

Falkirk Community Trust

Subject: April 2011 – March 2012 Performance Report
Meeting: Audit and Performance Sub-Group
Date: 20 September 2012
Author: Business Development Manager

1. Introduction

1.1 This is the year-end report on Falkirk Community Trust’s performance indicators and it covers the period April 2011 – March 2012. Whilst this period precedes the establishment of the Trust, the Trust Business Plan is set for the full year April 2011 – March 2012. The indicators reported are set out within the Business Plan.

2. Performance statement

2.1 Attached is a performance statement with 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 status for this period is summarised below:

<i>Green</i>	This PI is on or above target.	There are 18 green flagged indicators.
<i>Amber</i>	This PI is slightly below target though performance may be improving.	There is 1 amber flagged indicator.
<i>Red</i>	This PI is significantly below target and performance does not appear to be improving.	There are 4 red flagged indicators.

2.2 The annual report, which was considered by the Board at its meeting on 30th August, describes the Trusts overall performance for the year including narrative on the key indicators. The performance statement augments the Annual Report with more detail illustrating the quarterly or seasonal trends and comparison to performance for previous years where known.

3. Conclusion

3.1 April-December 2011 performance was previously reported to the Board in January 2012. Performance in the final quarter was generally positive and resulted in fewer indicators flagged at amber by the end of the year. Performance is measured against target and the top five achievers for 2011/12 are as follows:

- Admissions to Park Gallery – 58% above
- No. of places booked in Sports Development classes – 20% above
- No. of participants in Cultural Services activities – 11.5% above
- Admissions to Grangemouth Stadium – 9% above
- No. of visits to Kinneil Museum – 5% above

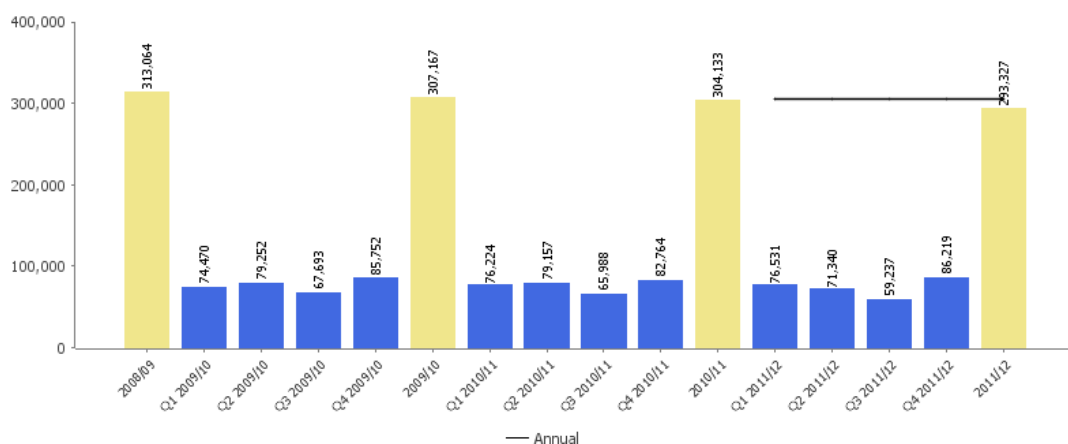
- 3.2 There was underachievement in libraries and golf. Appropriate target setting is a key factor. The current review of the Business Plan will examine the 6 month position for 2012/13 and forward programme plans to determine as realistic targets as possible.
- 3.3 A report on the April-September 2012 indicators will be presented to the next meeting of the sub group on 18th October.


Jane Clark

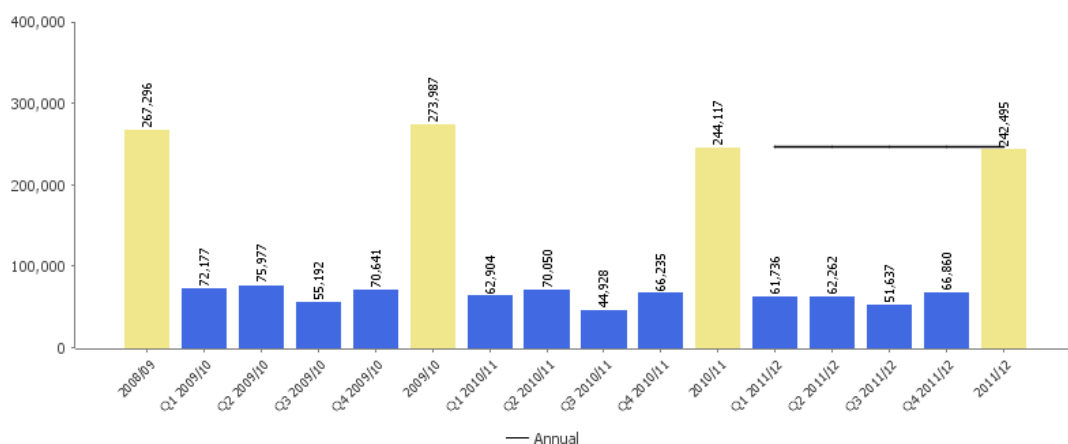
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Jane Clark
Business Development Manager


People Are Fitter, Healthier And More Active, More Often

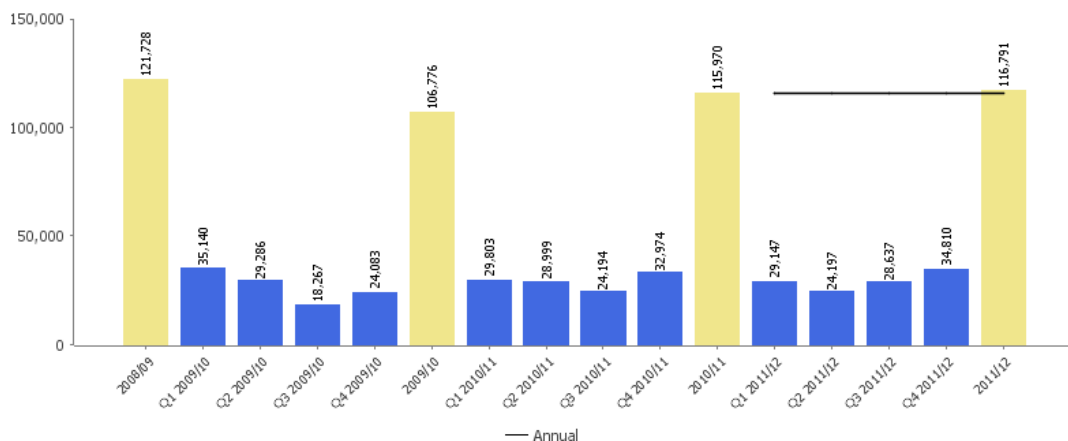
1) Admissions to Grangemouth Sports Complex. 



2) Admissions to Mariner Centre. 



3) Admissions to Bo'ness Recreation Centre. 



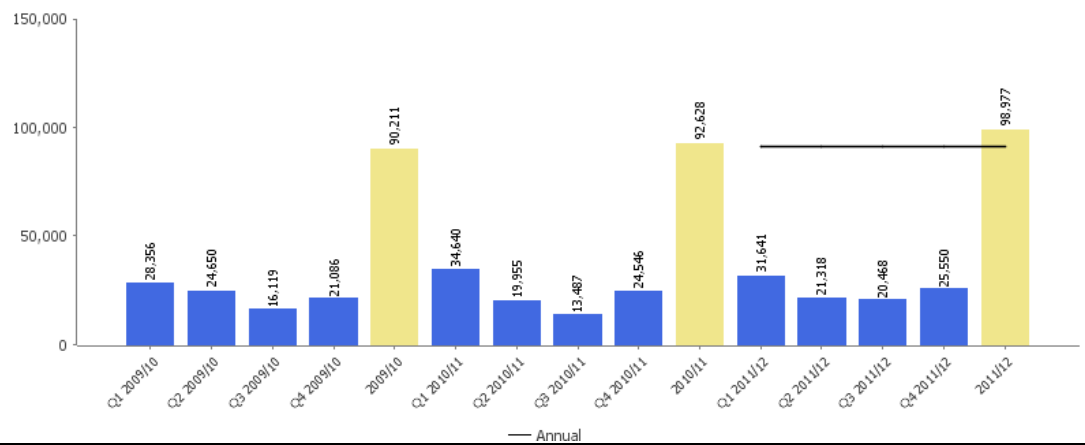
Following the trend over the past 2 years, 4th quarter performance increased at Grangemouth Complex and Bo'ness Recreation Centre compared to same quarter last year. Both venues saw significant improvement and refurbishment during 2011/12. 4th quarter performance at the Mariner Centre increased slightly compared to Q4 2010/11.

Overall performance for the three centres combined for 2011/12 was slightly down (2% reduction from 664,220 to 652,613), but in all cases were very close to target (within 2.5% of 668,000 target) hence have been flagged as green.

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

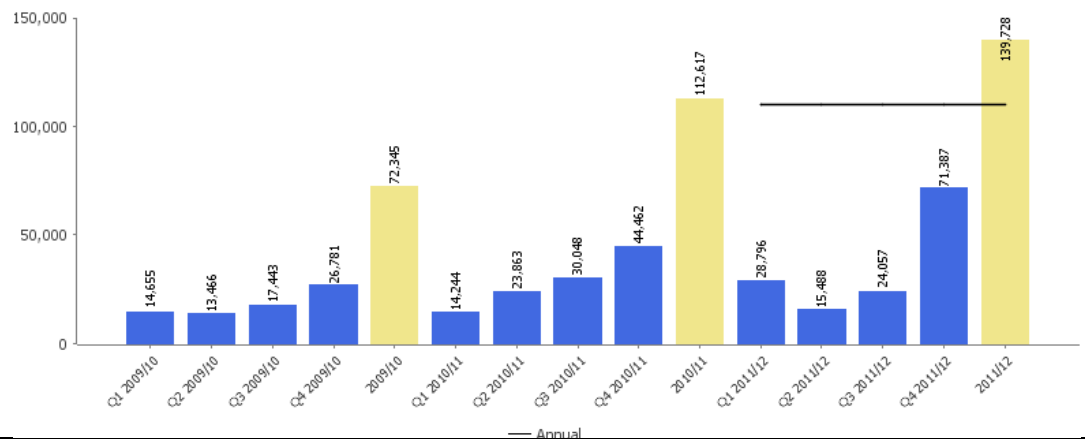
4) Admissions to Grangemouth Stadium.



The strong performance seen earlier in 2011/12 continued in the 4th quarter with a positive 4% increase in admissions on the same period last year. Overall yearly activity performed strongly with a 7% increase in admissions and exceeded the yearly target by 9% overall.

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.

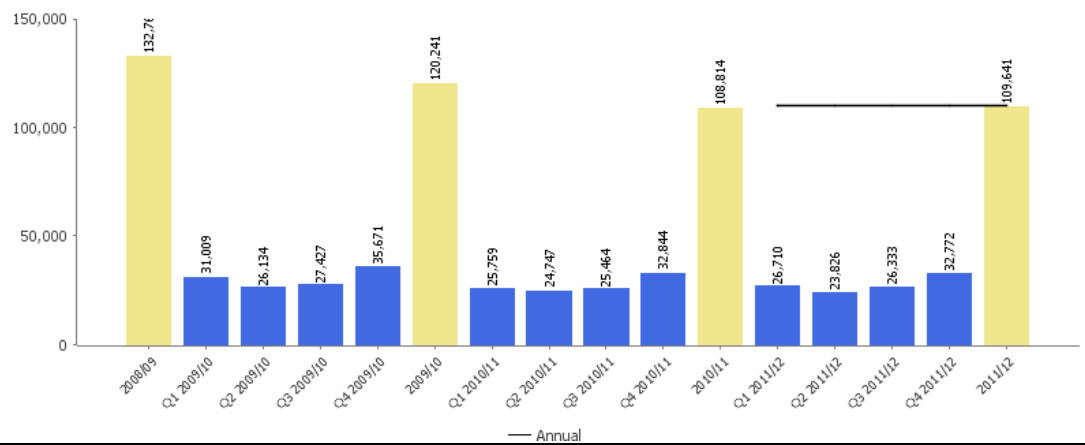
5) Out of hours admissions to Community Schools.



Performance was up significantly during the 4th quarter compared to the same period last year (60% increase). This led to an overall strong performance for the year exceeding target.

The increase in 4th quarter performance was largely due to improved recording of attendances and a large number of dance shows/events at Denny and St Mungos HS's, and can also be attributed to the increased number of adult amateur football teams using schools' indoor facilities for winter training.

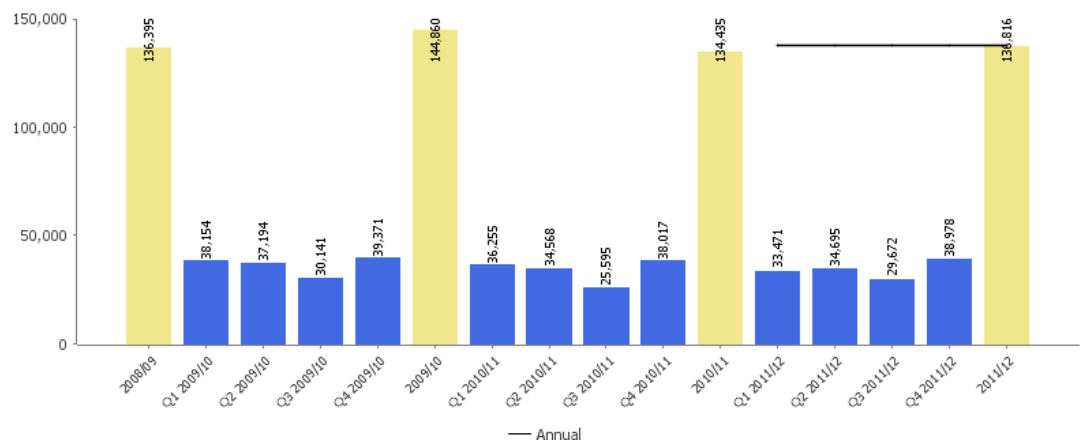
6) Admissions to the Neighbourhood Centres.



4th quarter performance followed previous trends and, as previously predicted, ended on target for the year overall. Sports centres traditionally perform strongest in the final quarter hence out turn for the 2011/12 year was as expected.

It should be noted that remedial work to Denny Football Centre's roof and floors were completed in time for football teams' indoor winter training, but unfortunately for the second successive winter suffered storm damage to the roof. The sports hall facility remains closed since January 2012.

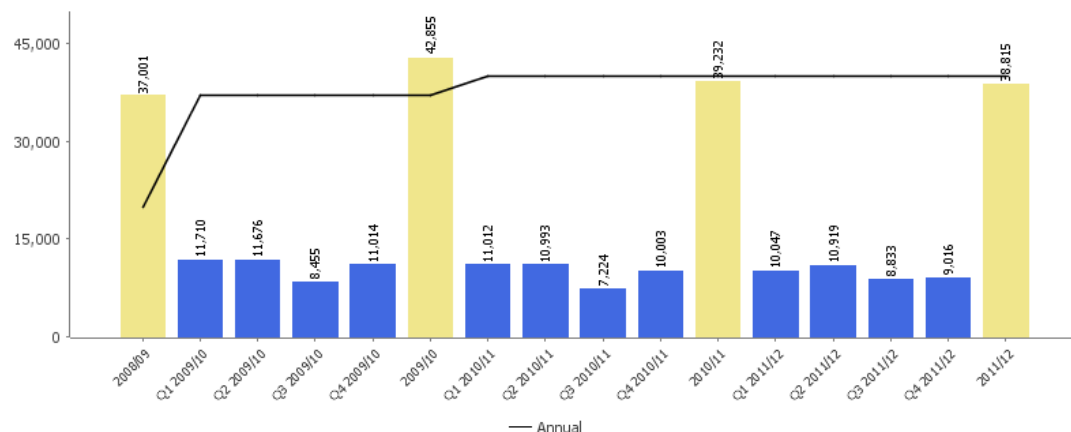
7) Admissions to the Circuit Clubs.



Circuit admissions were slightly up on the same period last year, following the traditional trend of New Year upturn in gym memberships. This upturn resulted in an on-target performance for the year despite the national downward trend which has persisted for the past two years, influenced by general economic factors. Year target 138,000; actual performance 136,816 (less than 1% short)

We have prioritised the Circuit Clubs for early marketing activity which is currently underway. New classes following popular trends in fitness are being considered for investment, and Aqua Zumba and Kettlercise have been rolled out. In addition, the circuit clubs at Grangemouth Circuit and the Mariner Centre benefitted from investment in fitness equipment.

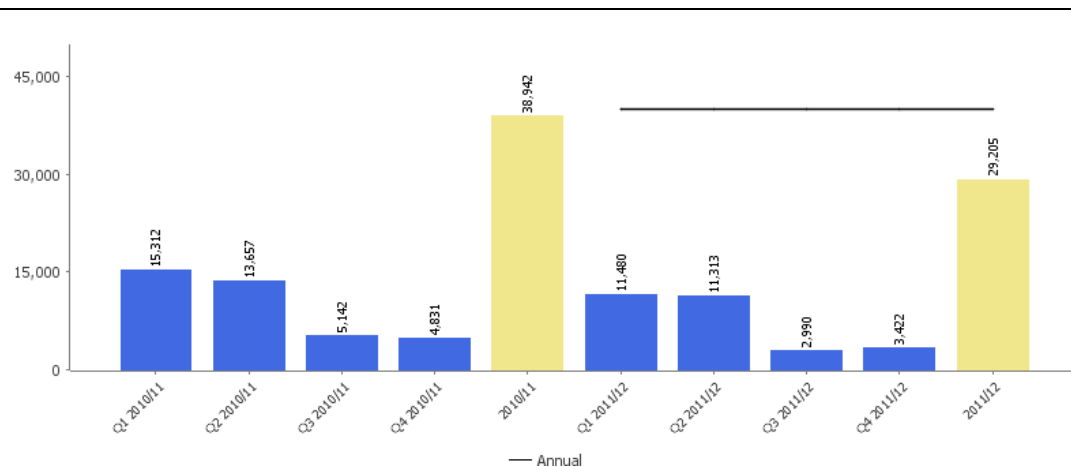
8)
No. of participants in Healthy Lifestyle Physical Activity programme.



The number of participants at the 4th quarter was slightly down compared to the same period previously. Strong performance for the initial 3 quarters for 2011/12 resulted in overall yearly performance matching last years' figures (less than 1% reduction at 38,815 versus 39,232 for 2010/11) and falling just short of target, hence being noted as green.

Good performance has been observed in the Teens and Stroller programmes with both seeing strong increases in participant numbers. During the year, we introduced some great new Active Forth health promotion initiatives, which meant we operated at around optimal capacity.

9)
No. of rounds of golf played.



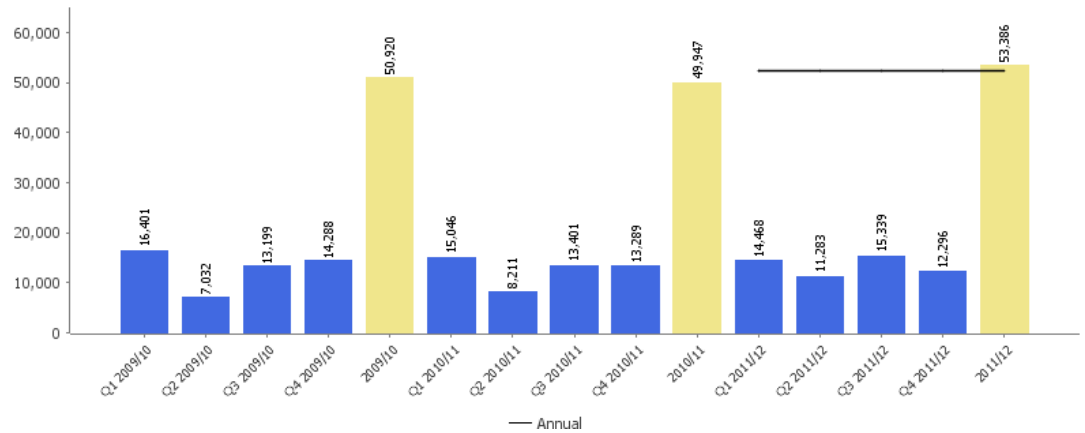
This indicator measures both Grangemouth Golf Course and Callendar Park Par 3. Performance for the 4th quarter continued below target and is down on the same period last year. This is a continuing declining trend over the past two years, which mirrors the national trend in golf clubs suffering in the current economic climate, with golf being seen as a luxury activity. It should be noted that in 2011/12 all public golf courses in Scotland experienced five months of the worst performance in the last five years, particularly due to the weather conditions.

On a more positive note, there was a 9% increase in play at our par 3 course at Callendar Park. The significant decrease is 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 2013.

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

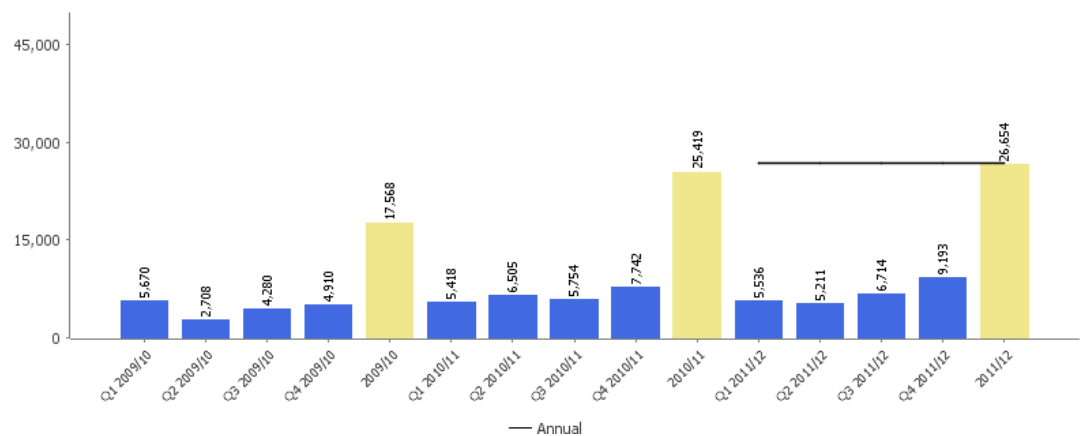
10) Admissions to FTH.



Overall performance for the year remained strong and exceeded last year's performance (7% increase) and the yearly target. FTH had a successful year and availability of high quality touring product in the 2nd quarter resulted in a significant increase in attendances compared to 2nd quarter performance in the previous years. The strong performance seen during the previous 3 quarters tailed off during the 4th quarter and can be attributed to programming, but overall FTH had a very successful year. Despite the tough economic climate for the cultural sector generally, we continued to attract a loyal audience in the Falkirk area.

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.

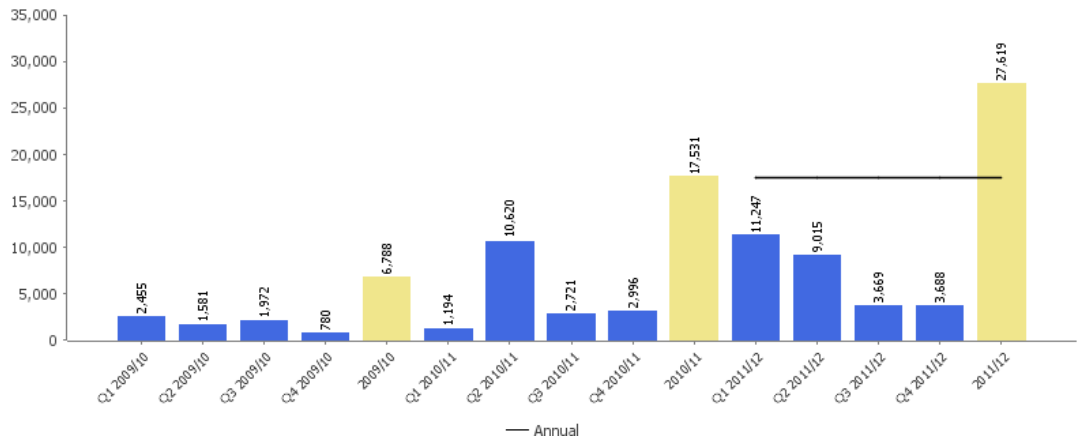


There was a very strong 4th quarter performance (an increase of 19% compared to the same period last year) which followed previous trends, and is the most successful quarter for attendances since the reopening of the Hippodrome. Overall performance for the year was positive and met the target.

This was due to additional promotional activity, which began to focus on the Hippodrome's centenary year, and also the Festival of Silent Film which was designed to raise awareness of the Hippodrome and its programme, in general. Additionally, the installation of a satellite receiver at the Hippodrome enabled live theatre screenings from the National Theatre, which had a great audience response and excellent attendance levels.

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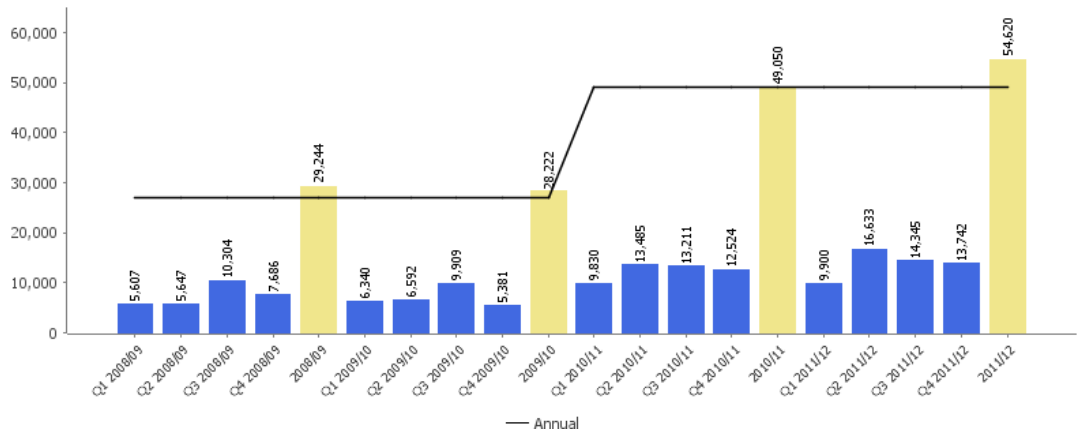
12) Admissions to Park Gallery.



Earlier strong performance continued in the 4th quarter, seeing significant increases over the same period last year. Admissions increased by 58% for the year compared to 2010/11 and exceeded target significantly. We hosted several high quality and exclusive exhibitions which led to this impressive performance for the year.

Admissions have increased following relocation to within Callendar House and Park Gallery staff work to ensure that visitors get the best possible experience during their visit. An extensive programme of supporting activity is developed and delivered alongside each exhibition.

13) No. of participants in Cultural Services activities.

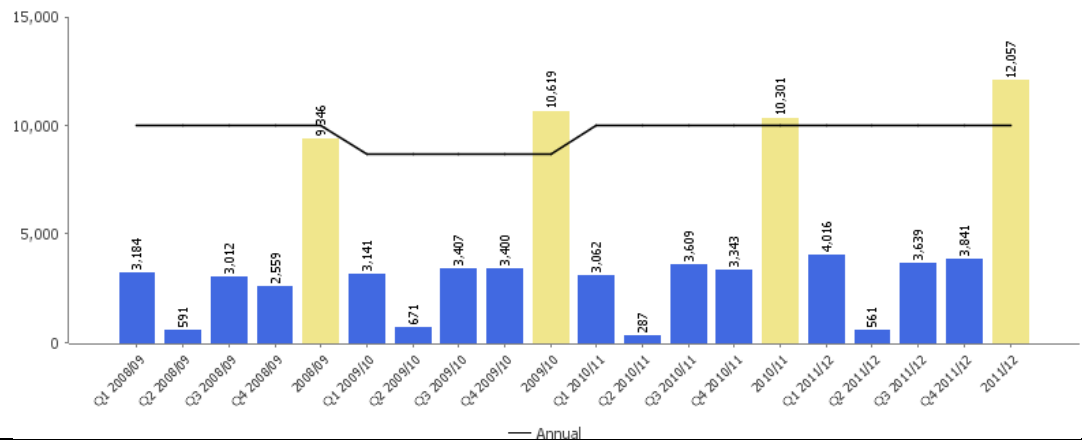


Performance in the 4th quarter saw continued strong performance and an increase on the same period last year. Participant numbers were generally strong across the whole year and collectively resulted in an 11% increase for the year compared to 2010/11, exceeding target.

Dance and drama programmes have been particularly well attended. Dance had significant focus in 2011/12 via the National Theatre of Scotland led Reasons to Dance community project, culminating in the Reasons to Dance show at Falkirk's City nightclub in March 2012. New and refreshed participatory dance activity was also introduced including the Dance Track initiative with funding from EventScotland as part of the Games for Scotland programme.

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

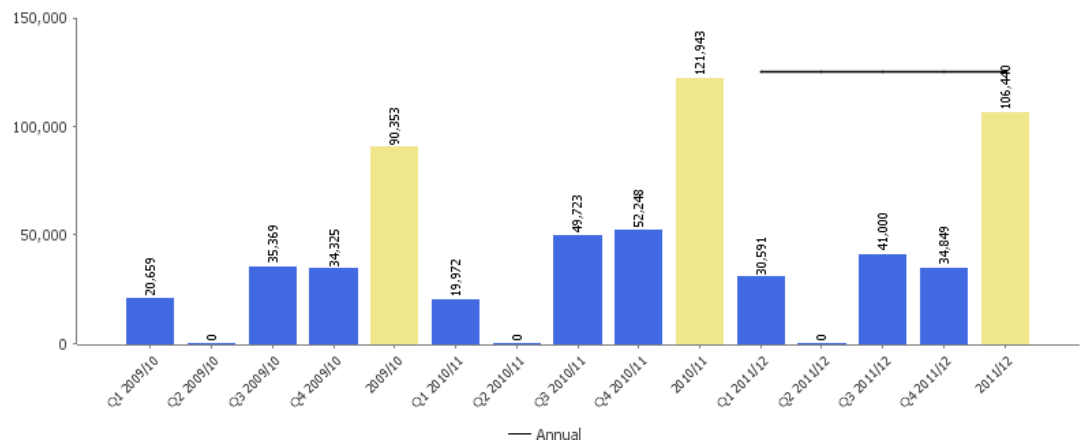
14) No. of places booked on Sport Development Courses.



Sports Development classes are booked in three main blocks through the year. Performance for the 4th quarter followed the traditional trend and was strong compared to the same period over the previous years. As indicated at the end of the 3rd quarter, performance exceeded target for the year. Overall performance for 2011/12 saw a 17% (1,756) increase in places booked and significantly exceeded target for the year.

Swimming continues to perform strongly following an expansion of the number of places available, and football and rugby have seen significant improvements in numbers. It should be noted that swimming, football and rugby benefit from dedicated development officer input. Rugby participant numbers have been bolstered by the rugby modern apprentice programme during 2011/12. Tennis has seen a strong improvement in performance following introduction of CashBack tennis sessions and input from Tennis Scotland, with Falkirk Community Trust receiving Tennis Scotland's prestigious Community Club of the Year award for this initiative.

15) No. of Active Schools participant sessions provided.



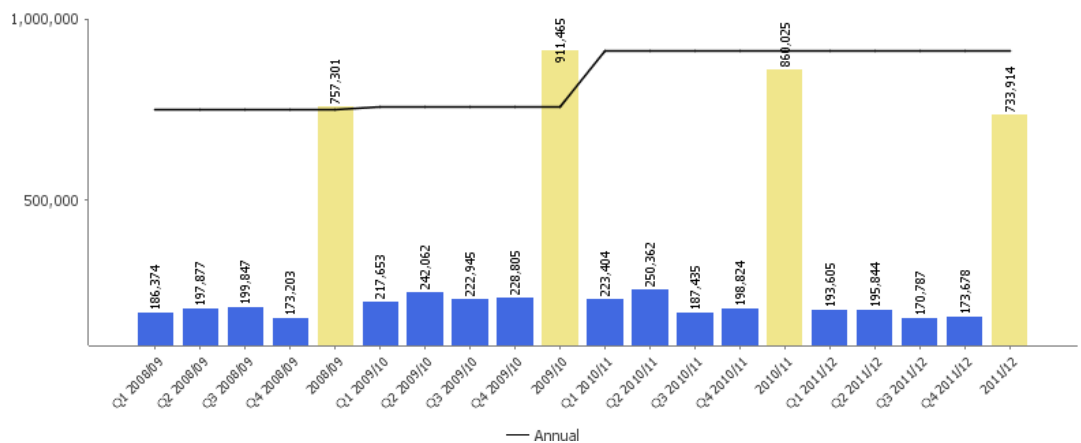
Performance overall for the 2011/12 year was reduced by 13% compared to last year and fell short of target. This can be attributed to a change in the information reporting process to **sportscotland** since August 2011, from recording numbers attending activity sessions to distinct participants. The focus of Active Schools also changed from physical activity to sports and links to clubs.

Activity was planned in advance of the London 2012 Olympic Games, with a programme of targeted events and activities. Three projects delivered by our Active Schools team were awarded the Olympic Inspire Mark.

This PI has not been flagged due to the change in recording method during 2011/12.

People Benefit From Lifelong Learning

16)
No. of visits
to libraries.



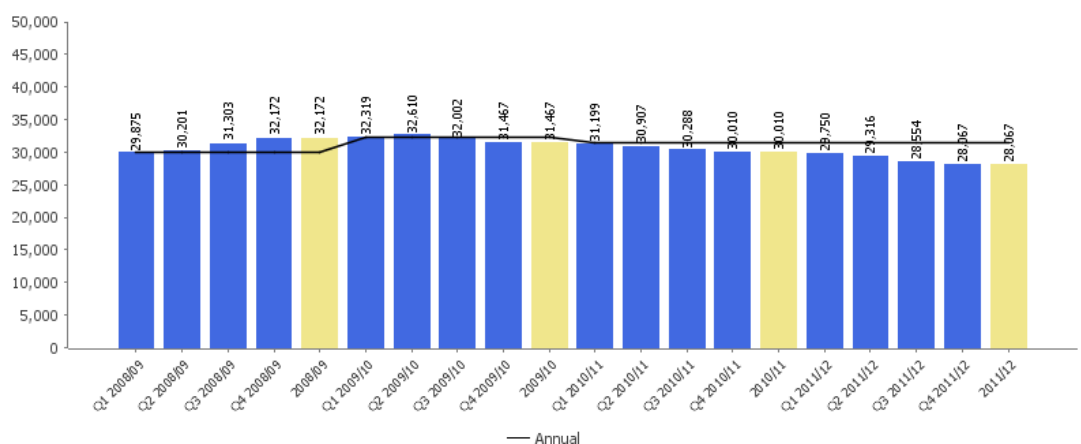
Performance in the 4th quarter was down on the same period last year and appears to be showing a continuing declining trend over the past 2 years. Visit numbers have decreased following the opening of new libraries 3 years ago. An exception to this appears to be Slamannan where there was an increase in performance.

Overall year end performance for 2011/12 (733,914) was below the yearly target of 910,000

Although there was a change in library opening hours during the 3rd quarter (September 2011), 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. Libraries face continued tough competition from not only the high street and online retail but also e-books.

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. Further work to position Libraries as a key route for cross promoting cultural and fitness activity particularly to families with under 5's will be taken forward.

17)
No. of active
borrowers from
public libraries.

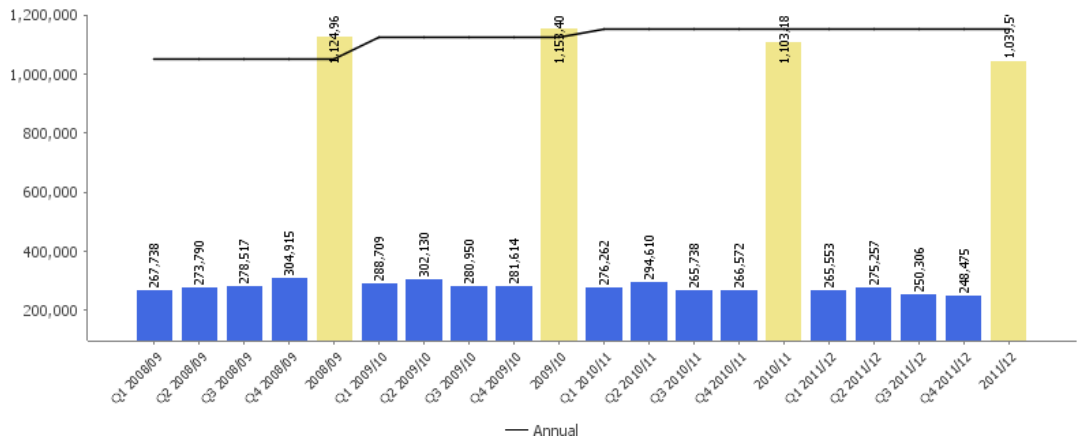


The gradual decline in active borrower numbers which has been observed over the previous 2 years is continuing. Performance is just over 10% of the yearly target and at the end of the 4th quarter 2011/12 the total number of active borrowers was 6.5% lower than the same point in 2010/11. The percentage of junior active borrowers is declining marginally faster than adults. Bringing performance back to target is a critical part of the planned marketing campaign.

The number of active borrowers is declining at a greater rate than the number of issues. Library staff have observed that in the past customers used to take out a ticket for each family member, but now they are taking out 1 ticket only (e.g. Mum) and then borrowing for the rest of the family. More monitoring will be required to establish this relationship.

People Benefit From Lifelong Learning

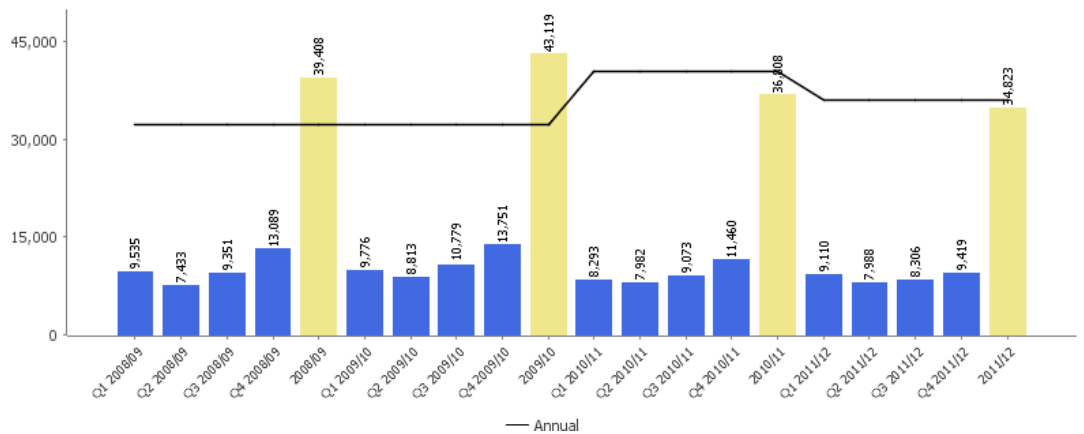
18)
No. of
issues from public
libraries.



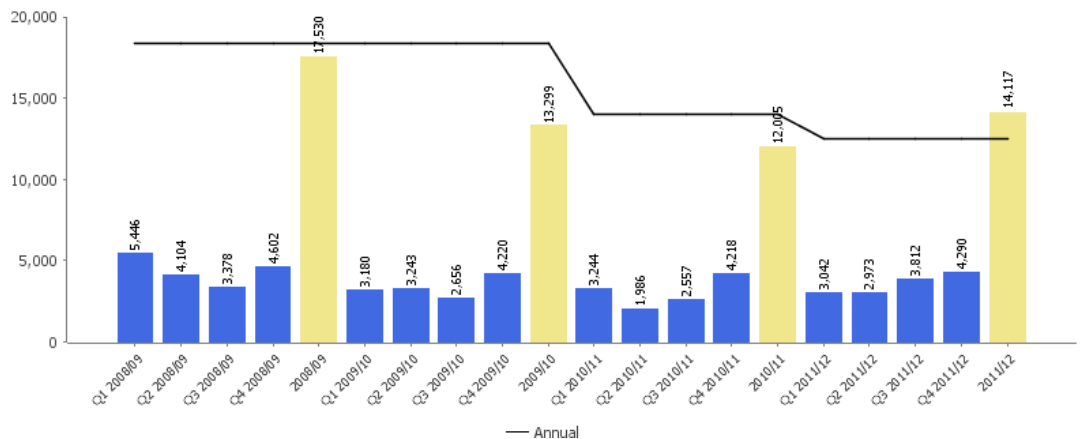
Performance for the 4th quarter was slightly stronger than for visits to libraries, but remained weaker compared to no. of issues in the comparable quarter in previous years. This resulted in a shortfall against the target for the year end.

This 5.8% reduction in the number of issues for the year is slightly better than the reduction in the number of active borrowers, i.e. the current active borrowers are generating more issues per head. 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.



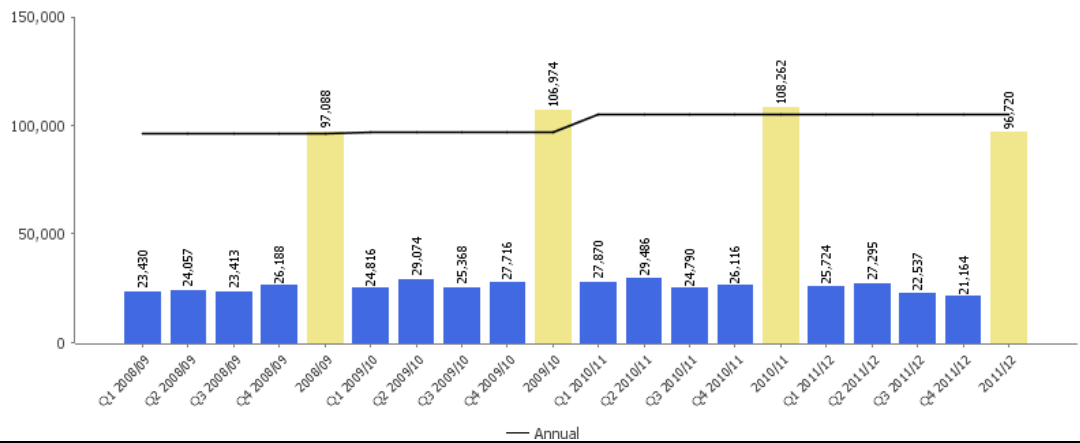
20)
No. of
resources added
to library stock –
Junior.



Performance for the 4th quarter was lower than in previous years but – due to purchasing figures being more evenly spread across all 4 quarters – overall performance for the year exceeded target. In response to customer demand we increased purchasing of popular authors by 50%, and the use of new SmartSm software allowed us to better target stock to specific libraries based on usage levels.

People Benefit From Lifelong Learning

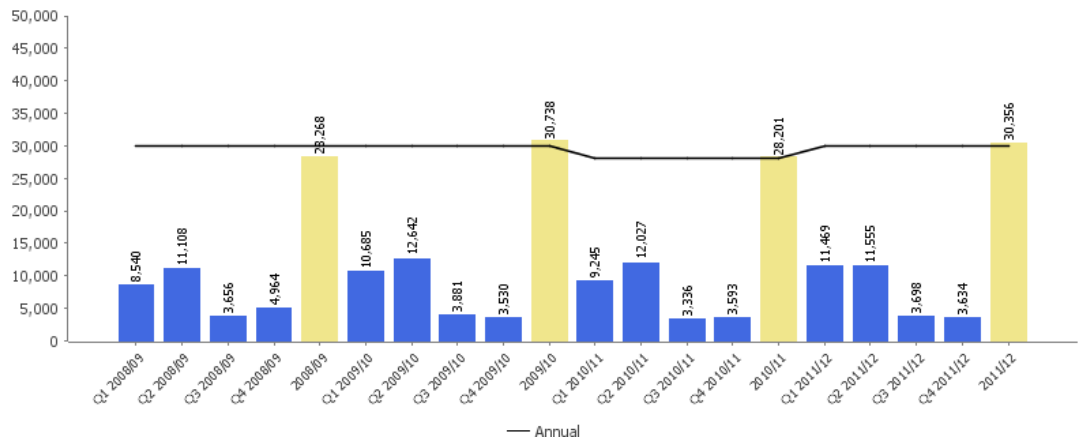
21)
No. of times
the public access
terminals were
used in libraries.



The number of times public access terminals were accessed during the 4th quarter was slightly down on the same period in previous years and went against the trend of stronger 4th quarter performance. The numbers of unique users remains stable, but customers appear to be using the terminals slightly less frequently.

Performance overall for the 2011/12 year was reduced and went against the increasing trend over the past years. Final figure for the year fell just short of target by 8%. (96,720 versus a target of 105,000)

22)
No. of visits
to Callendar
House.

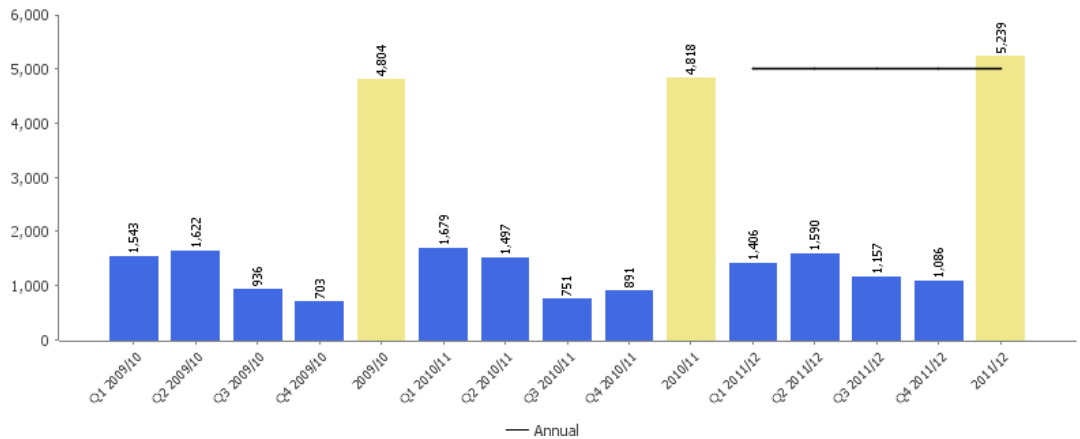


Performance during the final quarter of the year was strong and followed the trends from previous years. Year end performance for 2011/12 saw a 7.5% increase and was higher than target. One of the reasons is the location of the Park Gallery within the House which hosted several highly successful exhibitions and contributed to the overall increased visits.

Callendar House remains an important tourism asset with 53% of all visitors coming from outwith the local area. Moreover a more streamlined approach to marketing has been developed with co-ordinated campaigns for all upper gallery exhibitions, the Park Gallery and far greater emphasis on generating online recommendations from sites like Tripadvisor.

People Benefit From Lifelong Learning

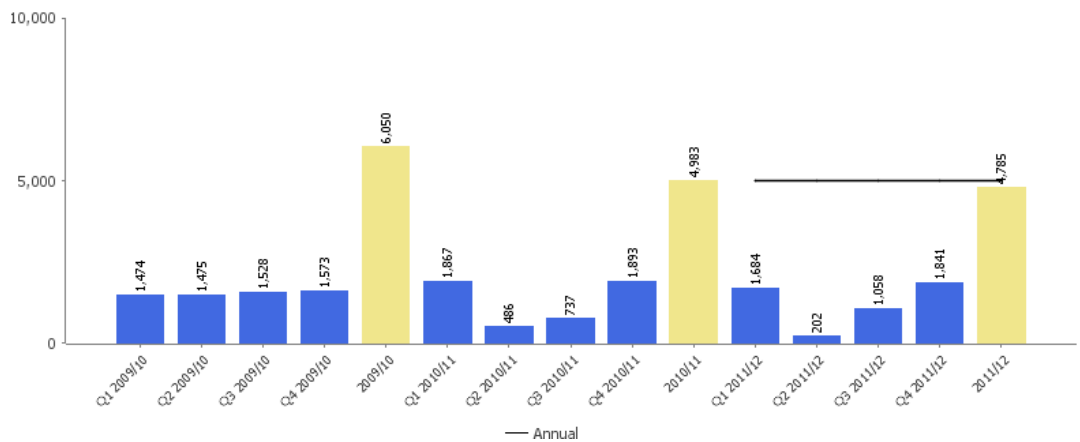
23)
No. of
Visits to Kinneil
Museum.



Following mixed performance during the first two quarters, strong 3rd and 4th quarter performance (1,086 visits versus 891 for Q4 2010/11) resulted in improved performance overall for the year, with visit numbers exceeding the 2010/12 figure and the target for the year.

The increase in visitor figures since 2007 until present day (c. 700 increase) can largely be attributed to promotional activity by Friends of Kinneil, for example openings of Kinneil House which included Kinneil Museum.

24)
Total
participants in
Heritage Educ
Workshops for
Schools.

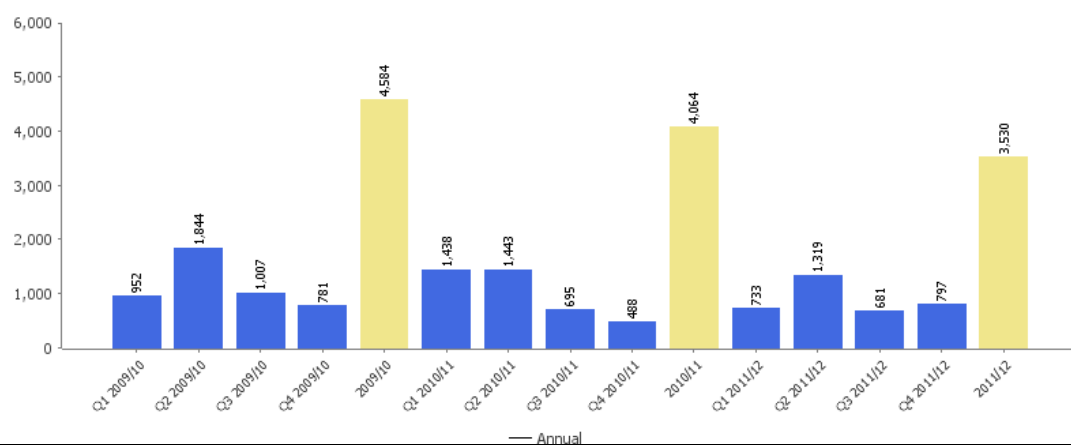


4th quarter performance followed previous year trends and remained stable compared to the same quarter last year. This strong performance to the end of the year resulted in annual performance getting close to target (actual 4,785; target 5,000).

Analysis continues 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. Attendance at school educational events declined slightly due in part to no school visits to Birkhill Clay Mine, however there has been very positive feedback from schools participating in one-off programmes. There was an increase in Hippodrome educational figures, as well as an increase in activity by the Education team providing learning activities to non-school groups (825 users in 2011/12, compared to 650 in 2010/11).

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

25)
No. of
participants in
Outdoor Activities
& Action
Outdoors.



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 during the 4th quarter was significantly improved over last year's figure and was comparable to the equivalent quarter from 2009/10. This can be attributed to now reporting the full year of Education programme, which gives a steady increase, particularly at the end of winter into spring.

Year end performance for 2011/12 saw a 13% reduction compared to overall performance for the previous year, and followed the same pattern of decline from 2009/10 to 2010/11. This can be attributed to staff injury and a resultant reduction in participant places available during the early part of 2011/12, and a reduction in external funding to Action Outdoors was a factor in programme delivery during the 3rd quarter.

A strong, sustainable and valued organisation

Indicator	Performance 2010/11	Target 2011/12	Performance 2011/12
Sickness Absence - % days lost	3.17%	Reduce	3.34%
Staff Turnover	9.8%		11.69%*
No of Health & Safety incidents & accidents	145	Reduce	121
No. of complaints & formal enquiries received and dealt with	226	Reduce	120
Cost per visit to libraries	£2.76	Reduce	£2.89
Cost per visit to museums	£8.75	Reduce	£7.49
Cost per visit to sports facilities	£4.28	Reduce	£2.92

* Reporting July 2011 – March 2012

Sickness absence remained reasonably positive despite the 4th quarter following the previous trends of traditionally being the highest quarter of the year. This contributed to a very small increase in the percentage of days lost, but it should be noted that this increase is being compared against the absence figures of 2010/11 which were service best figures.

Staff turnover for the year increased from 9.8% to 11.69% and equates to 53 leavers. Of this, some of these were temporary staff employed only during the summer months and 12 were through voluntary severance.

Accidents and incidents continue to reduce and there were no HSE reportable accidents during the period. Figures for 2011/12 saw a 16% decrease compared to 2010/11 statistics. 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. The number of complaints and formal enquiries received and dealt with was significantly lower at 120 compared to 226 for 2010/11. 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.

There has been a positive impact on the cost per visit to museums and sports facilities due to the impact of rates and capital savings on creation of the Trust. Although there are rates savings in libraries, the reduction in admissions has resulted in a slightly higher cost per visit.