

Falkirk Community Trust

Subject: April – June 2019 Quarter One Performance Report

Meeting: Audit and Performance Sub-Group

Date: 15th August 2019

Author: Team Leader Performance Review

1. Introduction

1.1 This is the 2019-20 quarter one report on our performance and covers the 3-month financial period April – June 2019. The report flags relevant current activity or planned action in support of achieving the Trust’s strategic objectives.




2. Performance Statement

2.1 Attached is a statement with indicator performance presented in the form of bar charts 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 This performance report is presented in a format which aims to enhance clarity and provide a concise report of quarterly performance. A revised format of chart has been introduced for this report. Red bars in charts detail the usage target for each quarter. Information presented numerically alongside each chart enables an ‘at a glance’ summary including:

- annual target for current year;
- year-end performance including variance compared to the previous year; and,
- year-end performance achieved against annual target.

2.3 The flagging status for this period is summarised below:

Green 	This PI is on or above target (at or above target)	There are 16 green-flagged indicators.
Amber 	This PI is slightly below target though performance may be improving (0-10% below target)	There are 9 amber-flagged indicators.
Red 	This PI is significantly below target and performance is not improving (10% or more below target)	There are 7 red-flagged indicators.

2.4 An overview of indicator flaggings against target for 2019-20 Q1 is shown in Table 1 on page 3.

2.5 Predictions of performance for the year made after the first quarter should be treated with caution; much of the Trust’s activity is seasonal or programme driven with performance varying across the year. A clearer indication of performance against target will be possible following the second quarter to the end of September.

2.6 Appropriate target setting is a key factor in performance analysis. A review of 2018-19 year-end performance helped inform the setting of final targets for 2019-20 to ensure they remain both challenging and realistic.

2.7 Performance in the first quarter was generally positive with successes in several areas. The key performance highlights for Q1 2019-20 include the following (measured as percentage of quarter target achieved):

- Visits to Muiravonside Country Park, 204% of target achieved;
- Participants in programmed activity at the Helix, 165% of target achieved;
- Outdoor Activities Participant Sessions, 137% of target achieved;
- Rounds of golf played, 125% of target achieved;
- Sports Development participant sessions provided, 109% of target achieved
- Admissions to Mariner Health & Fitness Club, 110% of target achieved;
- Admissions to Grangemouth Stadium, 105% of target achieved;
- Admissions to Falkirk Town Hall, 104% of target achieved;
- Visits to the Helix, 104% of target achieved.

2.8 Performance which was lower than expected during Q1 (measured against quarterly target) include:

- Participants in Cultural Services activities, 69% of target achieved;
- Visits to Kinneil Museum, 73% of target achieved;
- Admissions to Bo'ness Recreation Centre, 75% of target achieved;
- Kelpies Tours tickets sold, 79% of target achieved;
- Admissions to the Hippodrome, 82% of target achieved;
- Admissions to Grangemouth Health & Fitness club, 88% of target achieved;

2.9 Performance information, including the current and all previous quarterly performance reports, is available to view on the Falkirk Community Trust website as follows:

<http://www.falkirkcommunitytrust.org/about/performance.aspx>.

2.10 A report on the period July - September 2019 will be made at the next meeting of the sub group on 21st November 2019.

3. Recommendation

































3.1 Directors are asked to note:

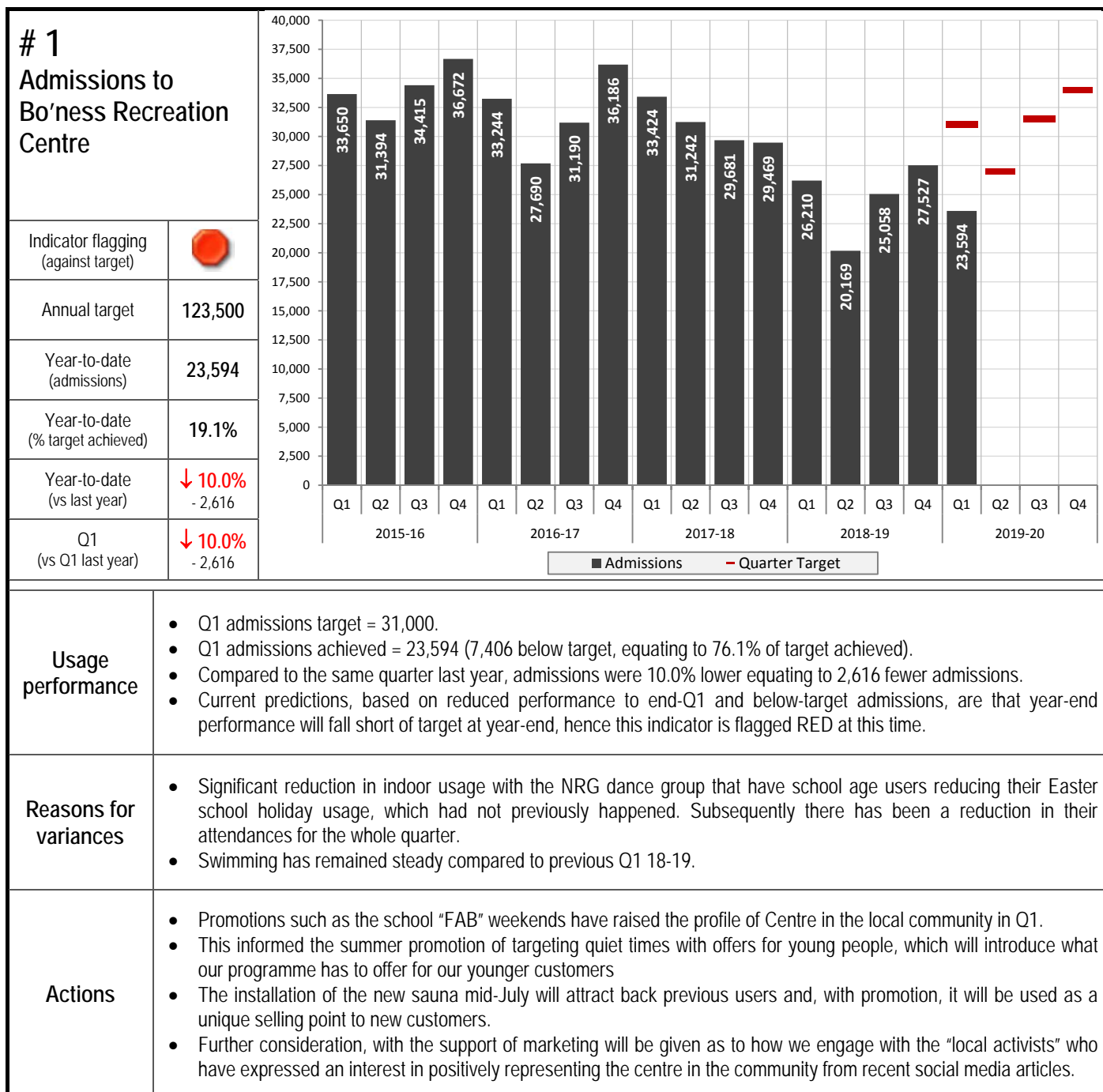
- Progress made throughout the first quarter of 2019-20.

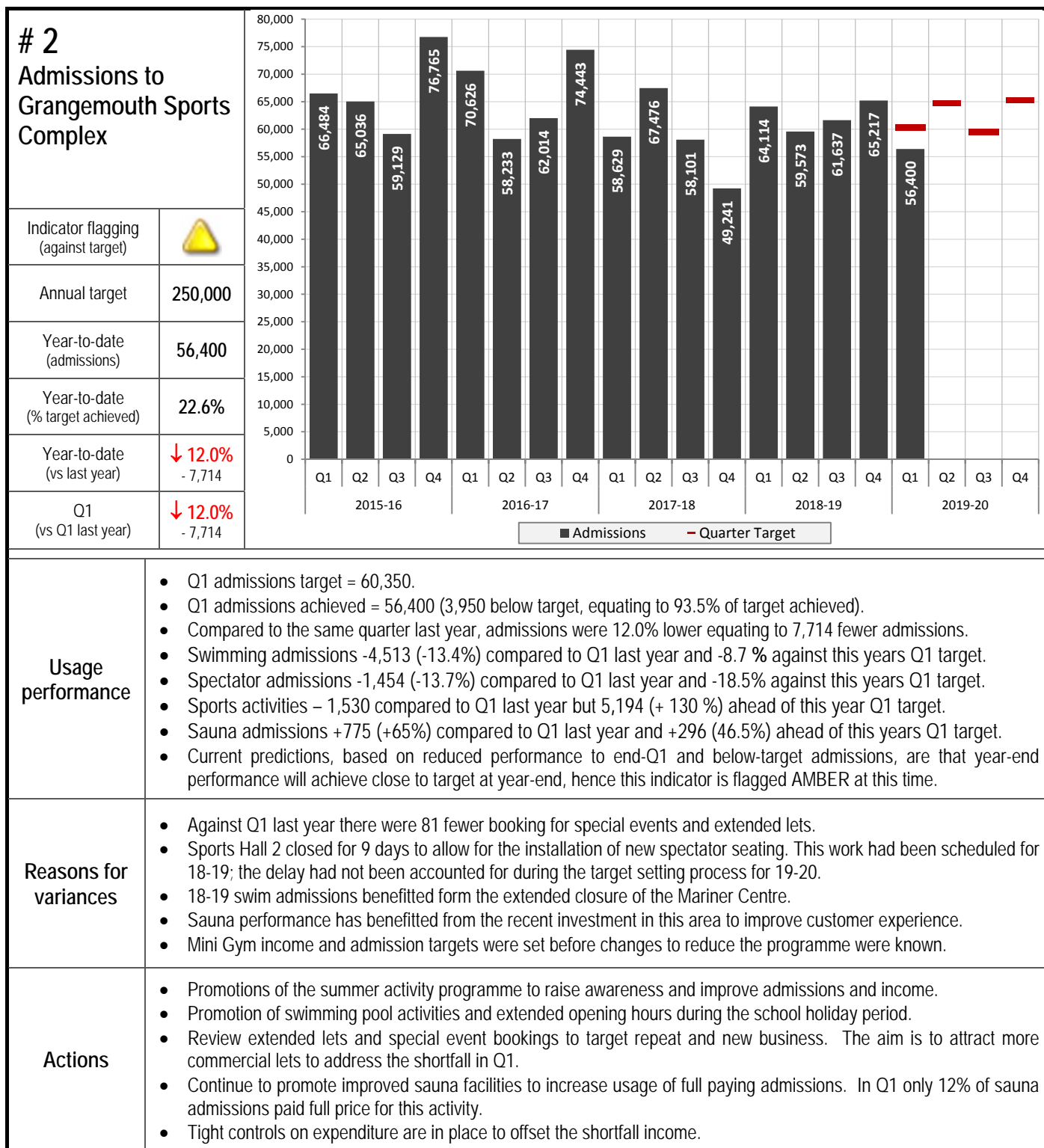


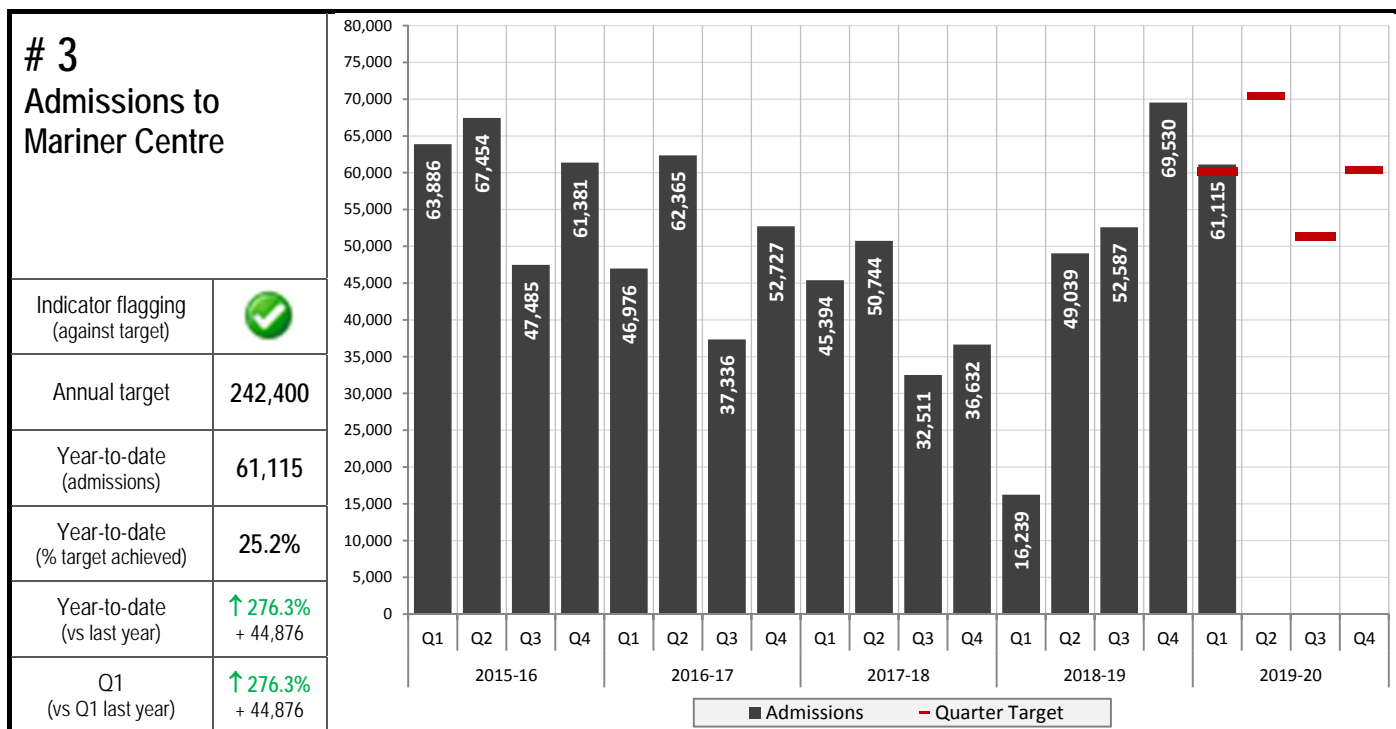
Alistair Mitchell
Team Leader Performance Review

Table 1: Overview of 2019-20 Q1 indicator flagging against target

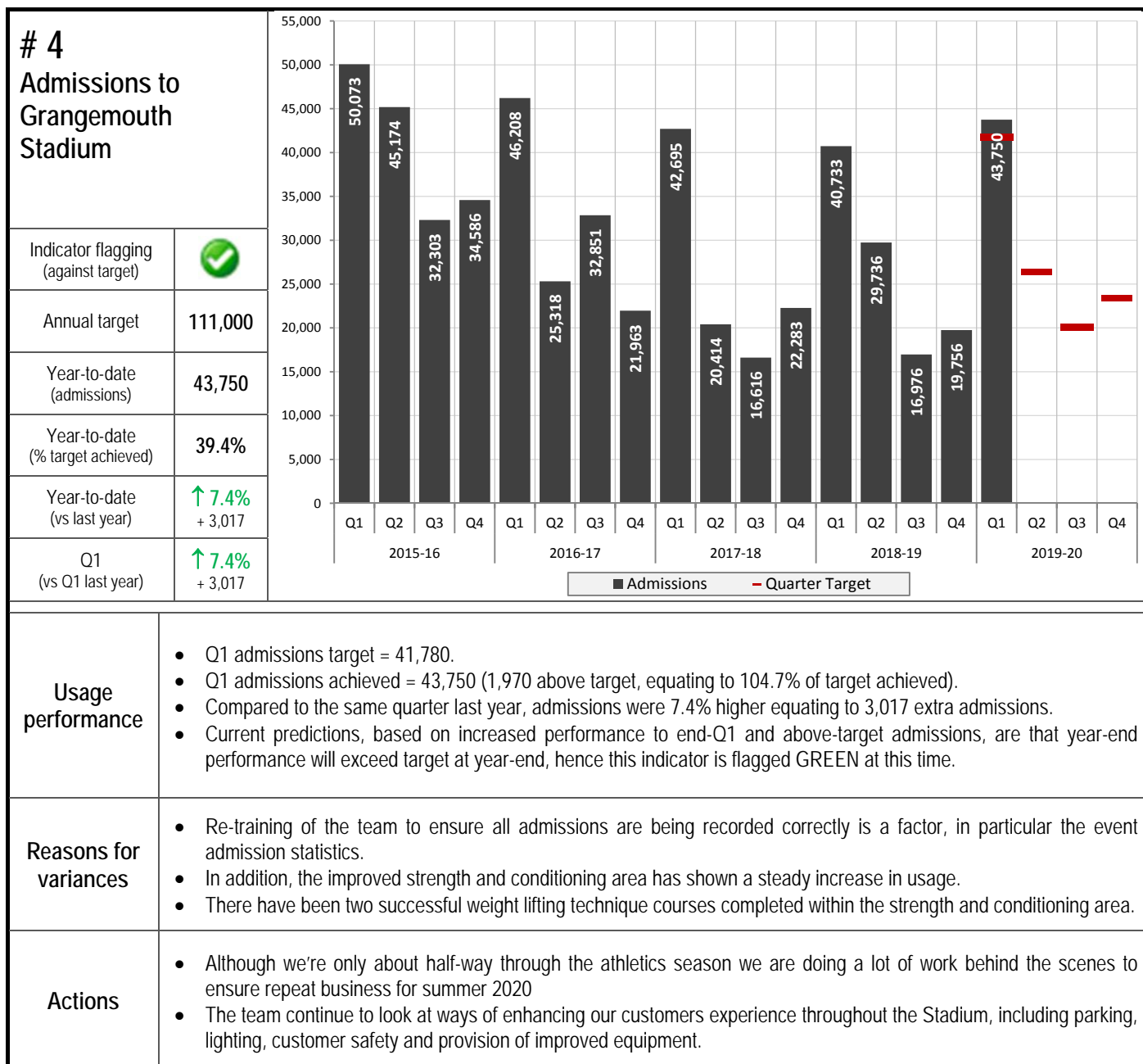
Indicator	% target achieved	Flagging
1. Admissions to Bo'ness Recreation Centre	76.1%	
2. Admissions to Grangemouth Sports Complex	93.5	
3. Admissions to Mariner Centre	101.5%	
4. Admissions to Grangemouth Stadium	104.7%	
5. Admissions to Bo'ness Health & Fitness Club	96.1%	
6. Admissions to Grangemouth Health & Fitness Clubs	88.0%	
7. Admissions to Mariner Health & Fitness Club	109.9%	
8. Admissions to Stenhousemuir Health & Fitness Club	102.2%	
9. Admissions to all Health & Fitness Clubs combined	97.6%	
10. Health & Fitness Programme Initiative Participation	91.6%	
11. Admissions to Neighbourhood Sports Centres	82.5%	
12. Out of hours admissions to Community Use High Schools	96.3%	
13. Rounds of golf played	128.0%	
14. Visits to Muiravonside Country Park	204.0%	
15. Sport Development participant sessions provided	111.0%	
16. Active Schools number of distinct participants	99.8%	
17. Active Schools participant sessions provided	109.2%	
18. Active borrowers at public libraries	97.7%	
19. Issues from public libraries	97.4%	
20. Visits to public libraries	100.5%	
21. Usage of public access terminals in libraries	91.7%	
22. Resources added to library stock – Adults	108.5%	
23. Resources added to library stock – Junior	117.7%	
24. Admissions to Falkirk Town Hall	103.8%	
25. Admissions to the Hippodrome	81.7%	
26. Participants in Cultural Services activities	68.9%	
27. Visits to Callendar House	97.9%	
28. Visits to Kinneil Museum	72.9%	
29. Outdoor Activities participant sessions provided	137.4%	
30. Visits to the Helix	103.7%	
31. Kelpies Tour tickets sold	78.5%	
32. Participants in programmed activity at the Helix	165.4%	







Usage performance	<ul style="list-style-type: none"> • Q1 admissions target = 60,200. • Q1 admissions achieved = 61,115 (915 above target, equating to 101.5% of target achieved). • Compared to the same quarter last year, admissions were 276.3% higher equating to 44,876 extra admissions. • Swimming increased by +22,642 against the same period last year and +6,500 against this year's target. • Great Mariner Reef Soft Play: 11,493 admissions, -7,902 (-41%) against this year's target. • Spectator: 9,992 admissions equating to +992 (+11.0%) against this year's target. • Current predictions, based on increased performance to end-Q1 and above-target admissions, are that year-end performance will exceed target at year-end, hence this indicator is flagged GREEN at this time.
Reasons for variances	<ul style="list-style-type: none"> • The centre has undergone a major investment programme to improve the overall customer experience with the relocation of the main entrance, reception and café and the introduction of the Great Mariner Reef Soft Play, a new area of business for the Trust. • Great Mariner Reef Soft Play admissions and the uplift in general swim admissions have been the main factors influencing improvement in Q1 against the same quarter last year. • Great Mariner Reef and non soft play Café closed for 9 days to allow remedial works to be carried out.
Actions	<ul style="list-style-type: none"> • A short term Action Team has been put in place to raise the profile of Great Mariner Reef Soft Play. The team are tasked with increasing admissions and income through targeted marketing, incorporating new activities into the soft play offer and review operating procedures to improve performance. • The Action Team carried out a review of Great Mariner Reef performance, the review included: performance against target to date, customer feedback and measured performance against other Leisure Trusts operating adventure Soft Play facilities. • Continue to promote swimming and pool inflatable sessions which are proving popular.



5 Admissions to Bo'ness Health & Fitness Club

Indicator flagging
(against target)



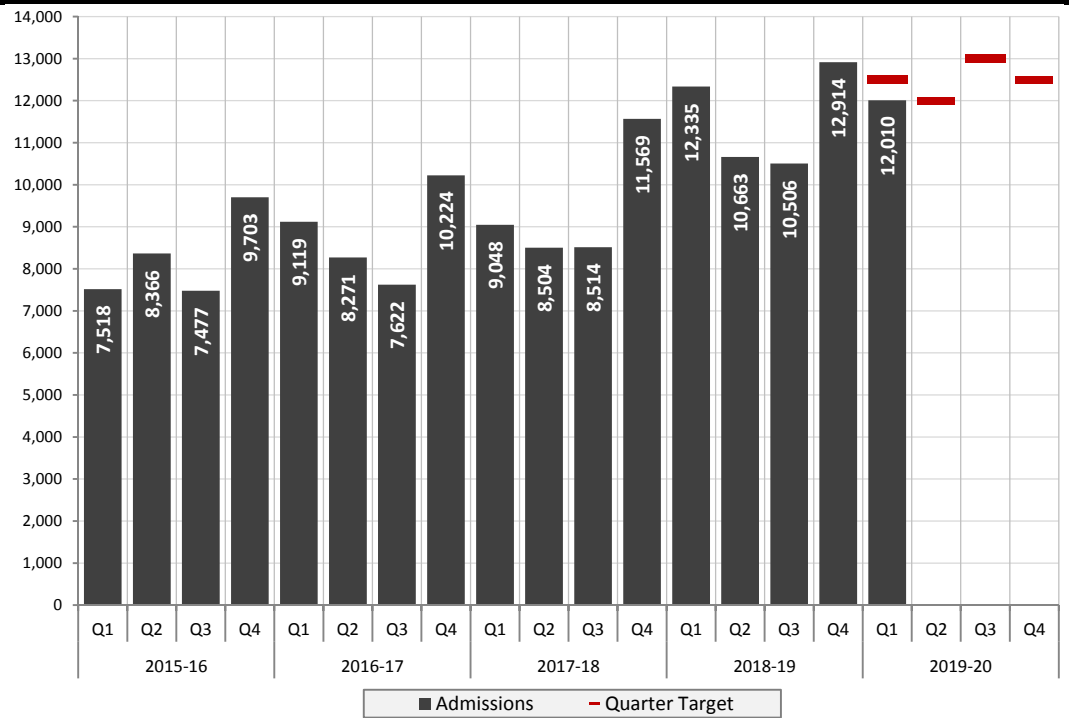
Annual target 50,000

Year-to-date
(admissions) 12,010

Year-to-date
(% target achieved) 24.0%

Year-to-date
(vs last year) ↓ 2.6%
- 325

Q1
(vs Q1 last year) ↓ 2.6%
- 325



6 Admissions to Grangemouth Health & Fitness Club

Indicator flagging
(against target)



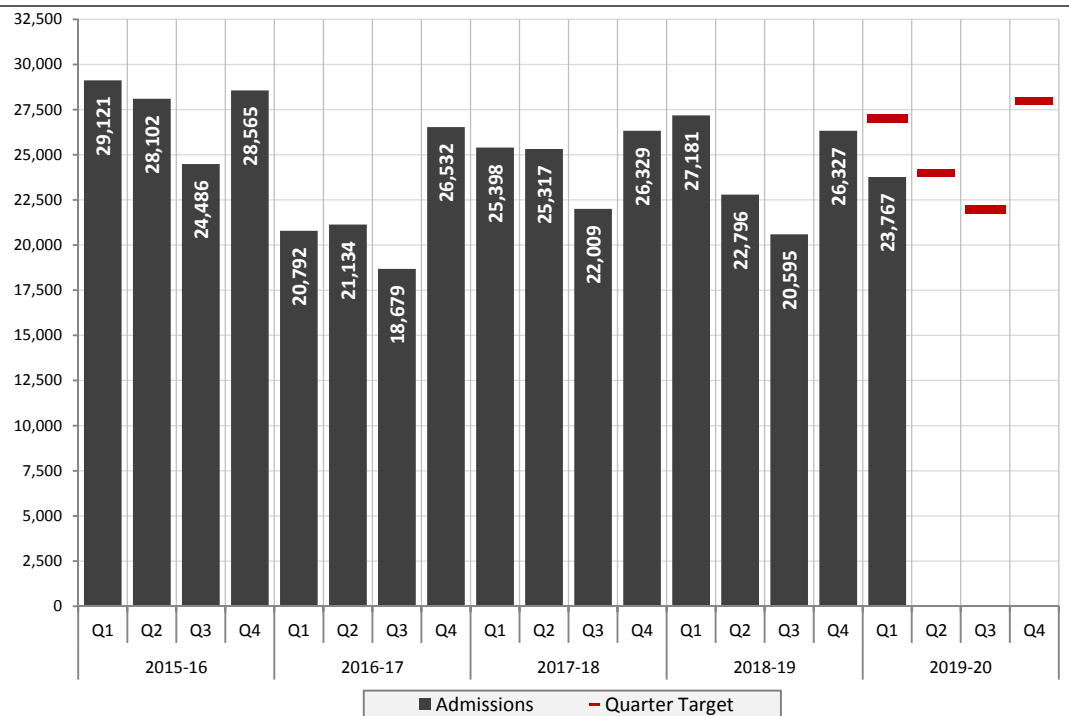
Annual target 101,000

Year-to-date
(admissions) 23,767

Year-to-date
(% target achieved) 23.5%

Year-to-date
(vs last year) ↓ 12.6%
- 3,414

Q1
(vs Q1 last year) ↓ 12.6%
- 3,414



7 Admissions to Mariner Health & Fitness Club

Indicator flagging
(against target)



Annual target

47,000

Year-to-date
(admissions)

13,742

Year-to-date
(% target achieved)

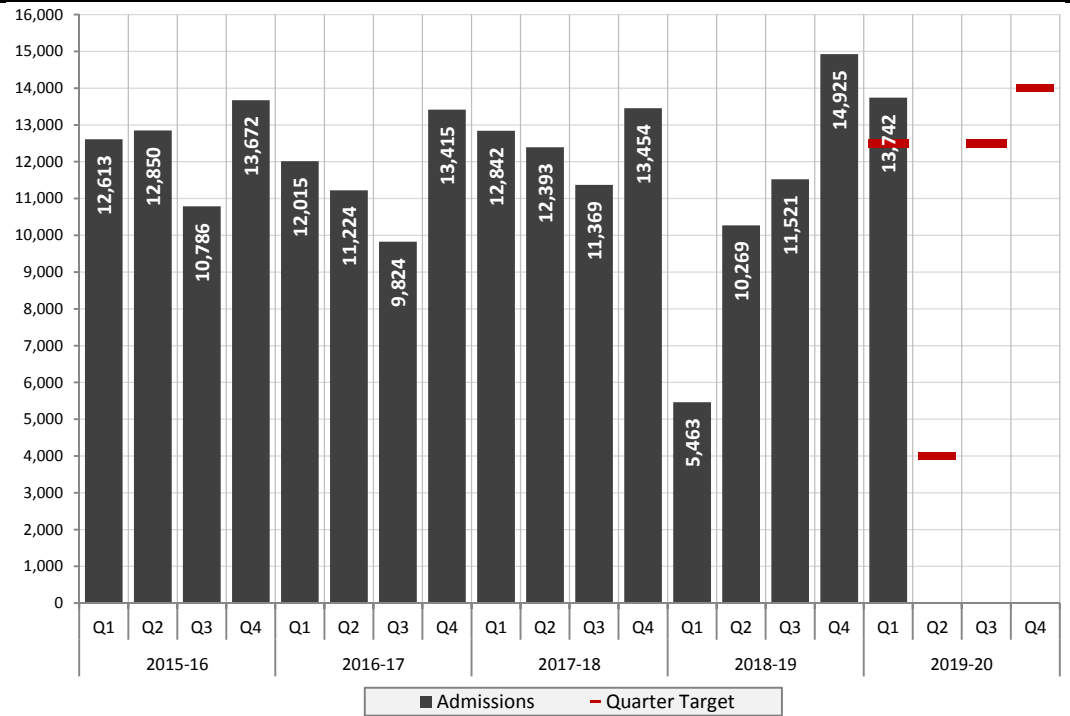
29.2%

Year-to-date
(vs last year)

↑ 151.5%
+ 8,279

Q1
(vs Q1 last year)

↑ 151.5%
+ 8,279



8 Admissions to Stenhousemuir Health & Fitness Club

Indicator flagging
(against target)



Annual target

101,000

Year-to-date
(admissions)

27,604

Year-to-date
(% target achieved)

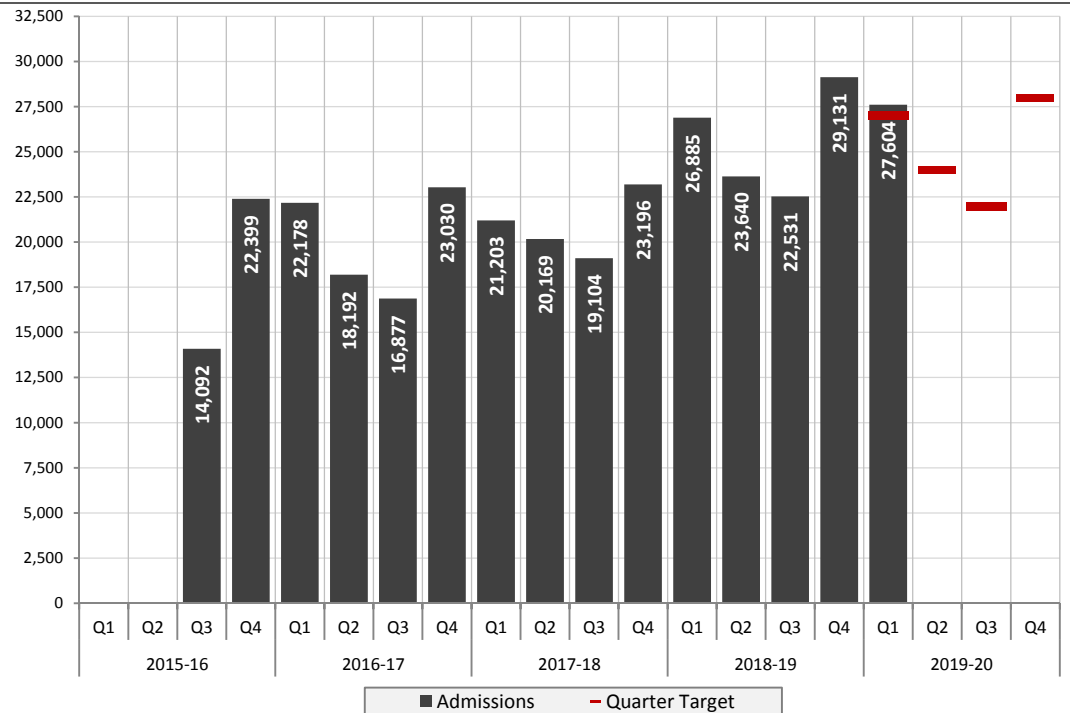
27.3%

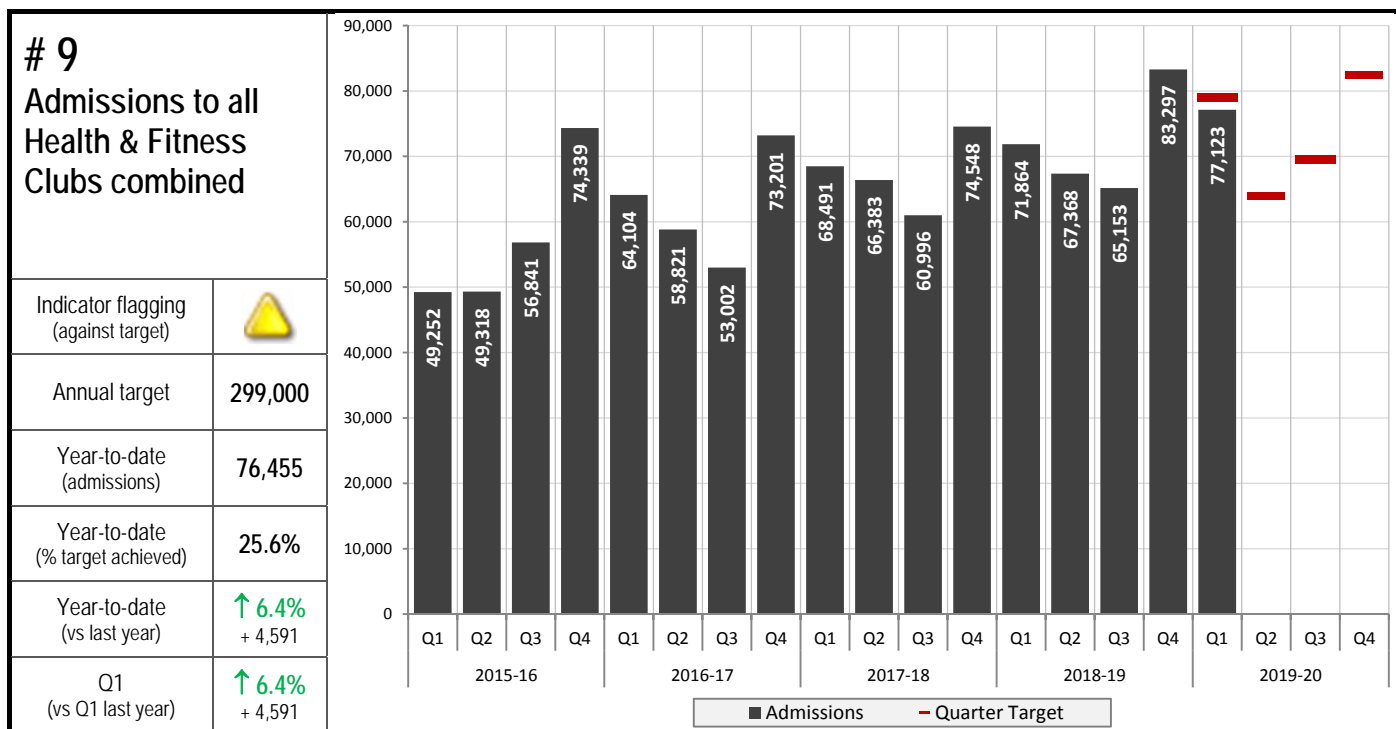
Year-to-date
(vs last year)

↑ 2.7%
+ 719

Q1
(vs Q1 last year)

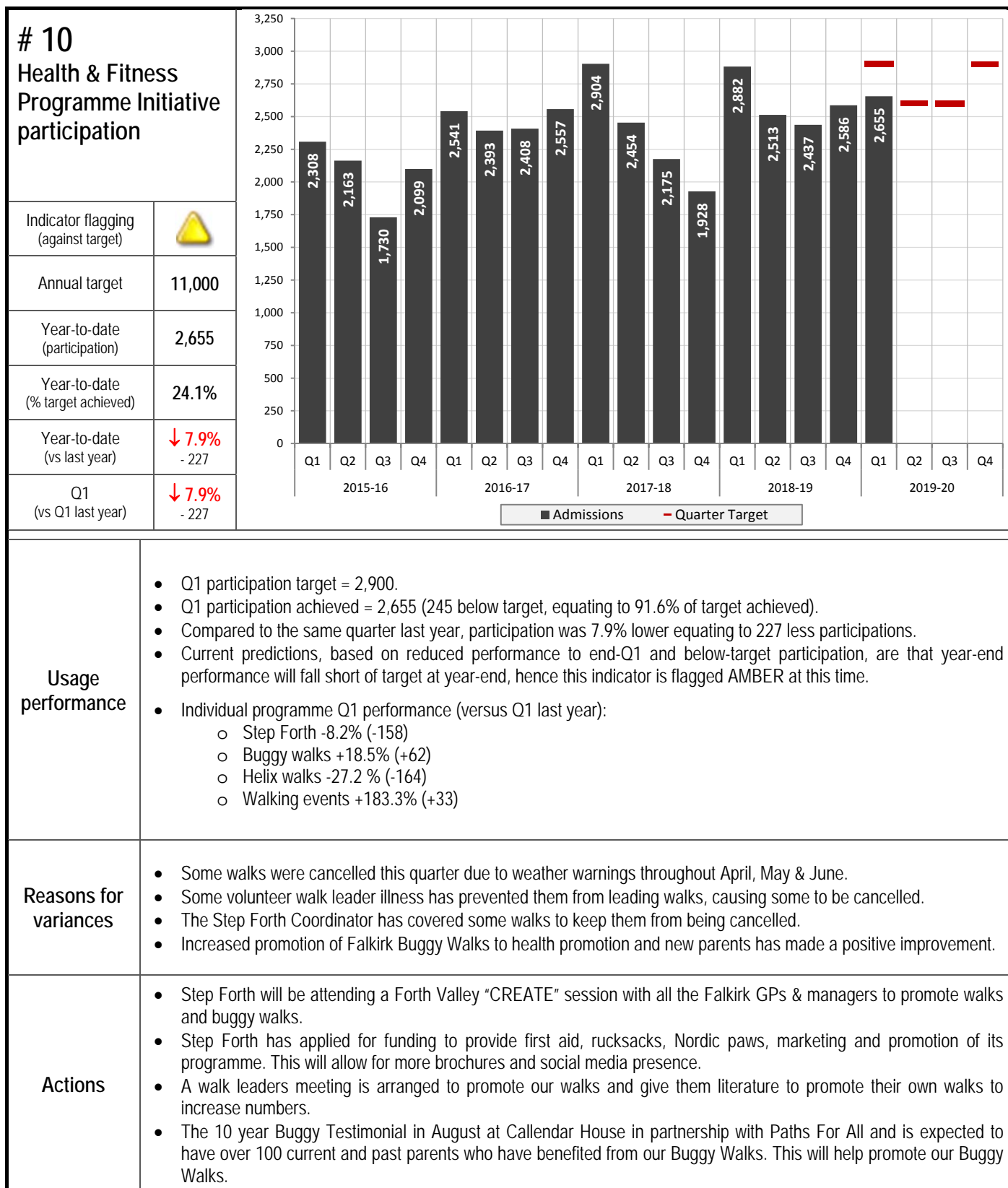
↑ 2.7%
+ 719

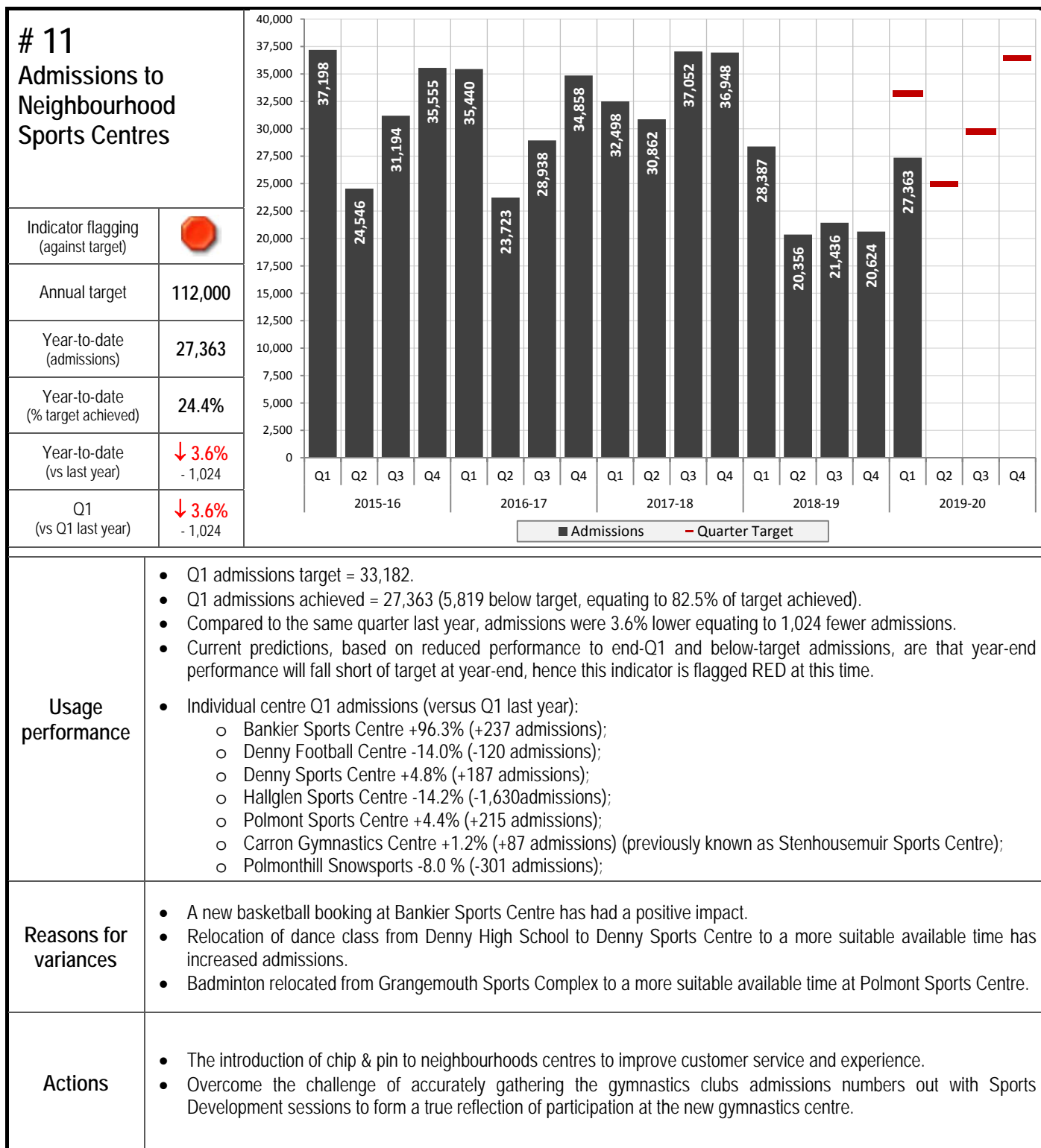


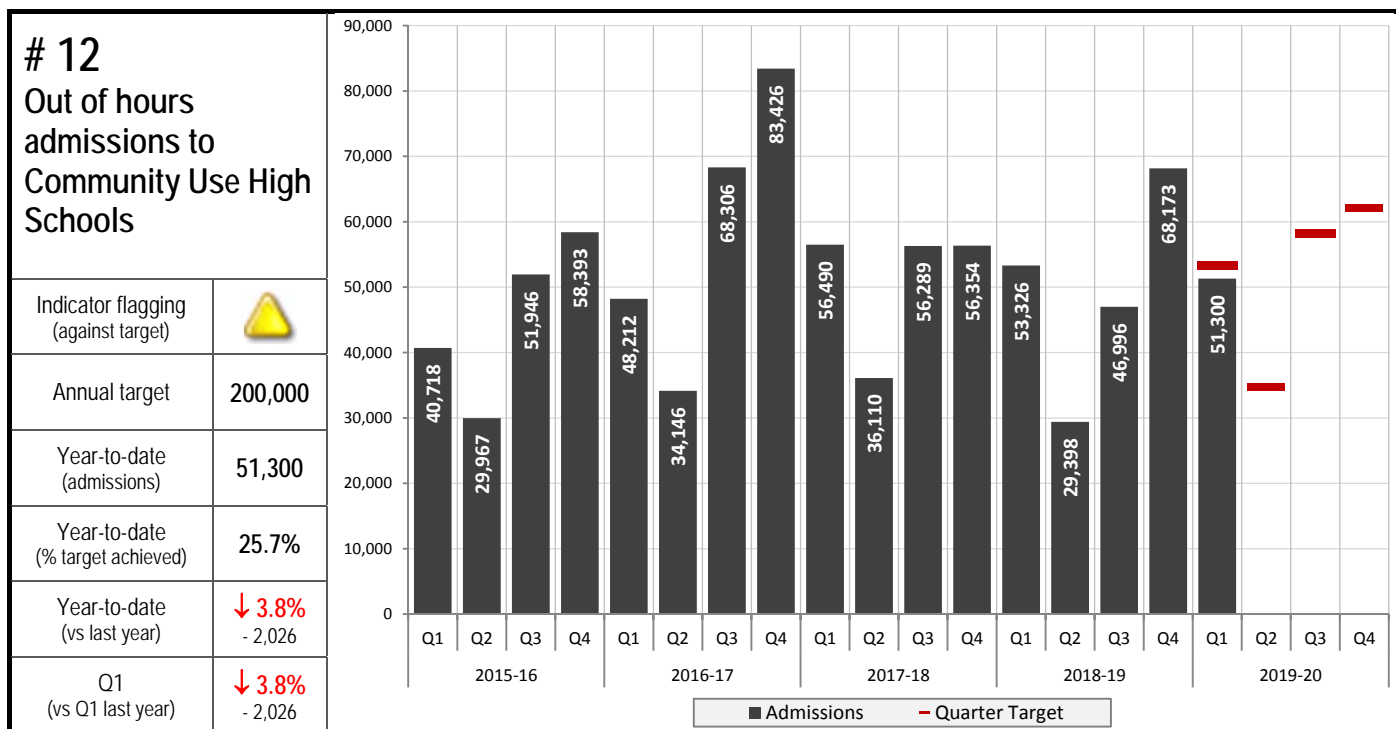


Usage performance	<p>Bo'ness Health & Fitness Club (# 5)</p> <ul style="list-style-type: none"> • Q1 admissions target = 12,500. • Q1 admissions achieved = 12,010 (490 below target, equating to 96.1% of target achieved). • Compared to the same quarter last year, admissions were 2.6% lower equating to 325 fewer admissions. • Current predictions, based on reduced performance to end-Q1 and below-target admissions, are that year-end performance will fall short of target at year-end, hence this indicator is flagged AMBER at this time.
	<p>Grangemouth Health & Fitness Club (# 6)</p> <ul style="list-style-type: none"> • Q1 admissions target = 27,000. • Q1 admissions achieved = 23,767 (3,233 below target, equating to 88.0% of target achieved). • Compared to the same quarter last year, admissions were 12.6% lower equating to 3,414 fewer admissions. • Current predictions, based on reduced performance to end-Q1 and below-target admissions, are that year-end performance will fall short of target at year-end, hence this indicator is flagged RED at this time.
	<p>Mariner Health & Fitness Club (# 7)</p> <ul style="list-style-type: none"> • Q1 admissions target = 12,500. • Q1 admissions achieved = 13,742 (1,242 above target, equating to 109.9% of target achieved). • Compared to the same quarter last year, admissions were 151.5% higher equating to 8,279 extra admissions. • Current predictions, based on increased performance to end-Q1 and above-target admissions, are that year-end performance will exceed target at year-end, hence this indicator is flagged GREEN at this time.
	<p>Stenhousemuir Health & Fitness Club (# 8)</p> <ul style="list-style-type: none"> • Q1 admissions target = 27,000. • Q1 admissions achieved = 27,604 (604 above target, equating to 102.2% of target achieved). • Compared to the same quarter last year, admissions were 2.7% higher equating to 719 extra admissions. • Current predictions, based on increased performance to end-Q1 and above-target admissions, are that year-end performance will achieve target at year-end, hence this indicator is flagged GREEN at this time.
	<p>All Health & Fitness Clubs combined (# 9)</p> <ul style="list-style-type: none"> • Q1 admissions target = 79,000. • Q1 admissions achieved = 77,123 (1,877 below target, equating to 97.6% of target achieved). • Compared to the same quarter last year, admissions were 7.3% higher equating to 5,259 extra admissions. • Current predictions, based on increased performance to end-Q1 but below-target admissions, are that year-end performance will achieve close to target at year-end, hence this indicator is flagged AMBER at this time.

<p>Reasons for variances</p>	<ul style="list-style-type: none"> • Bo'ness usage decreased due to a 5-day closure for refurbishment. • Grangemouth gym usage was lower than last year and below target. This may be due to increased usage last year with migration of customers from the Mariner H&F club while the Mariner Centre was closed for softplay works. • Grangemouth has also started the new financial year well achieving 102% of income target. Grangemouth is the heart of our business and memberships are still strong. • Mariner usage is above target and is on course to achieve overall usage target for the financial year. Increased usage compared to last year is partly accounted for my last year's 7-week closure. • Mariner income is behind target and is a concern. After the 7 weeks closure last year Mariner has taken some time to recover. It also requires investment in terms of their Health & Fitness provision and plans are in place for this. • Stenhousemuir usage is above target and are on course to over achieve the target for the year, following good performance during the May membership campaign. Stenhousemuir sold the highest volume of new members and is reflected in usage and income. • Stenhousemuir income is strong having achieved 107% of target. On course to over achieve usage target for the financial year. Potential plans to extend Stenhousemuir to meet customer demand are in place.
<p>Actions</p>	<ul style="list-style-type: none"> • Currently working on our September membership campaign – our 2nd biggest of the year with the key goal to generate income and gain new members. • We will be launching our new fitness class timetable on 1st July – this should support our improved performance over the coming months. • Currently planning Mariner's new Health & Fitness provision with larger new gym and additional fitness studios. This will be the first ever immersive studio in Scotland – placing Falkirk on the map for fitness.







Usage performance

- Q1 admissions target = 53,246.
- Q1 admissions achieved = 51,300 (1,946 below target, equating to 96.3% of target achieved).
- Compared to the same quarter last year, admissions were 3.8% lower equating to 2,026 fewer admissions.
- Current predictions, based on reduced performance to end-Q1 and below-target admissions, are that year-end performance will achieve close to target at year-end, hence this indicator is flagged AMBER at this time.
- Individual school Q1 admissions (versus Q1 last year):
 - Braes High School +34.7% (+2,408 admissions);
 - Denny High School -4.4% (-885 admissions);
 - Falkirk High School -3.1% (-174 admissions);
 - Grangemouth High School -37.5% (-2,784 admissions);
 - St Mungos High School -4.5% (-591 admissions);

Reasons for variances

Grangemouth HS

- Karate class cancellation has had an impact on usage
- Less usage by the aquatic clubs especially during April.

Denny HS

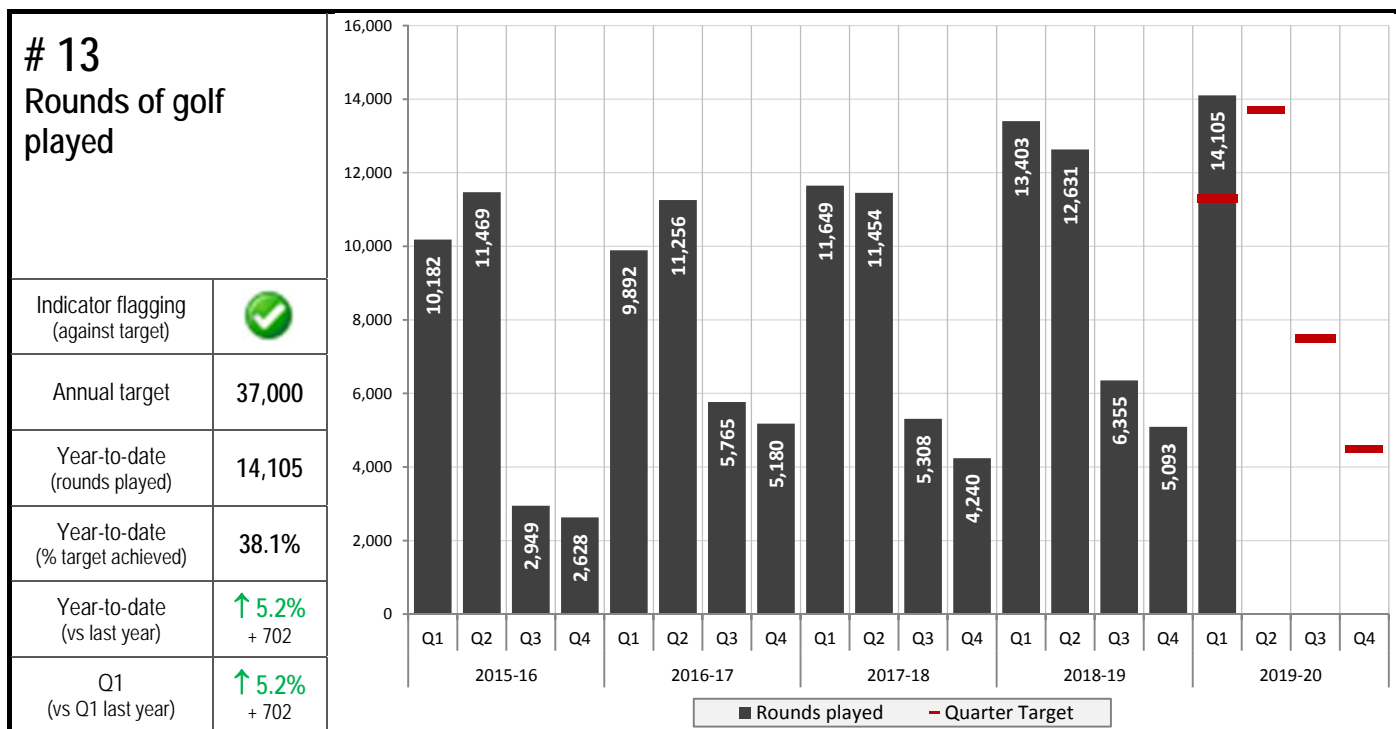
- Increased number of school events in comparison to previous years. In particular regular dance classes which have relatively high numbers in attendance.

Braes HS

- Swimming programme continues to perform well.
- Additional yoga class has relocated to an improved environment from Hallglen Sports Centre.
- Implementation of new format to record information which currently is our only non-SCUBA site.

Actions

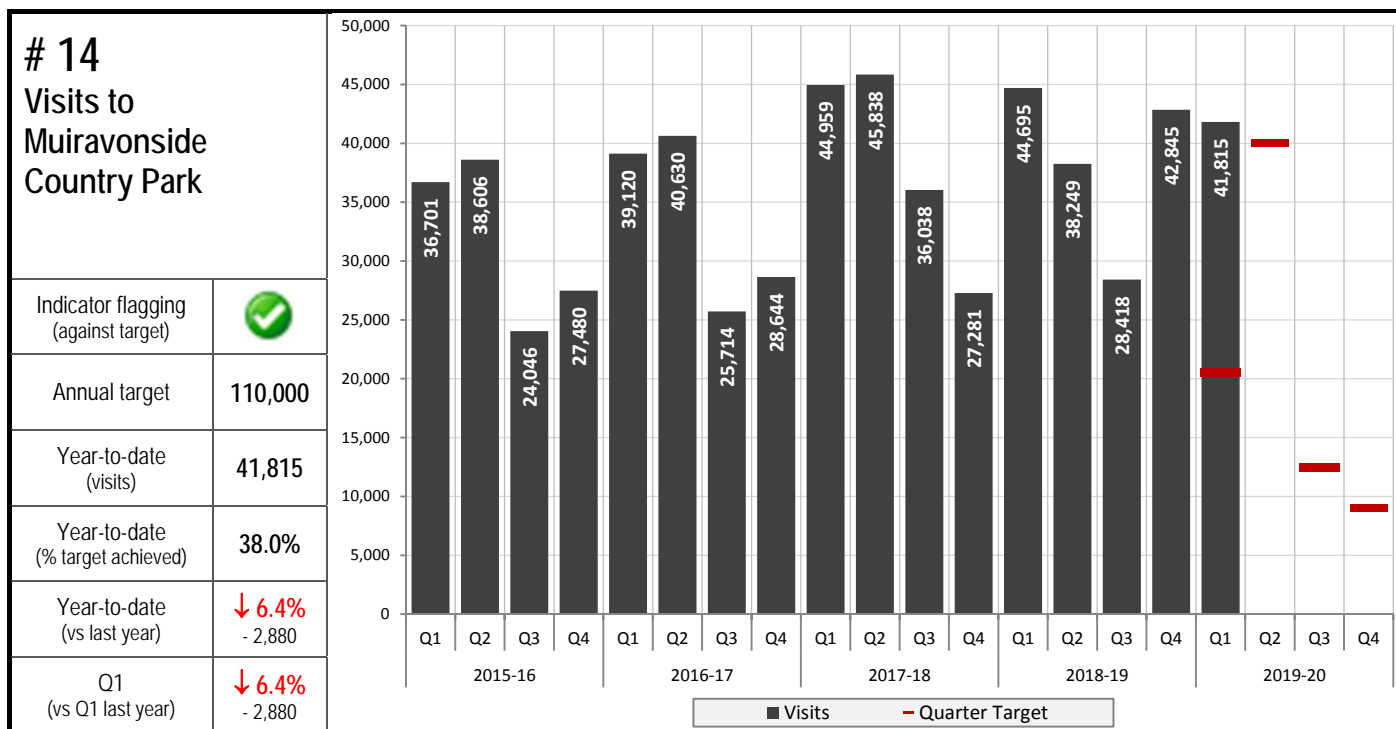
- Focus for Q2 and beyond will be increased marketing activity for all CATS venues. in particular via social media platforms and the new Trust website.
- Onsite teams are being motivated to improve the customer journey within the school environment during the summer downtime, in preparation for the return of the majority of our community sports teams in quarter 2.
- Continued focus on retention of events.



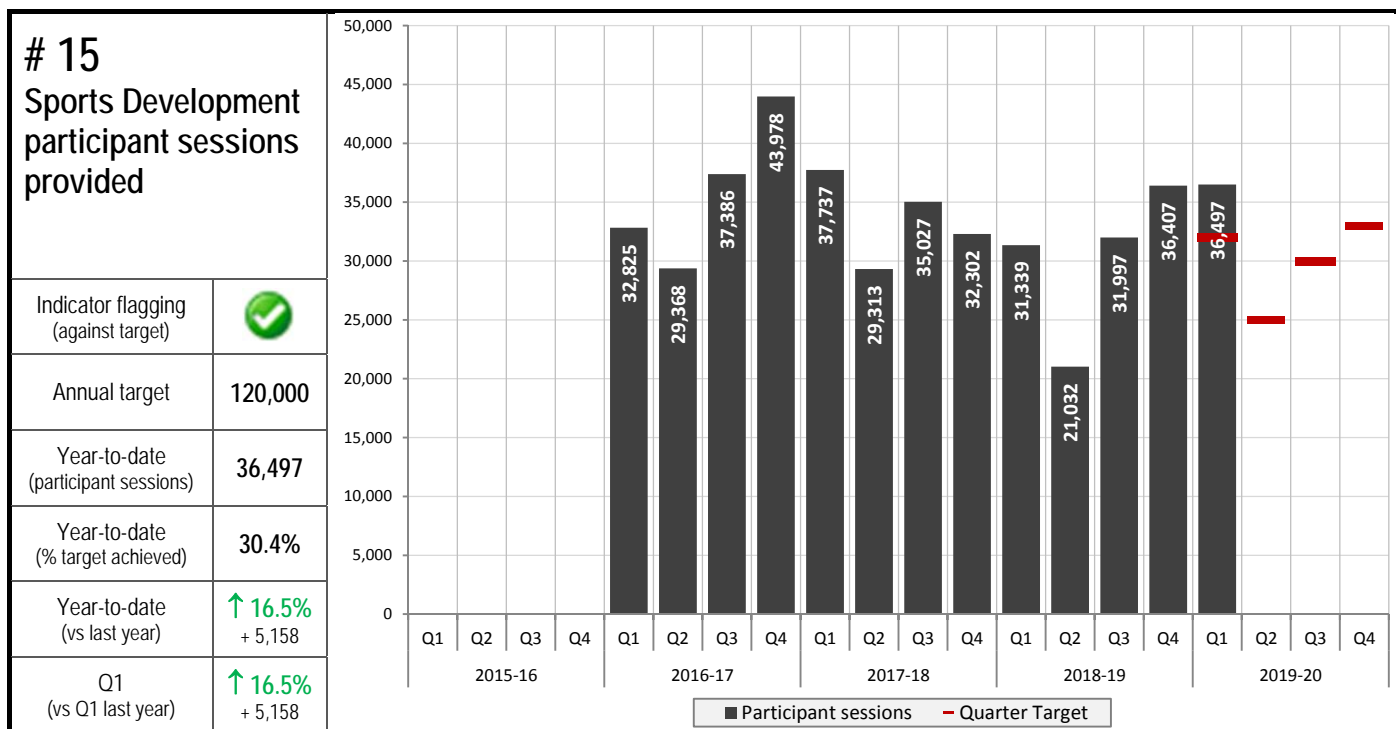
Usage performance	<p>Grangemouth Golf Course</p> <ul style="list-style-type: none"> Q1 rounds played target = 9,500. Q1 rounds played achieved = 12,157 (2,657 above target, equating to 128.0% of target achieved). Compared to the same quarter last year, rounds played were 7.0% higher equating to 796 extra rounds played. Current predictions, based on increased performance to end-Q1 and above-target rounds played, are that year-end performance will achieve target at year-end.
	<p>Callendar Park Par 3 Golf Course</p> <ul style="list-style-type: none"> Q1 rounds played target = 1,800. Q1 rounds played achieved = 1,948 (148 above target, equating to 108.2% of target achieved). Compared to the same quarter last year, rounds played were 4.6% lower (-94). Year-to-date performance is currently 4.6% lower than last year, equating to 94 less rounds played. Current predictions, based on reduced performance to end-Q1 but above-target rounds played, are that year-end performance will achieve target at year-end.
	<p>Overall combined</p> <ul style="list-style-type: none"> Q1 rounds played target = 11,300. Q1 rounds played achieved = 14,105 (2,805 above target, equating to 124.8% of target achieved). Compared to the same quarter last year, rounds played were 5.2% higher (+702). Year-to-date performance is currently 5.2% higher than last year, equating to 702 extra rounds played. Current predictions, based on increased performance to end-Q1 and above-target rounds played, are that year-end performance will achieve target at year-end, hence this indicator is flagged GREEN at this time.

Reasons for variances	<p>Grangemouth Golf Course</p> <ul style="list-style-type: none"> The condition of Grangemouth Golf Course is excellent, with improvements made to key routes which customers have commented on favourably. This is encouraging more play. The start of the season did not suffer due to late frost or snow which we have previously experienced around Easter time. The course is being promoted on social media through a new Facebook page and targeted marketing.
	<p>Callendar Park Par 3 Golf Course</p> <ul style="list-style-type: none"> Small shortfall in uptake of annual season passes, most of which from long standing regular customer who have cited the poor condition of greens as their reason for not renewing. The Augusta Masters in April usually produces a spike in admissions but this year it coincided with a bitterly cold easterly wind which may have discouraged some play.

Actions	<ul style="list-style-type: none"> We will continue to market the course, particularly to pay and play customers for the rest of the summer. The new reduced staffing model is enabling us to manage revenue costs while still providing a fantastic quality course.
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Usage performance	<ul style="list-style-type: none"> • Q1 visits target = 20,500. • Q1 visits achieved = 41,815 (21,315 above target, equating to 204.0% of target achieved). • Compared to the same quarter last year, visits were 6.4% lower equating to 2,880 fewer visits. • Current predictions, based on reduced performance to end-Q1 but significantly above-target visits, are that year-end performance will exceed target at year-end, hence this indicator is flagged GREEN at this time. <p>Note</p> <ul style="list-style-type: none"> • The vehicle counter provided by Falkirk Council has had operational difficulties which has necessitated a multiplier being used to estimate attendance. The Q1 estimate is based on figures from previous months when both the vehicle counter and the car park access barrier were both operational.
Reasons for variances	<ul style="list-style-type: none"> • Customers have chosen to either buy an annual pass for the car park or park in the free car park. People are visiting the site but not all are paying to park.
Actions	<ul style="list-style-type: none"> • We have programmed in a full and varied schedule of activity on site this summer to encourage new and repeat visits. • The team have created an area of temporary overflow car parking after the pay barrier, to try and enable the site to take more income.



Usage performance

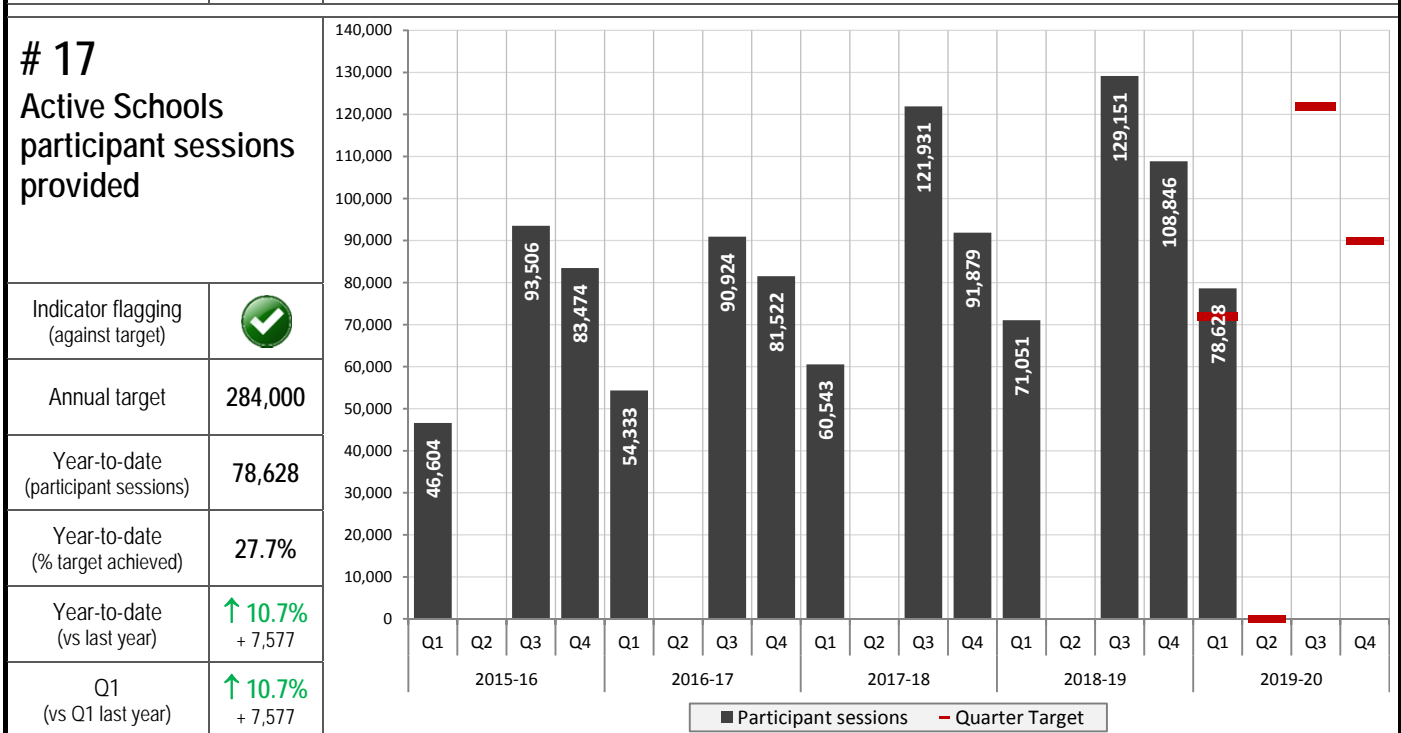
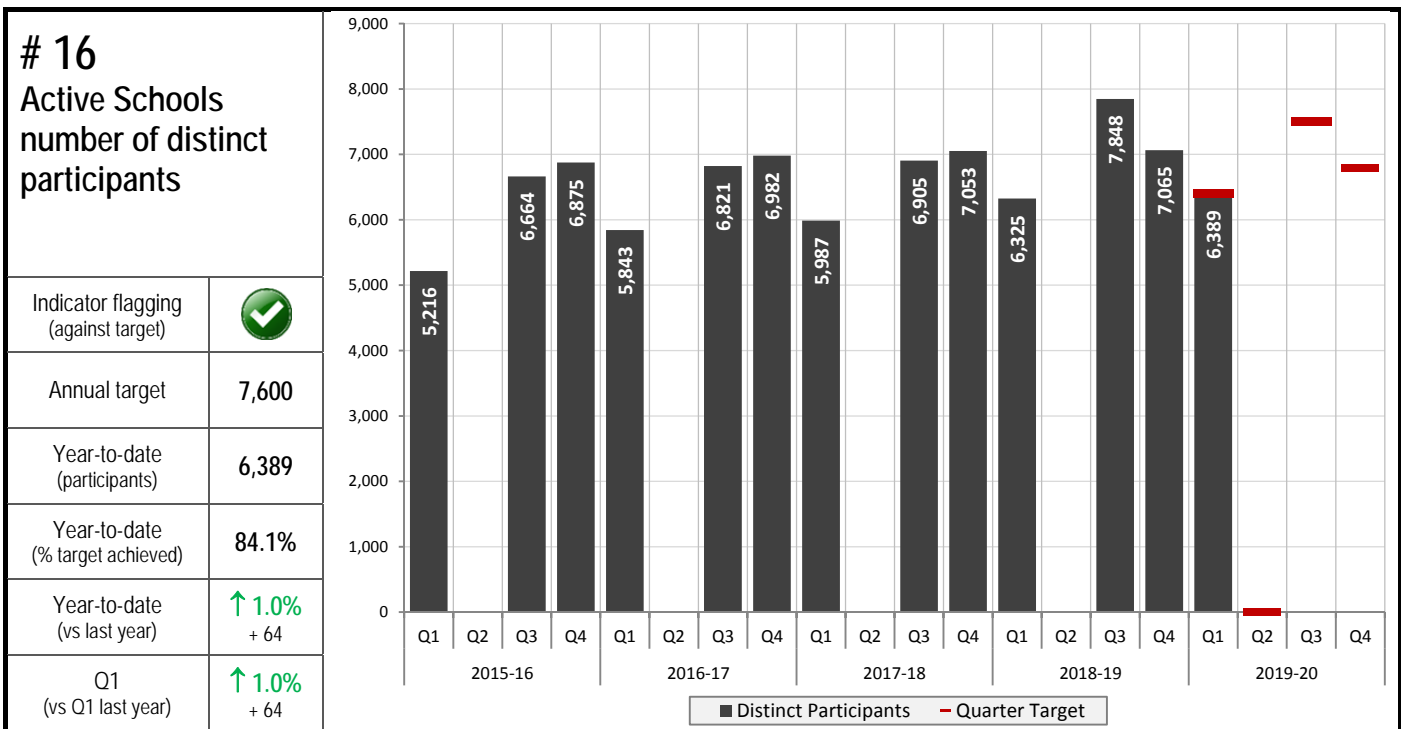
- Q1 participant sessions target = 32,000.
- Q1 participant sessions achieved = 36,497 (4,497 above target, equating to 114.1% of target achieved).
- Compared to the same quarter last year, participant sessions were 16.5% higher equating to 5,158 extra participant sessions.
- Current predictions, based on increased performance to end-Q1 and above-target participant sessions, are that year-end performance will exceed target at year-end, hence this indicator is flagged GREEN at this time.
- Individual sports Q1 performance (versus Q1 last year):
 - Badminton +40.0% (+154);
 - Basketball -2.2% (-21);
 - Events n/a% (+419);
 - Football -4.7% (-22);
 - Gymnastics +80.6% (+2,109);
 - Mini Gyms -37.6% (-913);
 - Netball +87.5% (+77);
 - Swimming +7.2% (+1,639);
 - Athletics n/a% (+1,930);
 - Tennis -13.7% (-214).

Reasons for variances

- Sport Development had a strong presence at the Falkirk Games delivering 175 participant sessions for Basketball and Tennis at the event.
- Athletics and the pre-school/club development gymnastics sessions were not available in Q1 18/19.
- There has been a strong start for Tennis for Free at Dollar Park with approximately 40 attended each week. Unfortunately due to National Governing Body regulations Tennis for Free at Zetland Park could not run this year.
- Sport Development Primary School coaching programme continued during Q1 with tennis and basketball sessions being delivered in 4 primary schools for the duration of the quarter.
- Due to the business growth project Income for preschool and development gymnastics now takes place at Carron Gymnastics Centre. Like wise, the Athletics programme income is contained within the Grangemouth Stadium report.

Actions

- Planning the delivery of taster sessions and Open Events to drive numbers for programmes and classes that have been identified as having low attendance at the end of Q1.
- Prioritise relationships with Active Schools coordinators, Community Sport Hub Officer and Marketing team to deliver time sensitive marketing to relevant audiences quickly based on the demands of our programme
- To aid retention in tennis we have introduced a revised tennis curriculum for our mini tennis coaching programme. This involves coaching, match play coaching and a new event calendar involving regular competitions.
- To aid retention for pre-school gymnastics a revision of the delivery curriculum and introduction of rewards and improved feedback/viewing opportunities for parents.



Usage performance

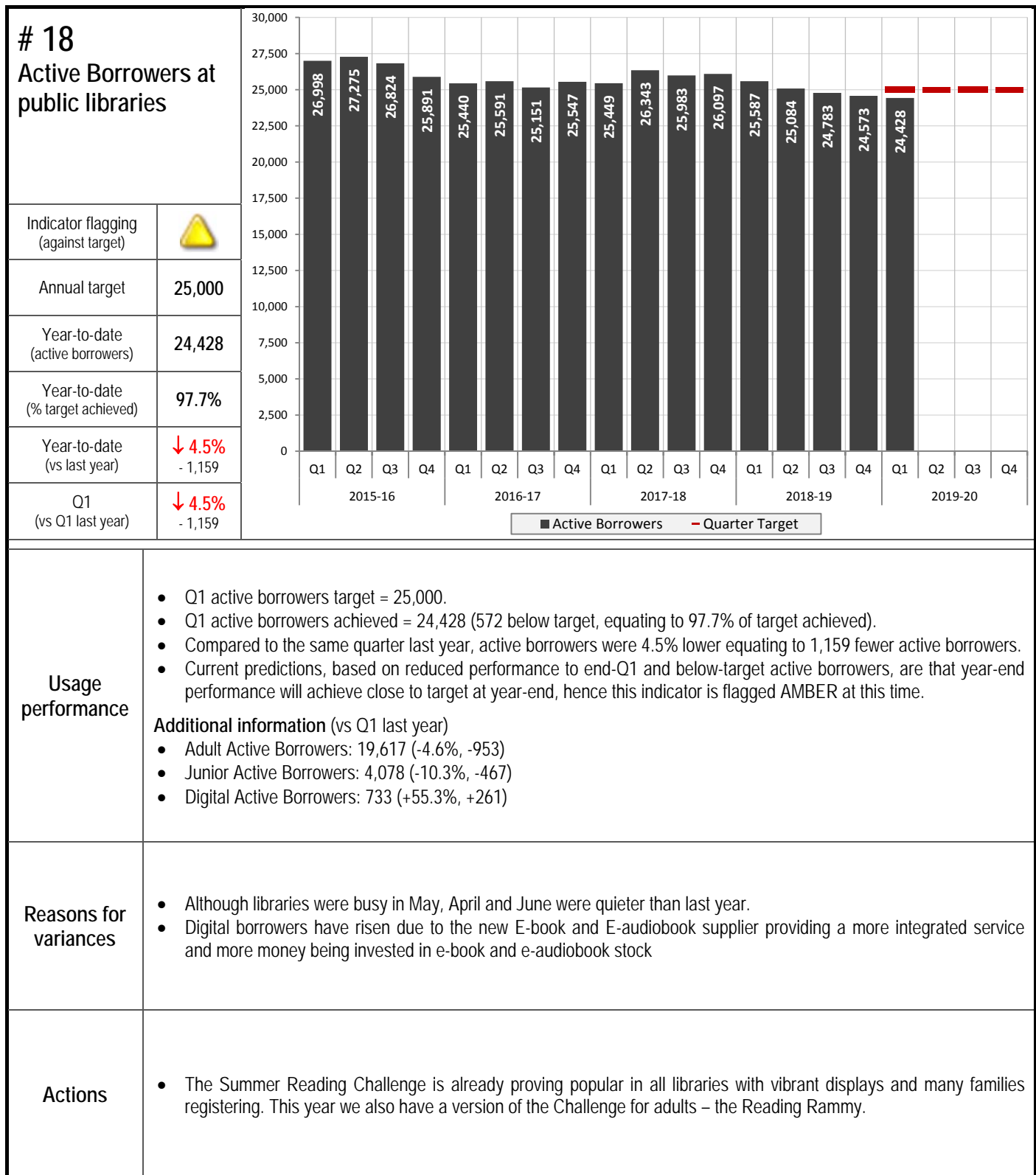
Distinct Participants (PI #16)

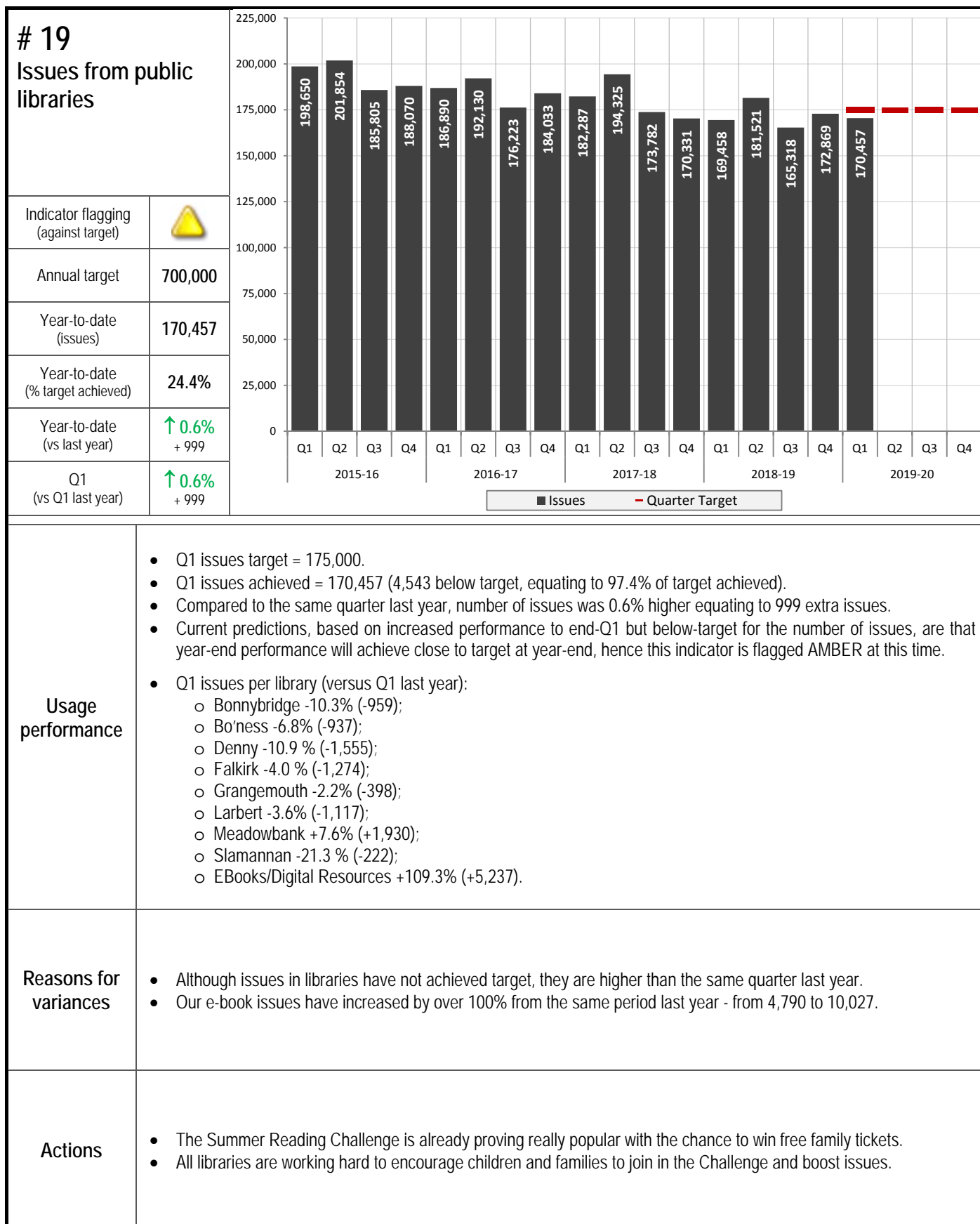
- Q1 participants target = 6,400.
- Q1 participants achieved = 6,389 (11 below target, equating to 99.8% of target achieved).
- Compared to the same quarter last year, the number of participants was 1.0% higher equating to 11 extra participants.
- Current predictions, based on increased performance to end-Q1 and above-target participant numbers, are that year-end performance will achieve target at year-end, hence this indicator is flagged green at this time.

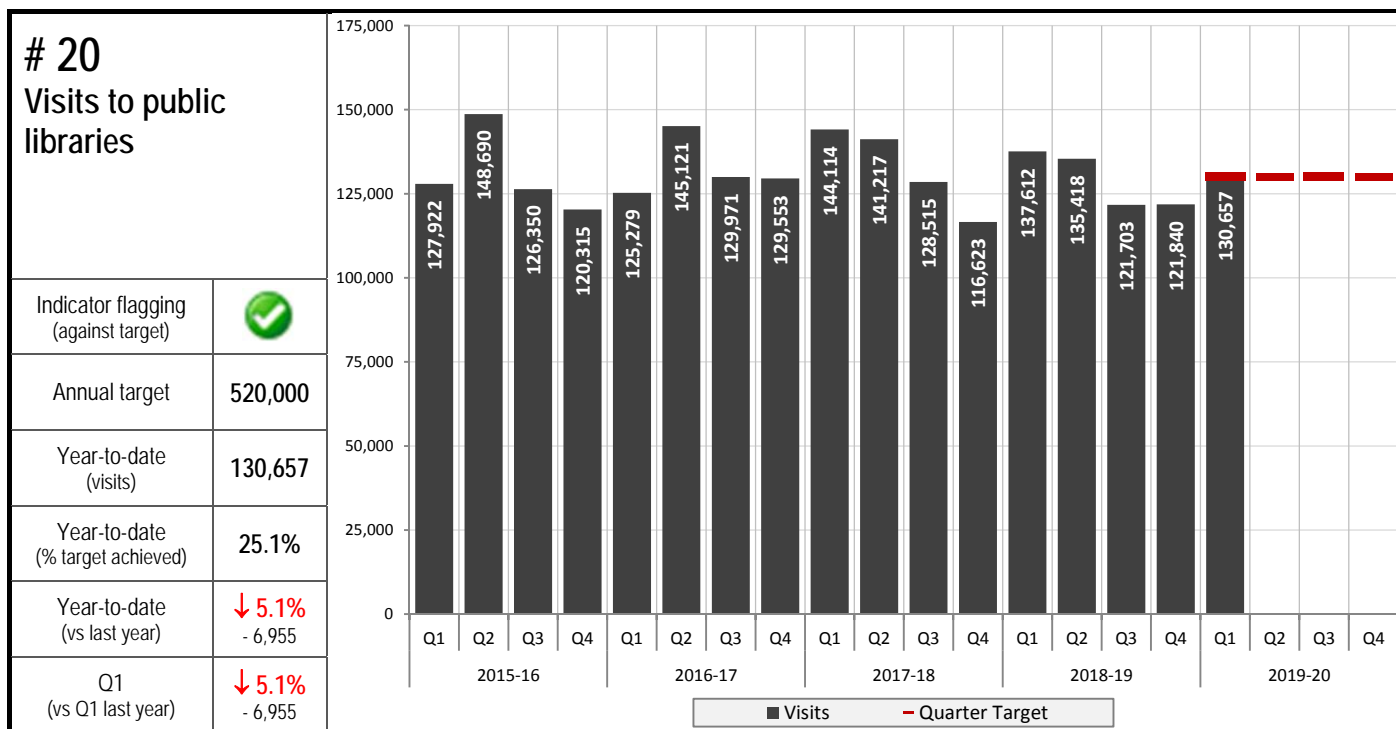
Participant Sessions (PI #17)

- Q1 participant sessions target = 72,000.
- Q1 participant sessions achieved = 78,628 (6,628 above target, equating to 109.2% of target achieved).
- Compared to the same quarter last year, participant sessions were 10.7% higher (+ 7,577).
- Year-to-date performance is currently 10.7% higher than last year, equating to 7,577 extra participant sessions.
- Current predictions, , are that year-end performance will exceed target at year-end, hence this indicator is flagged GREEN at this time.

<p>Reasons for variances</p>	<ul style="list-style-type: none"> • The programme continues to benefit from a long upwards trend. With over 90% of all activity sessions delivered by volunteers the programmes benefits greatly from the depth and strength of our relationships with all schools and clubs locally. • Across the programme coordinators, working in partnership with schools, continue to become more adept at targeting disengaged and non-participants. Resulting in the continued increase in distinct participants. • The use of data in providing context and informing decisions has allowed the team to make more measured, reasoned decisions when planning their programmes and activities. • We continue to see a number of schools investing PEF money through the Active Schools team and, as a result of the increased profile of Health and Wellbeing, several schools now run breakfast activity clubs. • With Q1 aligning with the final term of the school year the programme benefitted from clubs and participants continuing from the previous terms.
<p>Actions</p>	<ul style="list-style-type: none"> • Continue to embed the programme within schools planning, particularly within the primary programme. • Focus on volunteer retention and recruitment. This is a long term goal to counter the longstanding decline in teachers volunteering as staffing levels are reduced and workloads increase in schools. • In Q2 the team will experience significant changes to staffing, losing 2 very experienced cluster coordinators. Both moved to new posts out with the Trust. In addition, 3 secondary coordinators will also be changing role as a result of staffing changes within PE departments. This represents 25% of the total team changing at the same time. • As such induction, training and integration with the existing team will be of primary importance over the coming months to reduce the impact this will undoubtedly have. With Active Schools programmes being built on personal relationships which can take time to mature, it is anticipated that this may result in a reduction in performance in the short term.







Usage performance

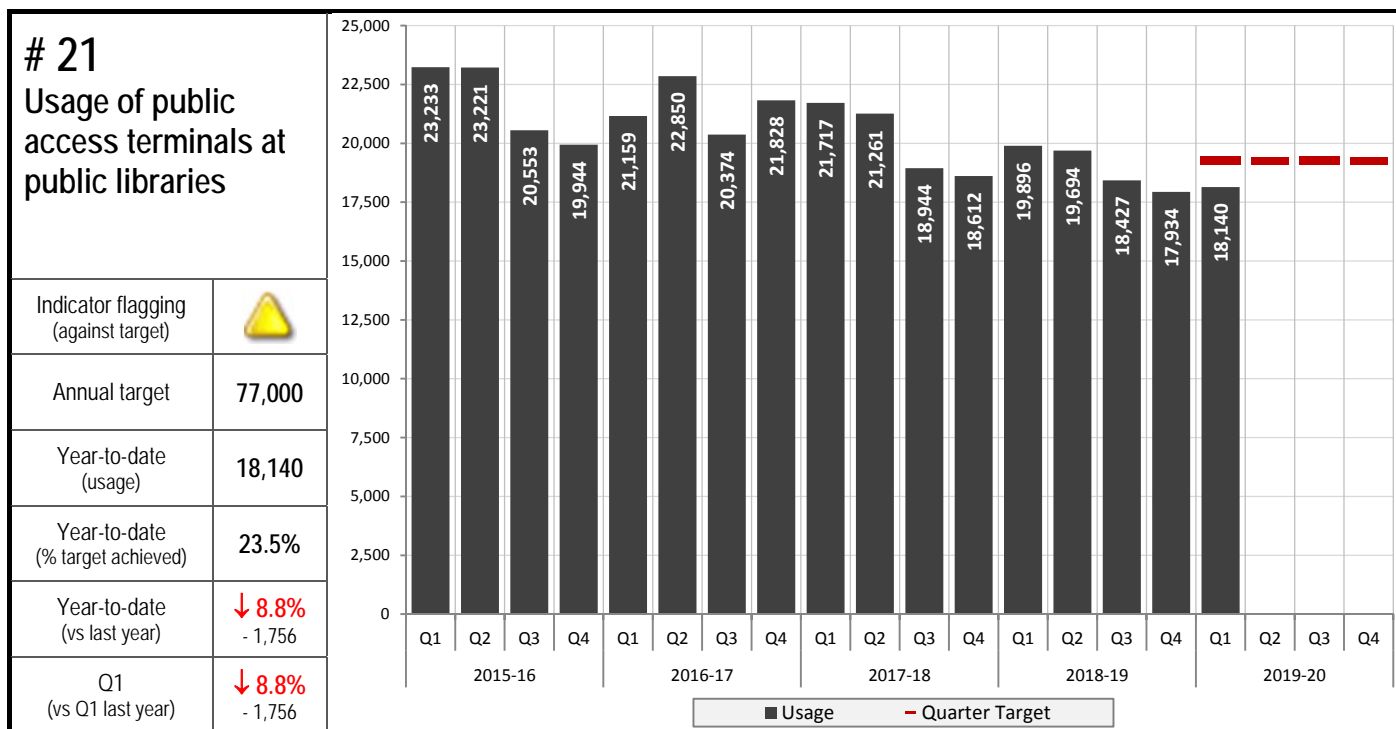
- Q1 visits target = 130,000.
- Q1 visits achieved = 130,657 (657 above target, equating to 100.5% of target achieved).
- Compared to the same quarter last year, visits were 5.1% lower equating to 6,955 fewer visits.
- Current predictions, based on increased performance to end-Q1 and above-target for visits, are that year-end performance will achieve target at year-end, hence this indicator is flagged GREEN at this time.
- Note: this indicator has been altered nationally to reflect digital as well as physical visits, in line with our other indicators.
- Q1 visits per library (versus Q1 last year):
 - Bonnybridge +0.4% (+34);
 - Bo'ness -7.9% (-944);
 - Denny -0.1% (-23);
 - Falkirk -19.0% (-5,708);
 - Grangemouth -9.1% (-1,606);
 - Larbert -4.6% (-1,010);
 - Meadowbank -50.2% (-15,023);
 - Slamannan -11.5% (-191);

Reasons for variances

- The Local History Festival and Get Creative Festival in May attracted 400 people attending 14 events across the service
- Libraries were quieter than expected in June and this impacted on visits, issues and PC use
- The significant decrease at Meadowbank is due to a counting error which may date back years; the counter counts people coming in **and** leaving the library so the quarterly number should be halved to be accurate.

Actions

- All libraries have a full programme of events and activities planned for the summer. Many events are already sold out. As well as events around reading, there are craft sessions, a planetarium, comic art workshops and creative writing workshops for families and children
- All libraries are planning class visits for September/October
- The libraries will be contributing to Big Roman Week in September with a series of events being held across the area.



Usage performance

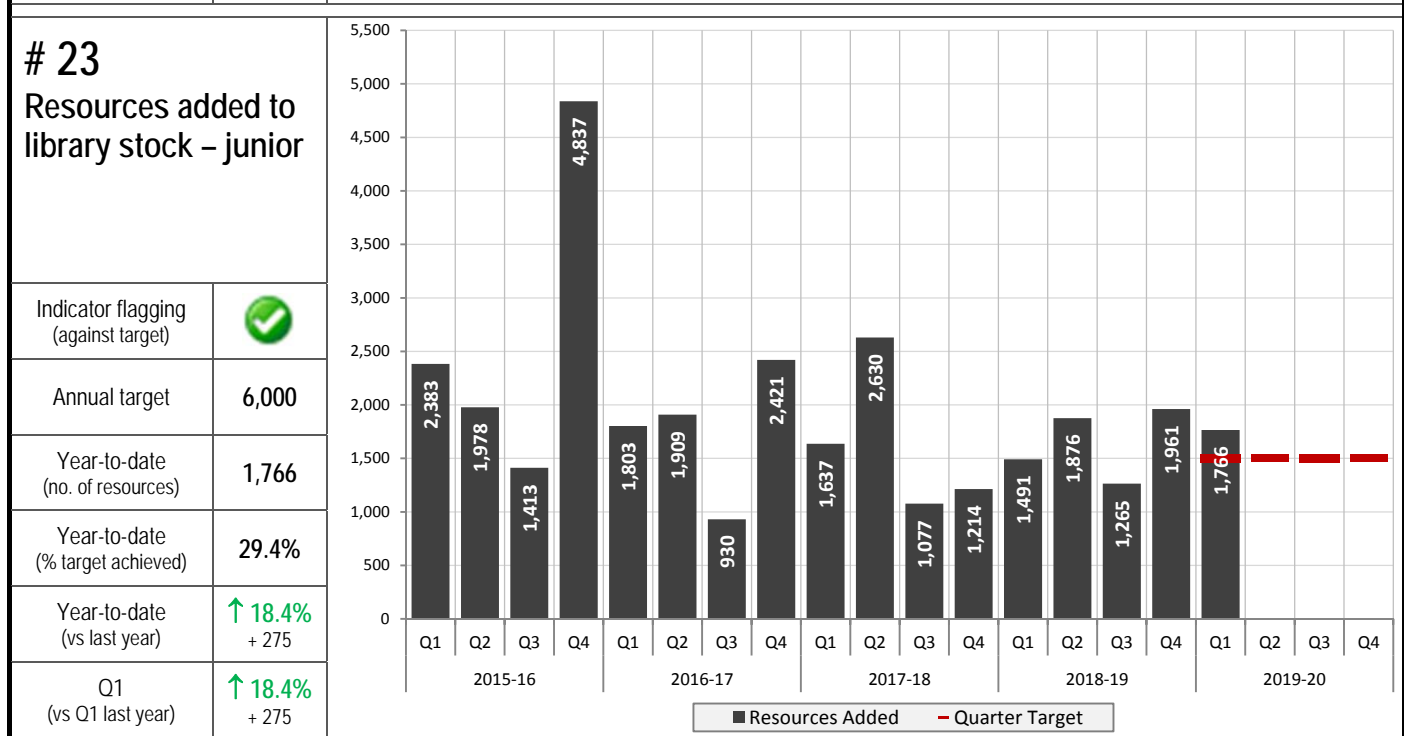
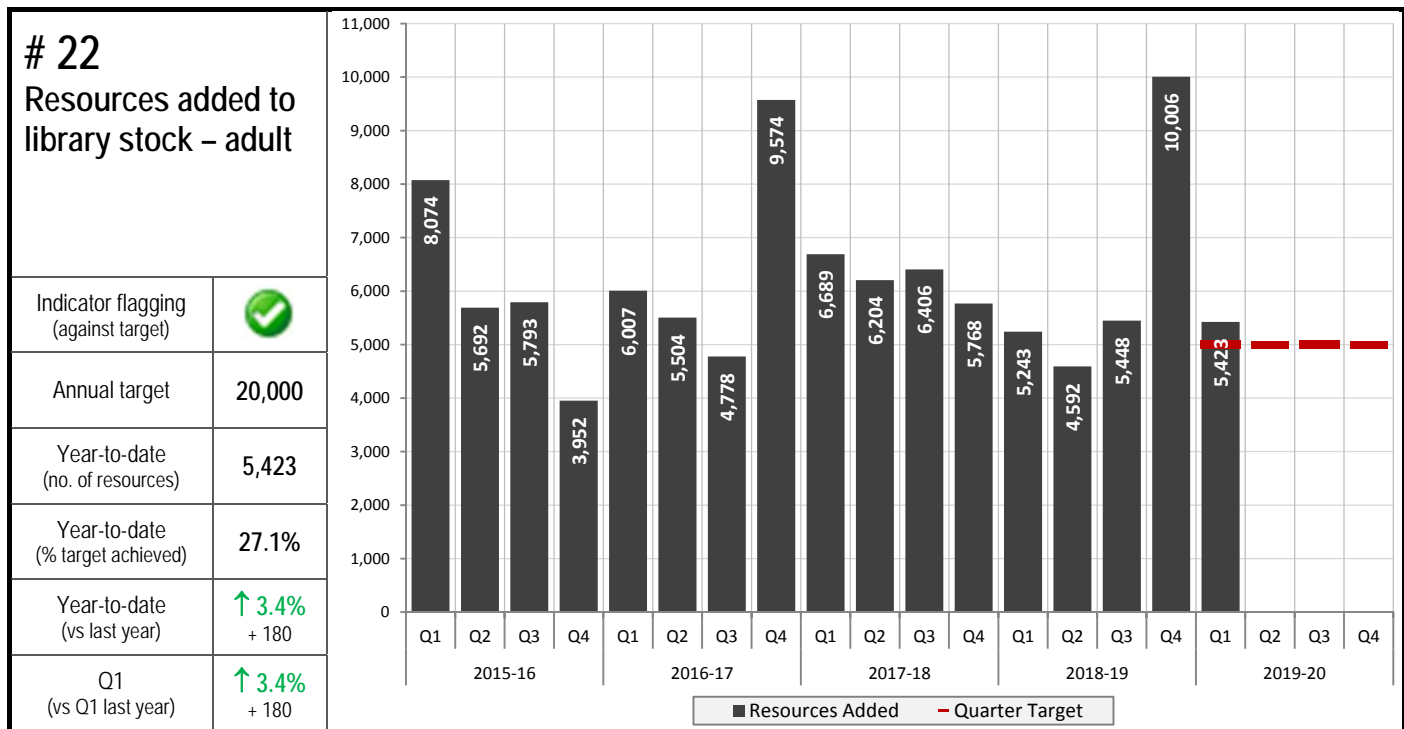
- Q1 usage target = 19,250.
- Q1 usage achieved = 18,140 (1,110 below target, equating to 94.2% of target achieved).
- Compared to the same quarter last year, usage was 8.8% lower equating to 1,756 fewer uses.
- Although PC use has fallen, WiFi use has increased slightly across the libraries – an increase of 325 sessions over the same quarter last year.
- Current predictions, based on reduced performance to end-Q1 and below-target for usage, are that year-end performance will fall short of target at year-end, hence this indicator is flagged AMBER at this time.
- Q1 usage per library (versus Q1 last year):
 - Bonnybridge -0.1% (-1);
 - Bo'ness +1.7% (+33);
 - Denny -4.7% (-101);
 - Falkirk -14.1% (-964);
 - Grangemouth -10.9% (-340);
 - Larbert +7.0% (+163);
 - Meadowbank -18.5% (-416);
 - Slamannan -73.0% (-130);

Reasons for variances

- PC use is falling as more people have their own internet-enabled devices.

Actions

- A programme of staff training is being planned for the autumn/winter to enable staff to help more customers – particularly with issues around online security.
- We are starting Girls who Code sessions as a pilot in Meadowbank Library in September to supplement our Code Club offer.
- We will continue to work with CLD to offer tablet classes at Bonnybridge Library where there is constant demand for these classes. There is little demand at our other libraries.



Usage performance

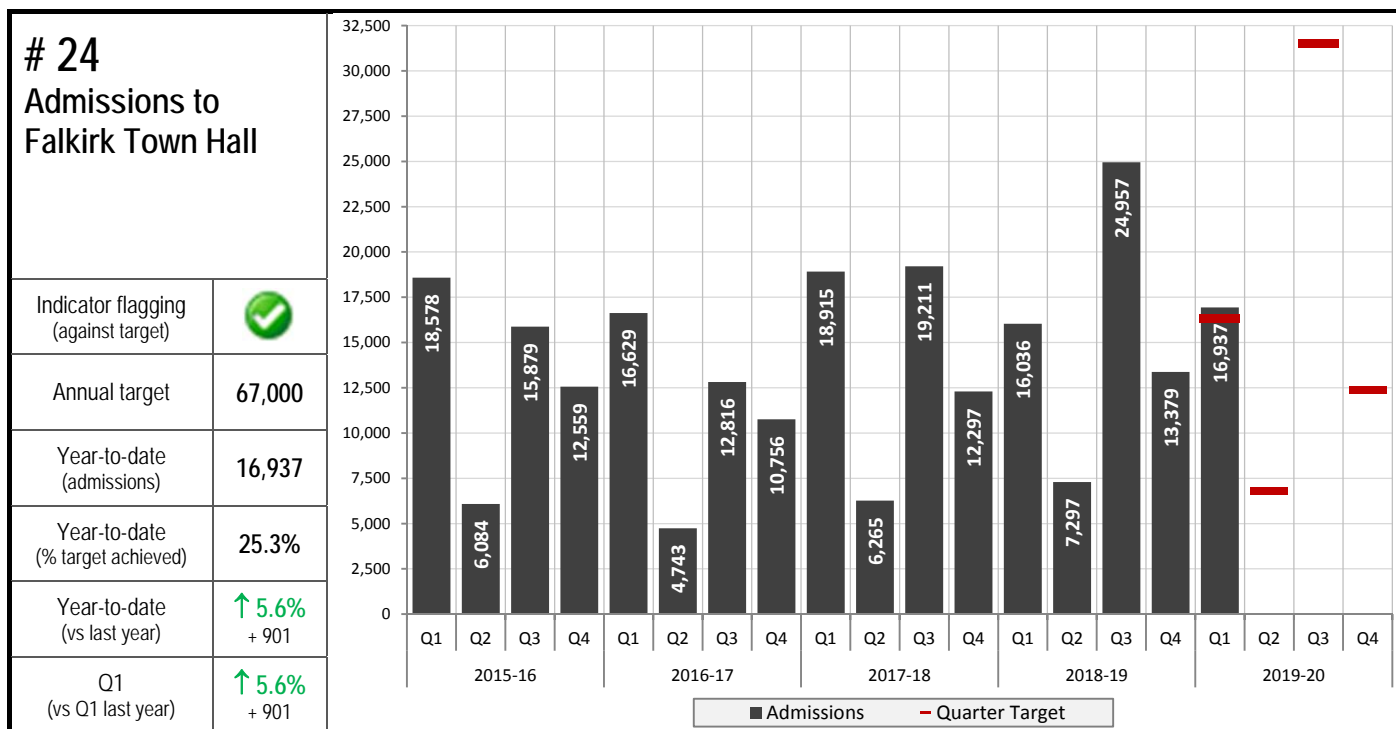
Adult additions to stock (PI #22)

- Q1 resources added target = 5,000.
- Q1 resources added achieved = 5,423 (423 above target, equating to 108.5% of target achieved).
- Compared to the same quarter last year, resources added were 3.4% equating to 180 extra resources added.
- Current predictions, based on increased performance to end-Q1 and above-target for resources added, are that year-end performance will exceed target at year-end, hence this indicator is flagged GREEN at this time.

Junior additions to stock (PI #23)

- Q1 resources added target = 1,500.
- Q1 resources added achieved = 1,766 (266 above target, equating to 117.7% of target achieved).
- Compared to the same quarter last year, resources added were 18.4% higher (+275).
- Year-to-date performance is currently 18.4% higher than last year, equating to 275 extra resources added.
- Current predictions, based on increased performance to end-Q1 and above-target for resources added, are that year-end performance will exceed target at year-end, hence this indicator is flagged GREEN at this time.

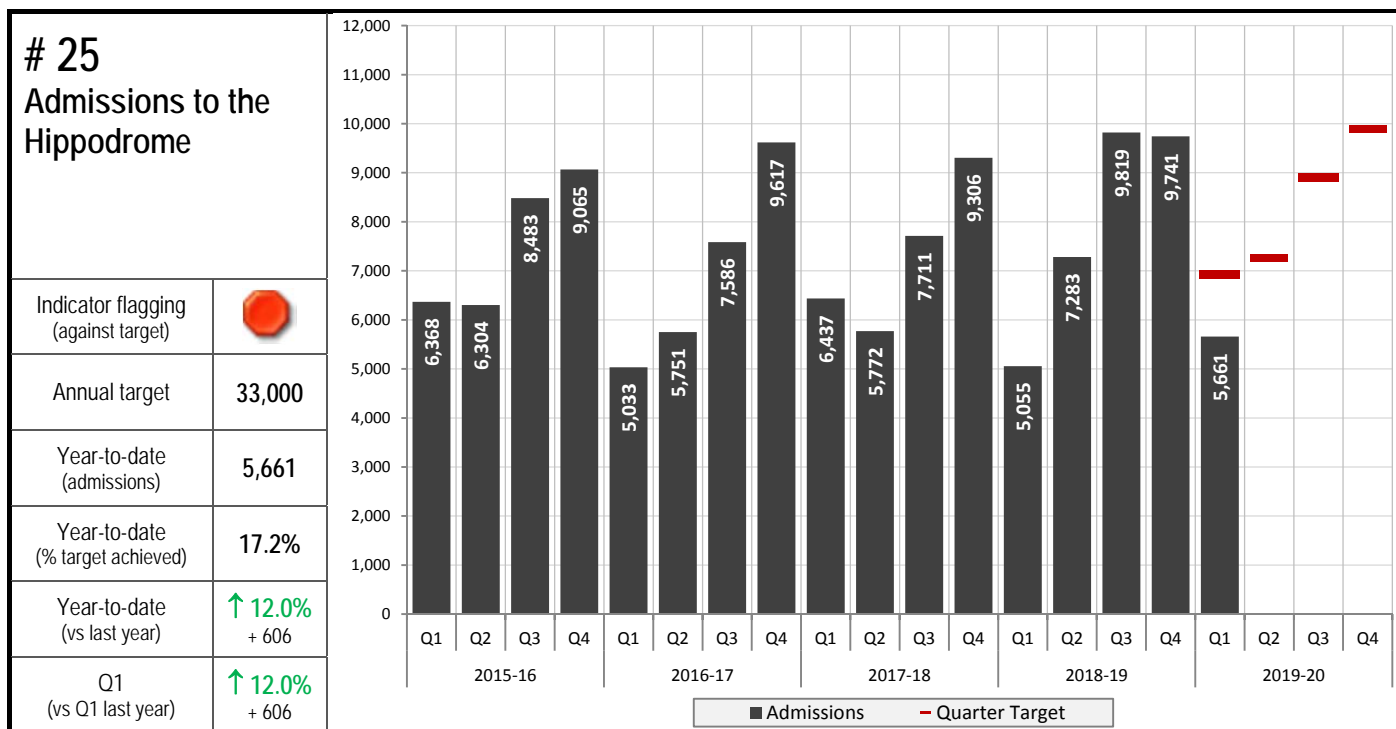
Reasons for variances	<ul style="list-style-type: none">• The national procurement framework means we are still getting good discounts on stock.
Actions	<ul style="list-style-type: none">• We are purchasing more e-books and e-audiobooks to boost the new service and encourage more people to use the digital services.• We are starting to plan Book Week Scotland in November to encourage more visits and issues.



Usage performance	<ul style="list-style-type: none"> Q1 admissions target = 16,310. Q1 admissions achieved = 16,937 (627 above target, equating to 103.8% of target achieved). Compared to the same quarter last year, admissions were 5.6% higher equating to 901 extra admissions. Current predictions, based on increased performance to end-Q1 and above-target admissions, are that year-end performance will exceed target at year-end, hence this indicator is flagged GREEN at this time.
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Reasons for variances	<ul style="list-style-type: none"> Success has been buoyed by exceeding our targets for attendances at lets and arts team activities, while attendances at FTH shows were 28% under-target. Shows which exceeded projections included tribute acts Neil Diamond, ABBA Reunion and Hotel California, and original artists The Drifters were a near sell-out. Starcatchers and Superfan collaboration, Little Top (for younger children) achieved target. As previously stated target was only achieved on a small number of productions and is thus reflected in income generated. Despite performing well in terms of attendances, lets income was lower than the same period last year. It should be noted that a number of the lets in Q1 are local dance school displays. The attendances (audiences generated by the dance schools themselves) at these events have a significant impact on FTH usage for Q1. We are aware that there remains a demand for lets at FTH but expanding the shows programme limits the availability of spaces for hire.
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Actions	<ul style="list-style-type: none"> Some external marketing and promotion resource has been commissioned and will take effect from Q2; we are hopeful that key marketing actions required to achieve attendance and income targets at FTH will be completed. Q2 programme includes our theatre summer schools for children and young people; popular TV favourites Milkshake Live!; Les McKeown and the Bay City Rollers and top name comedy and entertainment including Raymond Mearns, Stewart Francis and John Challis (Boycie from BBC TV's Only Fools and Horses). We are currently analysing usage/ timetabling and demand (shows and lets) to ensure that, moving forward we achieve the financial balance required to ensure targets are met.
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Usage performance

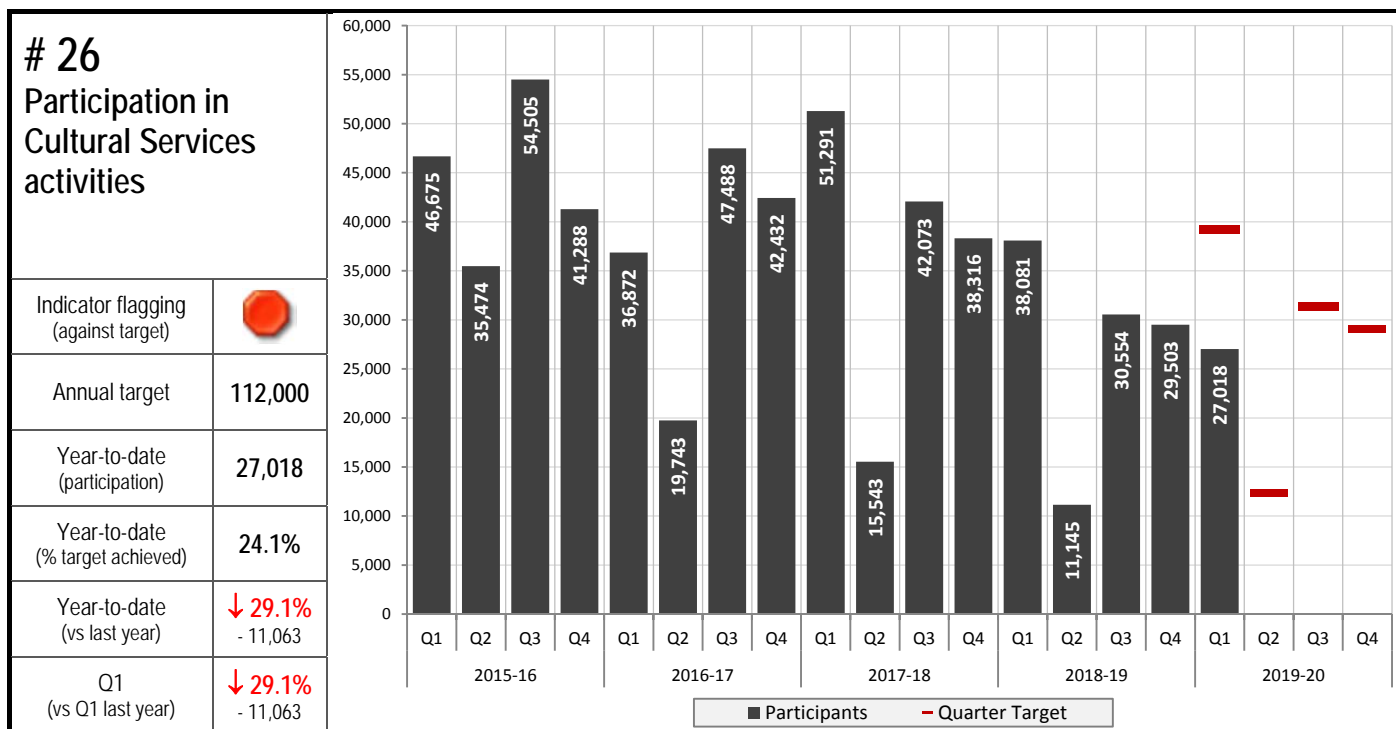
- Q1 admissions target = 6,930.
- Q1 admissions achieved = 5,661 (1,269 below target, equating to 81.7% of target achieved).
- Compared to the same quarter last year, admissions were 12.0% higher equating to 606 extra admissions.
- Current predictions, based on increased performance to end-Q1 but below-target admissions, are that year-end performance may fall short of target at year-end, hence this indicator is flagged RED at this time.

Reasons for variances

- The most significant impact on our Q1 outturn was the very low uptake for the Easter family film, Missing Link. We screened the title on release but only achieved 19% of our attendances target. However, we weren't the only cinema to find ourselves in this position. UK Box Office figures show that on the week of release the film was only 7th in the top ten releases and by the second week it had fallen to 10th. Film industry analysis suggests that the film suffered from a lack of promotional visibility nationwide.
- Our other holiday release for Easter, Dumbo, performed better for us, though still only achieved 45% of target. Dumbo was 2nd in UK Box Office, four weeks after release (when we screened it).
- We had identified both of these titles as key contributors (in terms of attendances and income generation) to the achievement of our first quarter targets. Following their poor performance and in order to avoid a shortfall at the end of Q1, ADO (Film & Media) identified titles within the remaining programme that could be relatively 'easy wins' in terms of achieving /exceeding target and prepared key messaging/ target audience detail to help focus promotional activity.
- A short season of films linking to Falkirk Science Festival (The Innocents; The Silence of the Lambs; and Bladerunner: The Final Cut) achieved target across the season.
- In June, Take That Live and NT Live: Small Island generated excellent attendances. We included a Q&A session with one of the actors, Andrew Rothney (a former participant in the Trust's youth film project) as part of our NT Live: Small Island screening.
- The first week of Toy Story 4 at the end of June has been positive and we are confident that uptake will rise further during its run at the start of the school holidays

Actions

- Some external marketing and promotion resource has been commissioned and will take effect from Q2 to mitigate against the amount of marketing staff time that continues to be required to support the development of the new websites. We anticipate that this resource will assist us to achieve attendance and income targets for Q2 will be completed.
- Q2 programme includes new and recent release summer family titles Toy Story 4; and The Lion King. We will also be launching our new programme strand Live (and Encore) Met Opera season in Q2.
- The Hippodrome website was launched in May 2019. The rationale for the website is to ensure clearer, more effective promotion of the Hippodrome and to enable a swifter on line booking process for customers. We are confident that as www.hippodromecinema.co.uk takes off, we will see an uplift in sales over the next period.



Usage performance

- Q1 participation target = 39,200.
- Q1 participation achieved = 27,018 (12,182 below target, equating to 68.9% of target achieved).
- Compared to the same quarter last year, participation was 29.1% lower equating to 11,063 fewer participants.
- Current predictions, based on reduced performance to end-Q1 and below-target participation, are that year-end performance will fall short of target at year-end, hence this indicator is flagged RED at this time.

Reasons for variances

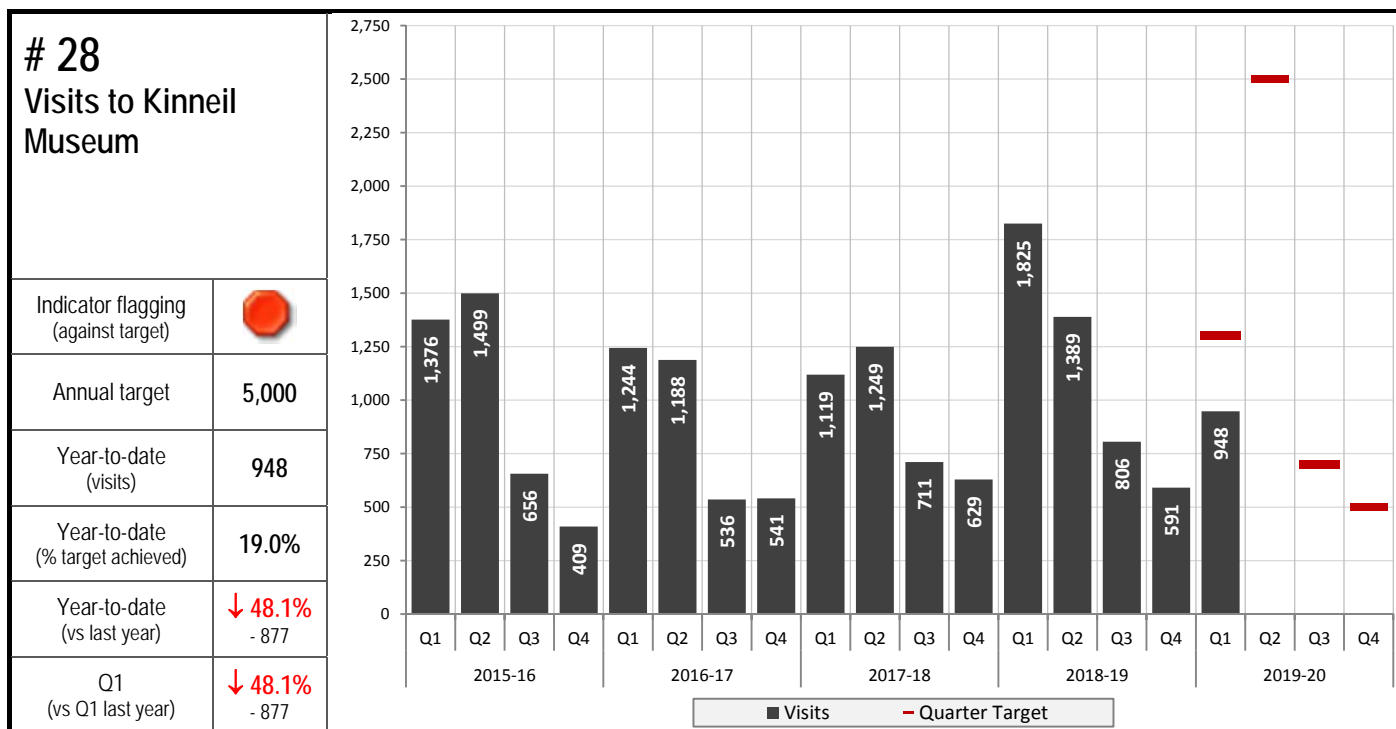
- Our Great Place project is now up and running with a full team complement and in Q1 ran community engagement activities at the Dam Fine Day Out in Larbert and the Bo'ness Fair. There will be significantly more Great Place community engagement activity in Q2 and the slight delay in recruitment has contributed, in part, to our underachievement in usages as our projections were based on full recruitment earlier in the year.
- The first year of our revised approach to YMI concluded at the end of Q1 and we are currently producing year end evaluation and monitoring reports. Feedback from Falkirk Council Children's Services, schools and pupils to date has been very positive. However, the impact of our revised approach to YMI is that in some instances across the programme, more focussed activity is being delivered to smaller groups of pupils which has been a reason for lower participation figures..

Actions

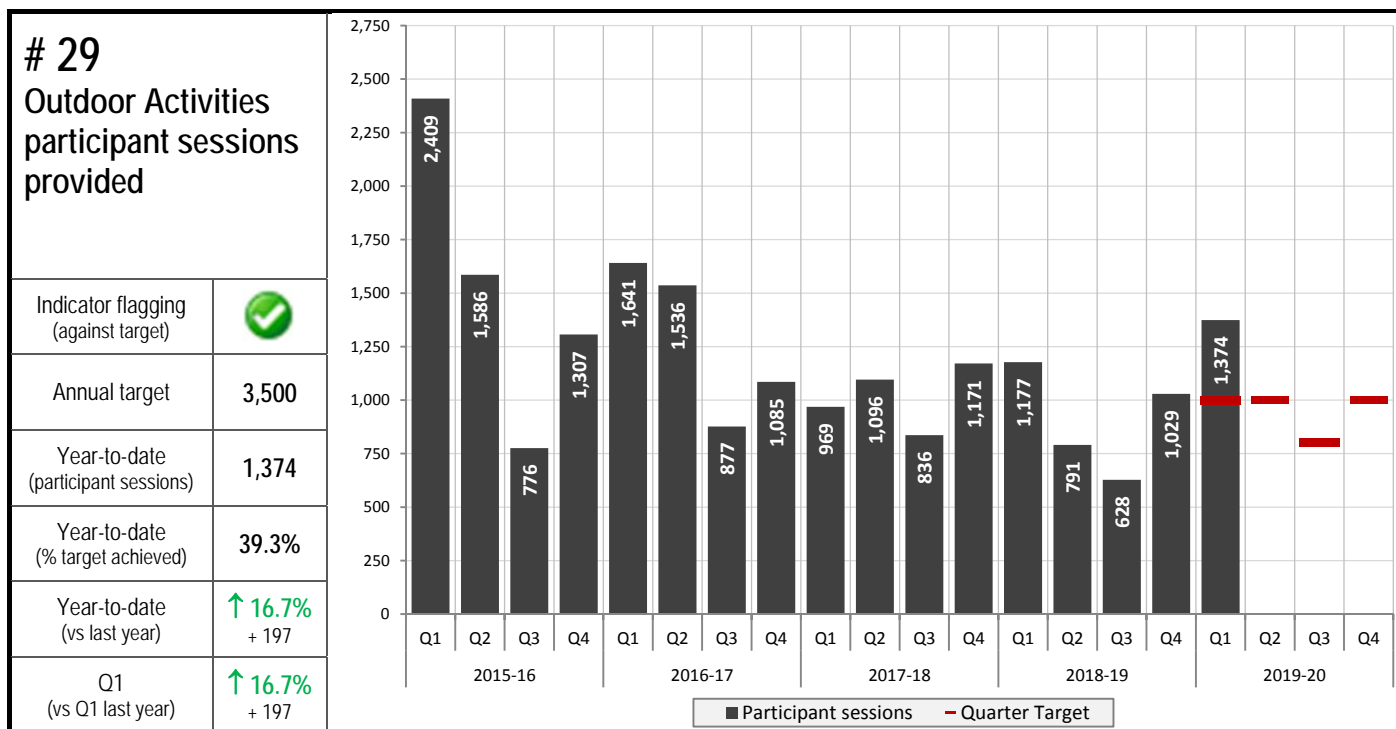
- As stated, there has been a slight delay in completing the set up of our Great Place project. We anticipate addressing some of the usages shortfall in the PI in Q1 performance in Q2 as Great place activity programme is rolled out.
- In Q2 we will be running our youth theatre summer schools at FTH. Our supporting activity for the Gladiators exhibition at Callendar House will continue and we are looking forward to the Archaeology Scotland 75th Year event in Callendar Park (the Trust is one of the event partners) linking as it does to the exhibition and Rediscovering the Antonine Wall project.
- The Trust's Big Roman Week also takes place in Q2 and the activity/talks programme for the event is currently being finalised.
- Our review of this year's YMI will inform our target setting for 2020/21.

<h1># 27</h1> <h2>Visits to Callendar House</h2>		<table border="1"> <caption>Quarterly Visits and Targets</caption> <thead> <tr> <th>Year</th> <th>Quarter</th> <th>Visits</th> <th>Quarter Target</th> </tr> </thead> <tbody> <tr><td>2015-16</td><td>Q1</td><td>15,152</td><td>20,000</td></tr> <tr><td>2015-16</td><td>Q2</td><td>15,435</td><td>20,000</td></tr> <tr><td>2015-16</td><td>Q3</td><td>8,061</td><td>20,000</td></tr> <tr><td>2015-16</td><td>Q4</td><td>8,634</td><td>20,000</td></tr> <tr><td>2016-17</td><td>Q1</td><td>10,797</td><td>20,000</td></tr> <tr><td>2016-17</td><td>Q2</td><td>14,095</td><td>20,000</td></tr> <tr><td>2016-17</td><td>Q3</td><td>11,749</td><td>20,000</td></tr> <tr><td>2016-17</td><td>Q4</td><td>11,116</td><td>20,000</td></tr> <tr><td>2017-18</td><td>Q1</td><td>15,571</td><td>20,000</td></tr> <tr><td>2017-18</td><td>Q2</td><td>17,096</td><td>20,000</td></tr> <tr><td>2017-18</td><td>Q3</td><td>14,498</td><td>20,000</td></tr> <tr><td>2017-18</td><td>Q4</td><td>11,029</td><td>20,000</td></tr> <tr><td>2018-19</td><td>Q1</td><td>18,310</td><td>20,000</td></tr> <tr><td>2018-19</td><td>Q2</td><td>20,219</td><td>20,000</td></tr> <tr><td>2018-19</td><td>Q3</td><td>17,041</td><td>20,000</td></tr> <tr><td>2018-19</td><td>Q4</td><td>14,343</td><td>20,000</td></tr> <tr><td>2019-20</td><td>Q1</td><td>19,589</td><td>20,000</td></tr> <tr><td>2019-20</td><td>Q2</td><td>-</td><td>20,000</td></tr> <tr><td>2019-20</td><td>Q3</td><td>-</td><td>20,000</td></tr> <tr><td>2019-20</td><td>Q4</td><td>-</td><td>20,000</td></tr> </tbody> </table>	Year	Quarter	Visits	Quarter Target	2015-16	Q1	15,152	20,000	2015-16	Q2	15,435	20,000	2015-16	Q3	8,061	20,000	2015-16	Q4	8,634	20,000	2016-17	Q1	10,797	20,000	2016-17	Q2	14,095	20,000	2016-17	Q3	11,749	20,000	2016-17	Q4	11,116	20,000	2017-18	Q1	15,571	20,000	2017-18	Q2	17,096	20,000	2017-18	Q3	14,498	20,000	2017-18	Q4	11,029	20,000	2018-19	Q1	18,310	20,000	2018-19	Q2	20,219	20,000	2018-19	Q3	17,041	20,000	2018-19	Q4	14,343	20,000	2019-20	Q1	19,589	20,000	2019-20	Q2	-	20,000	2019-20	Q3	-	20,000	2019-20	Q4	-	20,000
Year	Quarter		Visits	Quarter Target																																																																																		
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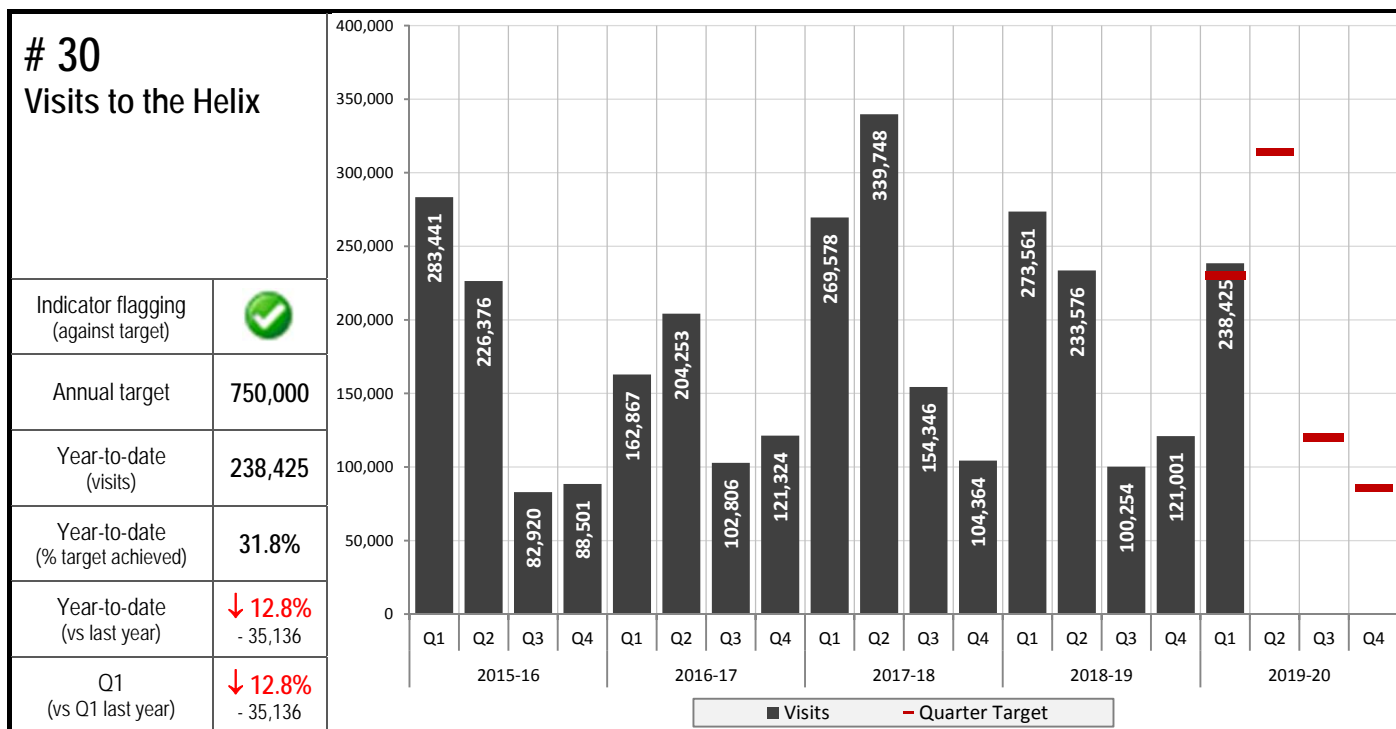
<p>Usage performance</p> <ul style="list-style-type: none"> Q1 visits target = 20,000. Q1 visits achieved = 19,589 (411 below target, equating to 97.9% of target achieved). Compared to the same quarter last year, visits were 7.0% higher equating to 1,279 extra visits. Current predictions, based on increased performance to end-Q1 and slightly below-target visits, are that year-end performance will achieve close to target at year-end, hence this indicator is flagged AMBER at this time. <p>Additional performance information</p> <ul style="list-style-type: none"> Visits to the Tearoom increased by 456 (6%) on the same period last year Visits to 'Gladiators - A Cemetery of Secrets' (opened 19th May) 556 tickets sold (47% of target to end June)
<p>Reasons for variances</p> <ul style="list-style-type: none"> Anecdotally fewer visitors to the park due to cooler weather compared to last year. Uptake to Gladiators not as high as anticipated.
<p>Actions</p> <ul style="list-style-type: none"> New Callendar House Facebook page launched end of June has 280 followers. Continue to populate and promote the House and Exhibitions. Better engagement with local audience (particularly for Tearoom visits) encourages more regular visits. Continue with Tearoom / Afternoon Tea & Gladiators Marketing Plan. Ensure that where coach parties arrive unannounced that where it is possible we accommodate them (e.g. if Drawing Room has no bookings)/



Usage performance	<ul style="list-style-type: none"> • Q1 visits target = 1,300. • Q1 visits achieved = 948 (352 below target, equating to 72.9% of target achieved). • Compared to the same quarter last year, visits were 48.1% lower equating to 877 fewer visits. • Current predictions, based on reduced performance to end-Q1 and below-target visits, are that year-end performance will fall short of target at year-end, hence this indicator is flagged RED at this time.
Reasons for variances	<ul style="list-style-type: none"> • Due to the change in customer journey instigated at the request of HES, Kinneil House Open Days now start at the House and not Kinneil Museum. This has resulted in fewer visits to the Museum on Open Days compared to last year e.g. May Open Day 174 visitors compared to 544 in 2018.
Actions	<ul style="list-style-type: none"> • We will continue to work with HES and their team and request that they encourage visitors to visit Kinneil Museum at the end of the tour.



Usage performance	<ul style="list-style-type: none"> • Q1 participant sessions target = 1,000. • Q1 participant sessions achieved = 1,374 (374 above target, equating to 137.4% of target achieved). • Compared to the same quarter last year, participant sessions were 16.7% higher equating to 197 extra participant sessions. • Current predictions, based on increased performance to end-Q1 and above-target participant sessions, are that year-end performance will exceed target at year-end, hence this indicator is flagged GREEN at this time. <p>Additional performance information (vs Q1 last year)</p> <ul style="list-style-type: none"> • Adult participation: -46.2% (-134) • Junior participation: +48.8% (+387) • 50+ participation: -68.3% (-56)
Reasons for variances	<ul style="list-style-type: none"> • Adult Community Programme numbers are down compared to Q1 last year. However, during 2018/19 several National Governing Body courses had to be run to achieve accreditation for provider status. These courses are now spread across the year. Comparison to Q1 2017/18 actually shows increased numbers for a Q1 performance. • As predicted this was a very busy quarter with Education days prioritised and thus Juvenile numbers were up by 48% for Q1 compared to last year. • Good percentage uptake on the Community Programme and increased Education days gave an overall 17% increase year on year. • The percentage uptake and new courses within the Community Programme contributed to the healthy income. Increased figures may be skewed with Summer Programme sales starting earlier than previous years. • Senior Rambles showed a decrease and several courses had to be cancelled.
Actions	<ul style="list-style-type: none"> • Staff have continued to work hard with Education bookings and as term ended some improvement of days booked, compared to last year, could be seen. • The Senior Rambles sessions are under review and with marketing support an effort on wider promotion will be made to reinvigorate attendances. • The summer holiday Adventure Days programme is under way with double session per day during some weeks and c70% bookings to date will ensure a healthy income stream for the Community Programme.



Usage performance	<ul style="list-style-type: none"> • Q1 visits target = 230,000. • Q1 visits achieved = 238,425 (8,425 above target, equating to 103.7% of target achieved). • Compared to the same quarter last year, visits were 12.8% lower equating to 35,136 fewer visits. • The footfall expectation is reduced from the previous year, inline with the Helix Business plan. • Current predictions, based on above-target visits, are that year-end performance will achieve target at year-end, hence this indicator is flagged GREEN at this time.
Reasons for variances	<ul style="list-style-type: none"> • The Kelpies continue to be a very strong draw for the overseas market. • The performance within the Visitor Centre is strong what ever the weather. • The Plaza café is very weather dependant. Last year the weather was particularly good in the first quarter.
Actions	<ul style="list-style-type: none"> • Continued strong focus on the customer experience and service across the site. • Review activities available around the Plaza Café to encourage footfall even in poor weather.

<h1># 31</h1> <h2>Kelpies Tour tickets sold</h2>		
Indicator flagging (against target)		
Annual target	22,000	
Year-to-date (tour tickets)	6,220	
Year-to-date (% target achieved)	28.3%	
Year-to-date (vs last year)	↓ 15.7% - 1,155	
Q1 (vs Q1 last year)	↓ 15.7% - 1,155	
Usage performance	<ul style="list-style-type: none"> • Q1 tour tickets target = 7,920. • Q1 tour tickets achieved = 6,220 (1,700 below target, equating to 78.5% of target achieved). • Compared to the same quarter last year, tour tickets sold were 15.7% lower equating to 1,155 fewer tour tickets. • Current predictions, based on reduced performance to end-Q1 and below-target numbers of tour tickets sold, are that year-end performance will fall short of target at year-end, hence this indicator is flagged RED at this time. 	
Reasons for variances	<ul style="list-style-type: none"> • To date the marketing has not focused on the tour, the new video will help address this. • Visitors are able to see the whole site without engaging with the tour guides. 	
Actions	<ul style="list-style-type: none"> • The Tour Guides have developed a short tour to target the travel trade sector who have limited time available when on site. • A new video has been produced to market the tour. • Increase the awareness of the Tours. • Review the offers. 	

# 32 Participation in programmed activity at the Helix	
Indicator flagging (against target)	
Annual target	35,000
Year-to-date (participation)	14,469
Year-to-date (% target achieved)	41.3%
Year-to-date (vs last year)	↓ 20.4% - 3,713
Q1 (vs Q1 last year)	↓ 20.4% - 3,713
Usage performance	<ul style="list-style-type: none"> Q1 participation target = 8,750. Q1 participation achieved = 14,469 (5,719 above target, equating to 165.4% of target achieved). Compared to the same quarter last year, participation was 20.4% lower equating to 3,713 fewer participants. Current predictions, based on reduced performance to end-Q1 but above-target participation, are that year-end performance will achieve target at year-end, hence this indicator is flagged GREEN at this time. <p>Additional information</p> <ul style="list-style-type: none"> The Travelling Gallery was on the park for Easter weekend and performed well with 1,245 attendees Emergency Service Day (5,000 attendees) and STEM@TheHelix (4,000 attendees) performed exceptionally well despite both events taking place in the rain. There was a 50% increase in the number of events taking place in the Helix Park in comparison to Q1 in 2018. Wee Jaunt sold out with 750 participants and attracting 450 spectators.
Reasons for variances	<ul style="list-style-type: none"> Although Q1 achieved 165.4% of target, the reduction in attendees compared to Q1 last year is due to Emergency Service Day attracting 3,000 fewer attendees and STEM@TheHelix attracting 1,000 fewer attendees. We believe this was due to wet weather at both events this year.
Actions	<ul style="list-style-type: none"> The Big Picnic is due to take place in Q2 and, to help mitigate against poor weather, there are some activities planned for inside a marquee. To provide paid activity onsite during free events to increase secondary spend and generate income. Continue to promote and enable third party activities on the site Build partnerships to grow cycling events on the park with Pedal for Scotland Continue developing Falkirk Community Trust reputation for holding events on our sites.

Falkirk Community Trust: Organisational Performance

- *A strong, sustainable and valued organisation*

Indicator	2016/17 total	2017/18 total	2018/19 total	2019/20				
				Q1	Q2	Q3	Q4	Year Total
Sickness Absence - % days lost	3.42%	3.46%	4.46%	n/a				
Staff Turnover – cumulative	11.9% equates to 61 staff	11.4% equates to 56 staff	13.9% equates to 67 staff	n/a				
Number of Accidents involving staff and customers	352	367	466	118				
Number of complaints and formal enquiries received and dealt with	104	89	63	15				
Number of hits on Trust website	730,900	754,109	819,592	203,627				

Sickness Absence

Sickness absence figures and absence rates for Q1 19-20 were unavailable at time of this report and will be included in the next report.

Staff Turnover and Headcount

Staff turnover for Q1 19-20 was unavailable at time of this report and will be included in the next report.

The Trust's headcount at 31st March 2019 was 494 employees, working a total of 12,135 hours per week. This equates to 331 FTE (full-time equivalent) staff. The headcount is split between 182 full-time and 312 part-time staff, with 433 positions being permanent and the remaining 60 temporary positions.

Accidents Reported

A total of 118 accidents involving staff and customers were reported to the Trust's Health, Safety and Risk Management Group during Q1 19-20, an increase of 28 (+31.1%) compared to the same quarter last year. Of these accidents, 111 involved members of the public and customers, with 7 accidents involving staff.

Complaints Received

15 complaints and formal enquiries were received and dealt with during Q1 19-20 with 14 being dealt with at Frontline Resolution (Stage 1) and 1 requiring further investigation (Stage 2). This was 1 additional complaint received than the same period last year.

Website Performance

Trust website sessions during Q1 were 203,627, a 4.9% increase (+9,507) compared to the same period last year. Average session duration was 2m36s. These website visits were carried out by 107,500 unique public visitors, with 89,203 being new visitors to the website.

The Trust's new websites for the Hippodrome (www.hippodromecinema.co.uk) and the main Trust site (www.falkirkcommunitytrust.org) were launched in July 2019. It is anticipated the o new websites will drive further increased use of the Trust's website.