

Falkirk Community Trust

Subject: April – December 2011 Performance Report
Meeting: Falkirk Community Trust Board
Date: 26 January 2012
Author: Chief Executive

1. Introduction

1.2 This is the second performance report presented to Falkirk Community Trust Board and it covers the period April to December 2011. This report provides narrative on the progress of delivering the Trust's Business Plan for 2011- 2012 and performance information is set out under three main headings as follows:

- **Highlights:** a snapshot of main activity that has taken place since August, including new initiatives, events, funding received and contracts entered into;
- **Action Plan:** progress update on the action plan extract from the Business Plan;
- **Performance indicators:** statistical data that measures performance in key areas.

2. Highlights

“People are fitter, healthier and more active more often”

- 2.1 Three projects delivered by our Active Schools team have been awarded the Olympic Inspire Mark by the London 2012 Inspire programme. This programme recognises innovative and exceptional projects that are directly inspired by the 2012 Olympic and Paralympic games. The projects are: Falkirk Future Stars programme, Going for Gold and Falkirk Olympic Games.
- 2.2 We delivered a number of events to attract, retain and develop participants. Our annual sports development gymnastics competition had a 25% increase in participant numbers. An Active Schools Active Sunday event was held in Callendar Park where around 3,000 adults and children attended and a key achievement was 150 new young people attending a new club as a result of the event. 3,680 places were filled during Active Schools summer programmes. We held a Tennis Festival for the Denny schools cluster at Denny High School and Sports Centre at which Judy Murray presented the prizes. A large number of sports events and competitions took place in our sports centres.
- 2.3 Other activity to attract and retain customers included a new initiative supported by Kellogg's to promote 2 for 1 swimming for young people when accompanied by a paying adult. Swim initiatives with Scottish Swimming have been put in place at all our sports facility pools at Grangemouth Sports Complex, Mariner Leisure Centre, Bo'ness Recreation Centre and our 6 High School Pools at Grangemouth, Denny, Falkirk, Braes, Larbert and St Mungo's.
- 2.4 The Sport 4 Youth programme has picked up over the last quarter and numbers have increased at all venues following promotions in local schools. For example, we are now running a girls dance session at Hallglen Sports Centre.

- 2.5 We have commenced delivery of new classes through our circuit clubs including Teens Aqua and a new abs class at Bo'ness and Zumba Gold classes introduced at each of the main centres. The training programme to deliver new Aqua Zumba classes has been completed and the programme will commence at Grangemouth Sports Complex in January and we plan to roll this out to the Mariner Centre in March.
- 2.6 Our Step Forth initiative started a new buggy walking group in Camelon, a new walking group in Polmont and delivered walk leader training to physios at Forth Valley Hospital. Our 12 week reassessments of Active Forth participants have delivered great results including drop in blood pressure and weight reduction.

“People are more creative and potential for success and wellbeing is nurtured”

- 2.7 Our work within Falkirk schools to develop sporting success has led to Graeme High School being selected as one of only 7 new elite schools of football in Scotland. We have supported a School of Rugby at Larbert High School which links to the Community Sports Hub. Other achievements in sports development include a 100% increase in the badminton development squad places for players advancing out of sports coaching classes. We won the prestigious Lawn Tennis Association Scottish Community Club of the Year for the club we have developed based at Dollar Park.
- 2.8 We have also worked with Falkirk schools on a creative dance project. Dance Track involved a digital artist and dance artists working with over 250 participants from local schools to create pieces of performance. 13 schools participated in an end of project performance to an audience of over 650 people.
- 2.9 We made a major contribution to the Elizabeth Blackadder 80th birthday celebrations, a national cultural event involving National Galleries and Stirling University. The exhibition at the Park Gallery has generated significant coverage in local and national media and the arts team's engagement with Elizabeth's friends, associates from growing up in Falkirk contributed to a successful “In Conversation” event at Callendar House as part of the exhibition opening.
- 2.10 FCYT members were involved in writing the script, which is a new activity, for the annual Christmas show which this year was Aladdin. A significant input from the arts development team on marketing had a positive impact on attendance.

“People benefit from lifelong learning”

- 2.11 Our Libraries summer competition for children attracted 218 entries, the summer reading challenge had 316 participants and 652 children attended activities in Libraries over the summer period. In October, the visually impaired reading group visited Stirling Tolbooth to hear Ian Rankin give a talk about his latest book.
- 2.12 Callendar House held Christmas schools and family events in November – December which attracted 604 participants and received much favourable feedback from customers. A considerable amount of work has been completed to photograph and create an electronic inventory of 2,000 items in the museum collection to add to the on-line collection. This facility gives increased access to the collections.
- 2.13 Arts development staff have organised promotions for teachers at the Park Gallery to engage them in how the gallery can support the curriculum and deliver practical activity. Work to explore issues such as transport for schools has been part of the engagement process.

2.14 Lee Boyd consultants completed their report into the feasibility for development opportunities at Callendar House.

“People are involved in caring for their heritage and environment”

2.15 We held the annual Heritage event at Kinneil Estate at the end of August with a theme around “Knights”, several of our teams participated including our library team who offered craft and story sessions. Unfortunately attendance was affected by poor weather. We supported the delivery of the Bo’ness Hill Climb in September.

2.16 Work commenced with the Council’s Employment and Training Unit to carry out improvement works in the Kinneil Estate funded by the Coalfield Regeneration Fund and the Council’s capital programme. We have engaged with Central Scotland Forest Trust to secure their input into preparing a forest management plan for the Estate, which will assist with future funding bids.

2.17 Muiravonside Country Park was voted on the netmuns.com website as the best free place to visit in the area. They highlighted the children’s farm and the walks.

2.18 The annual Fireworks event in Callendar Park in November attracted a very large audience of 32,000. The dry and clear night and the event being on a weekend were significant factors.

2.19 We supported the Council’s funding bid to the Townscape Heritage Initiative for Falkirk Town Centre and partnered with Town Centre Management to deliver the Christmas Lights switch on.

2.20 A new integrated plan for Outdoor Activities, Action Outdoors and Outdoor Learning has been developed.

“A strong sustainable and valued organisation”

2.21 Funding for the Dance Track project was awarded £10,000 from EventScotland, as part of their Games for Scotland programme. Sports Development secured a total of £28,000 from the Tennis Foundation and Tennis Scotland for tennis development. £10,000 was secured from CEEF by the Council for energy-efficient lighting in the Grangemouth Complex pool hall. £4,000 was awarded from **sportscotland** towards the cost of preparing a Sports Pitch Strategy.

2.22 The Arts team made a successful application to Creative Scotland for £20,000 towards a programme of activities to celebrate the Hippodrome’s centenary year in 2012, another successful application was to Regional Screen Scotland for £7,000 towards the Hippodrome Festival of Silent Cinema in March 2012. In partnership with Falkirk Council Social Work Services, we were awarded £4,866 from Cashback for Communities towards a pilot drama and engagement project with young people currently in residential care in Falkirk.

2.23 Our staff development and training programmes have included attending a national Reader Development training event organised by the Scottish Libraries and Information Council to help improve promotion of books and new titles to our customers. Sport 4 Youth coaches have completed Zumba instructor courses which opens up more opportunities to engage with harder to reach girls groups. OTAGO training was undertaken in strength and balance training for older adults to lead to a new exercise referral stream for Active Forth. Courses are booked to train new Nordic Walking instructors to support the Step Forth programme. A 7-aside in-service session was attended by 30 coaches representing over 25 local youth football clubs.

This is a positive sign as efforts continue to embed the principles of the new SFA 4, 7 and 11-aside framework into clubs.

- 2.24 3 Modern Apprentices gained their SVQ Level 1 swimming teacher qualification and 1 Modern Apprentice passed SVQ Level 2 in Business Administration.
- 2.25 The annual maintenance closure for a short period in December at Grangemouth Sports Complex was completed and included installation of the new energy efficient pool lighting. This is expected to generate energy savings in the region of £4,000 per annum. An improvement to the café area at Bo'ness Recreation Centre has included menu, seating and installation of a 2 TV's which were funded by Fusion Youth Club. We have fitted a wood burning stove at the ski slope which has been very well received by customers.
- 2.26 We installed a satellite dish at the Hippodrome so that we can do "live" screenings starting with the National Theatre in February.
- 2.27 A contract with a value of £10,800 commenced with Merritt-Harrison Catering Consultants to review the Trust's catering and retail activity.

3. Action Plan Update




3.1 The Action Plan for 2011-12 as set out in the Business Plan is attached with a brief progress update commentary. The Plan sets out 88 actions of which a number are associated with putting in place arrangements for operating the new Trust. Most of these actions have now been completed. An "at a glance" column has been included in the appendix to give an overview of action status:

- Completed: 10 actions
- On track: 54 actions
- Delayed progress: 16 actions
- Forward programme: 15 actions

3.2 Delayed progress in the above areas has been mainly due to the longer than expected timescales to recruit to the new Trust Management Team posts, which has stretched management capacity. The Trust is also reliant in a number of areas on third parties to assist in progressing actions. The Management Team is nearly in place now and these actions are expected to pick up in the current quarter. Forward programme items relate to actions that were not scheduled to commence in the reportable period.

4. Performance Indicators

4.1 Attached is a performance statement with a full range of indicators presented in the form of graphs with contextual commentary. Each graph is flagged using a traffic light system to give an at a glance view of performance against target. The graph also shows performance for previous years where known. The PI status for the period April to December is summarised below:

	This PI is close to, on or above target.	There are 13 green-flagged indicators.
	This PI is slightly below target though performance may be improving.	There are 8 amber-flagged indicators.
	This PI is significantly below target and performance does not appear to be improving.	There are 3 red-flagged indicators.

4.2 Overall performance has been good. There are some very pleasing results particularly at Grangemouth Stadium, the Park Gallery and Falkirk Town Hall. The red and amber flagged performance is mainly in admissions to leisure facilities and visits to libraries. These areas are being targeted for new marketing activity and we have considered performance and affordability when reviewing charges for next year.

5. Issues

5.1 The main issues affecting Trust performance during the period since August have been weather related. The storm in early December resulted in a half-day closure of all services. Fortunately property damage was relatively minor. The further recent storm in early January caused significant damage particularly to Denny Football Centre and Bo'ness Recreation Centre roofs and both facilities were closed as a result. Bo'ness Recreation Centre is now fully re-opened on the dryside and repairs to the pool roof have commenced. Considerable tree damage was caused in all our parks particularly in the forest areas of Kinneil Estate.

5.2 The play area at Callendar Park was closed due to an unsafe piece of equipment. This has now been fully repaired.

5.3 As noted under the Action Plan Update there has been a protracted and intensive period of recruitment to put in place the full Trust Management Team with consequent impact on management capacity.

5.4 A number of Trust facilities were closed on 30th November due to industrial action. Some Libraries and Callendar House remained open.

6. Conclusion

6.1 The positive start to the Trust continues. The transition is smooth and there are no issues to report. Staff, particularly the Management Team, look forward to making sure the Trust grows as a strong and vibrant organisation. The next focus is on ensuring the Trust ethos is fully developed and understood by all employees and that everyone has clarity of role, and are fully supported and encouraged to make a valued contribution.

Maureen Campbell.

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Maureen Campbell
Chief Executive

Ref	Action	Outputs	Timeframe	Responsibility	Progress to date	At a Glance
Objective 1: To ensure existing services are delivered efficiently						
1.1	Manage, maintain and repair assets	a) Costed 5 year Asset Plan in place for main facilities.	Mar-13	General Manager	Agreeing roles and remits with the Council in terms of facilities management issues.	Forward Programming
		b) £1.273m capital improvement projects 11/12 managed.	Mar-12	Management Team	Following delays in Council approval of the programme we are working with the Council to progress all projects.	Delayed Progress
		c) Birkhill Clay Mine essential health and safety works completed.	Dec-11	Culture & Libraries Manager	Demolition of external buildings commences 30/01/12.	Delayed Progress
		d) Capital bids prepared annually.	Oct-11	Chief Executive	12/13 submission in Business Plan.	Completed
		e) Forward investment plan for Sports Centres developed.	Aug-13	Sport & Recreation Manager	Essential maintenance and upgrades will continue while Asset Management strategy is developed.	Forward Programming
		f) Archive storage needs defined and project plan in place.	Aug-12	Culture & Libraries Manager	Scoping underway.	On Track
		g) Requirement for Redding Road depot is determined.	Aug-11	Sport & Recreation Manager	Rationalisation of storage being considered as part of review of accommodation options.	On Track
1.2	Review and manage risks	a) Process developed to embed risk review into decision-making.	Oct-12	Chief Executive	Risk Register approved October '11. Quarterly review process in place.	On Track
		b) Risk Assessment procedures reviewed and reporting framework set for RA status.	Oct-11	General Manager	Revised health and safety group embracing risk.	On Track
		c) Trust Risk Register approved by Board and review timeframe set.	Oct-11	Chief Executive	Risk Register approved October '11. Quarterly review process in place.	Completed
		d) Compliance with Premises Managers Handbook is audited internally.	6 monthly	General Manager	Audit completed May 2011 next audit planned January 2012.	On Track
		e) Number of accidents and incidents monitored and target to reduce is met.	Quarterly	Business Development Manager	Regular review at Health & Safety Group. Positive trend in reduction has been maintained.	On Track
1.3	Maintain accountability and manage business processes	a) Auditor appointed and accounts reported annually.	Jun-12	Business Development Manager	Internal Audit Strategy and Plan agreed by sub group. External auditor appointment progressing.	On Track
		b) Administration processes reviewed and more consistent.	Dec-11	Business Development Manager	New weekly income monitoring process established across Trust and reported to senior managers. Consistent admin forms created.	On Track

Objective 2: To generate increased uptake of services and reduce the net cost per user

2.1	Increase opportunities and uptake of participatory programmes, classes and workshops	a) Active Schools Action Plan 2012/11 increases participation in sport within schools and the wider community.	Mar-12	Senior Team Leader - Physical Activity	Action Plan agreed by sportscotland . Monitoring forms completed and information available from latest period 19/12/11.	On Track
		b) A range of cultural learning programmes for schools increases the number of schools and young people participating.	Jul-12	Culture & Libraries Manager	Meetings scheduled with Falkirk Council Education Services to ensure programme design meets requirements of CfE.	On Track
		c) Heritage Volunteer Programme, talks and guided walks on historic landscape, built environment and archaeology are delivered.	Mar-12	Culture & Libraries Manager	Programme of Lunch and Brunch talks in place for 2011-12; plans in place for Doors Open Day linking with national and local themes incl. 100th anniversary of Hippodrome.	On Track
		d) Reading groups are encouraged in libraries and increase activity for teenagers and visually impaired.	Ongoing	Culture & Libraries Manager	All reading groups taking place plus Reader Development training in November/ December to assist staff in planning new groups.	On Track
		e) New ICT learning sessions introduced in libraries around social networking and job seeking are improving computer skills of local people.	Nov-11	Culture & Libraries Manager	Courses taken place. New courses in planning for 2012.	On Track
		f) Programmes of creative opportunities in dance & drama, visual arts, music and film prioritise the engagement of young people and encourage creativity.	Mar-12	Culture & Libraries Manager	Range of programmes for young people including FCYT, Reaction Drama Group, Reasons to Dance programme, Hippodrome Young Ambassador scheme; schools' programmes include YMI, Hippodrome screenings, Creative Futures and sessions linked to Park Gallery programme.	On Track
		g) 2,150 fitness classes are delivered, uptake is increased and new class style and formats are introduced.	Mar-12	Sport & Recreation Manager	Fitness class delivery on track. New classes and programming being reviewed for introduction.	On Track
		h) Athletics programmes for weekly groups and schools taster sessions increase participation of young people at Grangemouth Stadium.	Mar-12	Sport & Recreation Manager	Run, Jump, Throw classes being provided with other Athletics development sessions. Monitoring of participation taking place. Some difficulty attracting additional schools.	On Track
		i) Booked places for paid term time sports coaching programmes in 7 sports increase by 7.5%.	Jul-12	Senior Team Leader - Physical Activity	Good uptake in free classes in rugby and tennis. Need to secure the move of participants from this to paid for classes. Currently recruiting to Football DO to assist.	Delayed Progress

		j) Street football, midnight league football, street rugby and Sport 4 Youth programmes for young people in priority areas contribute to community safety.	Mar-12	Senior Team Leader - Physical Activity	Good progress and 11/12 on track. Programme funding ends for present year in March 2012 but looking at securing further funding from Fairer Falkirk and other organisations.	On Track
		k) 29 local sports competitions and festivals promote development in sport and nurture potential for success.	Annual	Senior Team Leader - Physical Activity	30+ events already organised for this school session.	Completed
		l) 8 seasonal outdoor programmes offer water and mountain based outdoor activities to adults, u 16's and 50+ groups and coherent outdoor learning opportunities are delivered in schools and nurseries.	Mar-12	Senior Team Leader - Physical Activity	Outdoor activities been delivered to 6 secondary schools & 30 primary schools.	On Track
2.2	Increase admissions and visits to facilities	a) 8 temporary exhibitions present contemporary and creative work around heritage and visual arts and contribute to attracting visitors to Callendar House.	Mar-12	Culture & Libraries Manager	Park Gallery: Illustrators, Glass, Beyond the Frame and Elizabeth Blackadder; Callendar House: Inventing Landscape, Accessories, Plans for Living.	On Track
		b) 4 x 3 monthly programmes of film at the Hippodrome and large scale screening events at FTH increase admissions and expand appreciation of film.	Mar-12	Culture & Libraries Manager	Ongoing programme at Hippodrome plus Hairspray and Meals on Reels at FTH.	On Track
		c) A year-long programme to celebrate the Hippodrome centenary is developed commencing with the Silent Film Festival 2012.	Mar-12	Culture & Libraries Manager	Programme on track to be launched in February 2012.	On Track
		d) Contribution to the Antonine Wall Management Plan, development and delivery of annual Doors Open Day, talks and guided walks promote the Area's heritage.	Ongoing	Culture & Libraries Manager	Attendance at national and local stakeholder group meetings; development of Doors Open Day linked to centenary of Hippodrome.	On Track
		e) Olympic and Paralympics teams are encouraged to utilise our facilities, Olympic activity is promoted through "1 year to go" and Commonwealth activities all foster individual ambition and success.	Ongoing to 2012	Sport & Recreation Manager	Initial tentative interest from potential Olympic teams. Unlikely to host any Team. Various activities for 2012 / 2014 legacy being implemented and monitored.	On Track
		f) National and international sports events are attracted and promoted and inspire increased local participation.	Ongoing	Sport & Recreation Manager	Several events held including: Scottish Athletics Combined Events, Scottish Disability Sport national Senior Track & Field Champs, Scottish Athletics Hammer Grand Prix, Scottish Disability Sport national Squad Training.	On Track

		g) Use of swimming pools is increased through targeted promotion to nursery schools and free swimming promotion.	Mar-12	Sport & Recreation Manager	Initiatives in place with Scottish Swimming for big splash and others. Further nursery school attendance being explored.	On Track
		h) 5 events are delivered in parks and contribute to increased parks usage.	Mar-12	Sport & Recreation Manager	Kinneil Heritage Day, Children's Festival, Active Sunday, Fireworks, Bo'ness Hill Climb.	Completed
		i) An updated database of local resources within libraries provides high quality accurate information and use of libraries as local community hub is increased.	Dec-11	Culture & Libraries Manager	Delayed due to service restructuring; to be carried over to next year's plan.	Delayed Progress
		j) Events in libraries include author visits, craft groups Storytime, Toddleround, Bounce and Tickle, Chatterbox Summer Reading scheme, competitions.	Ongoing	Culture & Libraries Manager	Full programme of events took place and planning for events in 2012 is underway.	On Track
		k) Marketing campaign to promote library use and advise customers of new opening hours.	Nov-11	Culture & Libraries Manager	Awareness-raising of new opening hours (August-Dec); new campaign aimed at attracting lapsed users is being planned.	On Track
2.3	Set and achieve income targets per venue and/or programme	a) £4.83m income is achieved across the Trust.	Mar-12	Chief Executive	New weekly income monitoring process established across Trust and reported to senior managers.	On Track
		b) An improvement plan for generating increased catering income is developed and implemented.	Dec-11	General Manager	Catering advisors appointed to help identify a plan for new income /efficiencies: revised timeframe April 12.	Delayed Progress
2.4	Improve customer access to services	a) On line payment systems introduced for FTH and Hippodrome tickets; Arts and Sports development courses and classes; Callendar House workshops, talks and lunches; Leisure Centre courses, classes and squash courts.	Oct-11	Culture & Libraries Manager	Implementation delayed due to contractor issues (design of interface between Capita and Scuba); revised timetable: April 2012.	Delayed Progress
		b) Online payment systems introduced for Active Schools and Outdoor Activities programmes.	Apr-12	Senior Team Leader - Physical Activity	Preparatory work taking place and should go live spring 2012.	On Track
		c) A better choice of e-content is made available through libraries website.	Mar-12	Culture & Libraries Manager	To be developed as part of overall development of new Trust website.	On Track
		d) SmartLink software 1 year pilot 2011/12 circulates library stock more effectively and increases issues of existing stock.	Mar-12	Culture & Libraries Manager	Review and options due June 2012.	Forward Programming
		e) Trust services are more accessible through inclusion in the GLOW online education community.	Mar-12	Culture & Libraries Manager	Delayed due to development of content for new Trust website.	Delayed Progress

2.5	Increase external funding	a) New funding applications are made to Creative Scotland for continuing the Artists and Craftmakers Award scheme, to HLF for Kinneil Museum, to Historic Scotland for Hippodrome maintenance plan and Tennis Scotland for programme development following the initiation of Dollar Park Beacon site.	Mar-12	Management Team	Creative Scotland funding received for 11/12, HLF bid being finalised, HS funding for Hippodrome will be explored once TL Fundraising takes up post in Jan 12, Tennis Scotland bids successful.	On Track
		b) Funding is secured from sportscotland for 3G pitches in Denny and Grangemouth.	Aug-11	Sport & Recreation Manager	Final Stage application lodged with sportscotland in Nov '11. Awaiting outcome of assessment process.	Delayed Progress
		c) Local development of the sportscotland Sports Hub initiative increases potential for funding.	Ongoing	Senior Team Leader - Physical Activity	Sports hub agreed by sportscotland and officially launched on 6th November.	Completed
		d) New external funding opportunities mapped, understood and prioritised.	Mar-12	Business Development Manager	Earlier work on Trusts and Foundations revisited at Business Plan review. TL Fundraising in post by end January.	On Track
		e) Funding Strategy is in place to match funding opportunities to forward business plans.	Jun-12	Business Development Manager	TL Fundraising to progress.	Forward Programming
2.6	Improve visitor and customer experience	a) Feasibility study for improved catering and retail at Callendar House is completed.	Dec-11	Culture & Libraries Manager	First draft due Feb 2012.	Delayed Progress
		b) Feedback to participants in sports classes and sports awards boosts personal success.	Ongoing	Senior Team Leader - Physical Activity	Introduction of Positive Coaching initiative planned. NGB awards given when appropriate.	On Track
		c) The Learn to Swim programme waiting time is reduced from 14 – 12 weeks.	Mar-12	Senior Team Leader - Physical Activity	Introduction of third tank agreed by Board to start next block in Feb / March.	On Track
		d) Feasibility and review of all catering completed.	Jul-12	Chief Executive	Advisor appointment concluded November 2011. Strategy review to be completed April 2012.	On Track

Objective 3: To develop a better understanding of our customers and improve our marketing activity

3.1	Increase understanding of customer needs	a) A range of customer consultations are conducted and generates information about needs of existing customers.	Mar-12	Business Development Manager	TMT identified customer engagement as priority activity for 2012.	Forward Programming
		b) Work programme is scoped to seek views of those who are not customers.	Mar-12	Business Development Manager	TMT identified this as priority activity for 2012.	Forward Programming
		c) Existing customer feedback systems reviewed and feedback processes are in place consistently across all units.	Dec-11	Business Development Manager	Audit of customer feedback systems completed and will inform actions above.	On Track

3.2	Increase understanding of customer segmentation	a) Existing customer data and collection systems are reviewed and processes are in place to monitor.	Dec-11	Business Development Manager	Audit of customer data systems completed and will inform actions above.	On Track
		b) Baseline survey data is analysed to enable reporting against segmentation and identify customer profiles.	Mar-12	Business Development Manager	TMT identified improving customer knowledge as priority activity for 2012.	Forward Programming
3.3	Improve marketing activity	a) New Trust Marketing Plan is created and in place.	Apr-12	Business Development Manager	TL Marketing took up post 12.12.11. Early work focusing on Sport & Leisure and Libraries.	Forward Programming
		b) A Falkirk Community Trust website is hosted and managed within the Council website.	Jul-11	Culture & Libraries Manager	Council site adjusted to host Trust pages on a temporary basis.	Completed
		c) Falkirk Community Trust website with a dedicated domain name is designed and promoted.	Apr-12	Business Development Manager	Structure and content of site in development for anticipated launch February 2012.	On Track
		d) A six-month review of the Trust's identity informs the website design and Marketing Plan.	Dec-11	Business Development Manager	Website design incorporating clear identity.	On Track
		e) A review of how existing promotional cards and offers etc. are performing informs the Marketing Plan.	Jan-12	Business Development Manager	Audit underway, commenced focus on Circuit Club, recommendations for action in development.	On Track

Objective 4: To embed integrity, equality of opportunity, and social and environmental responsibility in how we undertake our business

4.1	Review existing strategies	a) The Culture & Leisure Strategy is reviewed, updated and consulted on.	Apr-12	Business Development Manager	Advisor appointment concluded December 2011. Strategy review to be completed end June 2012.	Delayed Progress
		b) The Physical Activity Strategy is reviewed and updated.	Aug-12	Senior Team Leader - Physical Activity	Action plan developed.	On Track
4.2	Develop policies that promote our objectives	a) A Sustainability Plan is created and ongoing activity maintained.	Apr-13	General Manager	TL Parks & Sustainability starts 4 January 12.	Forward Programming
		b) A Volunteering Policy is consistently in place and in use.	Dec-11	Senior Team Leader - Physical Activity	AS volunteering plan produced in conjunction with CVS. Need to share with wider team & implement across wider team.	Delayed Progress
		c) Concessionary access opportunities are reviewed to ensure contribution to the Council's poverty strategy.	Aug-11	Sport & Recreation Manager	On going deliberations with Falkirk Council on introduction of pilot scheme for NEC card.	Delayed Progress

4.3	Utilise quality assurance frameworks	a) Existing quality assurance is maintained.	Ongoing	Management Team	4 star visitor attraction status at Callendar House (next inspection 2013); Museums & Galleries Commission accreditation maintained; ISO9001:2000 for Sports Centres successfully audited July 2011; SwiMark QA gained for Sports Development Swimming.	On Track
		b) Self-assessment framework is in use to inform year 3 business plan review.	Aug-13	Business Development Manager		Forward Programming
		c) Investors in People accreditation are sought.	Mar-13	Business Development Manager	Advanced planning commenced.	Forward Programming
Objective 5: To manage an organisational transition to produce an effective Trust, that maintains and enhances relationships						
5.1	Develop an effective Board	a) Board Directors are fully in place.	Oct-11	Board Chair & Chief Executive	Completed 27 October 11.	Completed
		b) A Director's induction and training programme is in place.	Jul-11	Board Chair & Chief Executive	Various sessions held and induction ongoing for new board directors.	On Track
		c) Sub committee structures are created for governance and to deal with specific business.	Aug-11	Board Chair & Chief Executive	Two sub groups established.	Completed
		d) A development programme for the Board is delivered.	Aug-12	Board Chair & Chief Executive	One session held Nov 11 and second session planned 1 March 12.	On Track
5.2	Rationalise office accommodation	a) Trust HQ at Falkirk Stadium is fully utilised.	Sep-11	Chief Executive	Sports Development and Active Schools teams located in Stadium completed. Work ongoing to reorganise working arrangements and fully utilise space.	On Track
		b) All Trust staff located in premises not being leased to the Trust are re-accommodated.	Oct-11	Chief Executive	Extension to licence to occupy Victoria Buildings in place and alternative options are being explored with the Council.	Delayed Progress
5.3	Enhance existing partnerships	a) Partnership Development Plan including stakeholder engagement strategy is developed.	Jan-12	Chief Executive	Communications to stakeholders on creation of Trust. Meetings held with key stakeholders.	On Track
		b) A partnership agreement with TWTS is concluded to integrate and strategically develop outdoor activities services led by the Trust and contributing to national initiatives.	Sep-11	Senior Team Leader - Physical Activity	Awaiting confirmation of ownership of Action Outdoor Building. Need to further develop opportunities.	Delayed Progress

		c) Dialogue with NHS Forth Valley and other stakeholders identifies new opportunities for partnership and agrees a review framework for the Physical Activity Strategy and commissioning of arts and wellbeing projects.	Dec-11	Senior Team Leader - Physical Activity	Members of FVHB, CHP etc. are involved in the development of the action plan and new partners will be identified if required. Need to consider occasional representation from Arts Development and a new rep from Education.	On Track
		d) Work with the Helix Trust and British Waterways delivers phase 1 of Helix and secures agreement on management and future development.	Ongoing to 2013	Chief Executive	Engagement with Falkirk Council Helix Trust and British Waterways to explore management and delivery options.	On Track
		e) Sport Development and Active Schools team's engagement with Forth Valley College identifies new volunteering opportunities for students.	Aug-11	Senior Team Leader - Physical Activity	This has been achieved but with limited impact. Volunteers for AS secured from CVS and senior pupils.	Completed
5.4	Monitor and communicate performance	a) Key results performance is reported quarterly to Falkirk Council.	Quarterly	Business Development Manager	Results reported through Business Plan. Monitoring and review meetings will be formalised in 2012.	On Track
		b) Regular web based and direct communications channels are established to update on activity and news.	Dec-11	Business Development Manager	Delayed. TL Marketing took up post 12.12.11. Website development priority for completion February and will have focus on generating news.	Delayed Progress
		c) An annual programme of review meetings and performance monitoring arrangements are in place for SLA services.	Jul-12	Chief Executive, General Manager	Plans are in place for 2012.	Forward programming
		d) New baseline data collection informs development of targets and performance indicators.	Ongoing	Business Development Manager	Target setting review scheduled in final quarter 11/12.	On Track

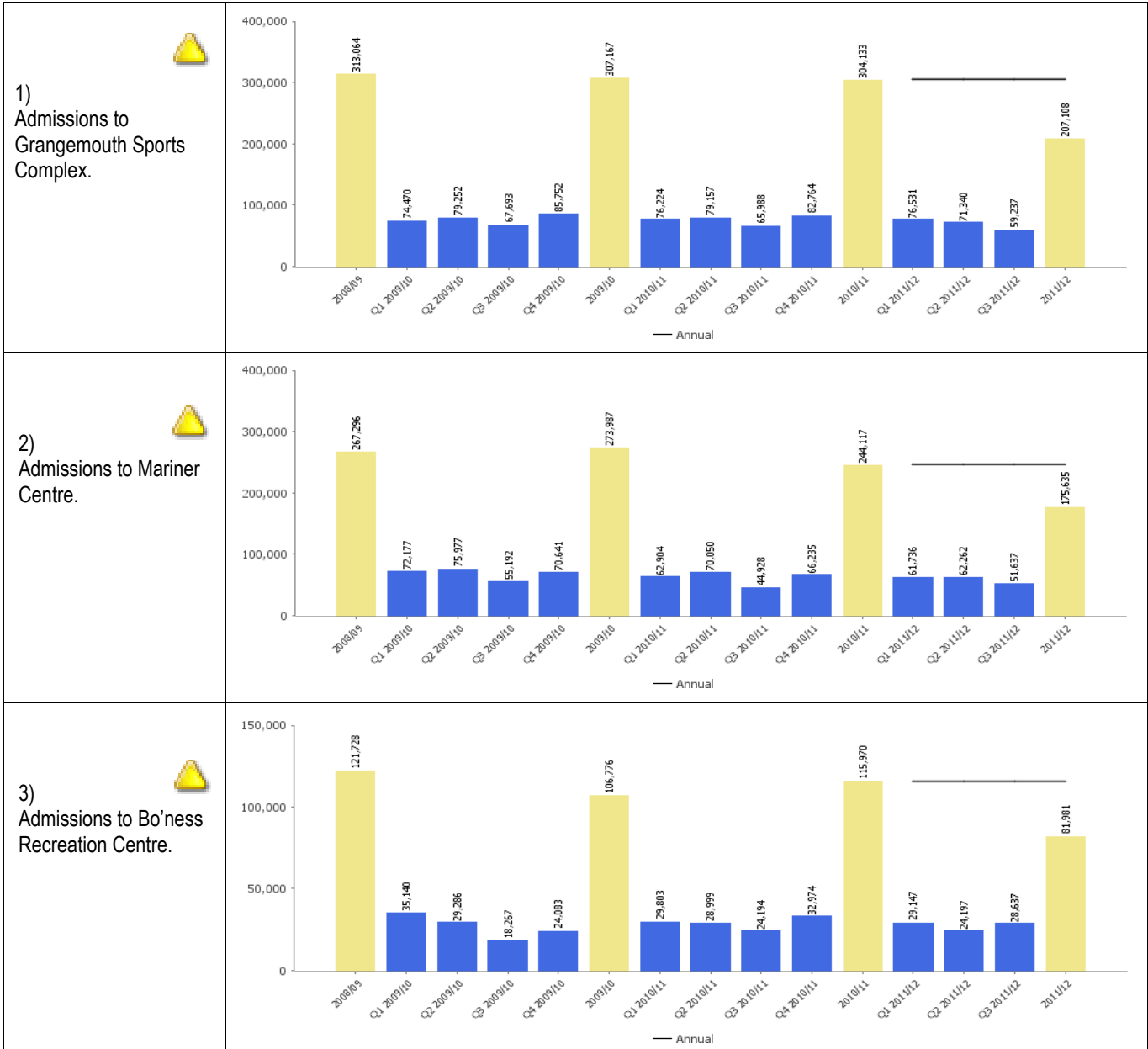
Objective 6: To create a positive working environment where staff use their skills and expertise to deliver valued contributions to the Trust

6.1	Implement the organisational structure	a) Management team vacant posts are recruited and appointed to.	Dec-11	Chief Executive	7 appointments confirmed one outstanding.	On Track
6.2	Establish and maintain employee communication channels	a) An Employee Forum is established.	Jul-11	Chief Executive	Two meetings held with Trades Union representatives.	Completed
		b) Senior Managers are meeting staff in workplace.	Ongoing	Chief Executive, General Manager	Limited progress, priority has been ensuring Board have visited staff in the workplace.	Delayed Progress
		c) A baseline employee survey informs improvement action planning.	Mar-12	Business Development Manager	Identified priority action in 2012.	Forward Programming

6.3	Plan employee development	a) APDS (Achieving Personal Development Scheme) is integrated with Business Planning and is operating across the Trust.	Apr-12	Business Development Manager	Workshops held with managers and supervisory staff. Roll out across the Trust progressing.	On Track
		b) A consistent process established for evaluating, monitoring and recording training with priority focus on health & safety and self-assessment quality processes.	Aug-12	Business Development Manager	Plan in place to commence work spring 2012.	Forward Programming
		c) Trust Employee Development Plan is in place.	Mar-13	General Manager		Forward Programming
		d) Staff take part in professional development schemes, coach education opportunities and volunteer mentoring.	Ongoing	All	Working well in some areas needs to expand to whole Trust.	On Track
		e) Managers engage in training to support their transition from Local Authority to third sector charitable organisation.	Ongoing	Chief Executive	Two development sessions held with SMT additional sessions planned.	On Track

PERFORMANCE STATEMENT

People Are Fitter, Healthier And More Active, More Often




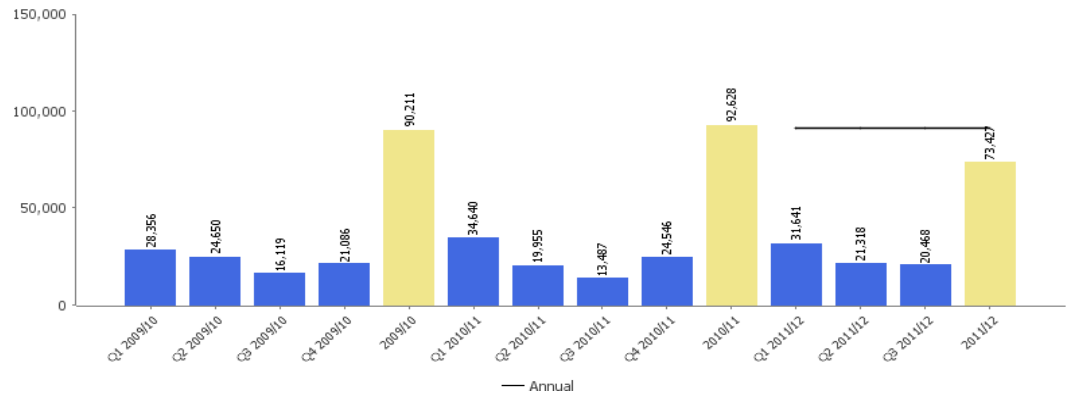
Continuing the trend over the past two years, 3rd quarter performance is slightly down across all three centres compared to same quarter last year. However, the rate of decline has slowed compared to previous periods. Traditionally the final quarter sees a significant upturn in admissions, hence we expect performance to be significantly improved before the end of the year to come in within 10% of target.

Young people admissions appear to be static, however centres are busy with activities for young people being well attended. We are reassessing data collection from young people's group bookings to ensure the full head count is recorded.


Our new marketing activities will focus on leisure marketing, and the Trust Management Team are actively reviewing programmes. The Mariner Centre has seen increased use of the centre during quiet periods by swimming clubs, with new regular weekly bookings at Bo'ness Recreation Centre. User statistics indicate the Leisure Card scheme continues to do well.

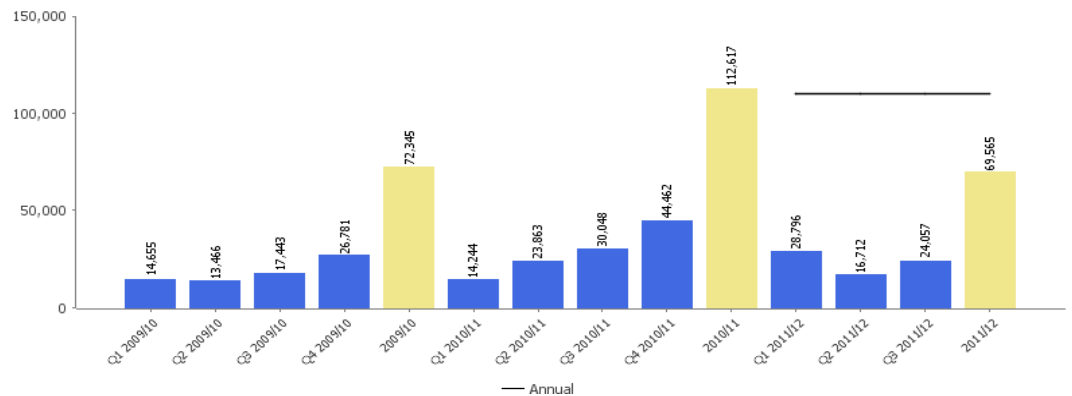
People Are Fitter, Healthier And More Active, More Often

4) Admissions to Grangemouth Stadium. 



Activity is performing strongly with a very positive 7% increase in admissions on the same period last year. New bookings by schools and a significant increase in adult admissions appear to be responsible for this, and is a reflection of having a dedicated Stadium Development Officer to coordinate and develop programmes.

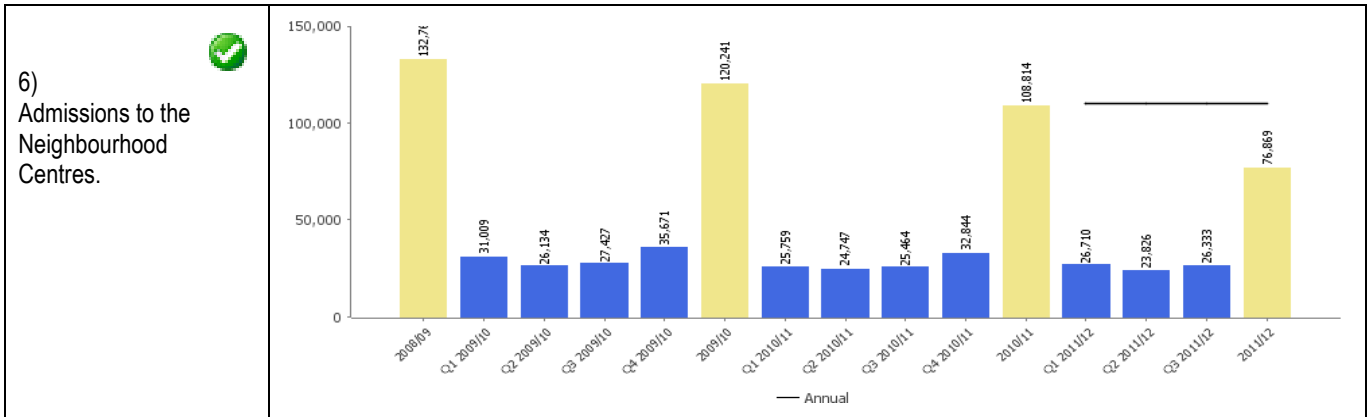
5) Out of hours admissions to Community Schools. 



Performance is up slightly on the same period last year. If the performance follows the trend over the previous two years we can expect a strong performance in the 4th quarter and close the year on target. The indicator has been flagged as green for this reason.

There are known issues with data counting and had no return for November from one school. Corrective action to remedy this has been taken. A redress in the proportion of adult and young person admissions from the September position has seen young people admissions increase from 50% to 56% of the total.

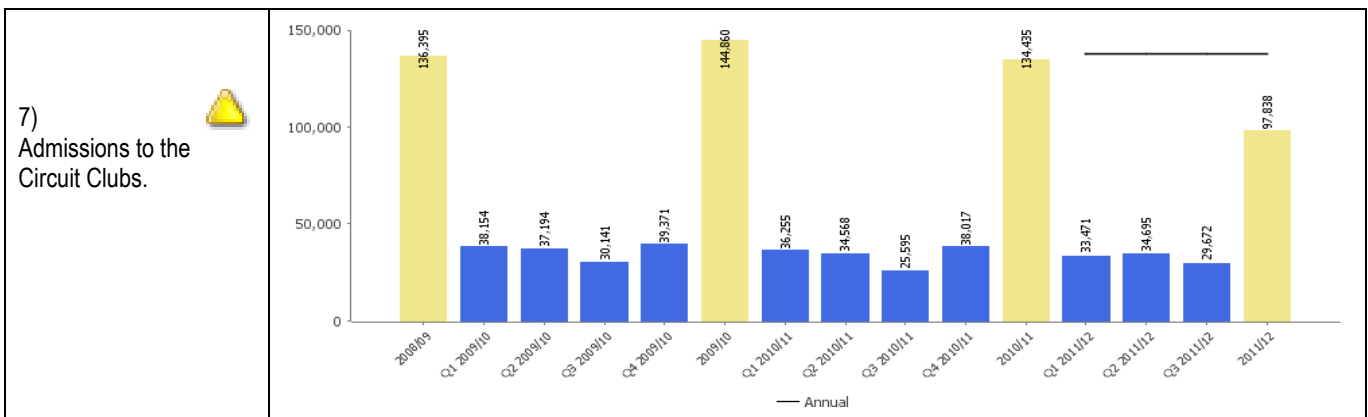
People Are Fitter, Healthier And More Active, More Often



3rd quarter performance is slightly ahead of the same period last year. Following previous trends all sports centres perform strongest in the final quarter hence out turn is expected to be close to target.

We are working on a business case to introduce fitness facilities into neighbour centres which should increase admissions.


It should be noted that Denny Football Centre was closed for a significant period of time during this period for planned maintenance and remedial work to the games hall floor caused by a significant roof leak.

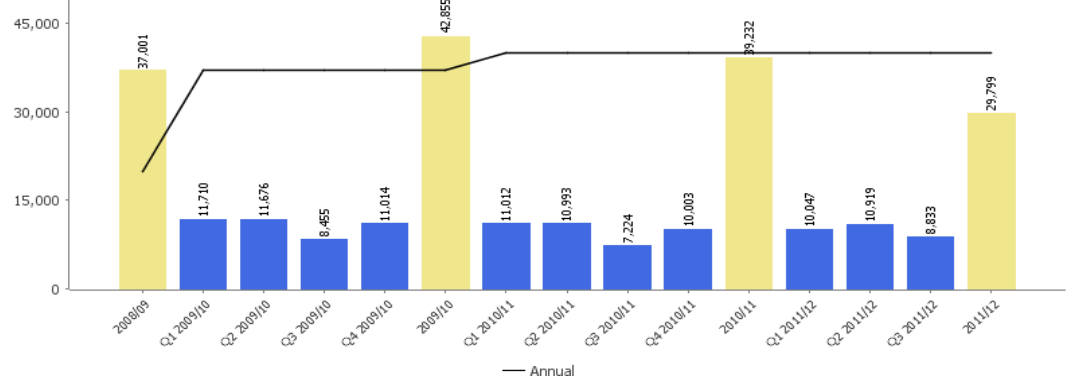


Circuit admissions are slightly up on the same period last year and although the final quarter is expected to see an upturn, performance will need to be strong to make target for the year. The target was set at a midpoint between the previous two years actual performance. The national downward trend which has persisted for the past two years continues due to financial hardships, and has influenced the decision to propose to hold the charges in this area for next year. Gym memberships are traditionally popular following the New Year period therefore we expect performance to go reasonably close to target.

We have prioritised the Circuit Clubs for early marketing activity, and new classes following popular trends in fitness, e.g. Body Combat being considered for investment and Aqua Zumba and Kettlecise being rolled out.


People Are Fitter, Healthier And More Active, More Often

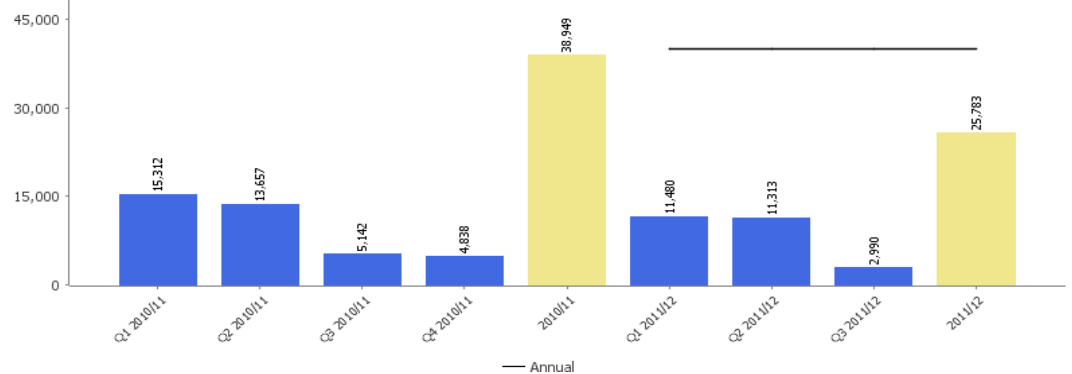
8) 
No. of participants in
Healthy Lifestyle
Physical Activity
programme.



The number of participants at the 3rd quarter is slightly up on the same period last year, with previous trends indicating that performance for the year will be close to target.

Good performance has been observed in the Teens and Stroller programmes with both seeing strong increases in participant numbers.

9) 
No. of rounds of golf
played.



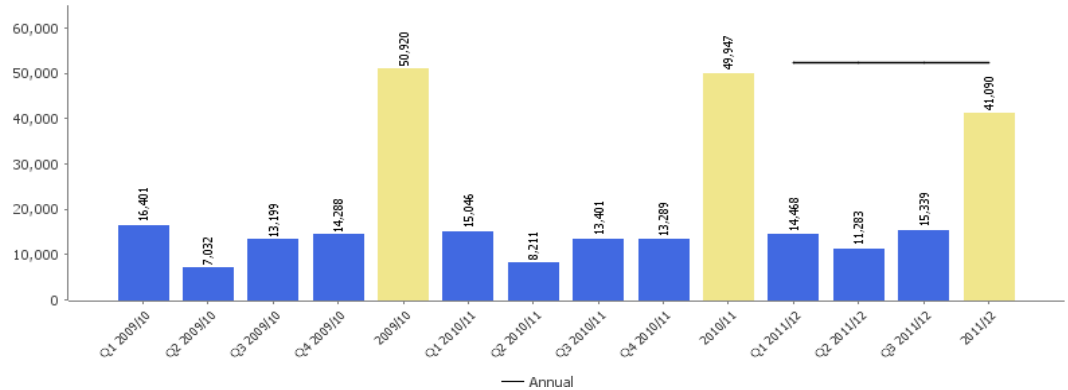
This indicator measures both Grangemouth Golf Course and Callendar Park Par 3. Performance is trending below target and is down on the same period last year. This is a continuing declining trend over the past two years which mirrors the national trend in golf clubs suffering in the current economic climate, with golf being seen as a luxury activity. This has contributed to the proposal not to increase fees in the coming year.

Callendar Park is seeing increased numbers of rounds played with the significant decrease appearing to be at Grangemouth Golf Course. We have plans to refresh the offer at Grangemouth Golf Course as part of its future business planning, and will work with Grangemouth Golf Club to promote activity. This includes refurbishment of the changing facilities.

Membership numbers for Grangemouth Golf Course have been stable over the year and a marketing drive for new members will accompany the annual membership renewal at the end of March. The course currently (January) has 693 members compared to 684 in August, which is positive and in addition to the members of Grangemouth Golf Club.

People Are More Creative And Potential For Success And Wellbeing Is Nurtured

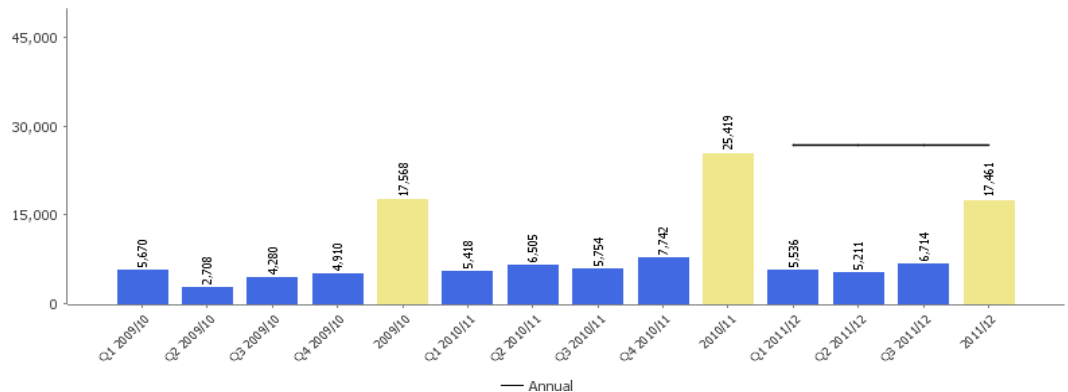
10)
Admissions to FTH.



The performance during the 3rd quarter has seen a very positive increase of 12% over the same period last year. With 4th quarter performance expected to follow previous strong final quarter trends, it is expected that performance will come in just over the yearly target.

We are continuing to review activity and programmes to ensure a continued strong positive performance for Falkirk Town Hall admissions.

11)
Admissions to the Hippodrome.

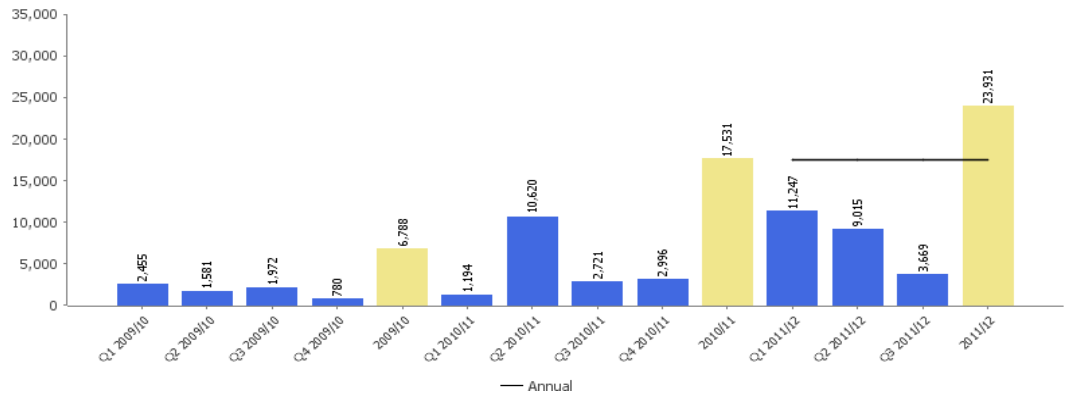


3rd quarter performance is similar to this period last year. The trend over the past two years has been positive but this seems to be stabilising. If 4th quarter performance follows the previous pattern of the final quarter being a strong performer, out turn should be close to target.

Additional promotional activity is planned for 4th quarter focussing on the beginning of the Hippodrome's centenary year and the Festival of Silent Film (March) designed to raise awareness of the Hippodrome and its programme, in general. Identify key screenings during Feb and March for which additional promotional activity will be undertaken and measure actual against anticipated uptake.

People Are More Creative And Potential For Success And Wellbeing Is Nurtured

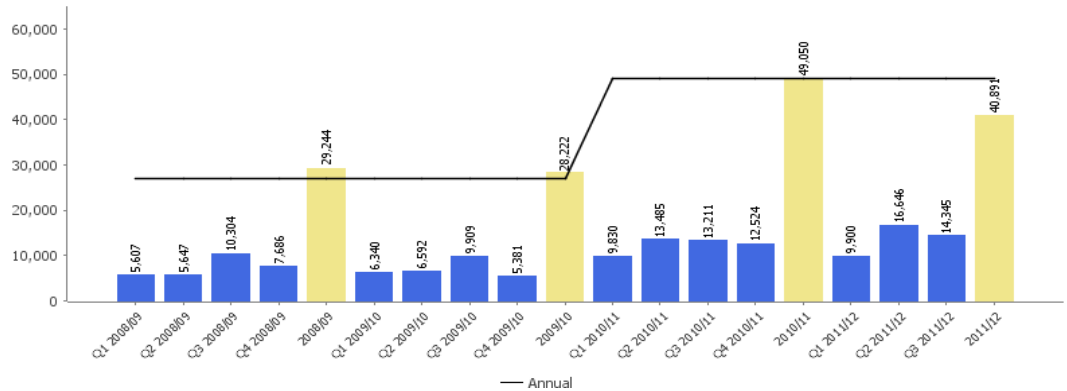
12)
Admissions to Park
Gallery.



The performance during this quarter has benefitted from two popular, high quality exhibitions taking place within the same period, with performance exceeding expectation and being well over target. The popular Elizabeth Blackadder exhibition is currently showing.

While admissions have increased following relocation to within Callendar House, Park Gallery staff continue to work to ensure that visitors get the best possible experience during their visit.

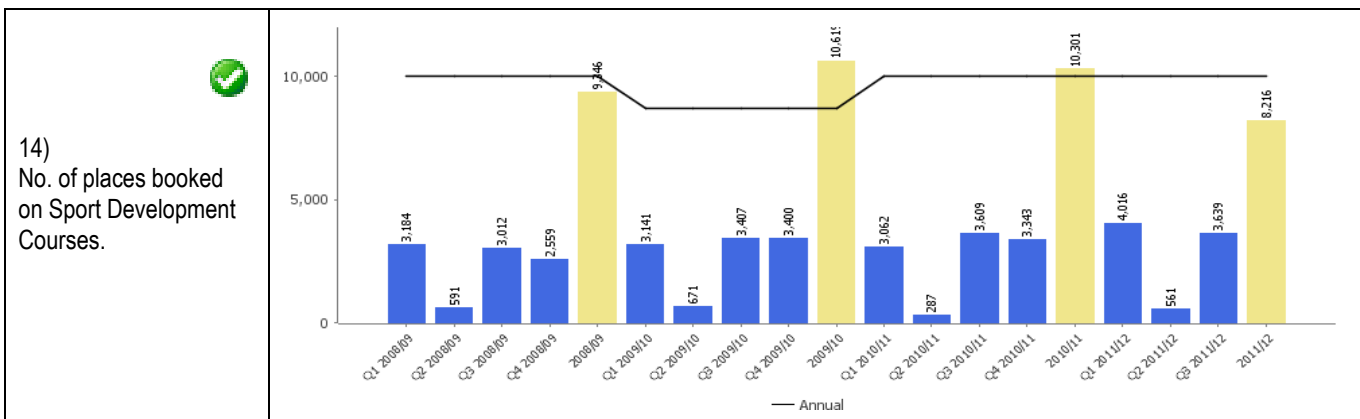
13)
No. of participants in
Cultural Services
activities.



Performance in the 3rd quarter is showing a good increase on the same period last year and appears to be on target for the year.

Dance and drama programmes have been particularly well attended.

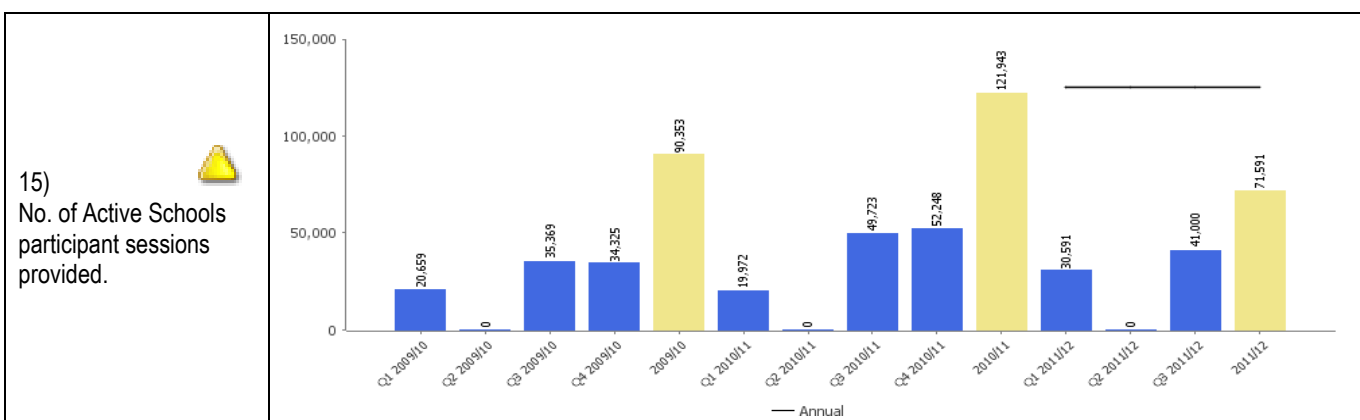
People Are More Creative And Potential For Success And Wellbeing Is Nurtured



Sports Development classes are booked in three main blocks through the year, with two blocks currently being reported on to the end of the 3rd quarter. Performance this quarter is strong with an 18% increase over the same period on two years. We are expecting to be over target for the year if final quarter performance follows the same pattern as last year.

Swimming continues to perform strongly and football and rugby have seen significant improvements in numbers. It should be noted that swimming & rugby benefit from dedicated development officer input. Tennis has seen a strong improvement in performance following introduction of CashBack tennis sessions and input from Tennis Scotland.

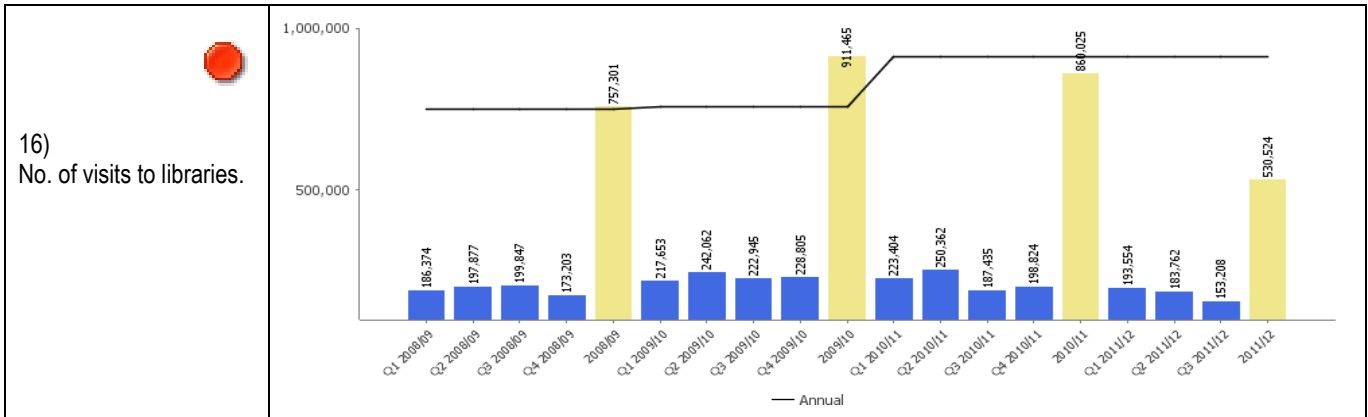
We are working to integrate holiday programmes for Sports Development, Active Schools and Community Recreation into a single coordinated programme to better serve young people.



Performance follows a similar pattern to Sports Development classes. Numbers for period 3 have been affected due to staffing changes in the Secondary sector which has now been resolved. Although this indicator is currently flagged as amber, performance is expected to follow previous trends and should achieve close to target for the year. A successful basketball programme involving professional players from Glasgow Rocks involved approximately 1000 pupils.

Actions are planned in advance of the London 2012 Olympic Games, with a programme of targeted events and activities commencing in February.

People Benefit From Lifelong Learning

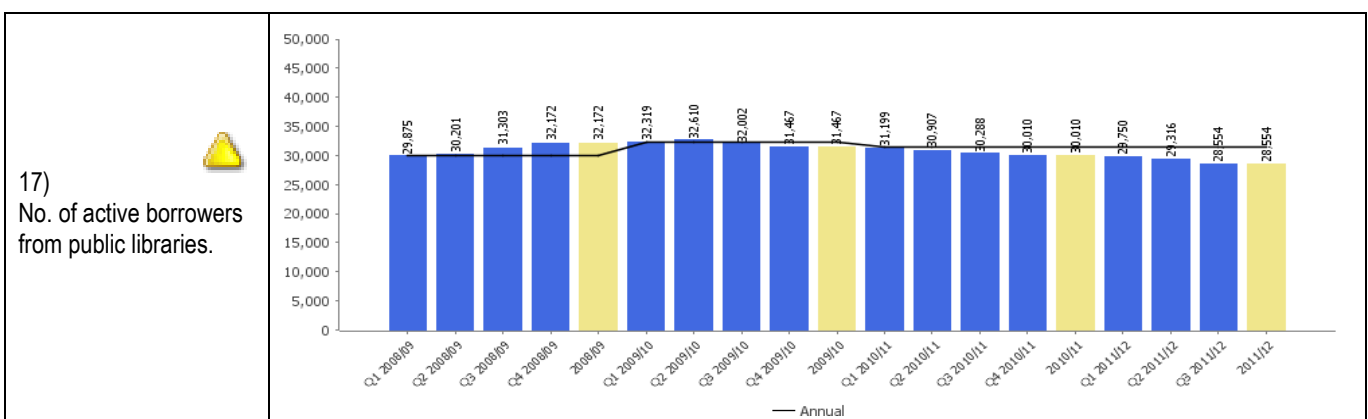


Performance in the 3rd quarter is down on the same period last year and appears to be showing a continuing declining trend over the past 2 years. Visit numbers have decreased following the opening of new libraries 3 years ago. An exception to this appears to be Slamannan where there was an increase in performance.

Although there was a change in library opening hours during the 3rd quarter (September), a dip in performance has been evident for some time. There were counting issues at Falkirk Library and issues with the recording of figures at Bo'ness Library which have now been corrected

A marketing campaign to attract new and retain existing library users is underway, including new library cards and marketing material for the mobile library being rolled out. The Team Leader Marketing has also commenced work with libraries regarding children and young people.

We are pro-actively planning targeted marketing commencing with borrowers who have lapsed in the last year. The campaign will be interesting and eye-catching and will communicate a number of key messages. Key dates that will tie in to the campaign are National Libraries Day in February and World Book Night in April. Further work to position Libraries as a key route for cross selling cultural and fitness activity particularly to families with under 5's will be taken forward.

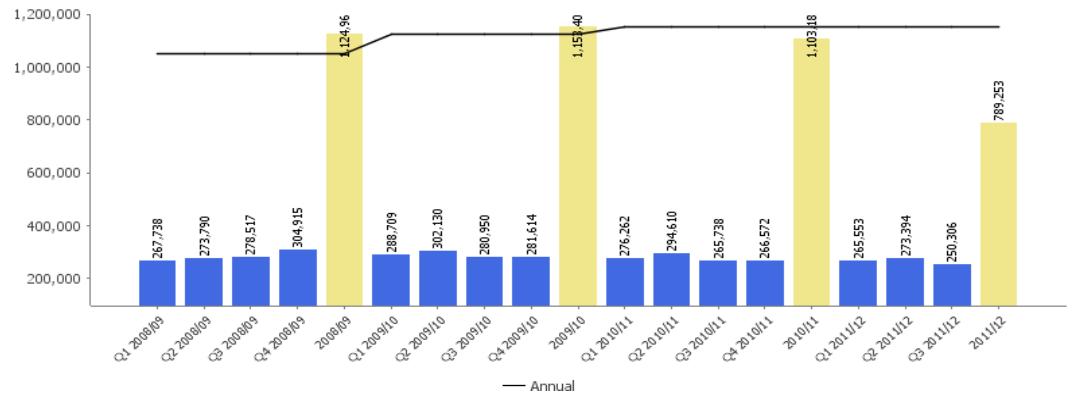


The gradual decline in active borrower numbers which has been observed over the previous 2 years is continuing. Performance is within 10% of the yearly target and it may be challenging to lift performance significantly during the 4th quarter.

Bringing performance back to target is a critical part of the planned marketing campaign.

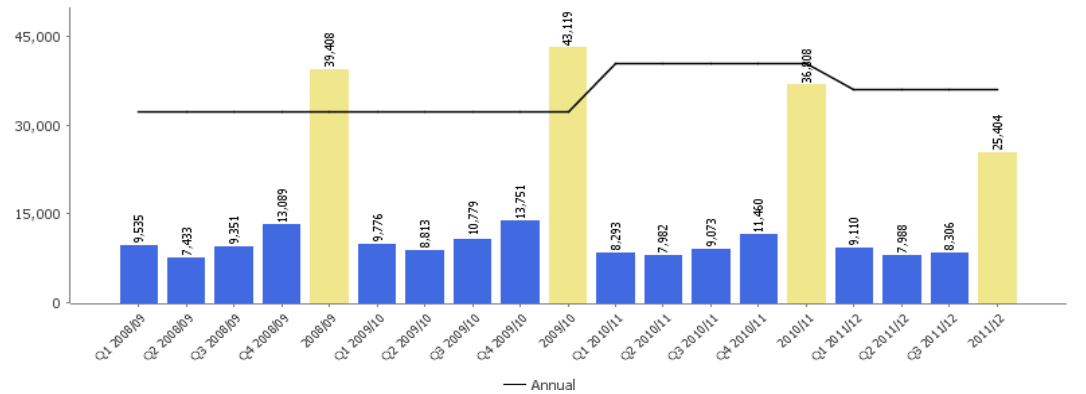
People Benefit From Lifelong Learning

18)
No. of issues from public libraries.

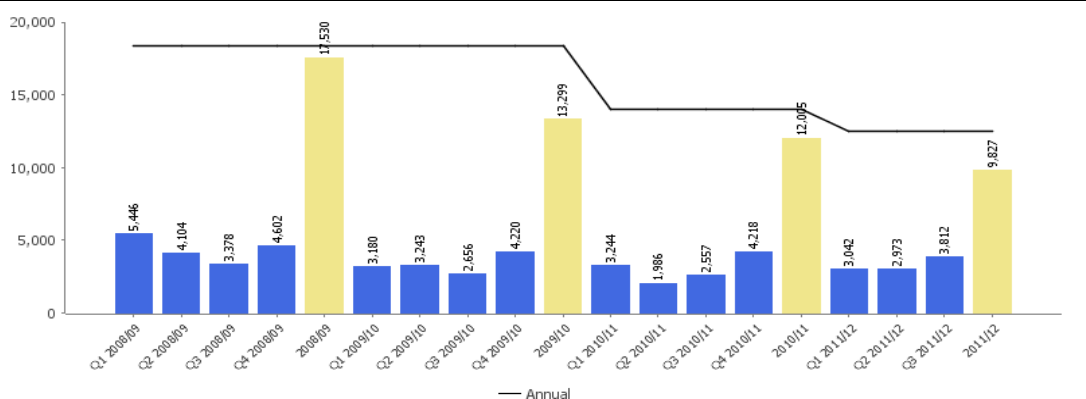


Performance for this quarter is slightly stronger than for visits to libraries. Our libraries have a generous allowance for the number of issues that can be borrowed at any one time.

19)
No. of resources added to library stock – Adults.




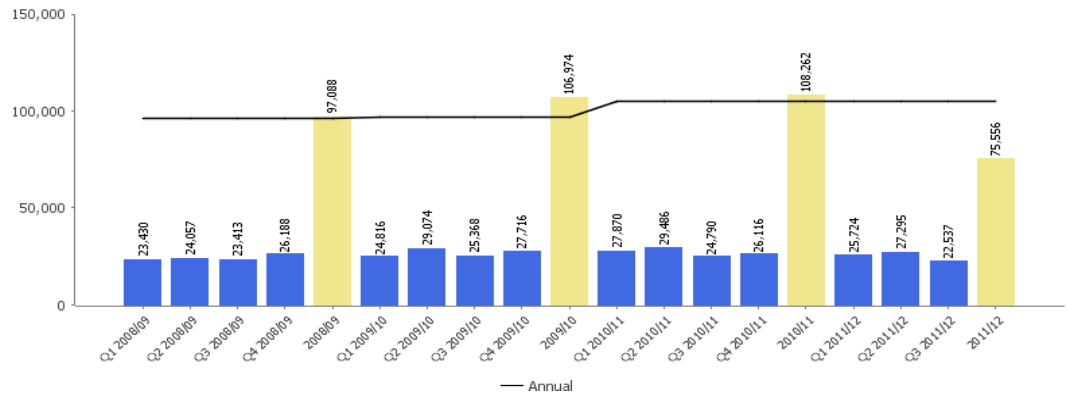
20)
No. of resources added to library stock – Junior.



3rd quarter performance is following previous trends and if the previous pattern of purchasing being higher in the 4th quarter continues, the yearly target will be met.


People Benefit From Lifelong Learning

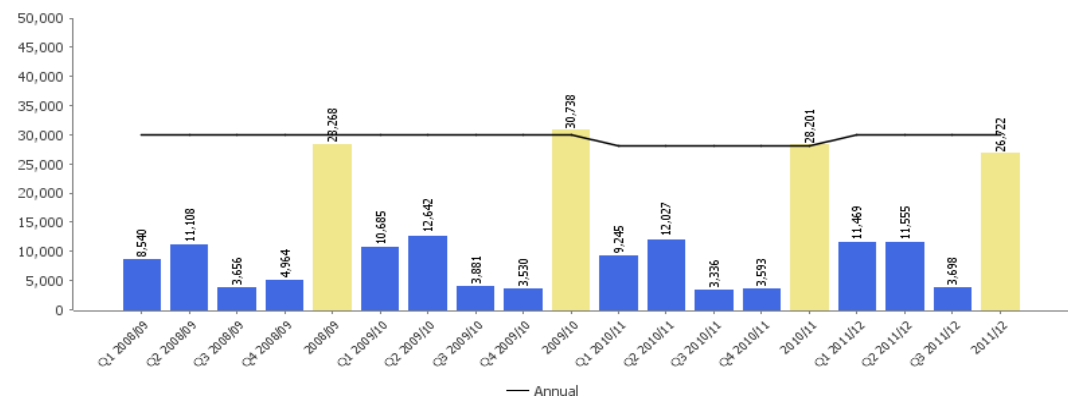
21) 
No. of times the public access terminals were used in libraries.



The number of times public access terminals were accessed is slightly down on the same period last year, but is projected to achieve close to target.

The numbers of unique users (9,833) remains stable over the three quarters so far, but customers appear to be using the terminals slightly less frequently.

22) 
No. of visits to Callendar House.

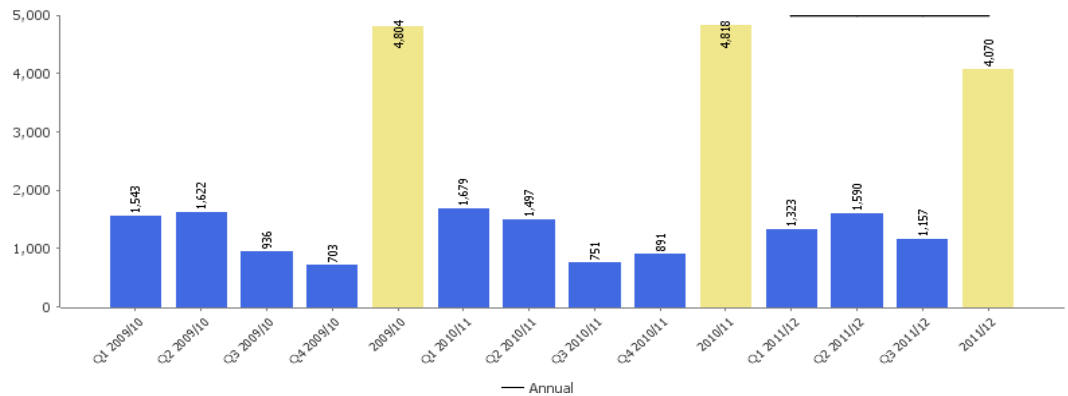


Performance for the 3rd quarter has seen a healthy increase and is expected to meet the yearly target. This has been credited to the popular Elizabeth Blackadder exhibition in the Park Gallery within Callendar House.

An increase in the proportion of visitors from out with the Falkirk area has also been observed for this quarter (2010/11 Q3 54.4%; 2011/12 Q3 58.6%).

People Benefit From Lifelong Learning

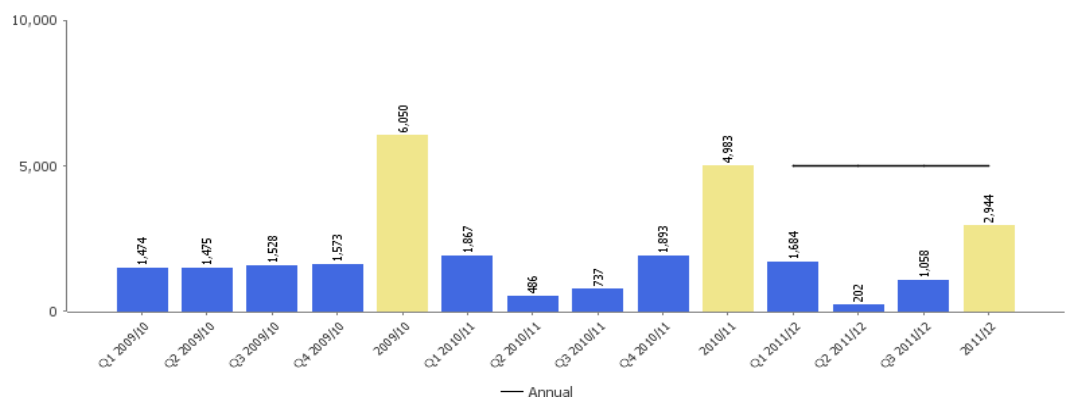
23)
No. of Visits to Kinneil
Museum.



Following mixed performance during the first two quarters, 3rd quarter performance is now slightly ahead of the same period last year and is on course for meeting the yearly target, assuming final quarter performance follows previous trends.

There is planned activity to improve exhibition material which is expected to continue to enhance performance over the course of 2012.

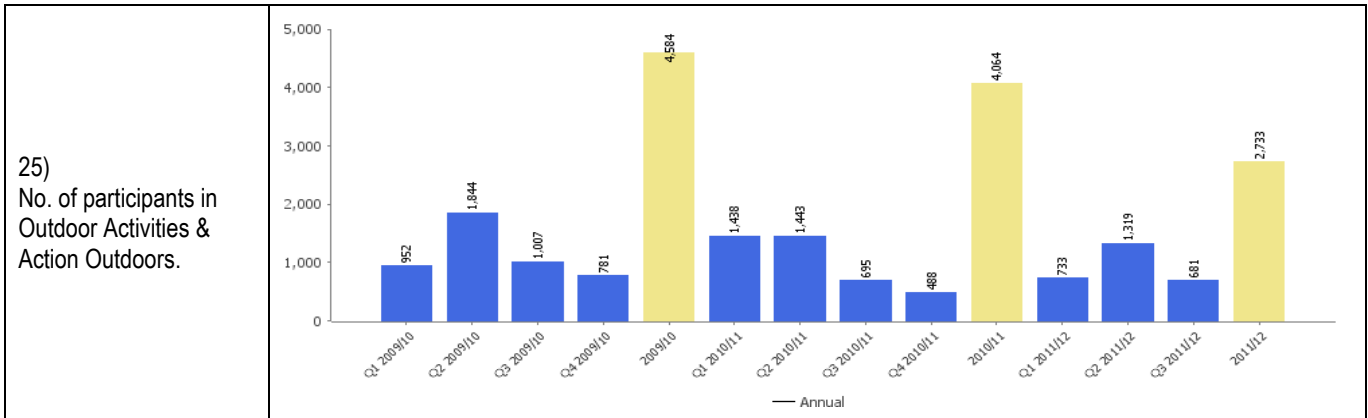
24)
Total participants in
Heritage Educ
Workshops for Schools.



3rd quarter performance was stable compared to same quarters over the previous two years, however is still below target for the year. The standard programmes offered to schools have seen a reduction in uptake but one-off programme has seen significant increases in participants (from 650 in 2010-11 to 800 in 2011-12).

Although flagged as red, annual performance may get closer to target. Analysis is ongoing to better understand reasons for reduced uptake of activities by schools; we have approached Education Services to identify any changes we might need to make to existing programmes and will amend programmes accordingly.

People Are Involved In Caring For The Area's Heritage & Environment



The Action Outdoors partnership with the Waterways Trust formally ended in September. Our amalgamation of Outdoor Activities, Action Outdoors & Outdoor Learning will inform target setting and programme delivery next year.

Performance this year was affected in the early part by staff injury and a resultant reduction in participant places available. A full programme was delivered in the 2nd quarter and the reduction in external funding to Action Outdoors was a factor in programmes delivery during the 3rd quarter.

A strong, sustainable and valued organisation

Indicator	10/11	Target 11/12	April - December
Sickness Absence - % days lost	3.17%	Reduce	2.97%*
Staff Turnover	9.8%		6.1%*
No of Health & Safety incidents & accidents	145	Reduce	94
No. of complaints & formal enquiries received and dealt with	226	Reduce	99

* Reporting April – October

Sickness absence levels remain reasonably positive, although the 4th quarter traditionally tends to be a time of increased short-term absences. Absence out turn in 10/11 was a service best and we hope to be within this range for 11/12 although a reduction on last year may not be achieved.

Turnover equates to 20 leavers during the period, some of these were temporary staff employed only during the summer months and a number were through voluntary severance.

Accidents and incidents are reducing and there were no HSE reportable accidents during the period. Regrettably there was an incident at Grangemouth Circuit Club in August when a customer took a heart attack and sadly later died in hospital. Our staff were commended by paramedics for their very proactive and professional response.

The number of complaints and formal enquiries appears to be reasonable although it should be noted that the out turn figure for 10/11 noted above contains services which have remained in the Council. When considered against the number of admissions, visits and participation for the period at c1.5 million, this is a minute % of all the customer interactions that we have.