

Falkirk Community Trust

Subject: April – June 2017 Quarter One Performance Report
Meeting: Audit and Performance Sub-Group
Date: 17th August 2017
Author: Team Leader Performance Review

1. Introduction

1.1 This is the 2017-18 quarter one report on our performance indicators and covers the 3-month financial period April – June 2017. The report flags relevant current activity or planned action in support of achieving the Trust’s strategic objectives.




2. Performance Statement

2.1 Attached is a statement with indicator performance presented in the form of graphs with contextual commentary. Indicators are flagged at the end of each quarter using a red-amber-green traffic light system. **Each flag measures performance against target.**

2.2 This performance report is presented in a format which aims to enhance clarity and provide a concise report of quarterly indicator performance. Graph trendlines (detailed in red) reflect the recent performance trend of each indicator. Information presented numerically alongside each graph enables an ‘at a glance’ summary including:

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

2.3 The flagging status for this period is summarised below:

Green 	This PI is on or above target (within 5% of target or above target)	There are 28 green-flagged indicators.
Amber 	This PI is slightly below target though performance may be improving (5-10% below target)	There are 4 amber-flagged indicators.
Red 	This PI is significantly below target and performance is not improving (10% or more below target)	There are 0 red-flagged indicators.

2.4 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.

2.5 Appropriate target setting is a key factor in performance analysis. A review of 2016-17 year-end performance helped inform the setting of final targets for 2017-18 to ensure they remain both challenging and realistic.

2.6 Performance in the first quarter was generally positive with successes in several areas. The key performance highlights for Q1 2017-18 include the following (comparisons against the same quarter last year):

- Grangemouth Health & Fitness Club, 22% increase in usage.
- An increase in Hippodrome attendances of 27.9%

- Healthy Lifestyle programmes, an extra 14.3% participants.
- 17% increase in out of hours admissions at Community Use High Schools.
- 18% increase in rounds of golf played at Grangemouth Golf Course and Callendar Park Par 3 courses.
- Muiravonside Country Park visits increased by 15%.
- A 15% increase in Sports Development participant sessions delivered.
- Active Schools increases in distinct participants (+3%) and participant sessions provided (+11%).
- Falkirk Town Hall admissions increased 14%, recording the highest quarterly admissions for over five years.
- Participation in programmed activity at the Helix increased by 23%.

2.8 Performance which was lower than expected during Q1 includes:

- Grangemouth Complex 17% decrease in admissions.
- Neighbourhood Sports Centre admissions decreased by 8.3%.
- Kinneil Museum visits decreased by 10%.
- Outdoor Activities participants reduced by 41%.
- Kelpies ticket sales 42% reduced.

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 2017 will be made at the next meeting of the sub group on 23rd November 2017.

3. Recommendation


3.1 Directors are asked to note:

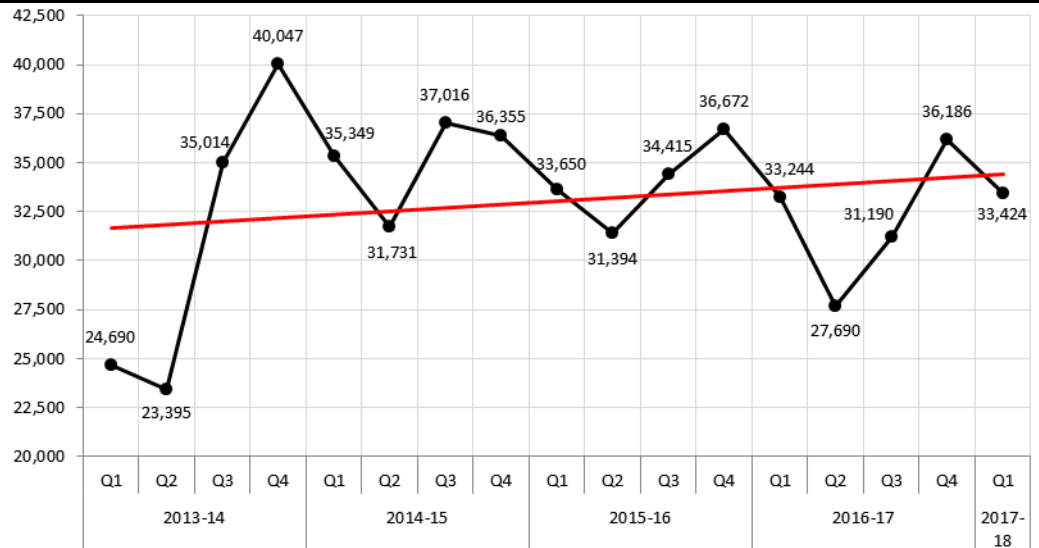
- Progress made throughout the first quarter of 2016-17.



Alistair Mitchell
Team Leader Performance Review

1) Admissions to Bo'ness Recreation Centre

Indicator flagging (against target)	
Annual target	143,000
Year-to-date	33,424
Year-to-date vs last year	↑ 0.5% + 180
Year total vs annual target	23.4% achieved




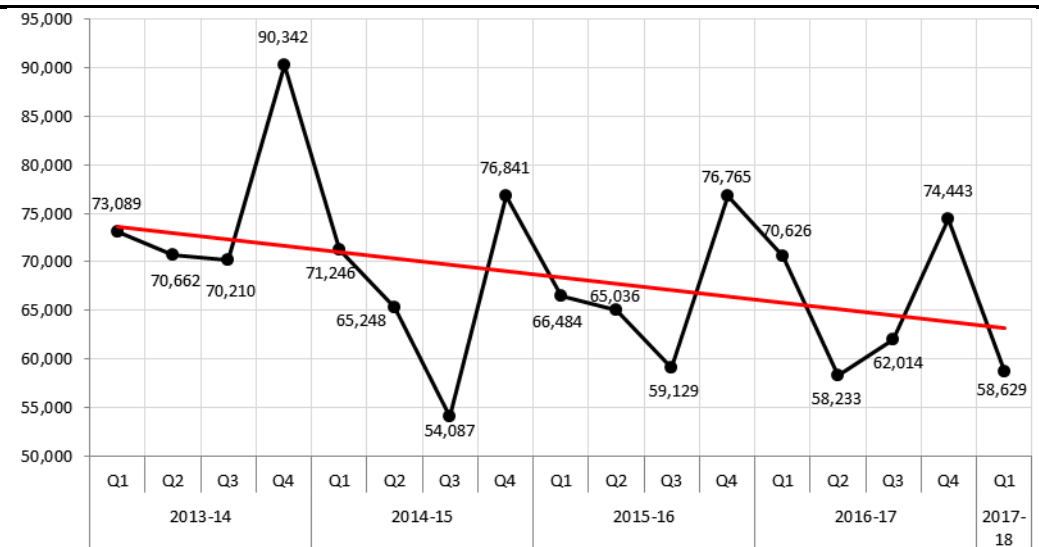
Q1 admissions to Bo'ness Recreation Centre were marginally higher than the same period last year with 180 extra admissions. Highlights include outdoor AstroTurf usage increasing by 32% with the £1 per player offer proving popular. Party bookings have remained steady while next quarter should show an increase in events with additional dog shows already booked. Financial figures – although showing income to be 4% below the quarterly target at £44.5k – are improved with expenditure 10% reduced and income remaining stable.

Installation of diving boards in the swimming pool in August are hoped to increase admissions and income for the swimming pool. Swimming admissions are also anticipated to be boosted by improvements to the swimming lesson programme being rolled out.

At this early stage in the 17-18 year this indicator is anticipated to achieve close to the admissions target at year-end and is currently flagged green.

2) Admissions to Grangemouth Sports Complex

Indicator flagging (against target)	
Annual target	240,000
Year-to-date	58,629
Year-to-date vs last year	↓ 17.0% - 11,997
Year total vs annual target	24.4% achieved




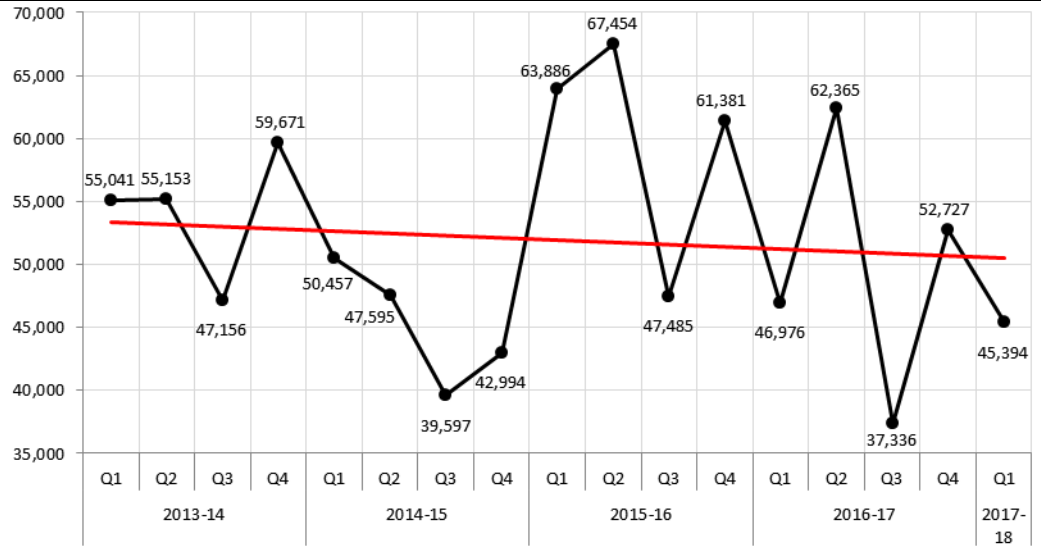
Grangemouth Sports Complex usage during Q1 was 17% lower than last year. This was mixed across different areas of the centre with increases in general swimming admissions (+6.5%) and basketball and volleyball bookings (+375%). Facility closure and booking restrictions for the local government elections in May and parliamentary election in June contributed to admissions reductions, with mini gyms (-53%) and 5-a-side football (-17%) being affected. A review of mini-gym activity and programmes are currently underway with changes to be implemented for the October term. Swimming lesson admissions were 19% lower than the same period last year due to pre-school classes being re-located to the Mariner Centre.

The main focus for Q2 is the summer programme and the revised swimming lesson programme recommencing in August.

Based on Q1 performance alone, year-end prediction is for admissions to fall short of the 240,000 target hence an amber flagging has been made at this early stage.

3) Admissions to Mariner Centre

Indicator flagging (against target)	
Annual target	192,000
Year-to-date	45,394
Year-to-date vs last year	↓ 3.4% - 1,582
Year total vs annual target	23.6% achieved




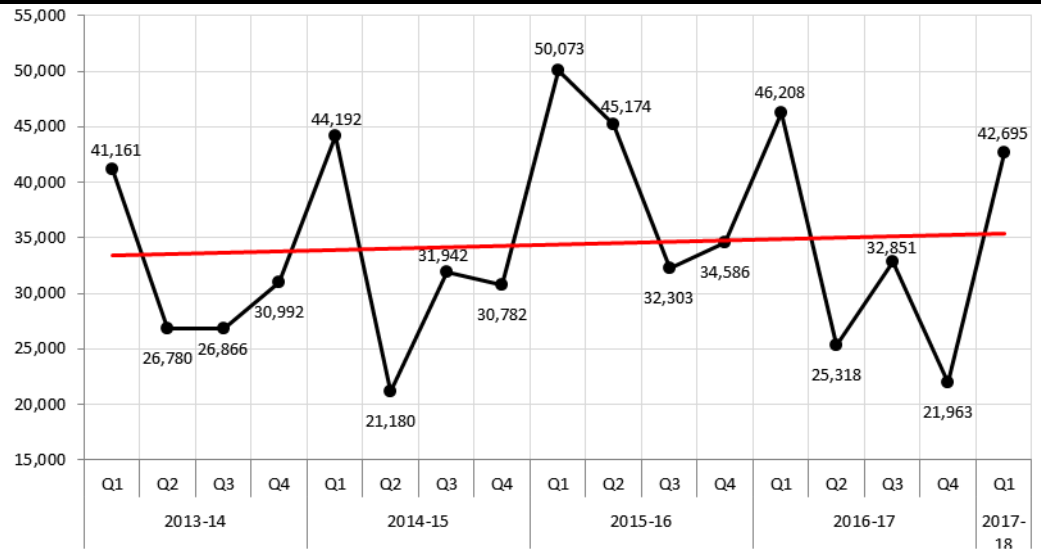
Q1 performance at the Mariner Centre was 3.4% down on the same period last year. In preparation for softplay construction works sports hall bookings have been relocated to other Trust venues. Unfortunately delays to the project mean the sports hall remains open but with very limited usage. Although general admissions are down overall, there are many areas of improvement: general swim admissions (+3%), swimming lessons (+158%), and birthday parties (+68%) being the main highlights. Pool inflatable sessions introduced have proved to be very popular and a welcome addition. A 41% reduction in casual basketball bookings follows Fury's relocation to their new home at Grangemouth Sports Complex.

Income for the quarter was below target with £2,200 from lost pool admissions alone (excluding associated retail and trading income) resulted from four periods of enforced pool closures from customer contamination of the swimming pool water. However, swimming lesson income exceeded target by over £9k.

Going forward, admission comparisons with previous years will be less valid with the loss of sports hall and event admissions following the changing use of the sports hall to softplay. An amber flagging has been applied due to extended delays in the delivery of the softplay project which is expected to impact negatively on admissions.

4) Admissions to Grangemouth Stadium

Indicator flagging (against target)	
Annual target	115,000
Year-to-date	42,695
Year-to-date vs last year	↓ 7.6% - 3,513
Year total vs annual target	37.1% achieved




Grangemouth Stadium admissions for Q1 17-18 decreased compared to the same period last year. Several events took place with some excellent attendances (Scottish Schools events and Scottish Athletics East District Track and Field Championships). Active School's Track and Field Championships for P6 & P7 pupils had increased uptake compared to last year. Decreases arose from a reduction in numbers entering the Round The Houses event with the additional cancellation of the family 2km fun run. Replacement of the indoor track saw some events move to other locations and limited some training schedules which had an impact on admissions for the quarter. Customer feedback on the areas of refurbishment has been universally positive.

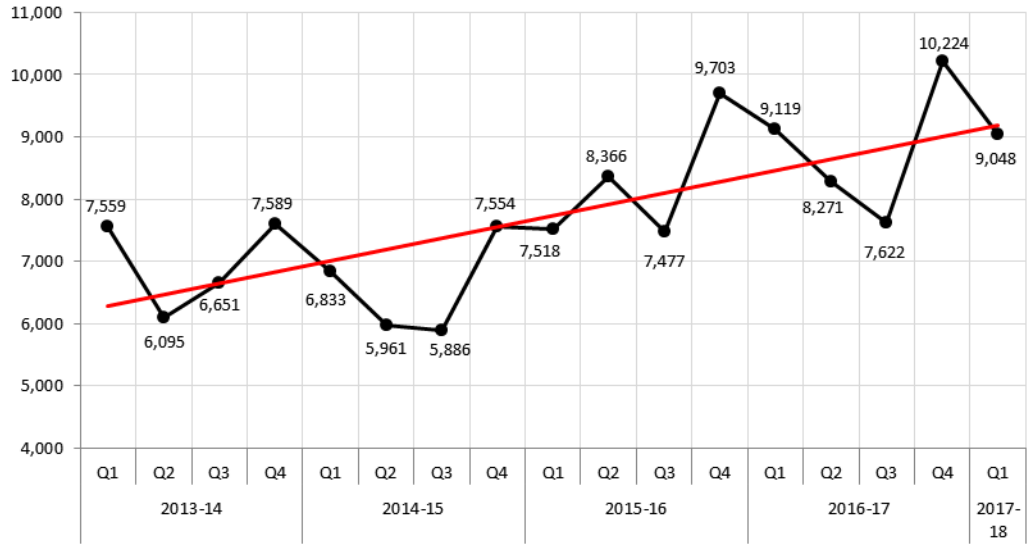
Income for the quarter achieved over target (+4%) despite the restrictions in facility operation while the indoor track replacement was ongoing. This was however 5% down on the same period last year due to the disruption of major project work.

Q2 includes a number of large events including Youth Development League and Forth Valley League Finals, a new event from Inoes, family fun day, and Scottish Athletics Senior and U17 championships including a visit from the Queen's Baton Relay.


Admissions and income are – at this early stage – anticipated to achieve close to target by year-end.

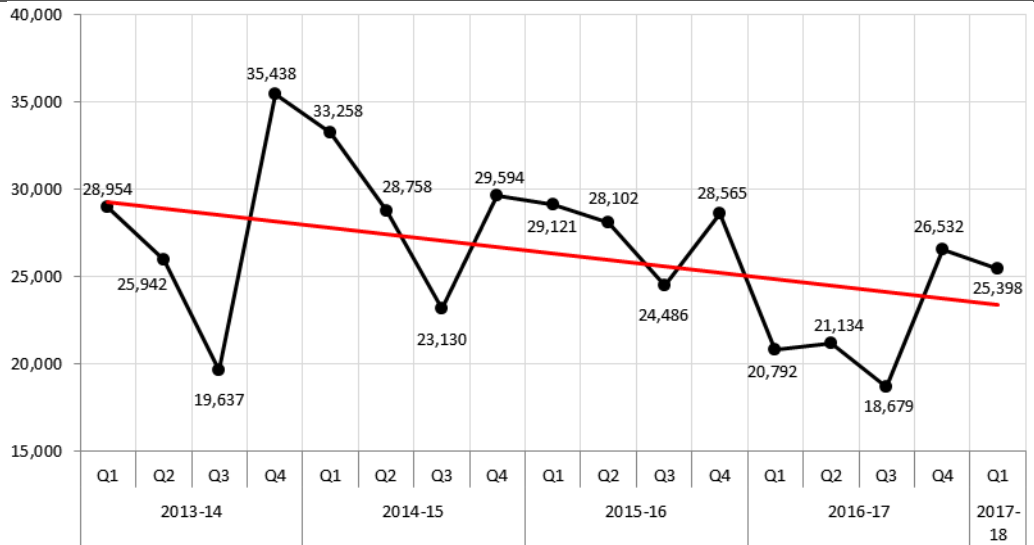
**5)
Admissions to
Bo'ness Health &
Fitness Club**

Indicator flagging (against target)	
Annual target	35,000
Year-to-date	9,048
Year-to-date vs last year	↓ 0.8% - 71
Year total vs annual target	25.6% achieved




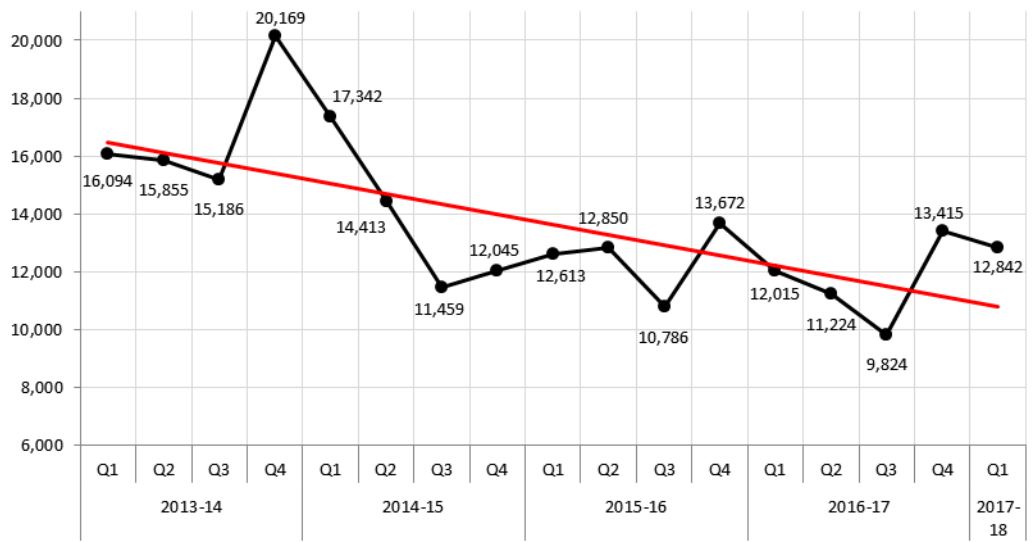
**6)
Admissions to
Grangemouth Health
& Fitness Club**

Indicator flagging (against target)	
Annual target	81,000
Year-to-date	25,398
Year-to-date vs last year	↑ 22.2% + 4,606
Year total vs annual target	31.4% achieved




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

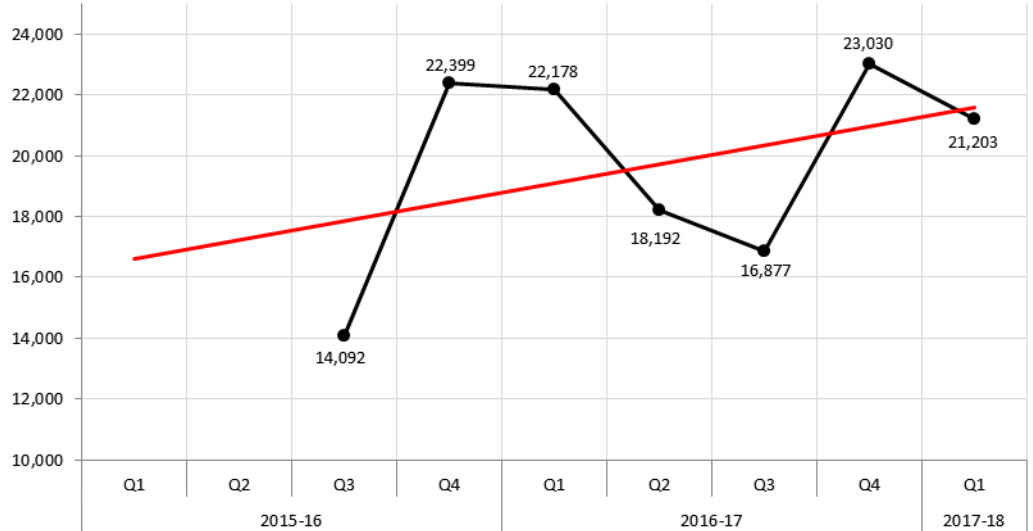
Indicator flagging (against target)	
Annual target	45,000
Year-to-date	12,482
Year-to-date vs last year	↑ 6.9% + 827
Year total vs annual target	28.5% achieved



Commentary on all Health & Fitness Club performance follows indicator # 8 on next page.

**8)
Admissions to
Stenhousemuir
Health & Fitness Club**

Indicator flagging (against target)	
Annual target	75,500
Year-to-date	21,203
Year-to-date vs last year	↓ 4.4% - 975
Year total vs annual target	28.1% achieved



Combined 17-18 Q1 visits to all 4 health and fitness clubs was 6.7% higher (+4,387) compared to Q1 last year, continuing the upward trend in health & fitness venue usage.


- Bo'ness: usage was near-identical to the same period last year with 71 fewer admissions (equating to a 0.7% reduction).
- Grangemouth: recorded admissions increased by 22.2% with an extra 4,606 visits to the facility.
- Mariner: usage of 25,398 was a 6.9% increase on Q1 last year.
- Stenhousemuir: a small decrease of 4.4% (-975 admissions) was recorded.

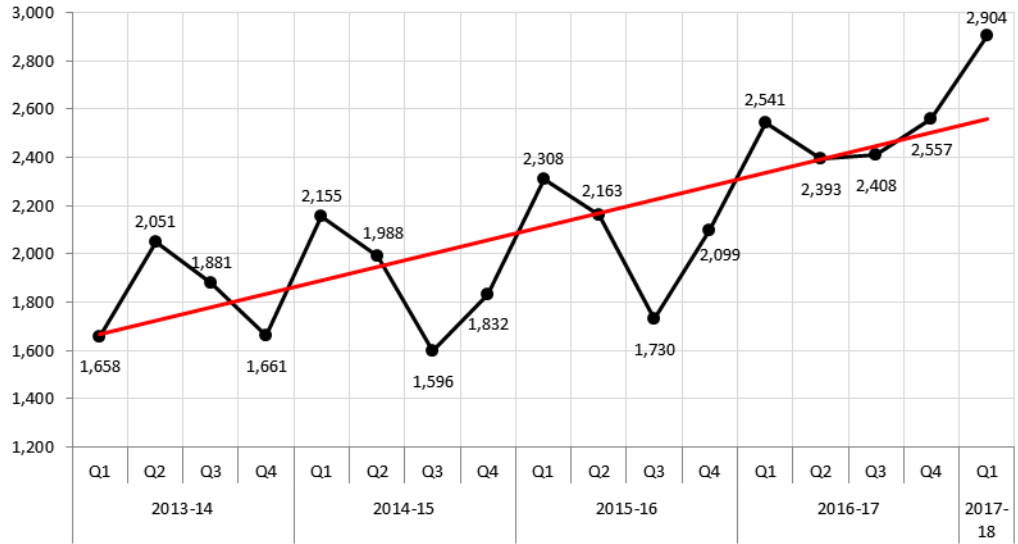
The Trust's health and fitness clubs had a successful May membership campaign, achieving 107% of target equating to 429 membership sales during the month. This provides a strong start to the financial year with the quarterly income target being achieved. However this may be offset by reduced income in Q2 due to the popularity of the 'refer a friend' campaign where members receive a free month's membership.

Q2 activities include health and fitness's first Member Reward initiative with all off-peak members being offered a complimentary upgrade, predominantly as a thank you to valued members. Analysis will follow to determine any additional peak membership sale upgrades resulting from this. A new fitness class timetable will be launched on 1st September, increasing the number of classes across all 4 clubs. This will also include the launch of new Les Mills fitness class music releases with an anticipated 200 attendances at a launch event at Grangemouth.

Current expectations at this early stage in the year are for admissions and income targets to be met at all health & fitness clubs.

9)
Health & Fitness Programme Initiative participation

Indicator flagging (against target)	
Annual target	11,000
Year-to-date	2,904
Year-to-date vs last year	↑ 14.3% + 363
Year total vs annual target	26.4% achieved




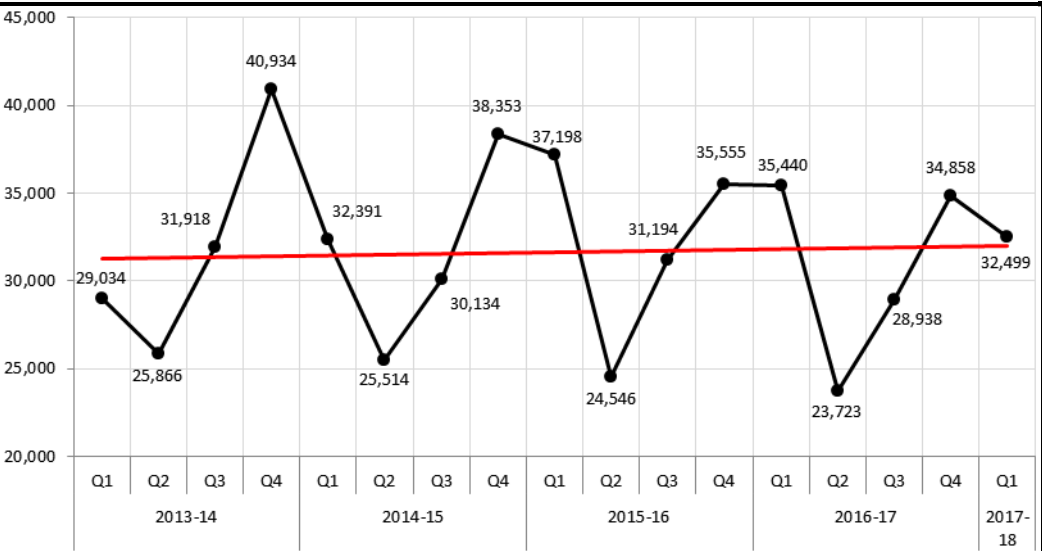
This indicator reflects the work of the Fitness team in initiatives outwith the boundaries of the 4 health and fitness clubs and includes Step Forth, Buggy Walks, Helix Walks and Walking Events.

Overall performance was 14.3% higher than the same period last year. Increases occurred in all aspects with the exception of Step Forth remaining static. Buggy walks recorded a 134.1% increase (+295), Helix walks a 13.7% increase (+77) and walking events a 12.1% increase (+7).

During Q2 a further Nordic walking course is planned and will feed new members into existing groups and maintain the high numbers currently participating. A new walk is planned on a monthly, starting from the Milk Barn above Glen Village, piloting a 'Dads Walk'.

10)
Admissions to Neighbourhood Sports Centre

Indicator flagging (against target)	
Annual target	110,000
Year-to-date	32,499
Year-to-date vs last year	↓ 8.3% - 2,941
Year total vs annual target	29.5% achieved




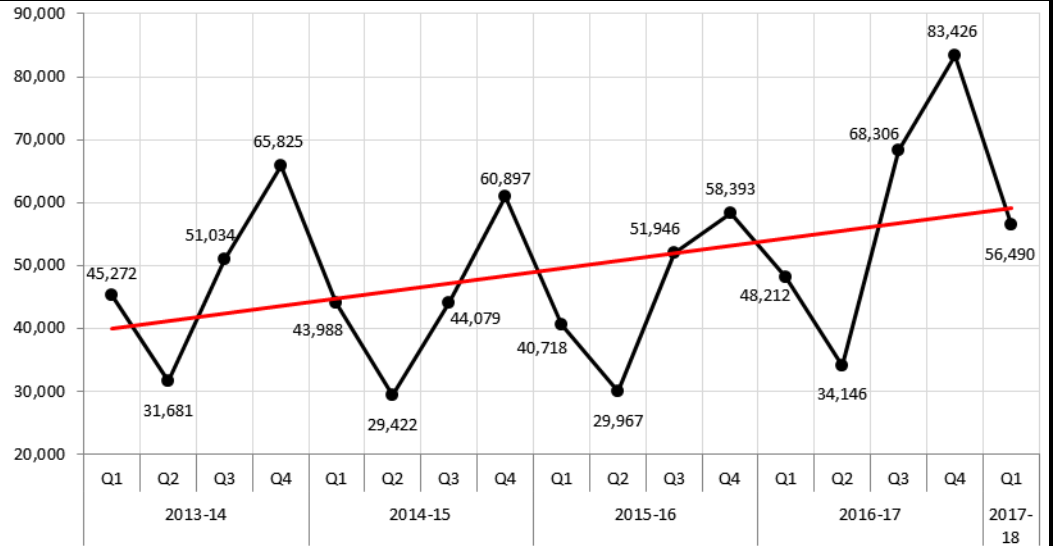
Overall Q1 admissions to Neighbourhood Centres were down 8.3% compared to the same period last year, however performance remains – at this early stage – on course to exceed target at year-end. Admissions varied across centres with increases at Denny SC (+3.4%, +123), Denny Football Centre (+28.3%, +258) and Hallglen (+19.3%, +1,892). Additional bookings at Denny Football Centre, new fencing club bookings at Denny SC and 3 new cheering classes at Hallglen contributed to these increases. All other centres recorded lower admissions than Q1 last year.

Financially, neighbourhood centres are 6% behind target at the end of Q1. Although expenditure has been reduced by 12% on the same period last year, income is down 21% resulting in the net downwards position.

Q2 includes additional gymnastics classes starting at Hallglen SC from August, and archery bookings start back at Woodlands from September.

11)
Out of hours admissions to Community Use High Schools

Indicator flagging (against target)	
Annual target	205,000
Year-to-date	56,490
Year-to-date vs last year	↑ 17.2% + 8,278
Year total vs annual target	27.6% achieved




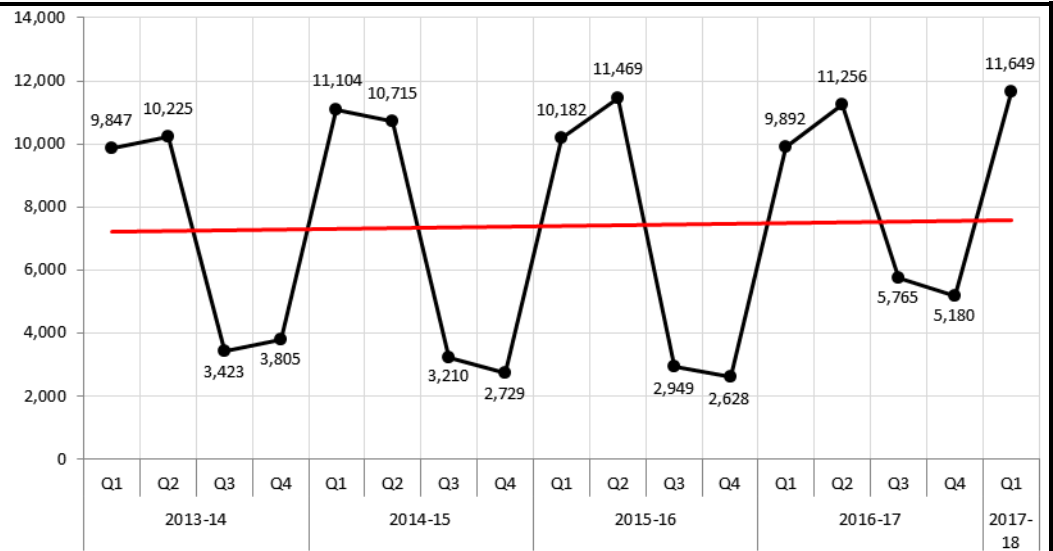
Q1 performance overall was positive, exceeding last year's Q1 total by 17.2% equating to 8,278 additional admissions. Almost all community access venues had improved performance compared to last year: Denny HS +39.0% (+6,383) with successful NRG dance shows; Grangemouth +24.4% (+1,430) with additional hockey matches at the venue following the merger between Falkirk Hockey Club and Linlithgow Ladies Hockey Club; Larbert +119.5% (+2,554); and St Mungos HS +12.2% (+1,003) with extended swimming lessons. Braes HS had a small reduction of 2.4% (-192) while Falkirk HS had a larger decrease of -37.4% (-2,900). There is no obvious explanation for these reductions with no change to the main usage at the venues apparent.

Community access schools are 9% behind target for quarter one. Expenditure is up 4% and income is also up by 16%, with this success varying across all venues.

Looking ahead, the Q2 period covers the school holidays and is traditionally the quietest quarter of the year for community access. Grangemouth HS swimming pool will be closed for the summer holiday period while Falkirk and Denny have reduced opening hours to accommodate seasonal bookings.

12)
Rounds of golf played

Indicator flagging (against target)	
Annual target	27,500
Year-to-date	11,649
Year-to-date vs last year	↑ 17.8% + 1,757
Year total vs annual target	42.4% achieved



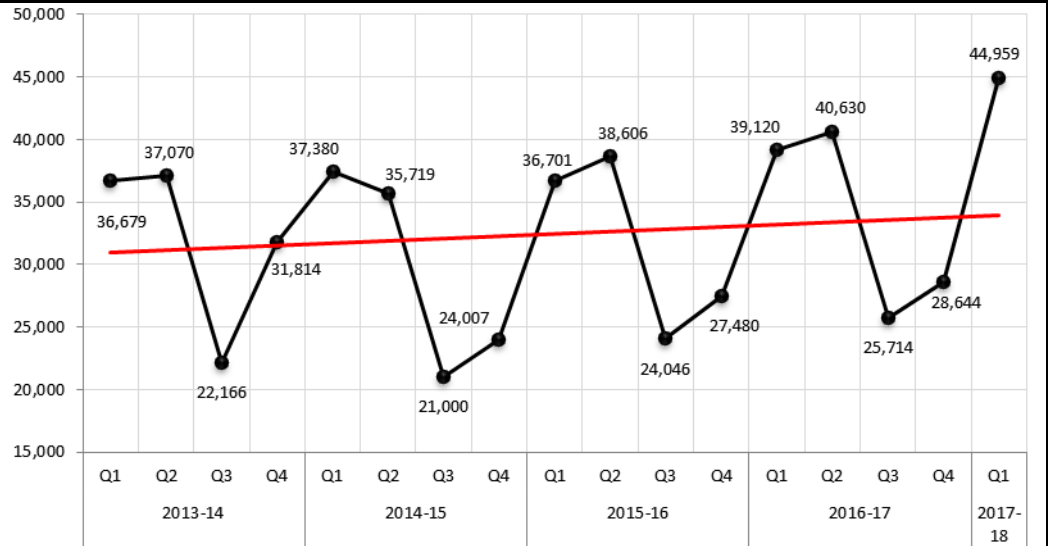
The combined number of rounds played at the Trust's two golf venues increased by 17.8% with 1,757 additional rounds played in Q1 17-18 compared to Q1 last year.

Grangemouth Golf Course: an additional 1,331 rounds of golf were played between April and June, a 15.2% increase on last year and is partly a reflection of the pleasant weather this year. More active promotion of the golf offer via Facebook with increase social media interaction (sharing of videos, photos and updates from the greenskeepers) has been made. Additional communication with customers appears to be raising satisfaction levels with season ticket holders. It is hoped this strong performance can be maintained throughout Q2, traditionally the busiest time for the course over the summer period. Improvement work will continue through the quarter to increase the winter playability of the course for later this year.

Callendar Park Par 3: the course reopened at the start of April following its first 6-month winter closure. Admissions for Q1 increased by 38.2% (+426 additional rounds played).

13) Visits to Muiravonside Country Park


Indicator flagging (against target)	
Annual target	139,000
Year-to-date	44,959
Year-to-date vs last year	↑ 14.9% + 5,839
Year total vs annual target	32.3% achieved

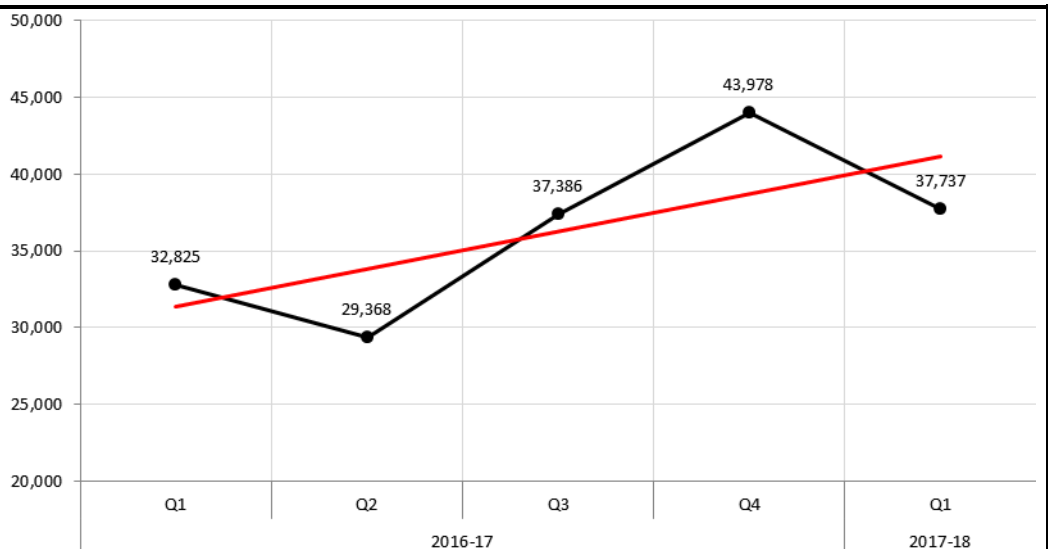


This indicator is based on the number of vehicles visiting the park, recorded by an electronic vehicle counter and using the nationally accepted formula of an average of 2.4 visitors per vehicle to calculate the number of visits.

Visits during 17-18 Q1 continued the increasing trend with an additional 5,800 visits to the park, 14.9% higher than the same period last year. This growth is largely due to the good weather over this period, while continued improvements to the park and new animals at Newparks Farm maintain the appeal to customers. Improvements to the park will continue with the installation of a play and trim trails at the park over the coming months, and path network upgrades are planned.

14) Sports Development participant sessions provided

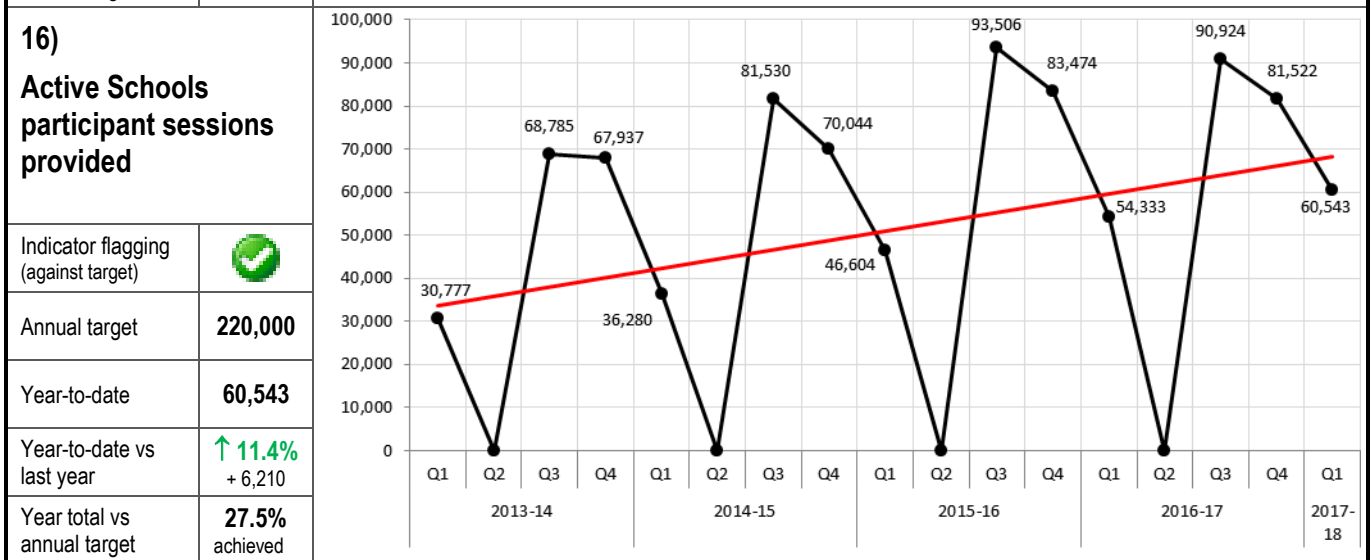
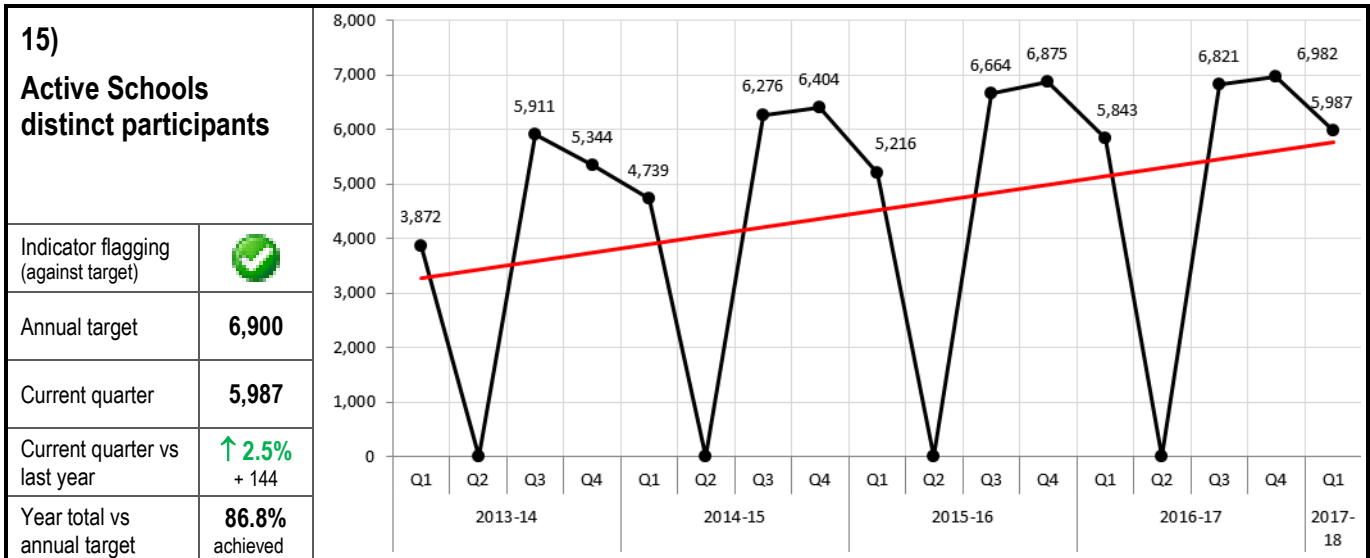
Indicator flagging (against target)	
Annual target	120,000
Year-to-date	37,737
Year-to-date vs last year	↑ 15.0% + 4,912
Year total vs annual target	31.4% achieved



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

An additional 4,900 participant sessions were delivered during Q1 this year, a 15% increase on the same 3-month period last year. With the exception of gymnastics, all sports programmes saw increases: badminton +5.1% (+31), basketball +19.1% (+194), football +9.6% (+452), swimming +32.6% (+6,672) and tennis +144.3% (+1,858). Success in tennis followed the opening of new tennis courts at Dollar Park, with a number of weekly coached sessions as well as school tournaments and coach-led taster sessions for local schools. Swimming increases follow the introduction of 120 new classes across Trust venues with the introduction of an improved Learn to Swim programme. Rugby is no longer part of the Sports Development programme, having previously contributed over 4,900 sessions to this period. Income for the quarter totalled £103k for swimming plus £27.5k for the other programmes and is currently slightly behind target.

Q2 activity includes delivery of the summer programme alongside promotion of coaching programmes ahead of classes resuming in late August. Current expectations are for admissions to exceed target at year-end, hence a green flagging at this time.



Active Schools performance indicators are closely related: changes in the number of participant sessions is largely mirrored in the number of distinct participants attending sessions.


17-18 Q1 performance was positive with both indicators recording increases compared to the same quarter last year. Having established strong programmes in all clusters earlier in the academic year, participation levels in Q1 remained high following the Easter break. Several year-long programmes culminated in festivals such as primary basketball. Alongside this has been several large-scale events including Primary and Secondary Athletics which drive participation in clubs with schools and pupils looking to train prior to the events.

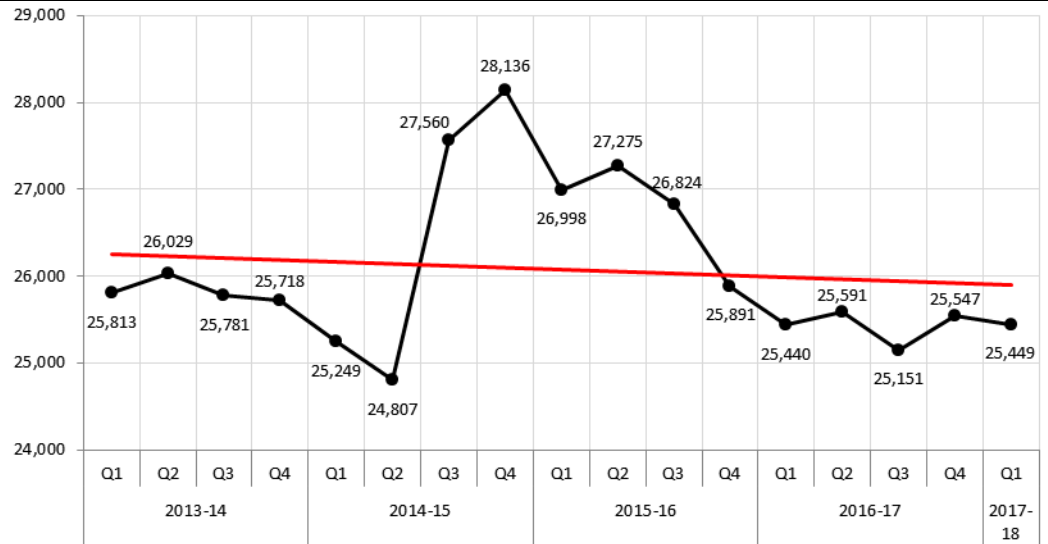
As per previous years Q2 covers the summer holiday period with no reported activity for Active Schools. Active Schools staff will use this time to plan for Q3 onwards and supporting the delivery of other Trust programmes such as the Summer Programme.

Expectation after Q1 is that year-end targets remain within reach. Changes within Active Schools staff and an associated transition period are being managed during the Q2 period where it will have least impact on delivery of participant sessions.

17)

Active borrowers at public libraries

Indicator flagging (against target)	
Annual target	25,000
Current quarter	25,449
Current vs preceding quarter	↑ 0.4% + 98
Year-end vs annual target	101.8% achieved




The number of active borrowers at end-Q1 was very slightly higher than the preceding quarter, an increase of 98 active borrowers. However, it should be noted that digital borrowers have not been included for this quarter due to reporting issues following a library system update. It is expected that digital borrower figures will become available for the next report.

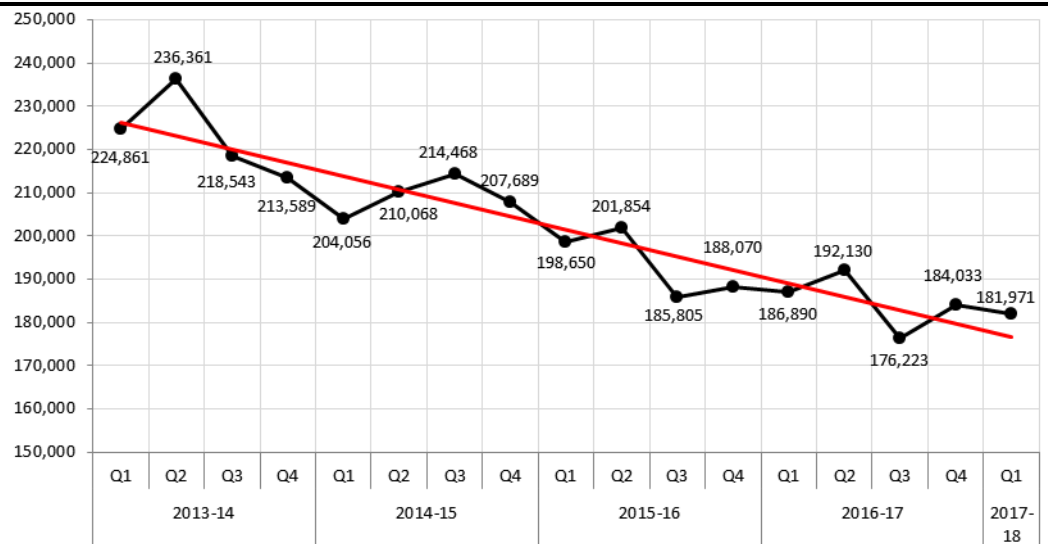
Increases in borrowers occurred at Bonnybridge, Denny and Meadowbank libraries, with Denny showing the largest increase from 1,953 to 2,674 (+721) following the opening of the new library in December 2016 (Q3 16-17).

Note: the new Library Management System (LMS) introduced during 2014-15 uses a different method to calculate active users; hence, comparisons with previous totals prior to this should be treated with caution.

18)

Issues from public libraries

Indicator flagging (against target)	
Annual target	720,000
Year-to-date	181,971
Year-to-date vs last year	↓ 2.6% - 4,919
Year total vs annual target	25.3% achieved




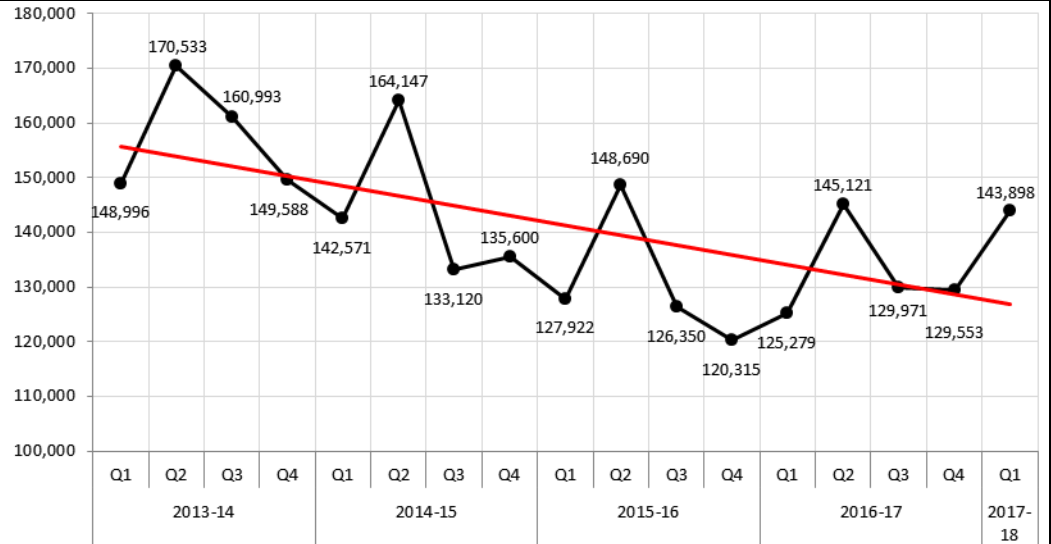
Although the number of issues from libraries during Q1 17-18 was 4,900 lower (-2.6%) than the corresponding quarter last year, issues still exceeded the quarterly target of 180,000. Denny Library saw a marked increase with issues totalling 14,122 for the quarter, compared with 11,581 for the same period last year.

Q2 includes the launch of the Summer Programme events for children with craft sessions, Lego stop-frame animation, coding clubs, taster 3D printer sessions, and drama club using green screen technology. Also planned are visits from Macastory performers and Zoolab animal handling sessions and it is hoped that people taking part in events will also be encouraged to take out books, CD's and DVD's.

At this early stage expectations are, given the recent trend, that the number of issues should achieve close to target at year-end.

19)
Visits to public libraries

Indicator flagging (against target)	
Annual target	500,000
Year-to-date	143,898
Year-to-date vs last year	↑ 14.9% + 18,619
Year total vs annual target	28.8% achieved




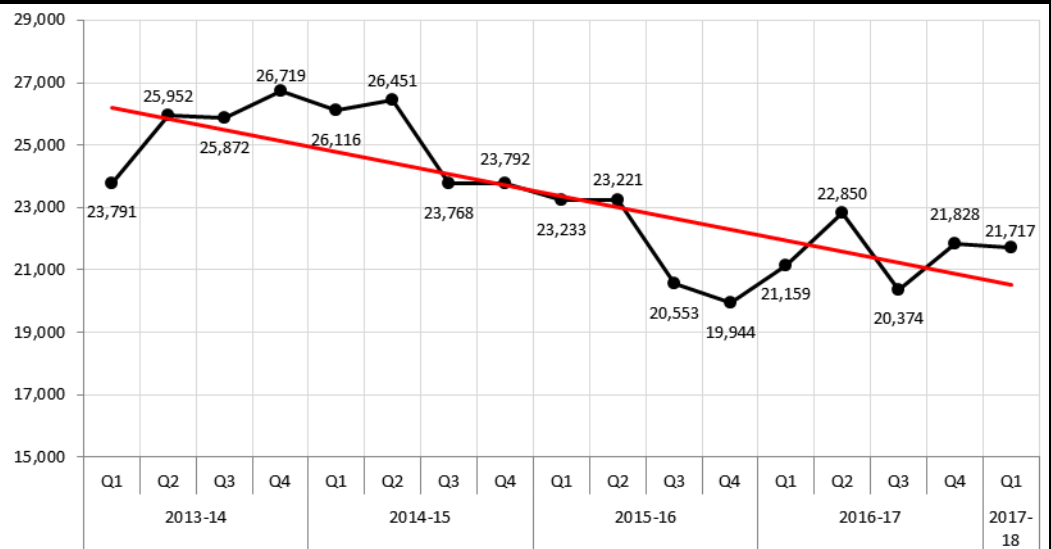
Visits to public libraries during the first quarter of 16-17 were 14.9% higher than the same period last year with over 18,000 additional visits recorded. It should be noted that, due to the way that counts are recorded (weekly), there was an extra week in this quarter compared to Q1 16-17 which accounted for an additional 10,449 visits. Increases occurred at all libraries with the largest increase being Denny (+66.9%, +5,634) following the opening of the new building.

This increase could be attributable to a number of events held including World Book Night on 22nd April, Local History Week events across all libraries in May, and the successful Scottish Book Trust's Bookbug Big Giggle event held in Callendar House in May (1404 visits included in PI 27). Also, we started new reading groups at Falkirk and Slamannan, a Coding Club in Larbert and 'Appy' sessions at Grangemouth and Falkirk; with Bookbug sessions moving from monthly to weekly, there were a total of 3,495 attendances at events in Q1 which contribute to the overall number of visits to our libraries.

The Tesco Summer Reading challenge and summer programme were launched at in-store events at Tesco's Central Retail Park store which will help encourage library visits throughout the summer.

20)
Usage of public access terminals in libraries

Indicator flagging (against target)	
Annual target	80,000
Year-to-date	21,717
Year-to-date vs last year	↑ 2.6% + 558
Year total vs annual target	27.1% achieved




Q1 17-18 usage of the public access PCs in libraries increased slightly compared to the same period last year. Indicator performance has varied over recent years with a downward trend emerging. The largest increases occurred at Denny and Grangemouth libraries, while Bo'ness and Falkirk libraries recorded small drops in use.

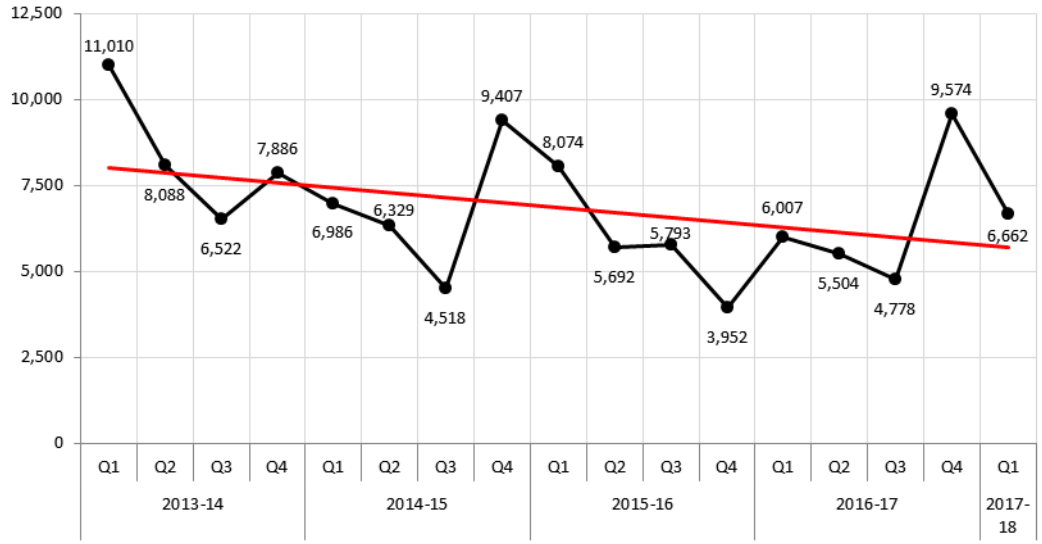
Increased use of mobile devices and the increasing usability of mobile apps reduces the need for access to fixed public-access PC's. There were 3,766 wifi sessions in Q1 this year had compared to 2,513 for the same quarter last year, an increase of 1,253 (50%). This illustrates the increased usage of smartphones and tablets to access social media, internet and streaming.

Activity in Q2 includes the roll out of additional coding clubs at Grangemouth Library in September which is hoped will increase the usage of PCs. Standardisation of ICT taster sessions is being investigated to meet current and future digital needs of users.


At this early stage performance is above target for the year to date. Year-end target should be achievable if the current performance continues.

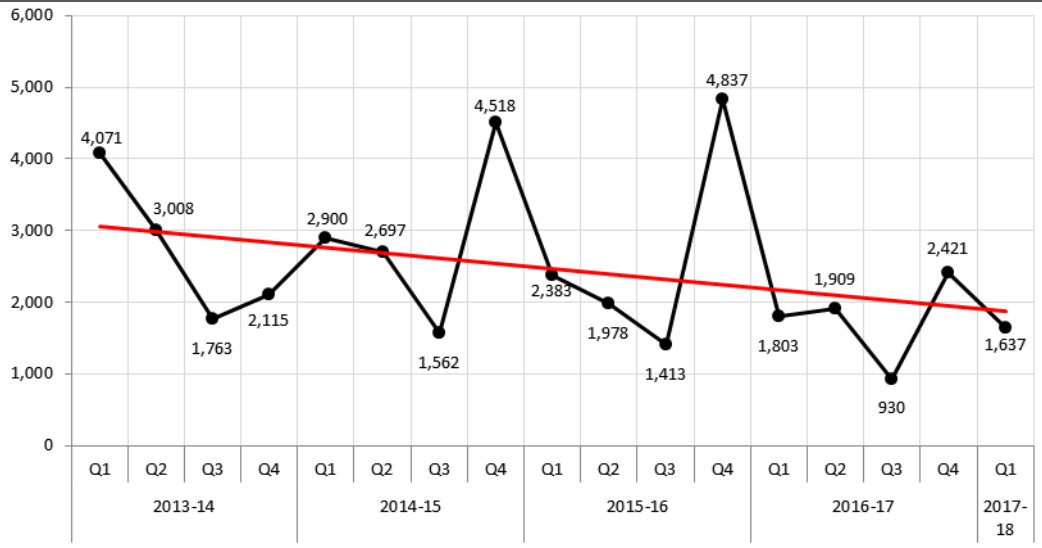
21)
Resources added to library stock – Adult

Indicator flagging (against target)	
Annual target	20,000
Year-to-date	6,662
Year-to-date vs last year	↑ 10.9% + 655
Year total vs annual target	33.3% achieved



22)
Resources added to library stock – Junior

Indicator flagging (against target)	
Annual target	5,000
Year-to-date	1,637
Year-to-date vs last year	↓ 9.2% - 166
Year total vs annual target	32.7% achieved



Indicators for library resource additions are dependent on stock budgets, hence comparisons with previous performance are not valid.


The number of resources added for both adult and junior stock are on target at the end of Q1. Although spending is not split equally across all four quarters, performance is such that almost one third of annual target for stock acquisitions has been achieved after one quarter only.

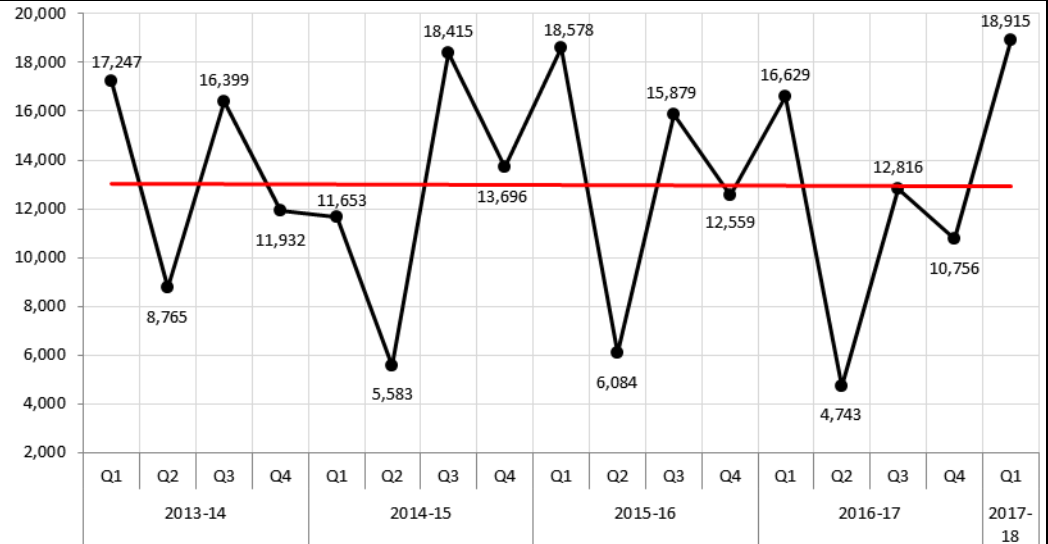
Looking ahead to the next quarter, the Reader Development Officer is leading a co-ordinated approach to expand the availability of Reading Group Collections and may result in multiple copies of titles being purchased. Orders are placed 3 months in advance of publication which can affect additions for the next.

Both indicators are on track to achieve targets by year-end at this stage.

23)

Admissions to Falkirk Town Hall

Indicator flagging (against target)	
Annual target	54,000
Year-to-date	18,915
Year-to-date vs last year	↑ 13.7% + 2,286
Year total vs annual target	35.0% achieved



Admissions to FTH during Q1 were 14% higher than the same period last year with a significantly larger arts programme than the same period last year. With the exception of 185 attendances for non-arts related bookings, attendances at FTH this quarter were all arts events organised by the Trust, voluntary or independent arts sectors. This resulted in the highest quarterly admissions total for over five years. Income was behind target for the quarter despite the excellent admission figures with 56% uptake achieved against target. The programme included a mix of accessible and high quality children’s and family shows (Horrible Histories, The Very Hungry Caterpillar, Sarah and Duck) as well as a range of theatre, comedy and music (Pride & Prejudice, The Opera Boys, Grant Stott).

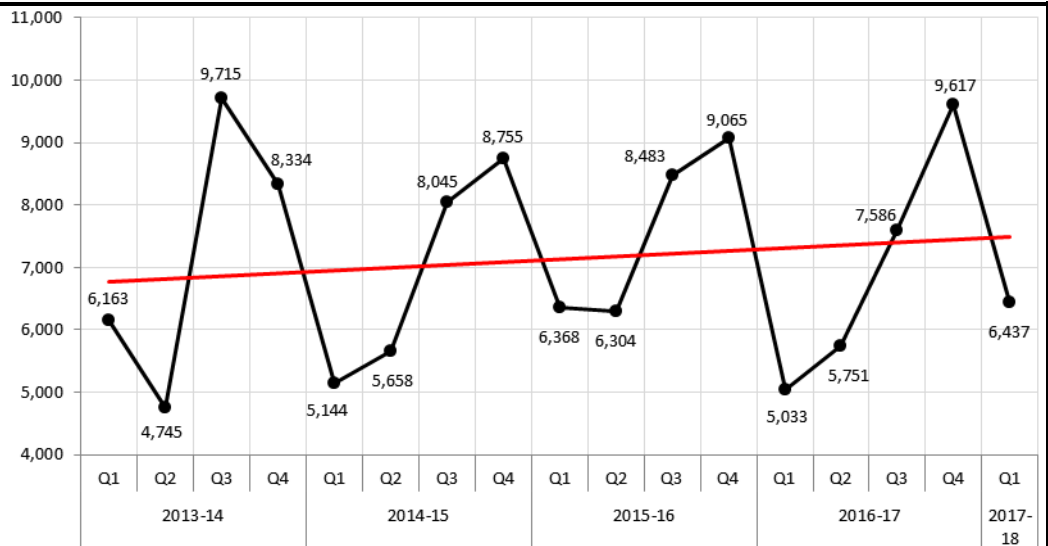
The ambitious programming approach continues in Q2 with shows such as Trainspotting Live, The Gruffalo, Stick Man, and Les McKeown (former Bay City Roller). The programme includes a number of tribute music shows which are expected to be popular as well as piloting a new area of programme with murder mystery evenings.

This positive start to 17-18 has given some confidence that the yearly admissions target – raised from last year – will be achieved at year-end.

24)

Admissions to the Hippodrome

Indicator flagging (against target)	
Annual target	28,000
Year-to-date	6,437
Year-to-date vs last year	↑ 27.9% + 1,404
Year total vs annual target	23.0% achieved

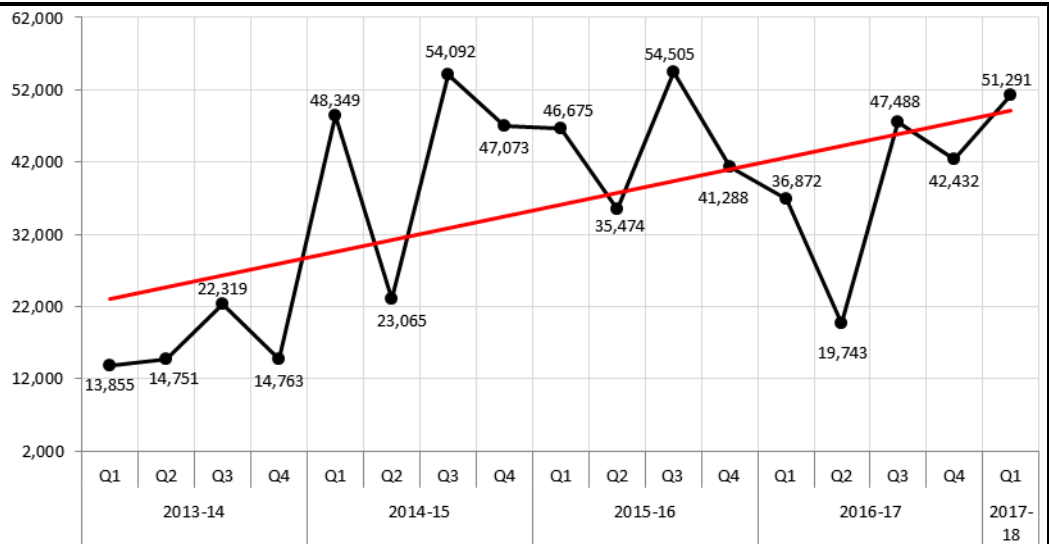


The successful Q1 performance at the Hippodrome of 6,437 admissions exceeded the quarterly target of 5,880 by 9%; it is the highest Q1 total recorded since the Hippodrome’s centenary year (12-13) and is 28% higher than the same period last year. A balanced Q1 programme comprised blockbuster films, arthouse, and foreign language titles, aiming to meet the demands of all ages and tastes. The Easter blockbuster releases (Beauty & The Beast and The Boss Baby) had excellent attendances, while the NT/RSC Live screenings had less success with no screening achieving 100+ admissions. Special events included the Laurel and Hardy triple bill with live piano accompaniment by Jane Gardner, and a screening of Mad To Be Normal during Mental Health Awareness Week (May 2017) including a short film (Mental Health Bubble) by a local film maker. Income exceeded the quarterly target by over £20k with an expectation that year-end financial targets remain achievable at this stage.

Q2 includes the summer programme with screenings of the latest holiday/family releases including Despicable Me 3 and Transformers: The Last Knight. While these are the focus of this quarter’s programme there are a number of other ‘must sees’ including A Man Called Ove, Baby Driver and Hampstead. At this early stage year-end admissions are expected to achieve target following the successful start to the year.

25)
Participants in Cultural Services activities

Indicator flagging (against target)	
Annual target	140,000
Year-to-date	51,291
Year-to-date vs last year	↑ 39.1% + 1,404
Year total vs annual target	36.6% achieved




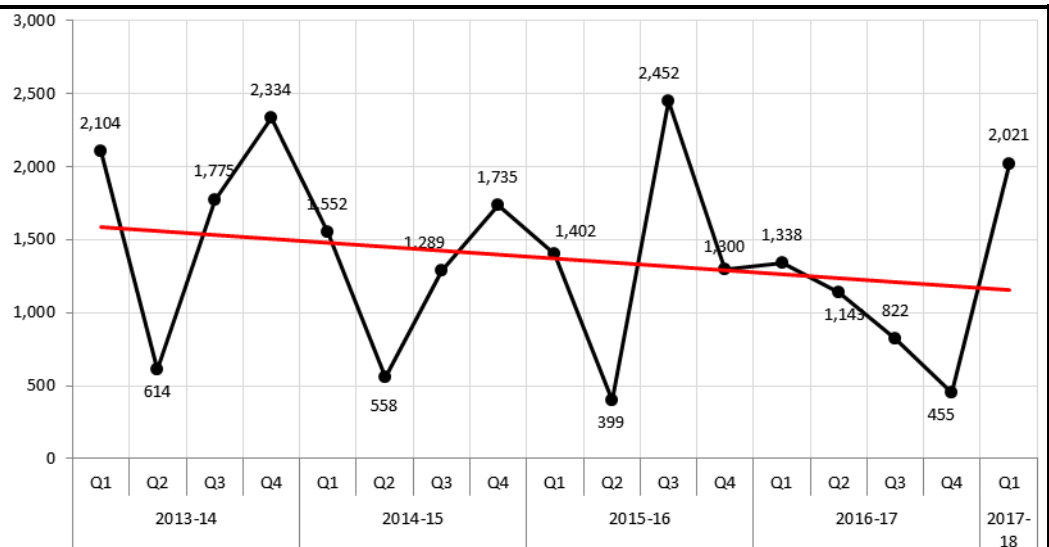
Q1 performance exceeded target for the quarter with an additional 1,400 participants compared to the same period last year. In addition to YMI sessions, participatory activity during Q1 included two one-off events: Bookbug on 17th May in partnership with Falkirk Libraries and Book Trust Scotland, and the Travelling Gallery exhibition 'Eat, Sleep, Work, Repeat' which visited Callendar House on 12th May as part of their week in the Falkirk area. Combined these two events generated c. 1,600 participants. Activity supporting Callendar House exhibitions included a number of talks based around 'Being Female' and 'Deeds Not Words'.

Additional planned activity in Q2 includes an expansive programme of activity supporting the Roman Frontiers exhibition which continues until September.

Note: the majority of this indicator comprises YMI, Falkirk Youth Theatre and Reaction Youth Theatre, with the balance made up of participatory activity (workshops, talks, projects, etc.) across our cultural programmes such as Sing Forth Community Choir, and our talks and activities programme at Callendar House, workshops linked to the programme at FTH and Hippodrome.

26)
Participants in Heritage Education Workshops


Indicator flagging (against target)	
Annual target	4,500
Year-to-date	2,021
Year-to-date vs last year	↑ 51.0% + 683
Year total vs annual target	44.9% achieved

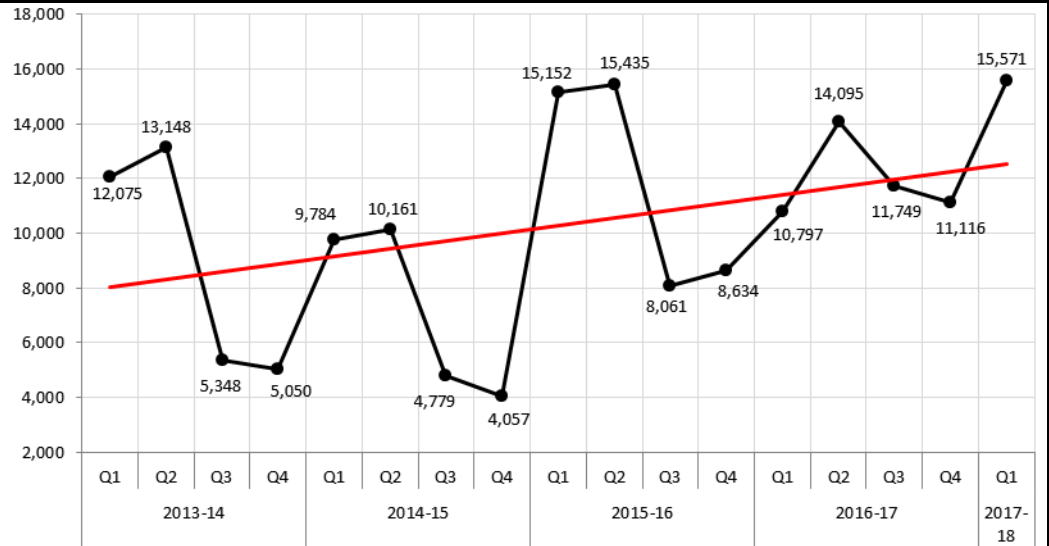


Comparisons with previous performance should be treated with caution due to changes in model of service of delivery within the Arts and Heritage areas. This follows reduced capacity of the learning team following the proposed deletion of this service as part of the 17-18 budget savings which were subsequently reversed. Going forward this indicator includes: supporting activity for the temporary exhibitions programme at Callendar House, delivery of schools workshops, usage of loan boxes, and other programmed work including holiday programmes at Easter and Summer.

Q1 activity included the delivery of 10 schools workshops, compared to 18 for the same period last year. Loan box usage for Q1 17-18 was 360 compared to 676 last year. Other work undertaken included development and delivery of the Easter programme at Callendar House; development and delivery of supporting activity for Callendar House and Park Gallery exhibitions thus forming a subset of PI 25 above.

27) Visits to Callendar House

Indicator flagging (against target)	
Annual target	42,000
Year-to-date	15,571
Year-to-date vs last year	↑ 44.2% + 4,774
Year total vs annual target	37.1% achieved




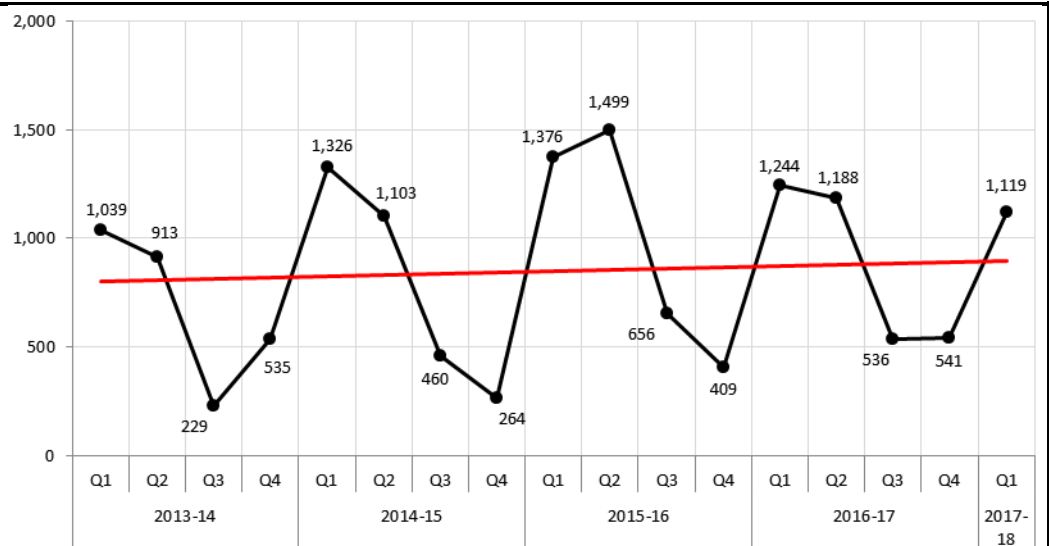
Visits to Callendar House during Q1 were 44% higher than the same period last year, continuing the general upward trend and recording the highest quarterly admissions seen so far at Callendar House. Visit trends are positive following the revised opening times introduced in 16-17, while the Teashop refurbishment, Sunday opening and the programme have contributed too. Q1 highlights included Easter activities, World Heritage Day, weddings and group visits, the 'Gongoozler' exhibition opening, and the Festival of Museums/Roman exhibition launch. The Book Bug event in April – in partnership with Libraries – saw an attendance of 1,404 which is the highest daily admission figure ever recorded.

Activities and events for Q2 are focussed around two exhibitions: Workhorse and Roman Frontiers, including Big Roman Week in September. Both of these are part of the Year of History, Heritage and Archaeology programme, with the signature event – Horsepower – taking place at the Helix on 9th September.

Expectations are for the 42,000 admissions target to be significantly exceeded at year-end if the current trend continues.

28) Visits to Kinneil Museum

Indicator flagging (against target)	
Annual target	3,500
Year-to-date	1,119
Year-to-date vs last year	↓ 10.0% - 125
Year total vs annual target	32.0% achieved




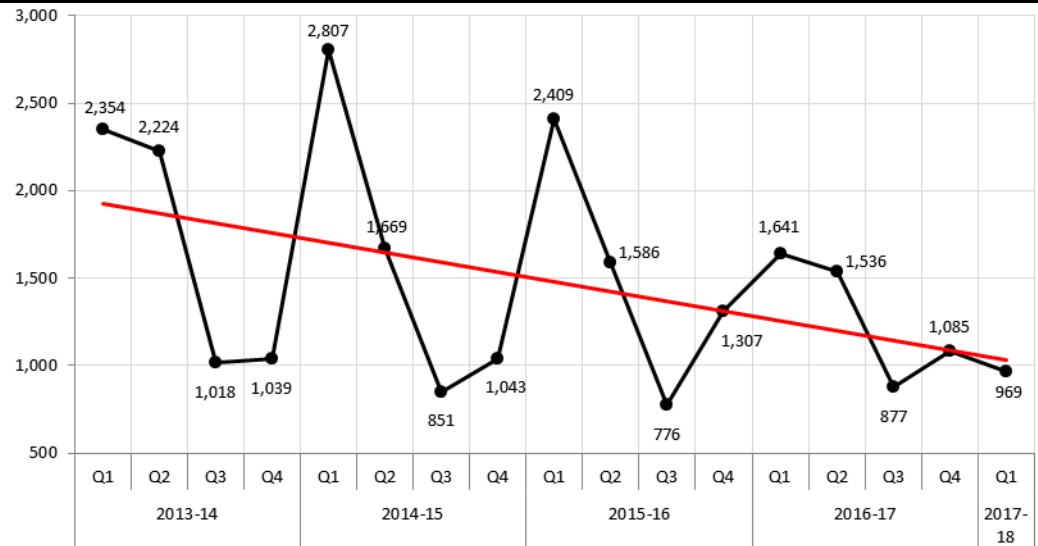
Kinneil Museum visits during Q1 were slightly lower than the same period in 16-17, although the trend of slow growth continues. Highlights for the quarter resulted from Friends of Kinneil's opening of the House on 19th and 21st May and 25th June where daily admissions figures move from single figures into double or even triple figure totals.

Q2 includes further openings of Kinneil House on 27th August and 16th September.

Current expectations are that the annual admissions target may be achieved by year-end but will require an improvement in performance to do so. An amber flagging has been made at this time pending improved performance.

29) Participation in Outdoor Activities


Indicator flagging (against target)	
Annual target	3,550
Year-to-date	969
Year-to-date vs last year	↓ 41.0% - 672
Year total vs annual target	26.9% achieved

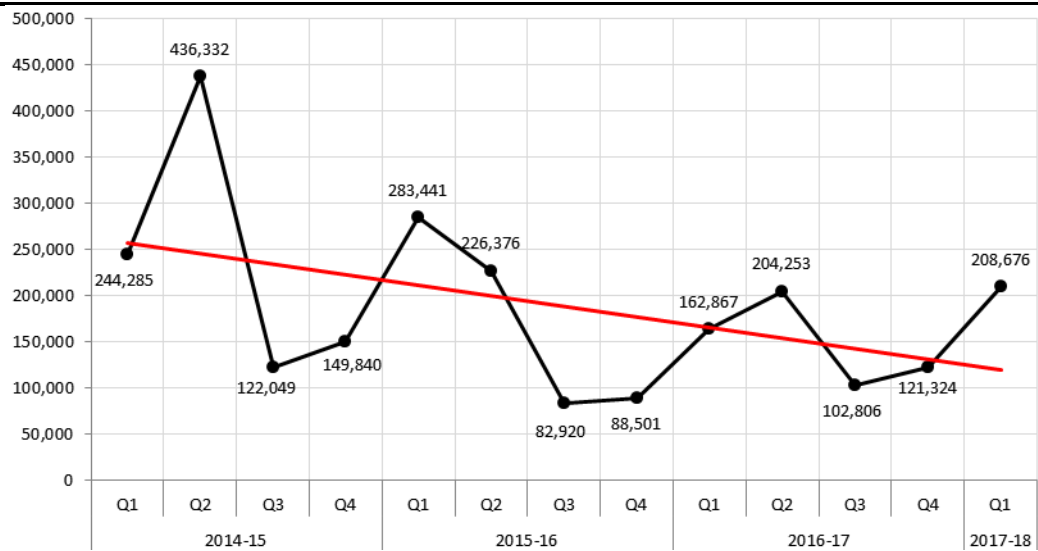


Q1 17-18 participation was understandably significantly lower than the same period in previous years. This follows a reduced programme only being able to be delivered as a result of the saving proposals earlier in 2017 affecting planning and preparation for the year. Targets have been adjusted accordingly and performance against target for the quarter was positive. Income met the quarterly target and is also expected – at this early stage – to achieve target by year-end. Q1 highlights included 87% uptake of the Easter programme with only a small reduction in capacity compared to last year. Education programmes have been affected by the loss of the Orienteering festival and by some primary schools making other external arrangements for the delivery of outdoor activities.

Looking ahead, Q2's summer programme had high numbers of advance bookings and is expected to achieve close to capacity. Reduced staffing is temporarily affecting the capacity to deliver a larger programme with recruitment currently underway.

30) Visits to the Helix


Indicator flagging (against target)	
Annual target	850,000
Year-to-date	208,676
Year-to-date vs last year	↑ 28.1% + 45,806
Year total vs annual target	24.6% achieved

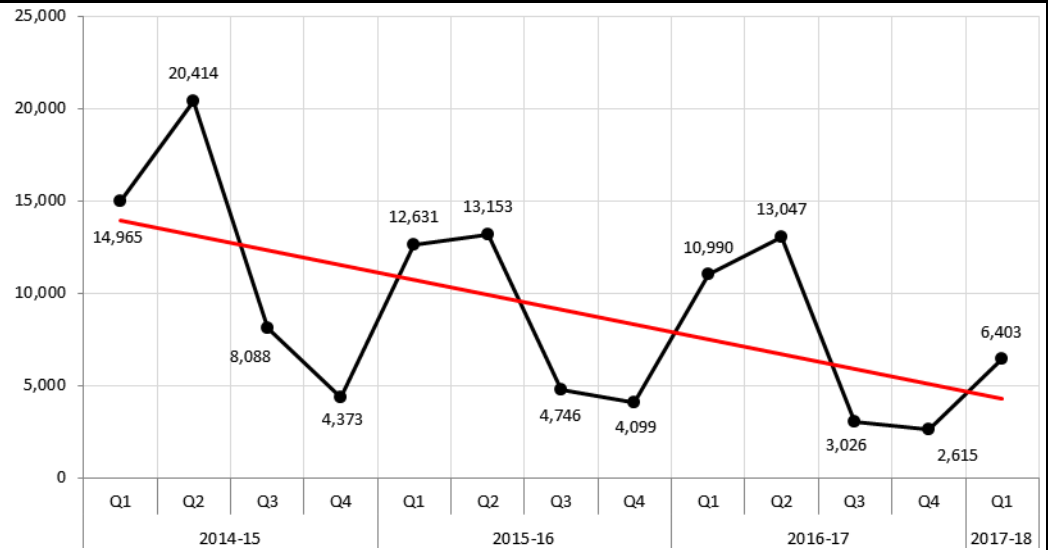


Visits are 28% higher in Q1 this year compared to the same period last year. Although the weather has been inconsistent, visitor numbers have been resilient, buoyed by the strong events programme and marketing messages. The Helix and Kelpies have a strong social media presence across multiple channels and these strengths are what helps continue to attract new and returning visitors.

Next quarter includes the summer holiday period and expectations are for a high number of visitors to the Helix, with the caveat that visit numbers are very much linked to weather. A number of high profile events has ensured the Kelpies and the Helix are at the forefront of visitors mind. The continued strong events programmed for the year will ensure there are strong new vibrant activities available. With a focus on the quality of experience combined with strong marketing, expectations are that visitor numbers may achieve year-end target, with the position becoming much clearer following Q2.

31) Kelpies Tour tickets sold


Indicator flagging (against target)	
Annual target	28,000
Year-to-date	6,403
Year-to-date vs last year	↓ 41.7% - 4,587
Year total vs annual target	22.9% achieved

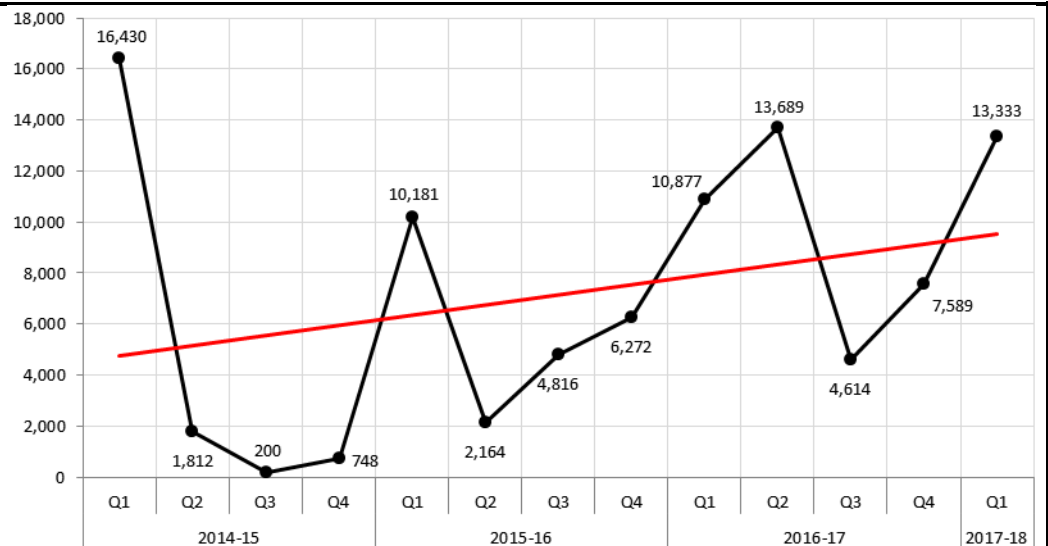


Kelpies Tours continue to receive high levels of appreciation, however tickets sold during Q1 this year were down 42% on last year. In recognition of the previous decline in tours numbers, time was spent over the winter to restructure the tours, however ticket sales have not reflected this. There is a perception that the local audience has now experienced the tour and without new features within the Kelpies themselves there is no reason to repeat the tour. Income from tours for the Q1 period was 15% behind target.

With continued strong marketing messages and a focus on the quality of experience, there is hope to improve ticket sales but performance is unlikely to fulfil target by year-end. An amber flagging has been made at this early stage.

32) Participants in programmed activity at the Helix

Indicator flagging (against target)	
Annual target	38,000
Year-to-date	13,333
Year-to-date vs last year	↑ 22.6% + 2,456
Year total vs annual target	35.1% achieved



Compared to Q1 16/17 figures, participants in programmed activity at The Helix have increased. The programme of small/medium and third party events has grown with the annual Emergency Services Day as popular as ever, attended by over 8,000 people. In addition, other programmed activity highlights from Q1 included the Wee Jaunt cycling event led by Cycling Scotland, and STEM at the Helix: a science, technology, engineering and mathematics competition for S1 pupils in Falkirk. Unfortunately a number of events expected for Q1 were cancelled by the organisers due to reasons out with the Trust's control.

A busy summer programme of activity is planned with many exciting events including: two outdoor theatre performances, The Big Helix Picnic, a visit from the Queens Baton Relay, Horse Power and the Helix Duathlon. The Royal Visit at the start of July was well received with a significant amount of positive media coverage that has highlighted The Helix and Falkirk globally. Participant numbers are expected to exceed Q2 last year with the usual caveat that weather will always remain a determining factor.

Following last year's success, the annual target for 17-18 was almost doubled to 38,000. This target – although ambitious and reliant on yet-to-be-confirmed funding for major events – is currently expected to be met by year-end.

A strong, sustainable and valued organisation

Indicator	2014/15 total	2015/16 total	2016/17 total	2017/18				
				Q1	Q2	Q3	Q4	Year Total
Sickness Absence - % days lost	4.72%	4.28%	3.42%	n/a*				
Staff Turnover	10.3% equates to 50 staff	18.2% equates to 88 staff	11.9% equates to 61 staff	n/a*				
Number of Accidents involving staff and customers	387	318	352	67				
Number of complaints and formal enquiries received and dealt with	81	122	104	26				
Number of hits on Trust website	659,796	708,341	730,900	179,505				

* Figures unavailable in time for report and will be reported in future report.

Sickness Absence

Days lost due to sickness absence for the complete 16-17 year was 3.42%. This is an encouraging reduction in staff absence compared to previous years and almost matches the lowest annual total since the Trust was formed (3.34% in 11-12). The Trust remains committed to further reducing staff absence rates.

Sickness absence figures for Q1 17-18 were unavailable at time of this report and will be updated in the next report.

Staff Turnover

Staff turnover for the 12-month period April 2016 to March 2017 was 11.9%. This equates to 61 staff and included: 45 resignations, 4 end of temporary contracts, 4 retirements, 2 early retirements and 6 for other reasons. The Trust attempted to recruit to 182 posts during 16-17.

Staff turnover and recruitment data for Q1 17-18 was unavailable at time of reporting.

The Trust's headcount at 30th June 2017 was 500 employees, working a total of 12,417 hours per week. This equates to 336 FTE (full-time equivalent) staff. The headcount is split between 198 full-time and 302 part-time staff, with 429 positions being permanent and the remaining 71 temporary positions.

Accidents Reported

A total of 67 accidents involving staff and customers were reported to the Trust's Health, Safety and Risk Management Group during Q1 17-18, a decrease of 20 compared to the same period last year. Of these accidents, 60 involved members of the public and customers with 7 involving staff.

Complaints Received

26 complaints and formal enquiries were received and dealt with during Q1 17-18 with all being dealt with at Frontline Resolution. This was the same number of complaints received for the same period last year.

Website Performance

Trust website hits during the quarter were 179,505, an 8.3% increase compared to the same Q1 period last year and equating to an additional 14,000 website visits for the 3-month period. This may be attributed to increased interest in the Trust's fitness offer and Summer holiday programme.

These website visits were carried out by 92,204 unique public visitors.