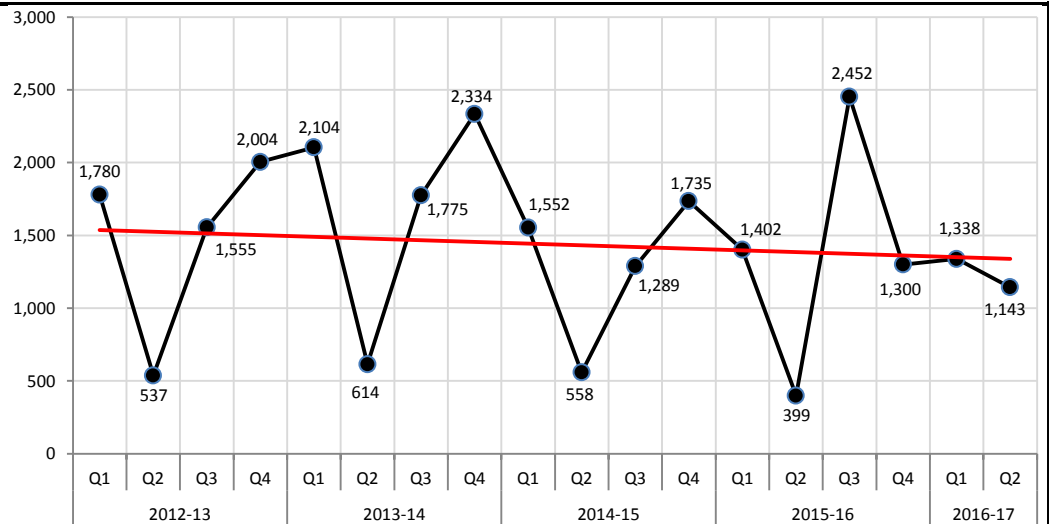
Participant numbers in Cultural Services activities during Q2 were 44.3% lower (-15,731) than last year. A significant proportion of this indicator is made of YMI (Youth Music Initiative) usage which last year included a live music 'meet the instruments' concert across most primary schools, activity which was not present this year. Last year also included other activity not repeated this year including the People's Lottery funded 'Are You Dancing?' project and the Young Start funded 'Arts Champions' project.

The next quarter includes the school's autumn term YMI activity.

Looking ahead, performance in Q3 is critical in determining year-end out turn of this indicator, being the busiest quarter for delivery of Cultural Services activities. Current expectation is for participant numbers to fall short of target at year end, with an amber flagging being retained at this time pending Q3 performance

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

Indicator flagging (against target)	
Annual target	<b>4,500</b>
Year-to-date	<b>2,481</b>
Year-to-date vs last year	<b>↑ 37.8%</b> + 680
Year total vs annual target	<b>62.0%</b> achieved




Total participant update for the Q2 period was significantly higher (+186.5%) with an additional 744 participants. This follows restructuring of the Arts and Heritage services, with additional responsibilities for the team delivering engagement activity across Callendar House including educational and supporting activity for temporary exhibitions. Also included is heritage loan box usage which totalled 409 this quarter. Summer programme activity exceeded anticipated uptake by 30% with a total of 200 attendances. A Jacobite/Outlander workshop for adult visitor groups was piloted, aimed at those specifically looking for an Outlander-related visit to Callendar House, generating 33 participants. This will be incorporated into the Callendar House offer moving forward.

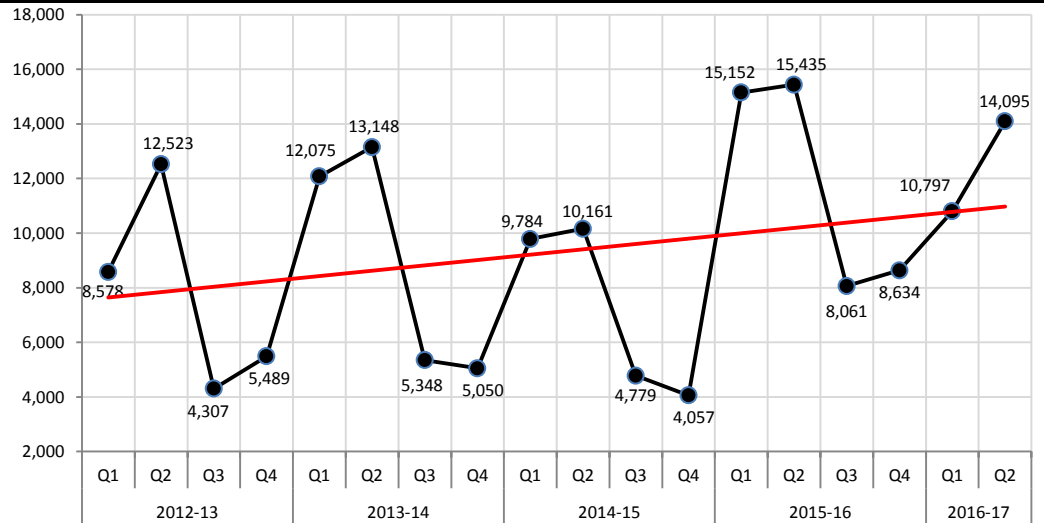
Quarter three activity includes development and the delivery of the Callendar House Christmas offer including Santa's Callendar House Christmas Adventure and themed Heritage workshops for schools. Support will continue for the temporary exhibitions programme in Callendar House, while development of the Heritage for schools Outreach programme will be completed.

Based on performance to end-Q2 and the programmed activity for the remainder of 16-17, expectation is for target to be achieved by year-end. A green flagging is retained.



## 27) Visits to Callendar House

Indicator flagging (against target)	
Annual target	<b>42,000</b>
Year-to-date	<b>24,892</b>
Year-to-date vs last year	<b>↓ 18.6%</b> - 5,695
Year total vs annual target	<b>59.3%</b> achieved




Visits to Callendar House during the second quarter of 16-17 were 8.7% (-1,340) down compared to the same quarter last year. Although lower than last year this is an improvement on the trend indicated in Q1 this year with the deficit reduced to 30%. Revised opening hours introduced earlier this year had a larger impact during Q1, while in Q2 visitors appear more aware of the revised opening arrangements and offers. Some weeks during the summer had higher visit totals than the equivalent week in 15-16. The Rob Ryan exhibition "Love Hasn't Even Got Started Yet" and the current "Enchanted Forrest" exhibition have proved popular within the Park Gallery, with the latter attracting 60 people to its opening.

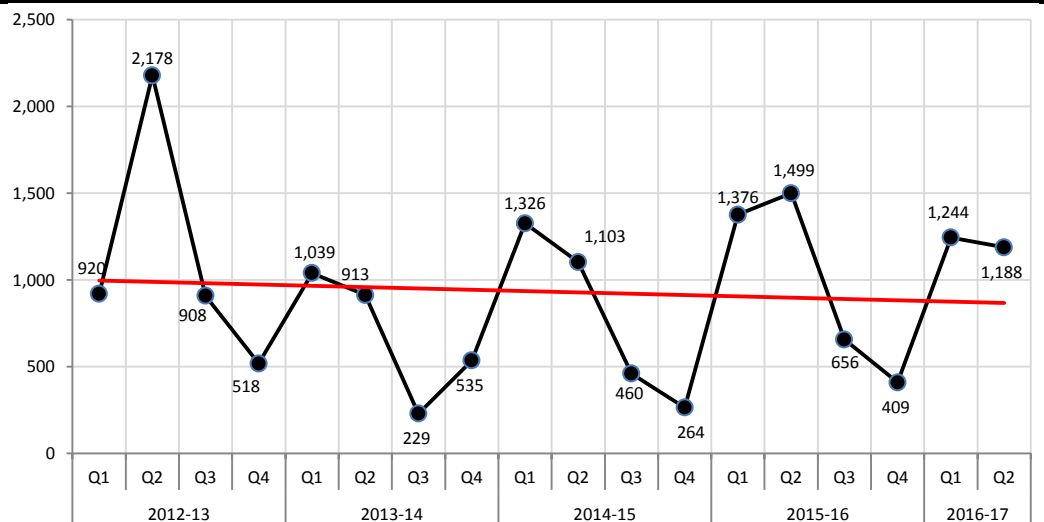
Q3 is usually a quieter quarter for visits to the House, but we aim to minimise this downturn through the following Q3 highlights:

- Opening of the refurbished Teashop at the end of October;
- Callendar House Christmas Adventure from 21<sup>st</sup> November to 24<sup>th</sup> December;
- Cleo Mussi's "All Consuming" exhibition in the Park Gallery from the end of October.

Performance at year-end remains unclear following two very different quarters so far. A continuation of the recovery seen during Q2 will result in visits achieving closer to target than current projections may show. An amber flagging is retained at this time.

## 28) Visits to Kinneil Museum

Indicator flagging (against target)	
Annual target	<b>3,750</b>
Year-to-date	<b>2,432</b>
Year-to-date vs last year	<b>↓ 15.4%</b> - 443
Year total vs annual target	<b>64.9%</b> achieved




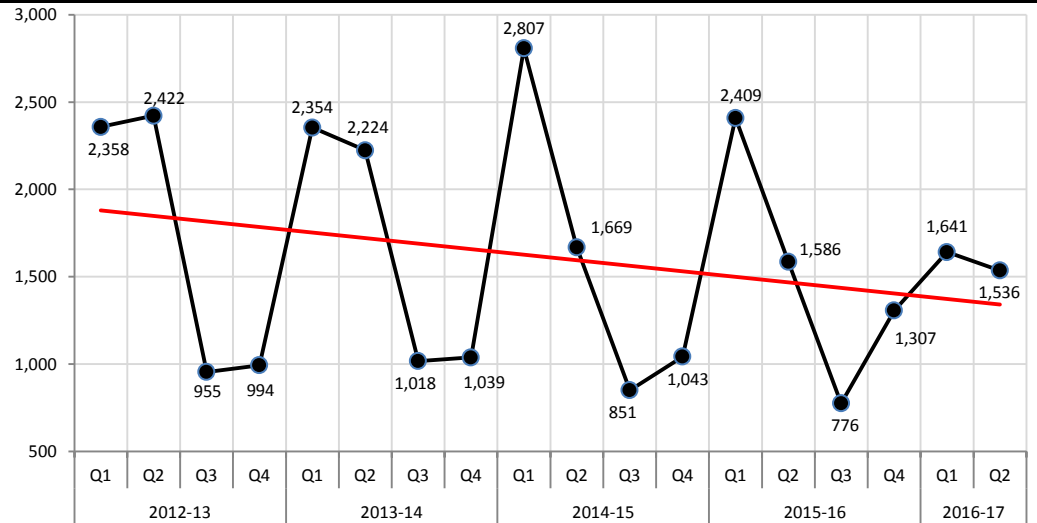
Kinneil Museum visits during Q2 were lower than the same period last year with a 20.7% reduction (-311 visits). Activity connected with open days at Kinneil House makes a significant impact on the quarterly visit total. With the exception of 443 visits on 17 September for Big Roman Week, the next largest daily total was 40 visits with several days of single figure totals. Some additional closures due to staff shortage have made a minor impact on figures.

Q3 includes an open day on 30 October which is expected to attract significant visits to the Museum.

Based on visit numbers to end-Q2, the current prediction is for the year-end total to fall short of target. Flagged green at the end of Q1, indicator flagging has been revised to amber following second quarter performance and the anticipated Q3 and Q4 performance.

### 29) Participation in Outdoor Activities

Indicator flagging (against target)	
Annual target	<b>6,000</b>
Year-to-date	<b>3,177</b>
Year-to-date vs last year	<b>↓ 20.5%</b> - 818
Year total vs annual target	<b>53.0%</b> achieved




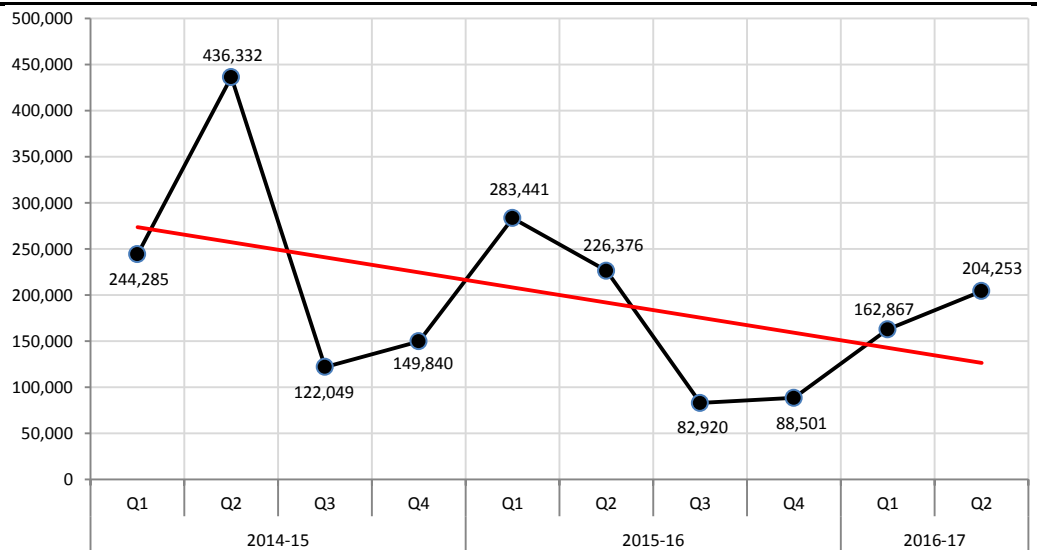
Second quarter participation in Outdoor Activities was marginally lower than last year with a 3.2% (-50) drop. The summer programme generated an additional £1,000 compared with last year's programme, with overall income for this quarter slightly down (-£337) on last year but remaining above the year-to-date target with £33.9k generated so far. Increased capacity in the youth adventure programme boosted both participation figures and income. Adult participation was 50 less than last year. Uptake was low for programmed activity at the Helix despite promotional activity and may have been affected by spells of indifferent weather.

Q3 includes programmed support to primary schools with an expected increase in participation from this. An early launch of the winter community programme will hopefully result in increased participant numbers in December but remains weather-dependent.

Looking ahead to year-end, expectation after two quarters is for income to achieve target. Q4 has previously included an orienteering festival, delivered by Outdoors staff for FC Education, which has recently been rescheduled into the next financial year with the loss of an anticipated 600-700 participations. Being a non-income generating activity this will not affect year-end income projections, but does mean that participation may now fall short of target at year-end. Indicator flagging has been amended from amber to red on this basis but any upturn in participation could result in reassessment of this at a later stage.

### 30) Visits to the Helix

Indicator flagging (against target)	
Annual target	<b>800,000</b>
Year-to-date	<b>367,120</b>
Year-to-date vs last year	<b>↓ 28.0%</b> - 142,697
Year total vs annual target	<b>45.9%</b> achieved




Compared to Q2 last year, visits to the Helix during the second quarter were 9.8% lower (-22,123). Being in our 3<sup>rd</sup> year of opening it is not unexpected that the number of visits to the Helix have reduced. With weather continuing to be inconsistent throughout this quarter, the impact on visitor numbers can be seen. Events play a strong role in maintaining visitor numbers and are a very strong marketing hook for the Park as a whole, with the Big Picnic and Outdoor Theatre events mentioned within PI 32 contributing to this.

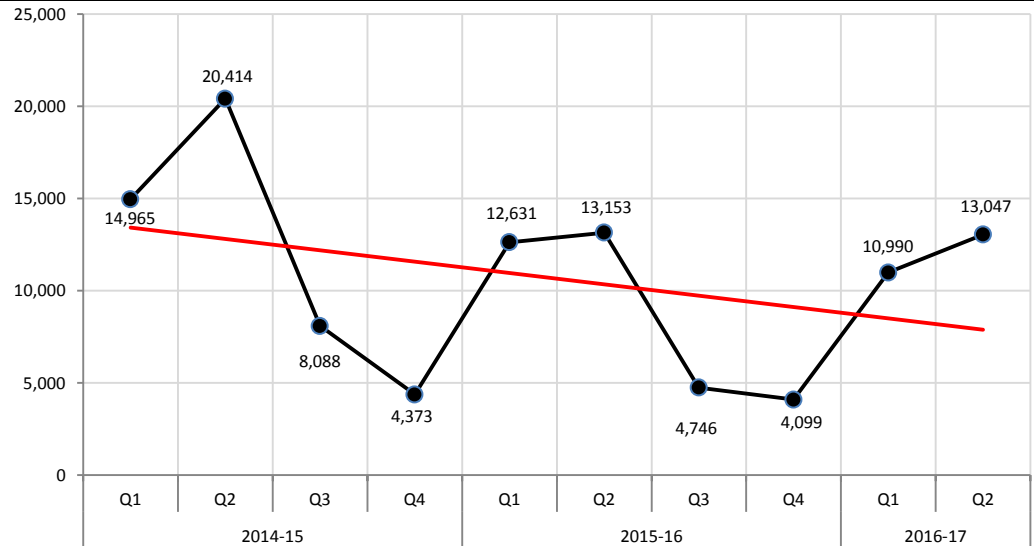
Looking ahead, Q3 is expected to be a quiet quarter as per previous years. An investigation of the collection of visitor numbers via automatic people counters is ongoing, with some visitors now accessing the Park from different areas and missing the counters. An additional counter has been installed to ensure visitor numbers are recorded accurately.

Expectation is for year-end visits to have a significant shortfall against target, hence the amber flagging at end-Q1 has been revised to a red-flagging at this time.

31)

**Kelpies Tour tickets sold**

Indicator flagging (against target)	
Annual target	<b>33,220</b>
Year-to-date	<b>24,037</b>
Year-to-date vs last year	<b>↓ 6.8%</b> - 1,747
Year total vs annual target	<b>72.4%</b> achieved




Kelpies Tours tickets sold during Q2 this year were near-identical to last year with 106 fewer tours delivered (-0.8%). It was recognised that moving the Tour Base from the main car park to within the Visitor Centre would present a challenge to maintain tour numbers. New signage at the car park entrance and on the footpath to the Visitor Centre and Kelpies may have helped in this regard. Tours continue to receive excellent reviews on TripAdvisor.

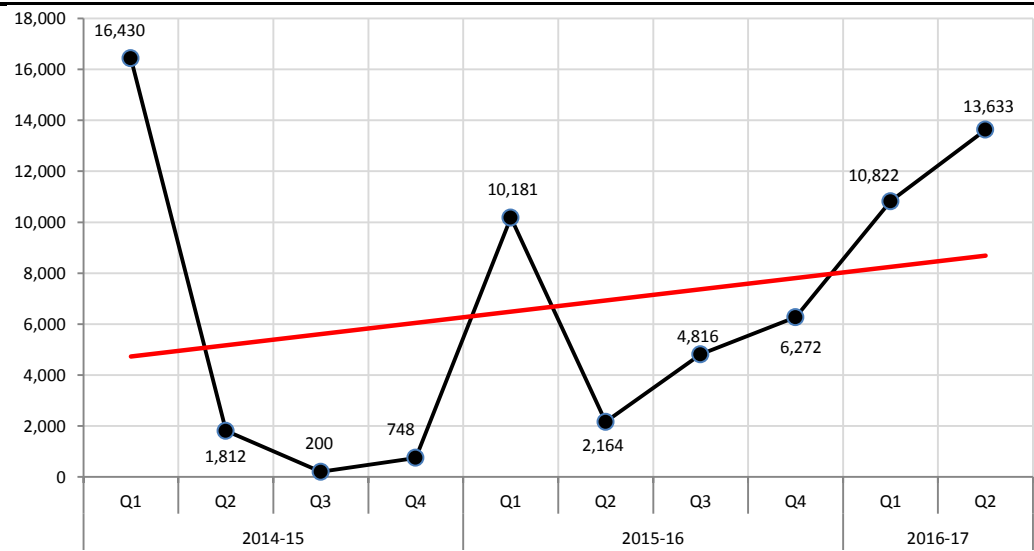
Themed and seasonal tours are commencing in Q3 with early take up being positive, and it is hoped these changes will continue to keep Tours fresh and successful.

Performance at end-Q2 this year relative to last is closer than at end-Q1, however predictions remain that the annual target is unlikely to be achieved. Helix staff throughout the Park continue to upsell tours to all visitors.

32)

**Participants in programmed activity at the Helix**

Indicator flagging (against target)	
Annual target	<b>20,000</b>
Year-to-date	<b>24,455</b>
Year-to-date vs last year	<b>↑ 98.1%</b> + 12,110
Year total vs annual target	<b>122.3%</b> achieved



Programmed activity at the Helix had a highly successful second quarter, achieving the annual target at the midway point in the 16-17 year. The Big Picnic was a real highlight with positive response to the event and will be developed further next year. The Outdoor Theatre also proved popular despite inclement weather in the run up to the event. The Helix has accommodated several third parties, such as the Scottish Recovery Consortium and Christian Aid, to utilise the park throughout the summer months to host their own activities.

Lower numbers of participants in programmed activity are expected with the move into autumn and winter. Events during Q3 include the Supernova Run – a 5k run taking place at dusk over 2 days in November – and Christmas events.

Having already exceeded annual target, the aim is now to reach 30,000 participants by year-end. The event calendar inevitably slows as we enter the winter months but it is hoped the Christmas events and 'Fire and Light' event will boost numbers and help achieve this target.

## ***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%	N/A			
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	N/A			
Number of Accidents involving staff and customers	468	387	318	87	104			
Number of complaints and formal enquiries received and dealt with	118	81	122	26	27			
Number of hits on Trust website	580,642	659,796	708,341	165,727	182,599			

Sickness absence and staff turnover statistics for the 3-month period to end-September were unavailable at time of this report. These will be included in the next report covering the 3-month period to end-December.

A total of 104 accidents involving staff and customers were reported to the Trust's Health, Safety and Risk Management Group during 2016-17 Q2, a reduction of 1 compared to the same period last year. Of these 104 accidents, 99 were accidents involving members of the public and customers with five accidents involving staff.

27 complaints and formal enquiries were received and dealt with during 2016-17 Q2, with all being dealt with at Frontline Resolution and none being escalated for Investigation. This compares to 35 complaints received for the same period last year.

Trust website hits during the quarter were 182,599. This was a slight reduction (-3.5%) compared to the same period last year (189,267)). These were carried out by 91,230 unique public visitors to the Trust website.