

Falkirk Community Trust

**Subject:** April – June 2018 Quarter One Performance Report  
**Meeting:** Audit and Performance Sub-Group  
**Date:** 16<sup>th</sup> August 2018  
**Author:** Team Leader Performance Review

**1. Introduction**

1.1 This is the 2018-19 quarter one report on our performance indicators and covers the 3-month financial period April – June 2018. 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 trend lines (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-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 (within 5% of target or above target)	There are <b>22</b> green-flagged indicators.
Amber 	This PI is slightly below target though performance may be improving (5-10% below target)	There are <b>6</b> amber-flagged indicators.
Red 	This PI is significantly below target and performance is not improving (10% or more below target)	There are <b>4</b> 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 2017-18 year-end performance helped inform the setting of final targets for 2018-19 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 2018-19 include the following (comparisons against the same quarter last year):

- Kinneil Museum: 63.1% increase in admissions.
- Participation in programmed activity at the Helix: 50.1% increase.

- Admissions to all Health & Fitness clubs combined: 4.9% increase in admissions.
- Participants in Outdoor Activities: 21.5% increase in participants.
- Visits to Callendar House: 17.6% increase in visits.
- Active Schools Participant Sessions provided: 17.4% increase.
- Kelpies Tour Tickets sold: 15.2% increase in tours sold.
- Rounds of golf played (at Grangemouth Golf Course and Callendar Park Par 3): 15.1% increase in rounds played.
- Admissions to Grangemouth Sports Complex: 9.4% increase in admissions.
- Active Schools Distinct Participants: 5.6% increase in distinct participants.
- Admissions to all Health & Fitness clubs combined: 4.9%.

2.8 Performance which was lower than expected during Q1 include (compared to Q1 last year):

- Admissions to Mariner Centre: 64.2% reduction in admissions.\*
- Admissions to Mariner Health & Fitness Club: 57.5% reduction in admissions.\*
- Participants in Cultural Services Activities: 25.8% decrease in participant numbers.
- Admissions to Bo'ness Recreation Centre: 21.6% decrease in admissions.
- Admissions to the Hippodrome: 21.5% decrease in admissions.
- Admissions to Falkirk Town Hall: 15.2% decrease in admissions.
- Admissions to Neighbourhood Sports Centres: 12.7% decrease in admissions.

\* Due to 7-week facility closure for improvement works.

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 2018 will be made at the next meeting of the sub group on 22<sup>nd</sup> November 2018.

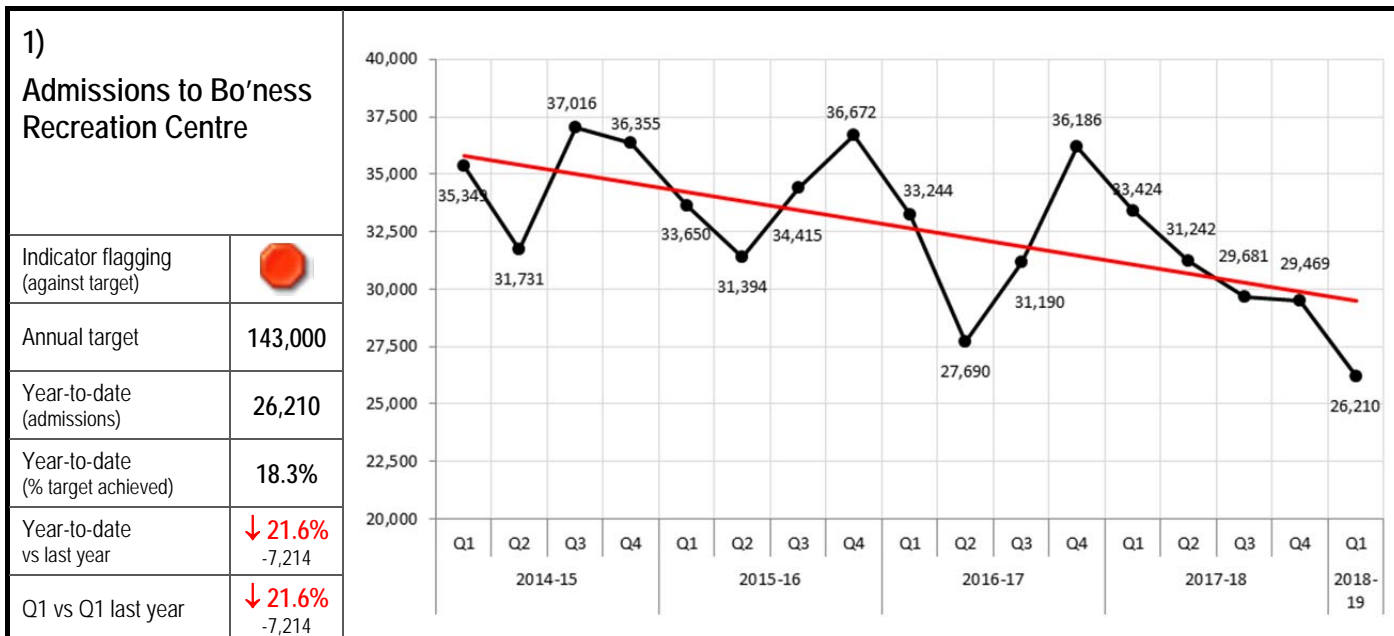
### 3. Recommendation

3.1 Directors are asked to note:

- Progress made throughout the first quarter of 2018-19.

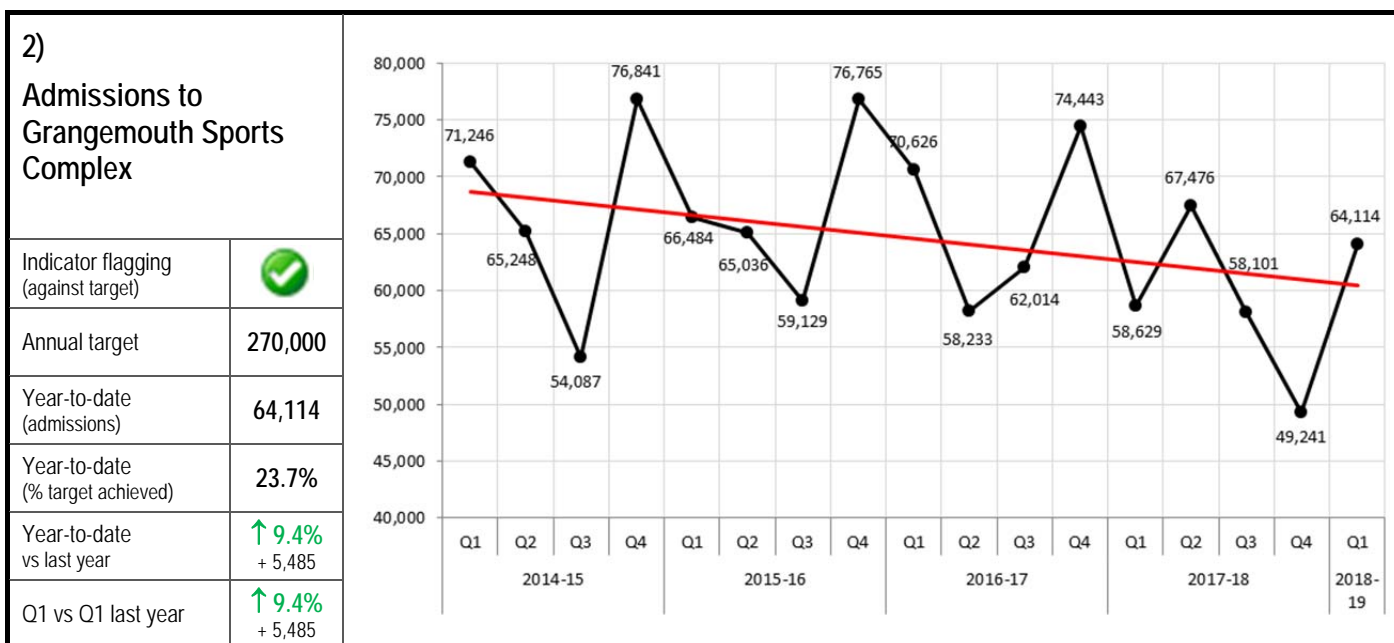


**Alistair Mitchell**  
**Team Leader Performance Review**



**Current performance**


- Q1 admissions were 21.6% lower than same quarter last year, with over 7,000 fewer admissions.
- Three significant areas of reduction include use by aquatic clubs, outdoor football and combat sports.
- Current prediction based on Q1 reduction is that year-end performance will fall significantly short of target.

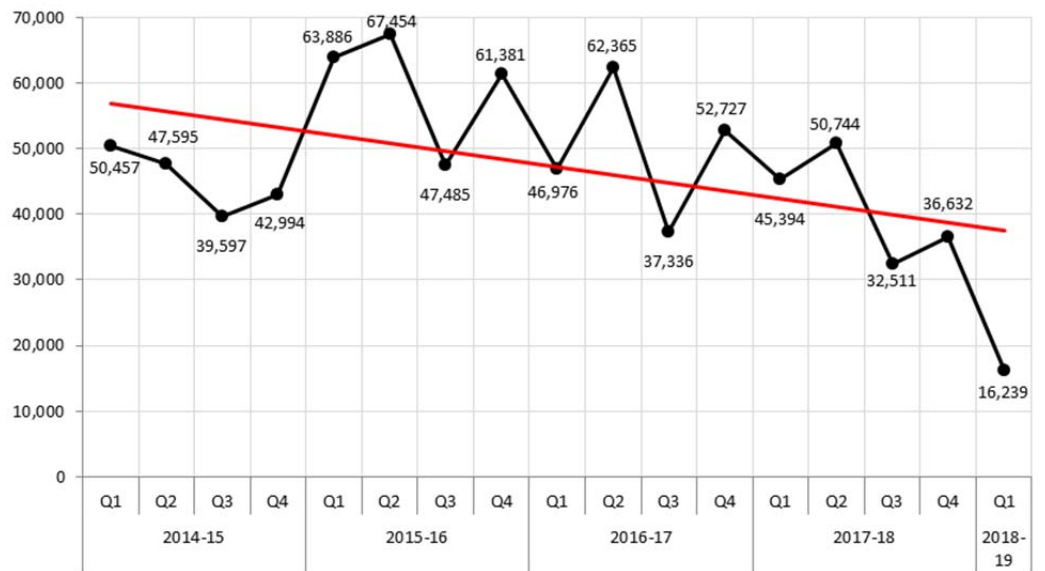


**Current performance**

- Q1 admissions were 9.4% (5,485) higher than Q1 last year.
- Adult non-member swimming increased by 15% (1,326 admissions) and junior non-member swimming increased by 11.7% (490 admissions).
- Casual basketball booking continues last year's trend as the main area of growth (+1,245 admissions) for dryside activities.
- Indoor football continues to be the most popular group activity (2,200 admissions), although admissions are -9% against the same period last year.
- Event and spectator admissions increased by +39% (5,265 admissions).
- Sauna admissions decreased by -22% (346 admissions).

### 3) Admissions to Mariner Centre


Indicator flagging (against target)	
Annual target	195,000
Year-to-date (admissions)	16,239
Year-to-date (% target achieved)	8.3%
Year-to-date vs last year	↓ 64.2% -29,155
Q1 vs Q1 last year	↓ 64.2% -29,155

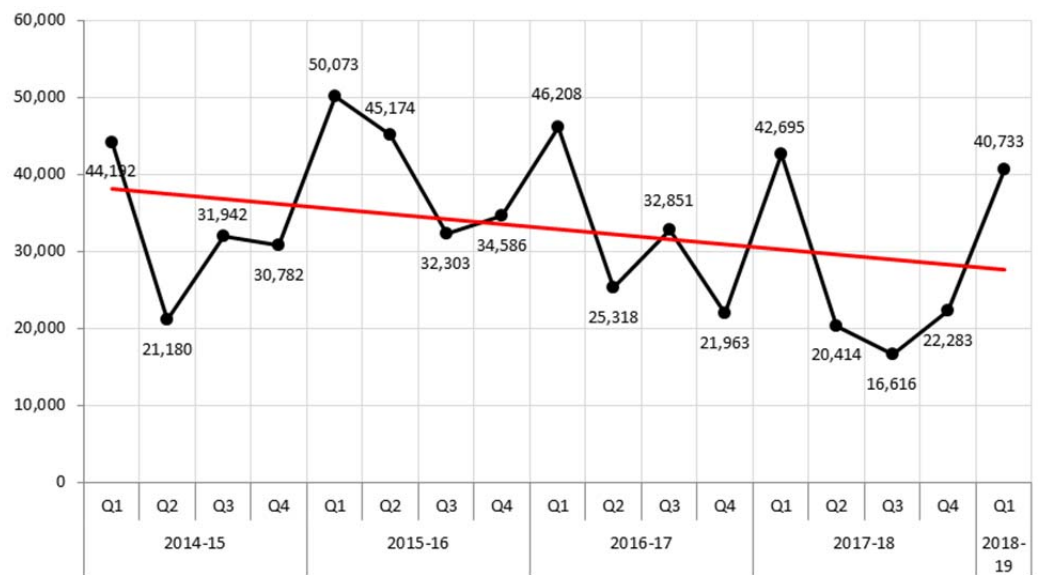


#### Current performance

- Q1 admissions were 64.2% lower than Q1 last year.
- Swimming admissions decreased by -56.4% compared to the same quarter last year.
- Performance expectation for year-end is hard to predict given the early position in the 18-19 year and the forthcoming opening of the soft play.

### 4) Admissions to Grangemouth Stadium


Indicator flagging (against target)	
Annual target	130,000
Year-to-date (admissions)	40,733
Year-to-date (% target achieved)	31.3%
Year-to-date vs last year	↓ 4.6% - 1,962
Q1 vs Q1 last year	↓ 4.6% - 1,962

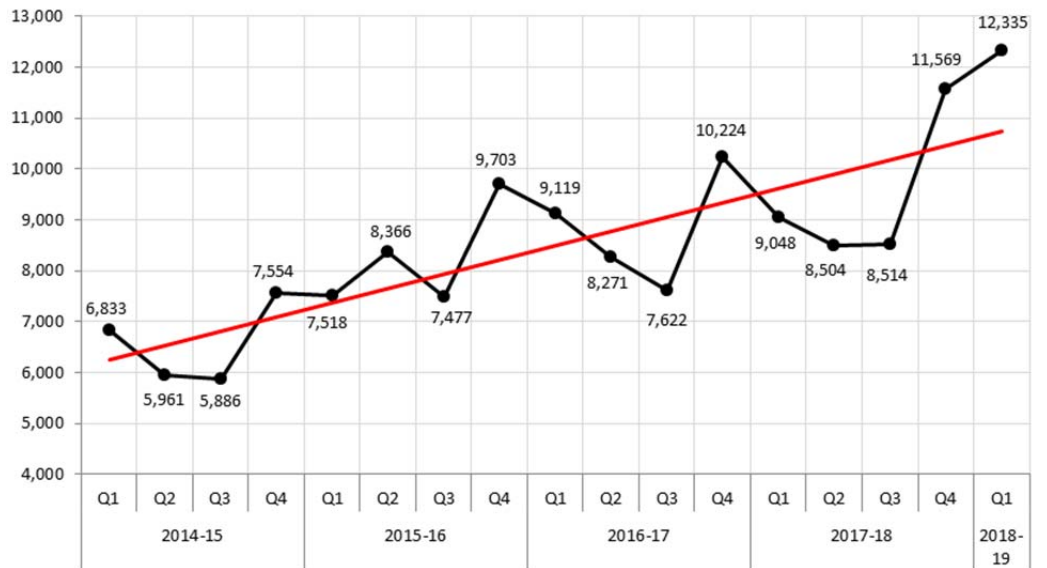


#### Current performance


- Q1 admissions were 4.6% lower than Q1 last year, equating to 1,962 fewer admissions.
- This year's target is significantly higher than last year-end total admissions and hence requires an upturn in admissions through 18-19. Current expectations are that achieving the target remains challenging.

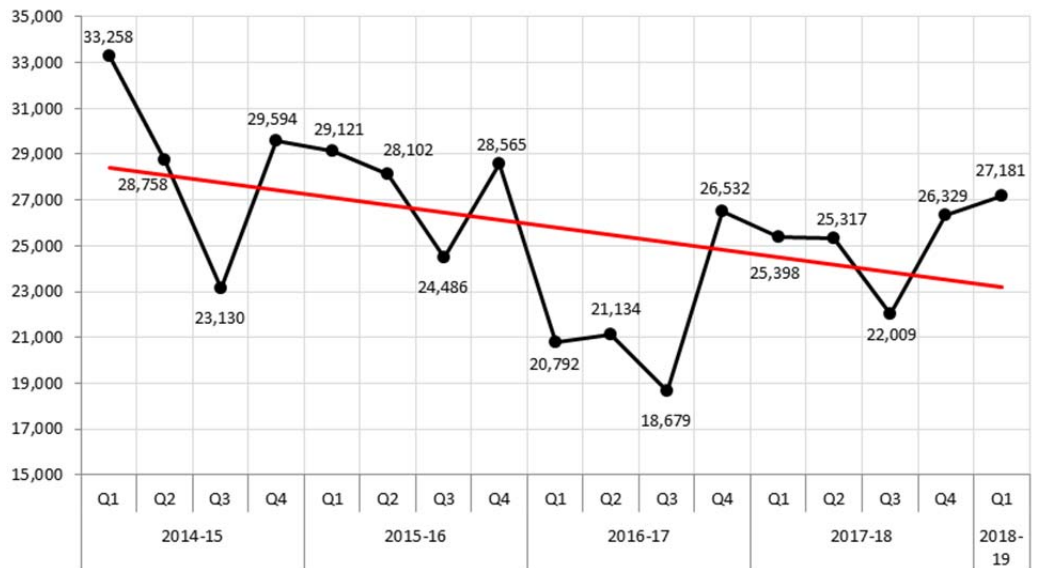
5)  
Admissions to Bo'ness Health & Fitness Club

Indicator flagging (against target)	
Annual target	37,625
Year-to-date (admissions)	12,335
Year-to-date (% target achieved)	32.8%
Year-to-date vs last year	↑ 36.3% + 3,287
Q1 vs Q1 last year	↑ 36.3% + 3,287




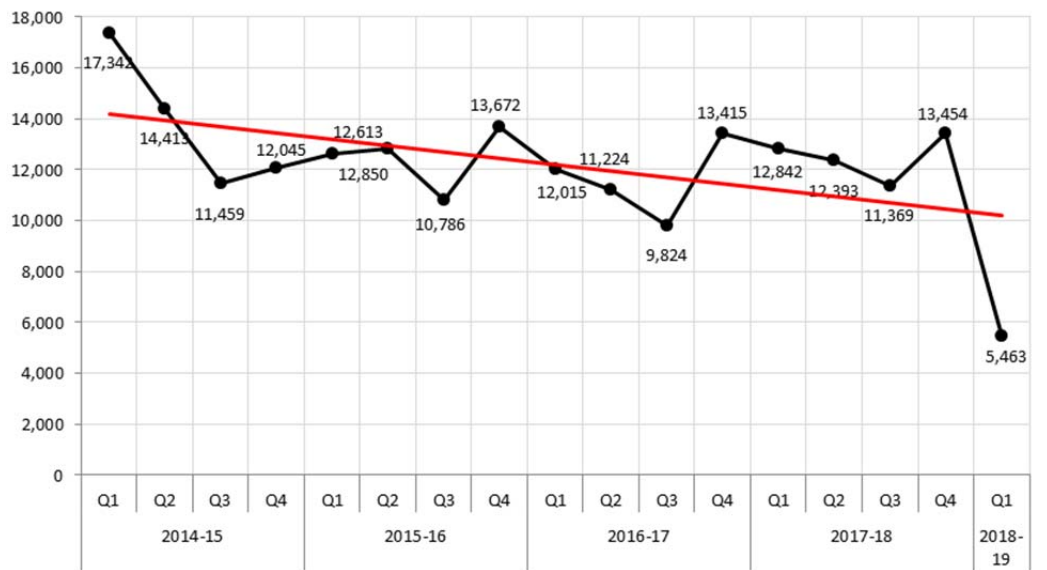
6)  
Admissions to Grangemouth Health & Fitness Club

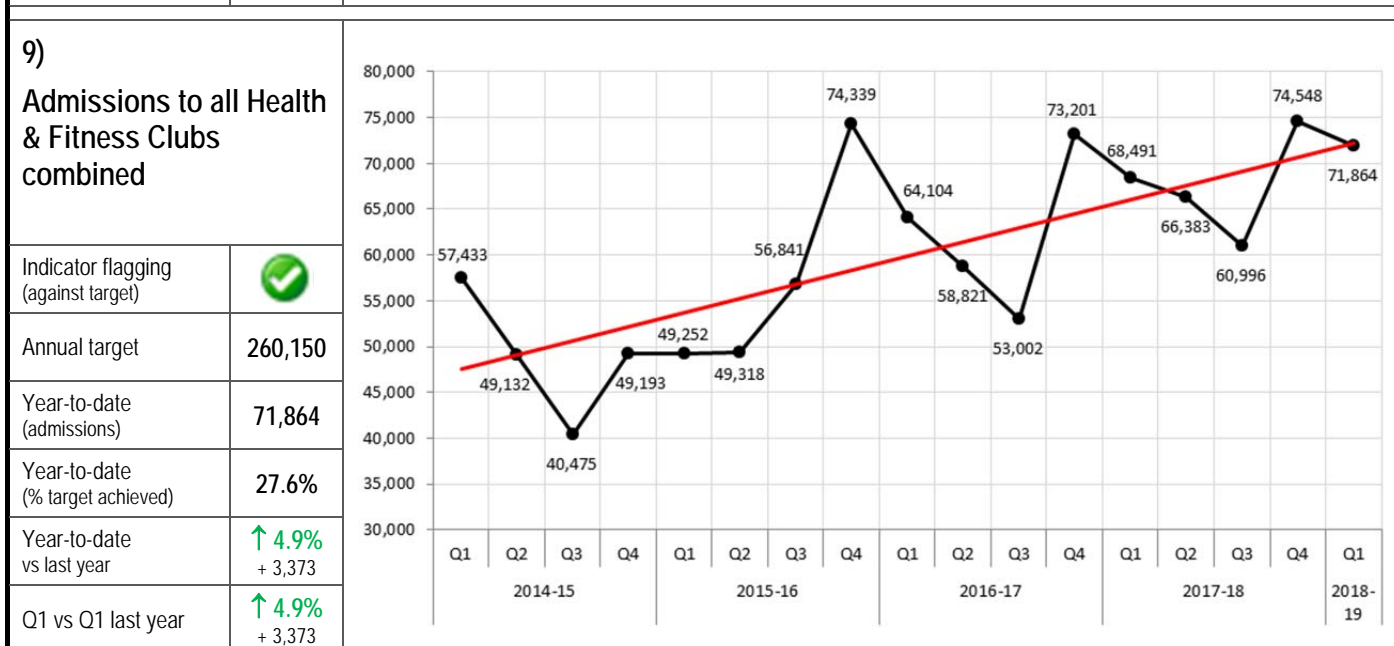
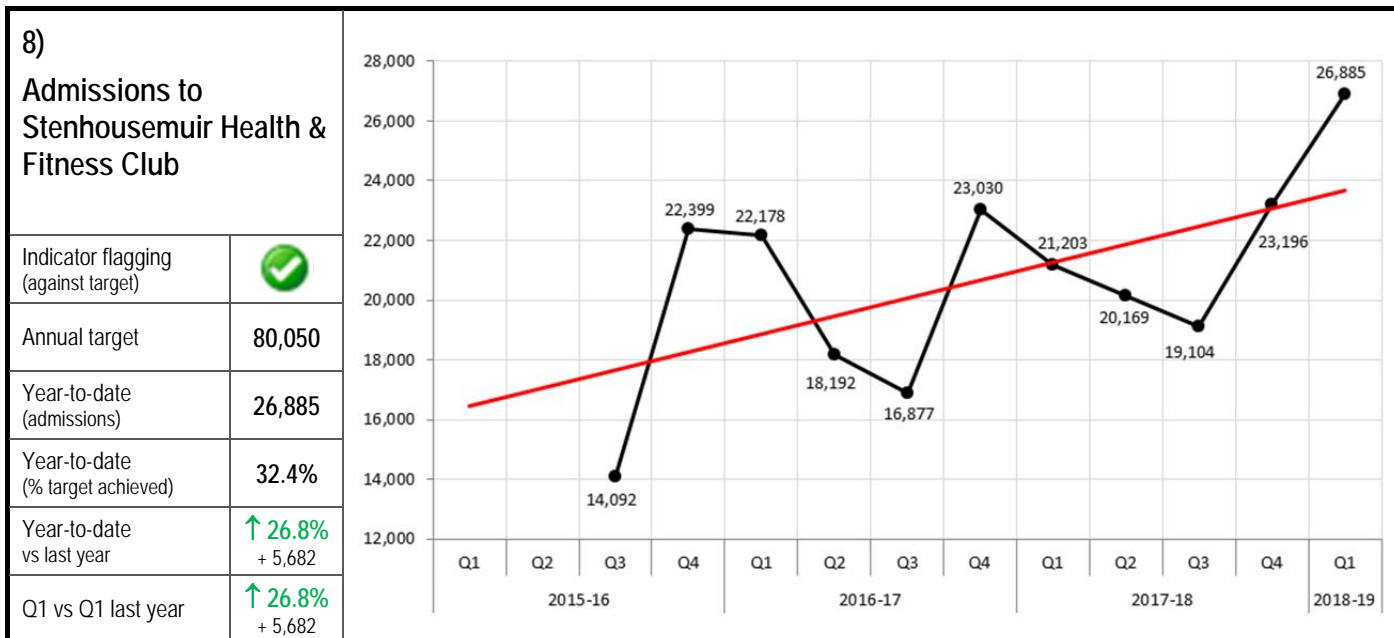
Indicator flagging (against target)	
Annual target	91,100
Year-to-date (admissions)	27,181
Year-to-date (% target achieved)	29.8%
Year-to-date vs last year	↑ 7.0% + 1,783
Q1 vs Q1 last year	↑ 7.0% + 1,783



7)  
Admissions to Mariner Health & Fitness Club

Indicator flagging (against target)	
Annual target	48,375
Year-to-date (admissions)	5,463
Year-to-date (% target achieved)	11.3%
Year-to-date vs last year	↓ 57.5% - 7,379
Q1 vs Q1 last year	↓ 57.5% - 7,379





**Current performance**

**Bo'ness:**

- Q1 usage increased by 36.3% equating to an additional 3,287 customer admissions compared to Q1 last year.

**Grangemouth:**

- Q1 usage increased by 7% equating to an additional 1,783 customer admissions compared to Q1 last year.

**Mariner:**

- Q1 usage decreased by 57.5% equating to 7,379 fewer customer admissions compared to Q1 last year.
- Admissions are expected to recover for the remainder of the year but it will be challenging to achieve close to annual target following the 7-week closure.

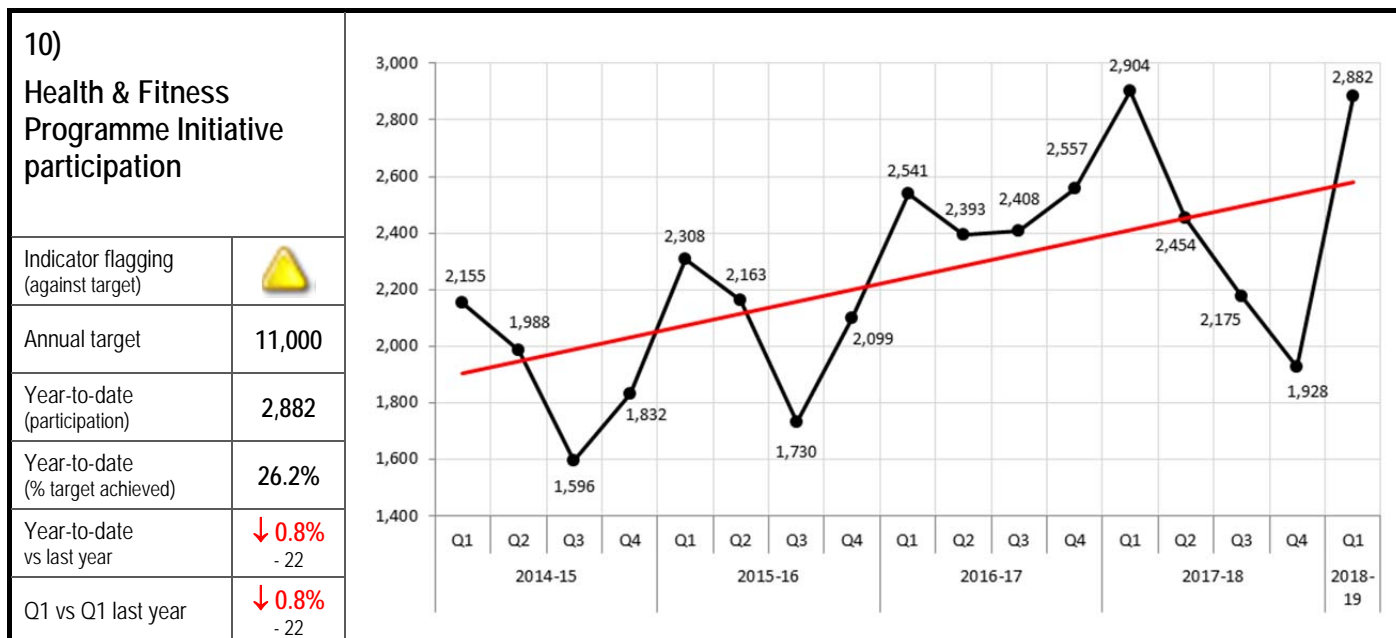
**Stenhousemuir:**

- Q1 usage increased by 36.3% equating to an additional 3,287 customer admissions compared to Q1 last year.

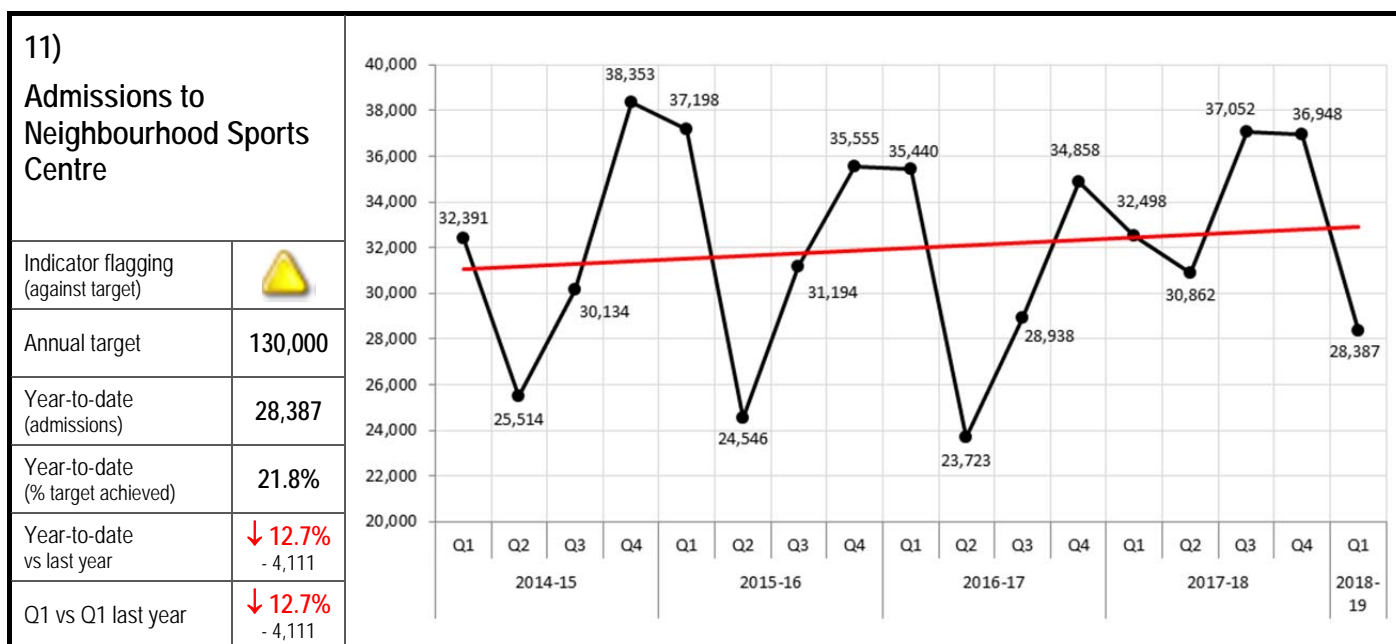
**Overall combined:**

- Combined usage for all four clubs increased by 4.9% equating to an additional 3,373 customer admissions compared to Q1 last year.

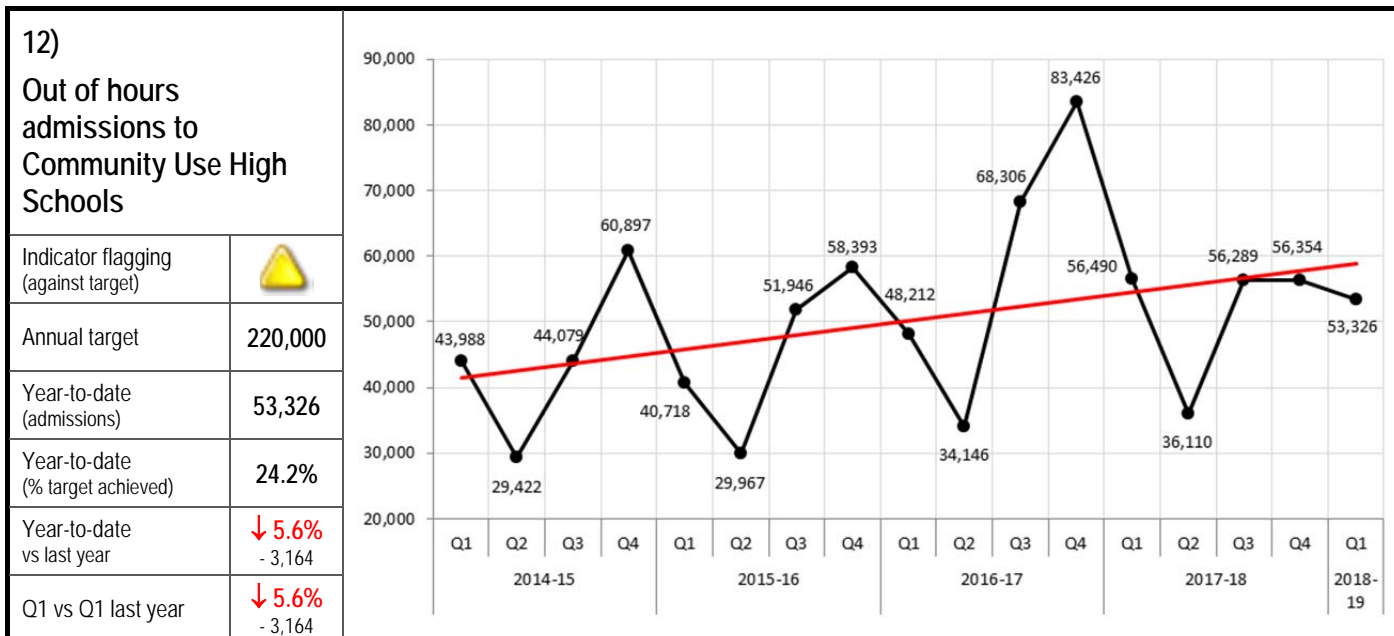




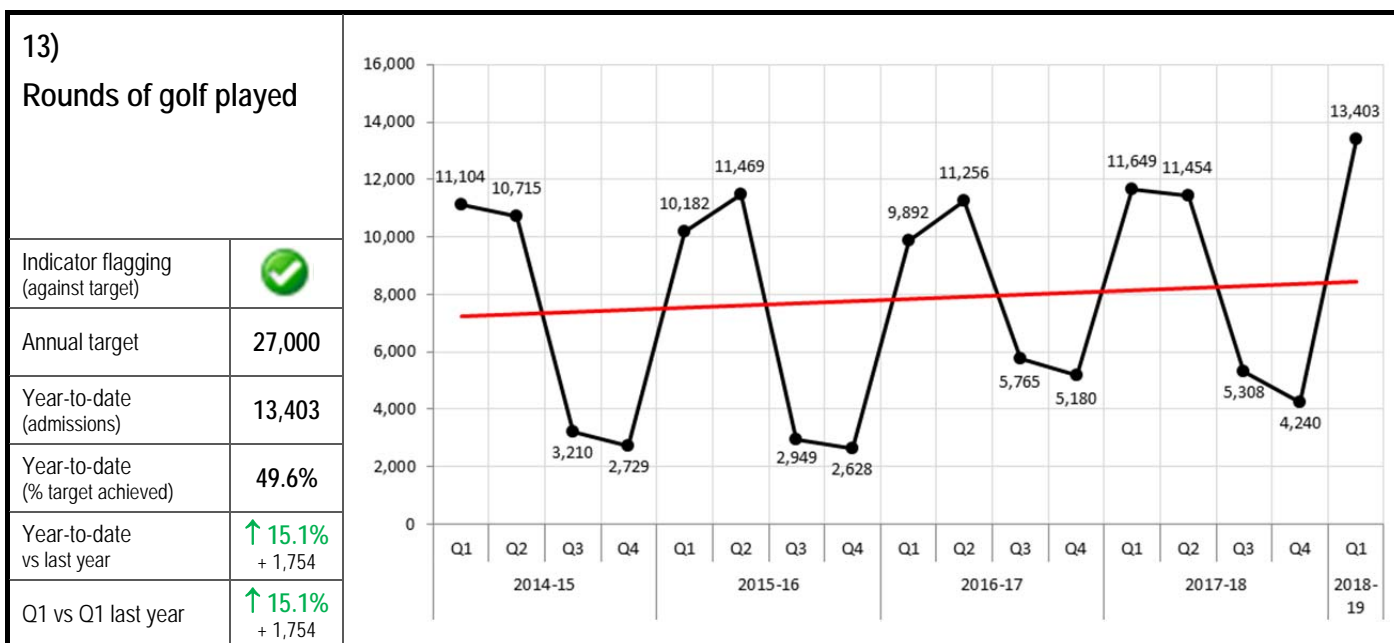
- Current performance**
- Participation numbers for Q1 were 2,882, a reduction of 22 and 0.8% compared to the same period last year.
  - Participation is 26.2% towards annual target at the end of Q1.
  - Step Forth: +14.2% equating to +239 participations.
  - Buggy Walks: -34.8% equating to -179 participations.
  - Helix Walks: -5.5% equating to -35 participations.
  - Walking Events: -72.3% equating to -47 participations.



- Current performance**
- Q1 admissions for all centres combined were 12.7% lower than Q1 last year, equating to 4,111 fewer admissions. Current projection is that year-end performance is likely to fall short of target, but remains dependent on Stenhousemuir Sports Centre redevelopment.
  - Individual centres as follows:
    - Bankier Sports Centre: -10.9% (-30 admissions).
    - Denny Football Centre: -26.5% (-310 admissions).
    - Denny Sports Centre: +3.7% (+137 admissions).
    - Hallglen Sports Centre: -2.1% (-243 admissions).
    - Polmont Sports Centre: -11.1% (-616 admissions).
    - Stenhousemuir Sports Centre: +2.8% (+193 admissions).
    - Polmonthill Snowsports Centre: +53.7% (+1,321 admissions)
  - Note: Woodlands Games Hall was successfully transferred to a community group on 1<sup>st</sup> April 2018 and is no longer counted within this indicator. Woodlands accounted for 3,242 admissions in Q1 last year.

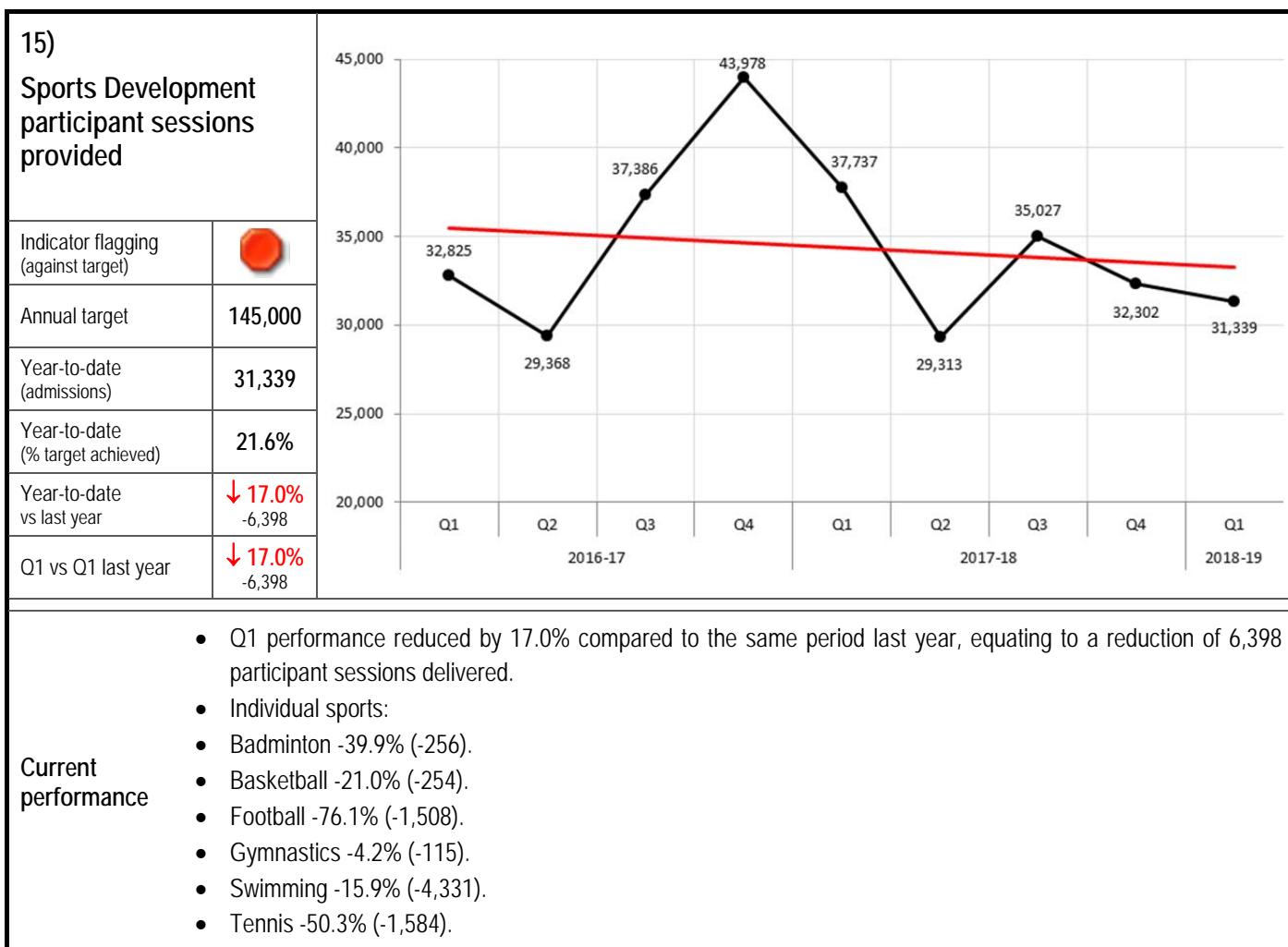
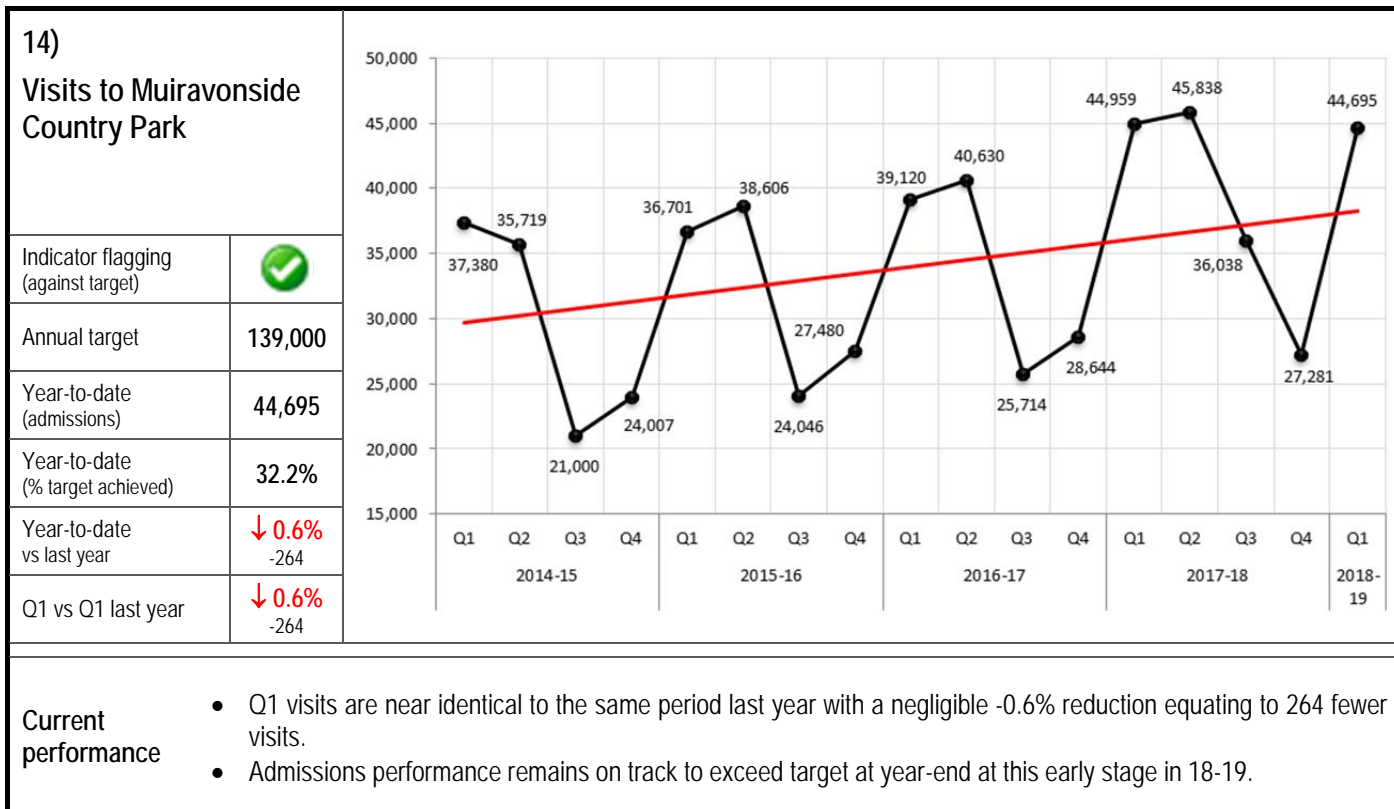


- Current performance**
- Q1 admissions overall for all community use schools combined were 5.6% lower than Q1 last year, equating to 3,164 fewer admissions.
  - Current projection is that year-end performance is likely to fall short of target.
  - Individual school performance:
    - Braes -9.9% (-760 admissions).
    - Denny -11.7% (-2,657 admissions).
    - Falkirk +17.0% (+828 admissions).
    - Grangemouth +1.9% (+139 admissions).
    - St Mungo's +43.1% (+3,977 admissions)




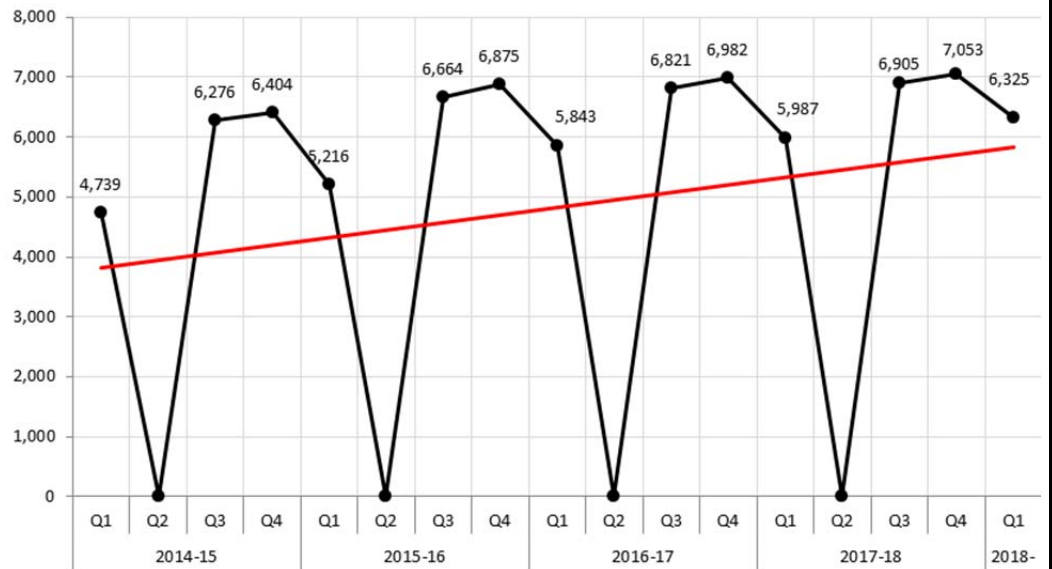
- Current performance**
- Note: this indicator combines golf played at Grangemouth Golf Course and at Callendar Park Par 3 courses.
  - Overall Q1 admissions increased by 15.1% equating to an additional 1,754 rounds of golf played compared to the Q1 period last year.
  - This increase occurred at both golf venues:
    - Grangemouth Golf Course: +12.4% (+1,253 rounds).
    - Callendar Park Par 3: +32.5% (+501 rounds) where Parent/Child take up has noticeably increased this season






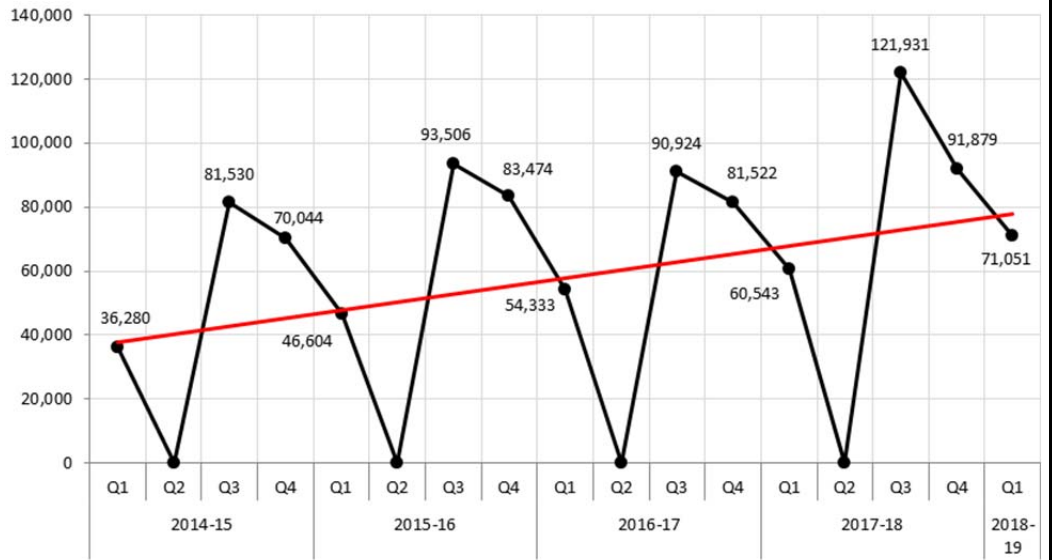
### 16) Active Schools distinct participants

Indicator flagging (against target)	
Annual target	7,150
Year-to-date (distinct participants)	6,325
Year-to-date (% target achieved)	88.5%
Year-to-date vs last year	↑ 5.6% + 338
Q1 vs Q1 last year	↑ 5.6% + 338



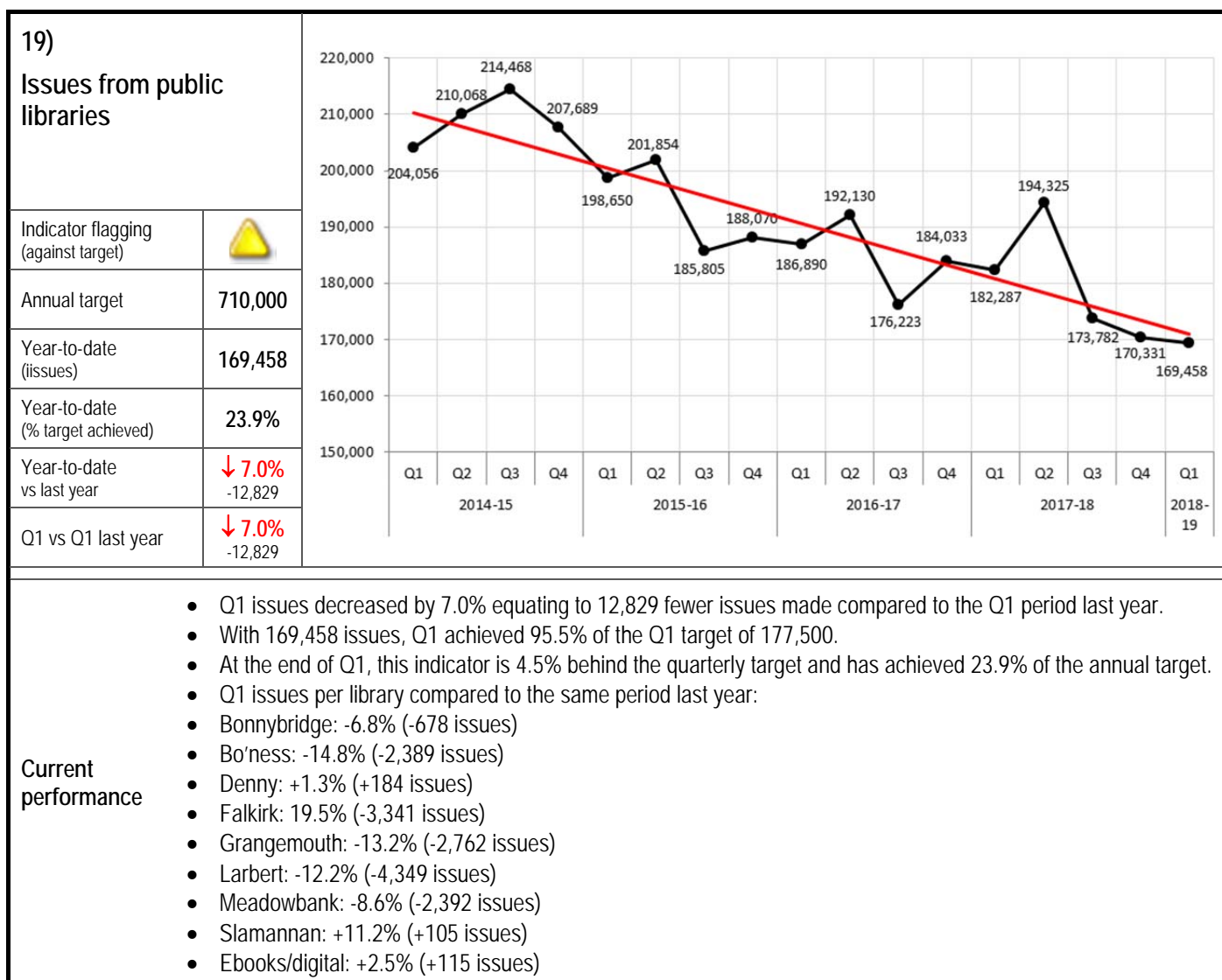
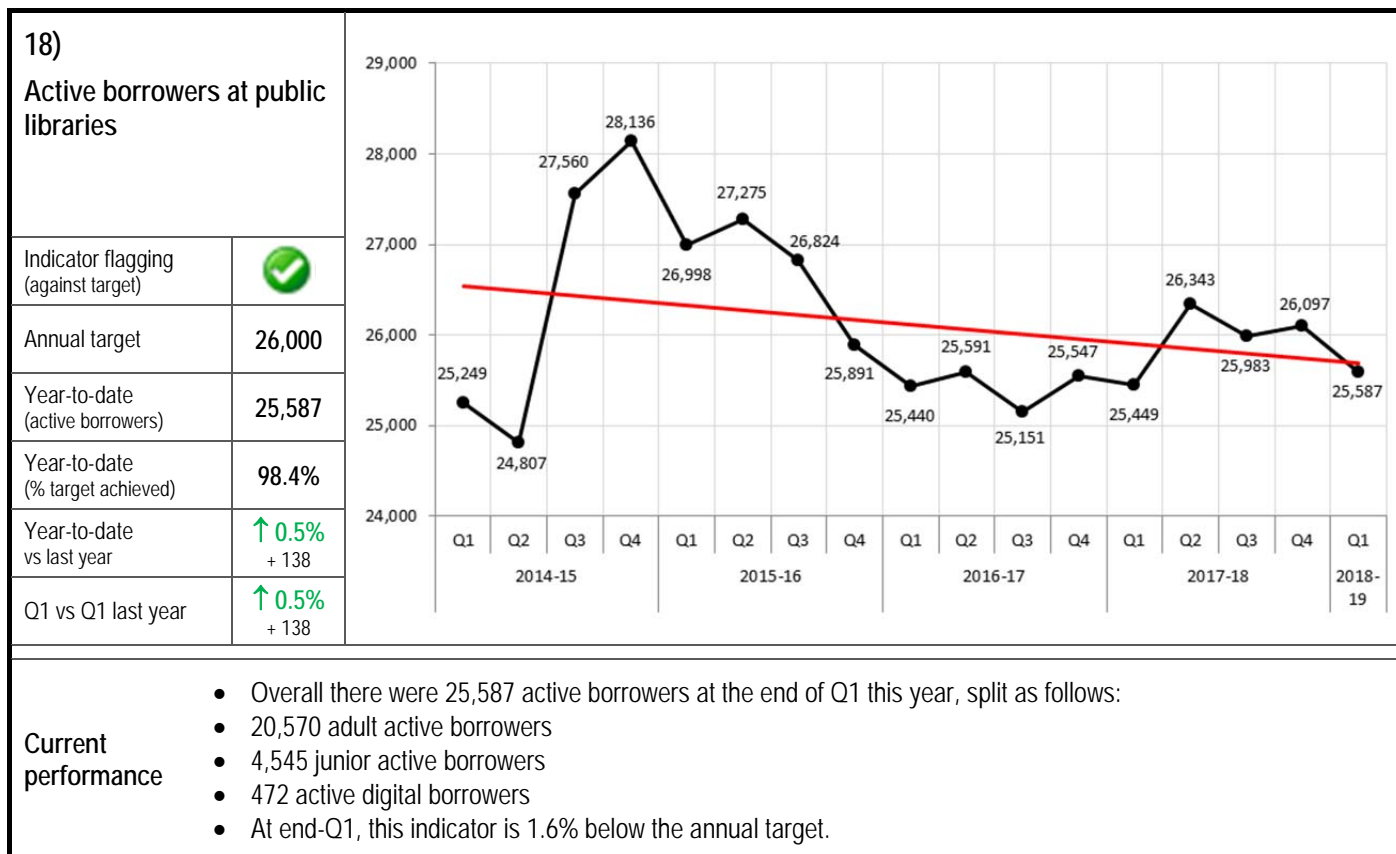
### 17) Active Schools participant sessions provided

Indicator flagging (against target)	
Annual target	255,000
Year-to-date (sessions provided)	71,051
Year-to-date (% target achieved)	27.9%
Year-to-date vs last year	↑ 17.4% + 10,508
Q1 vs Q1 last year	↑ 17.4% + 10,508




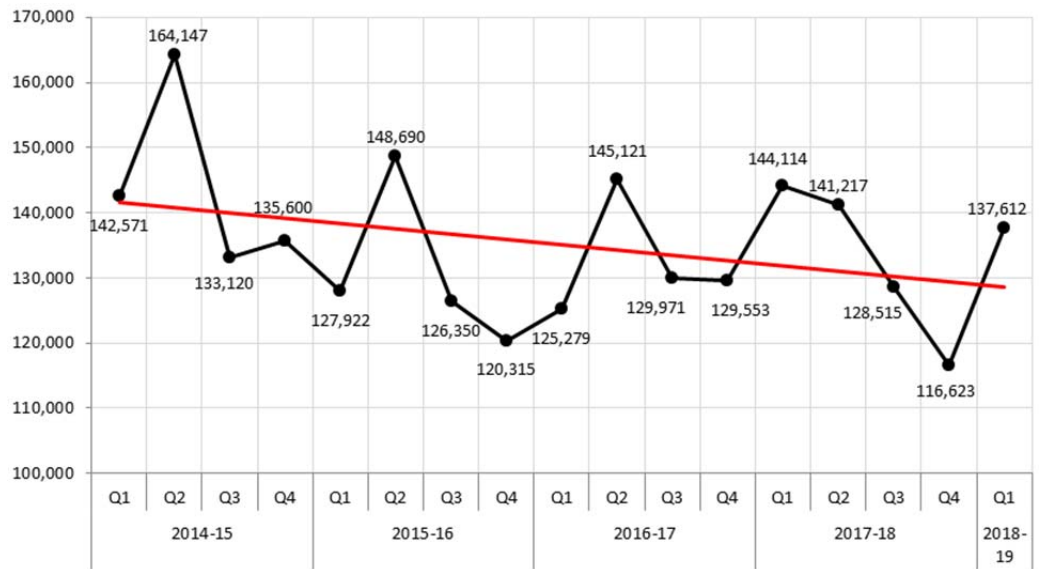
#### Current performance

- Q1 performance for both Distinct Participants and Participant Sessions were the highest Q1 totals on record.
- Distinct participants increased by 5.6% equating to an additional 338 participants. This means 29% of all Falkirk school children are involved in some form of physical activity through Active Schools.
- Participant sessions delivered increased by 17.4% with an extra 10,508 sessions compared to Q1 last year.



20)  
Visits to public libraries

Indicator flagging (against target)	
Annual target	530,000
Year-to-date (visits)	137,612
Year-to-date (% target achieved)	26.0%
Year-to-date vs last year	↓ 4.5% -6,502
Q1 vs Q1 last year	↓ 4.5% -6,502




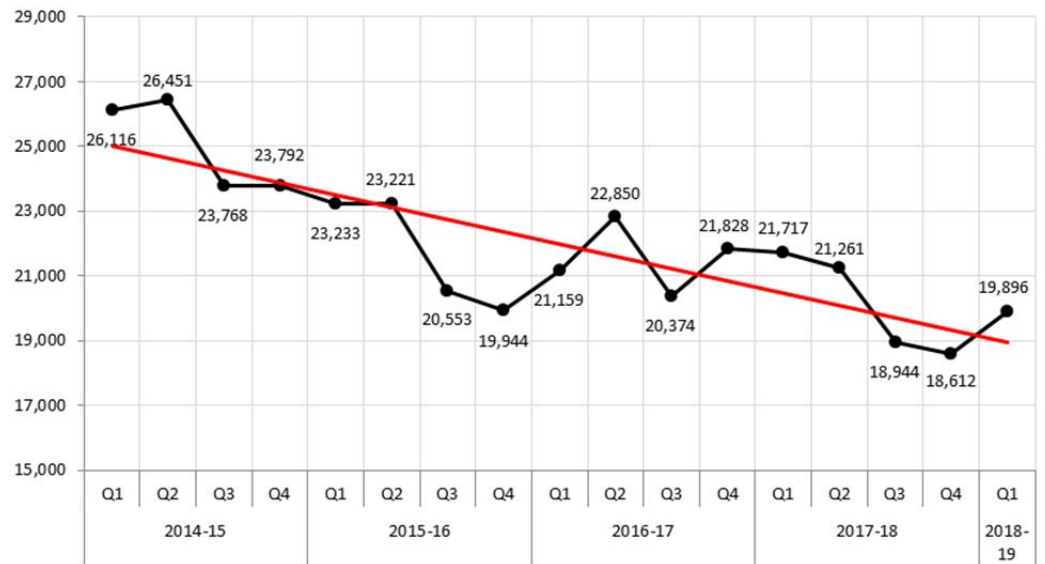
Current performance

- Q1 visits to Falkirk area libraries combined decreased by 4.5%, equating to 6,502 fewer visits compared to the same period last year.
- The quarterly target of 125,000 was exceeded by 10.0% (12,612 visits), with 26.0% of the annual target achieved at end of Q1.
- Q1 visits per library compared to the same period last year:
- Bonnybridge: -5.2% (-428 visits)
- Bo'ness: -6.1% (-778 visits)
- Denny: +18.3% (+2,573 visits)
- Falkirk: 3.7% (-1,162 visits)
- Grangemouth: -6.1% (-1,155 visits)
- Larbert: -14.2% (-3,631 visits)
- Meadowbank: -6.2% (-1,989 visits)
- Slamannan: +4.3% (+968 visits)

21)

Usage of public access terminals in libraries

Indicator flagging (against target)	
Annual target	77,000
Year-to-date (usage)	19,896
Year-to-date (% target achieved)	25.8%
Year-to-date vs last year	↓ 8.4% -1,821
Q1 vs Q1 last year	↓ 8.4% -1,821



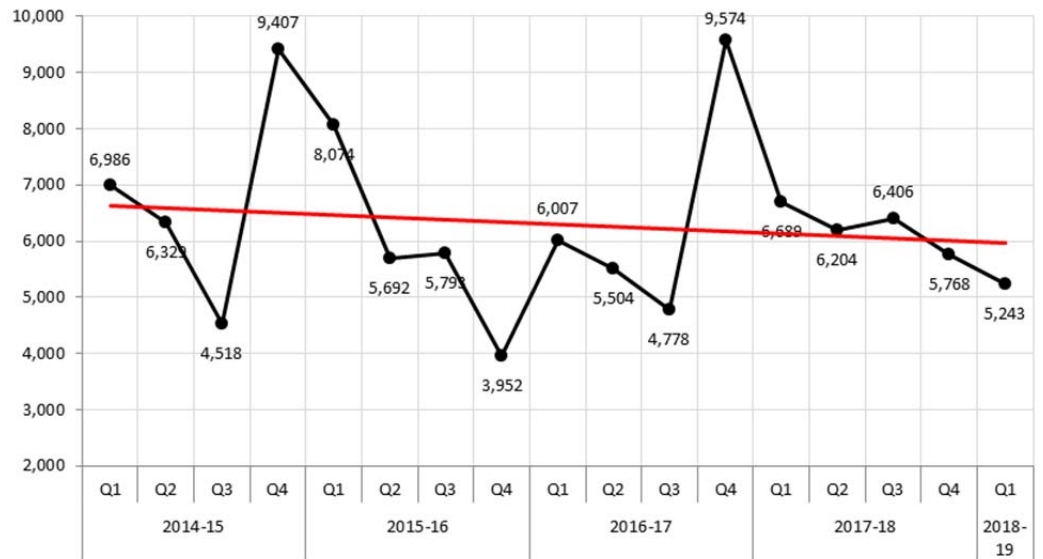
Current performance

- Q1 performance decreased by 8.4% equating to 1,821 fewer uses of the public access PCs and library Wi-Fi, compared to the same quarter last year.
- 25.8% of the annual target was achieved at end-Q1, exceeding the quarterly target set.
- Q1 usage per library compared to the same period last year:
- Bonnybridge: -16.5% (-218 uses)
- Bo'ness: -6.7% (-138 uses)
- Denny: +22.8% (+398 uses)
- Falkirk: -7.8% (-582 uses)
- Grangemouth: -20.4% (-802 uses)
- Larbert: 016.1% (-450 uses)
- Meadowbank: +1.8% (+39 uses)
- Slamannan: -27.6% (-68 uses)




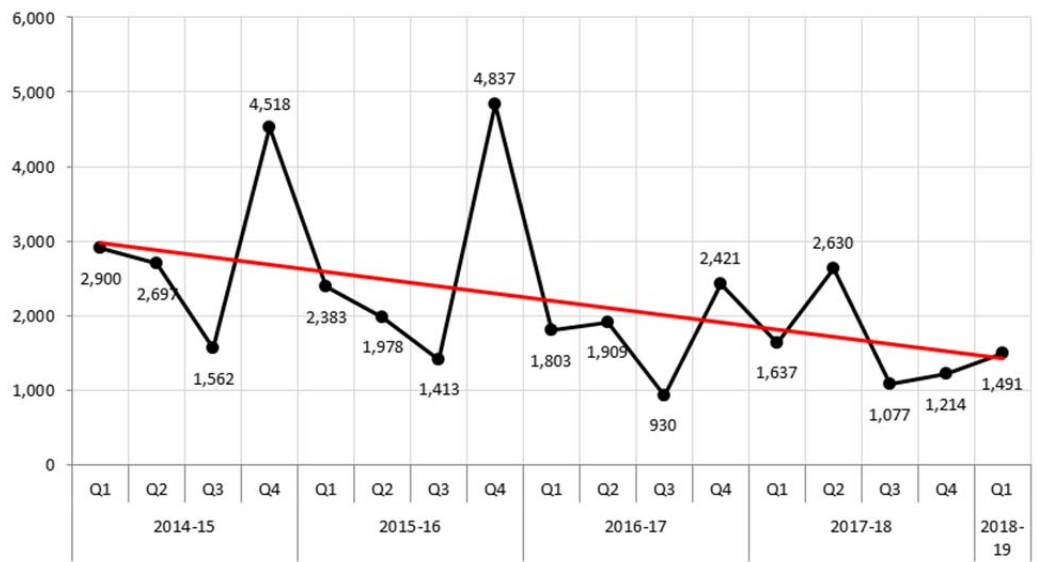
22)  
Resources added to library stock – Adult

Indicator flagging (against target)	
Annual target	20,000
Year-to-date (resources)	5,243
Year-to-date (% target achieved)	26.2%
Year-to-date vs last year	↓ 21.6% -1,446
Q1 vs Q1 last year	↓ 21.6% -1,446



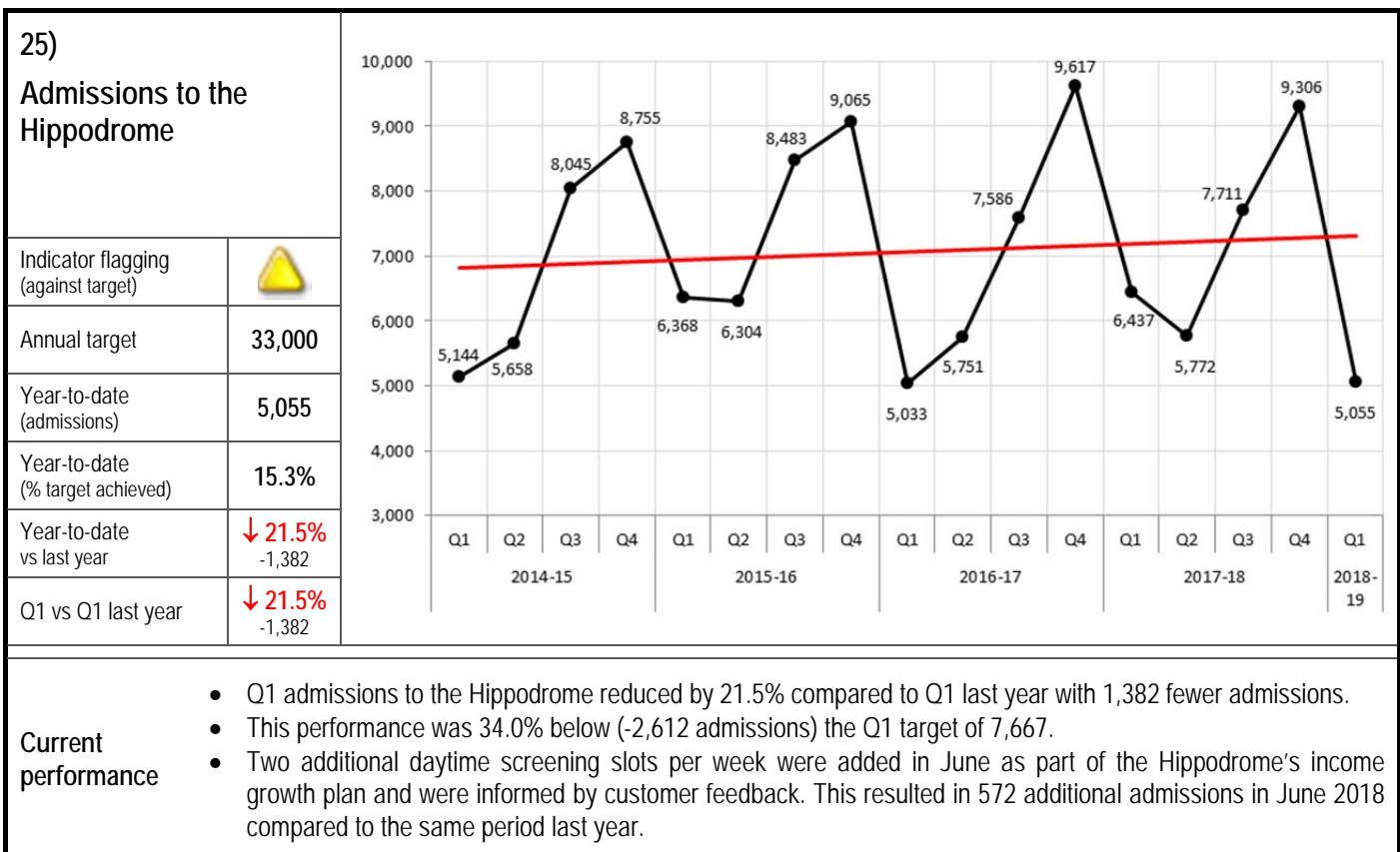
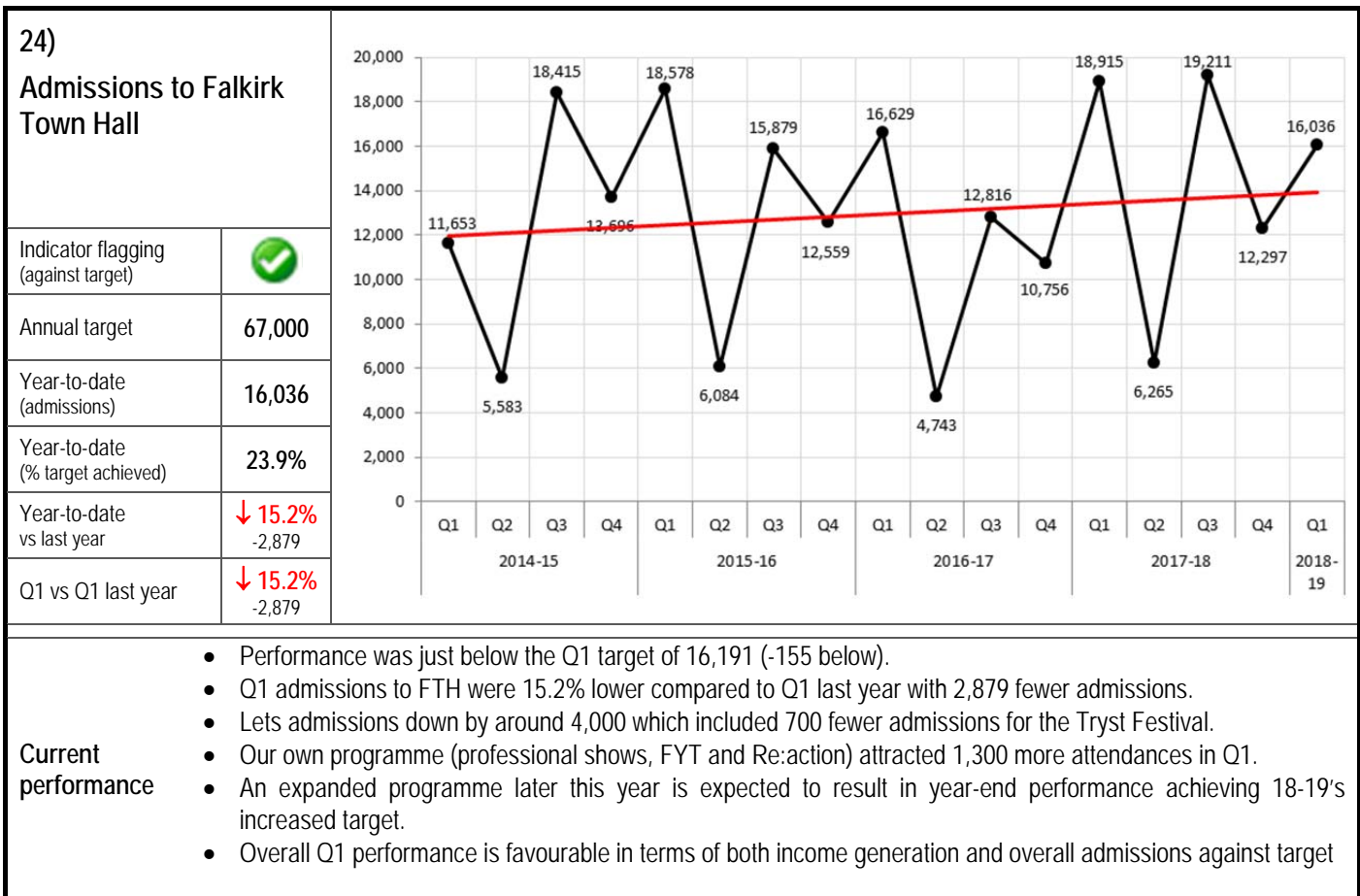
23)  
Resources added to library stock – Junior

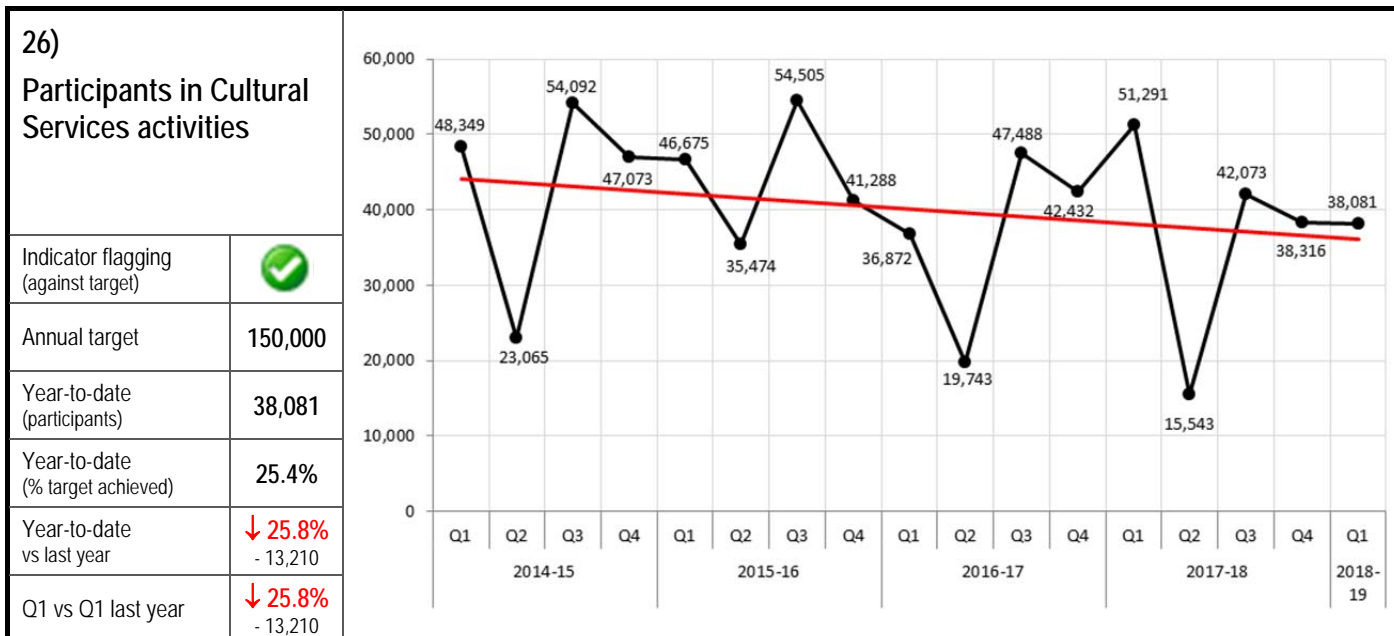
Indicator flagging (against target)	
Annual target	5,000
Year-to-date (resources)	1,491
Year-to-date (% target achieved)	29.8%
Year-to-date vs last year	↓ 8.9% -146
Q1 vs Q1 last year	↓ 8.9% -146



Current performance

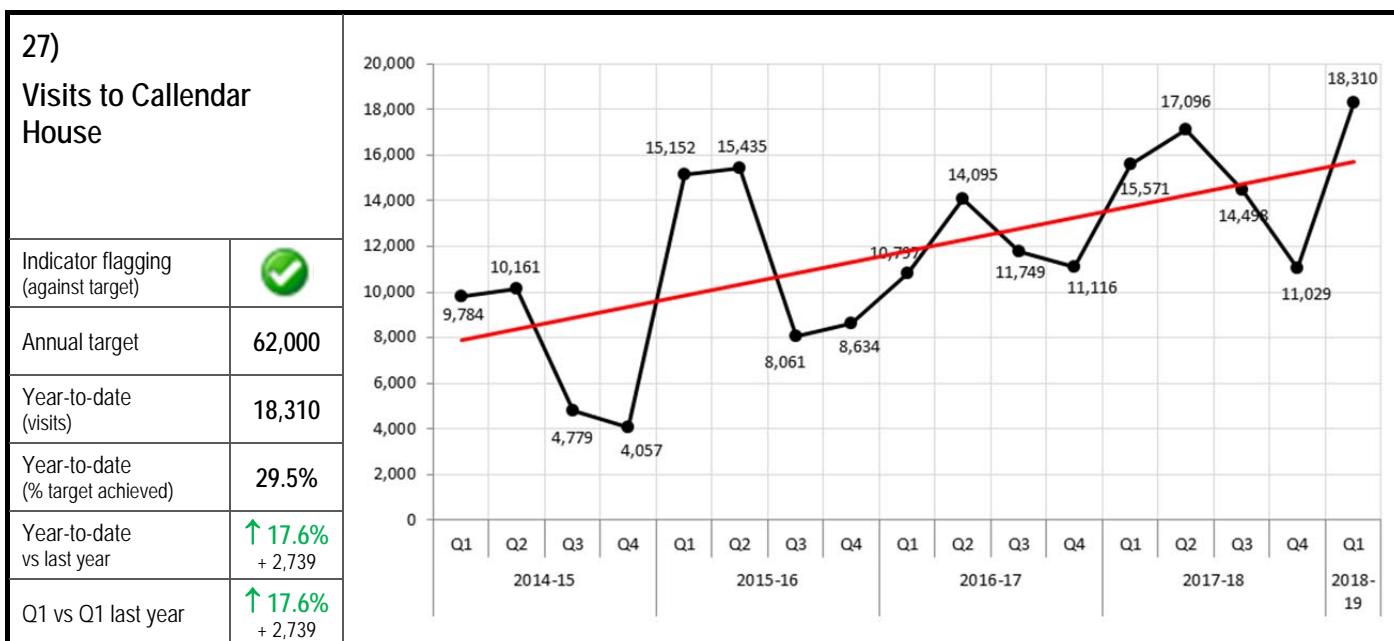
- Adult additions to stock were 21.6% lower than Q1 last year, equating to 1,446 fewer new stock items were purchased.
- Junior additions to stock were 8.9% lower, meaning 146 fewer items were added to the junior stock.
- Although both indicators performed lower in Q1 this year than last, they remain on track to achieve close to targets at year-end if the current rate of change continues throughout the year.





**Current performance**

- Q1 participation exceeded the quarterly target by 1.5%, equating to 581 participations.
- Note: comparisons against previous years' performance are no longer a valid as the services and activities contributing to this measure have changed substantially.

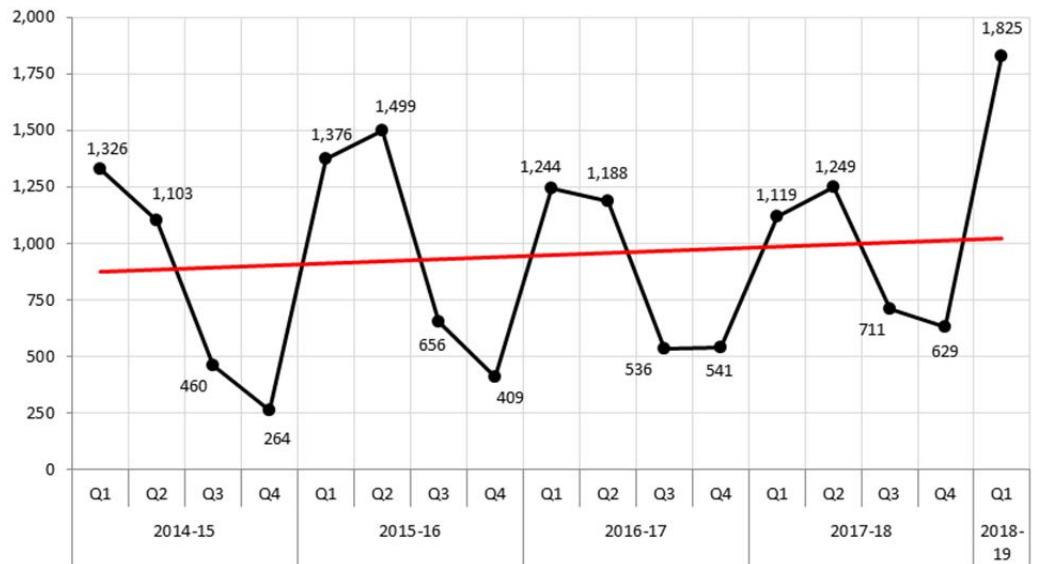


**Current performance**

- Q1 visits were 17.6% higher than the same quarter last year with an additional 2,739 visits to Callendar House.
- Visits to Tearoom were up 11.2% compared to target for the quarter.
- Q1 is the highest performing quarter in recent years with 29.5% of the annual target for numbers of visits achieved.

### 28) Visits to Kinneil Museum

Indicator flagging (against target)	
Annual target	3,800
Year-to-date (visits)	1,825
Year-to-date (% target achieved)	48.0%
Year-to-date vs last year	↑ 63.1% + 706
Q1 vs Q1 last year	↑ 63.1% + 706

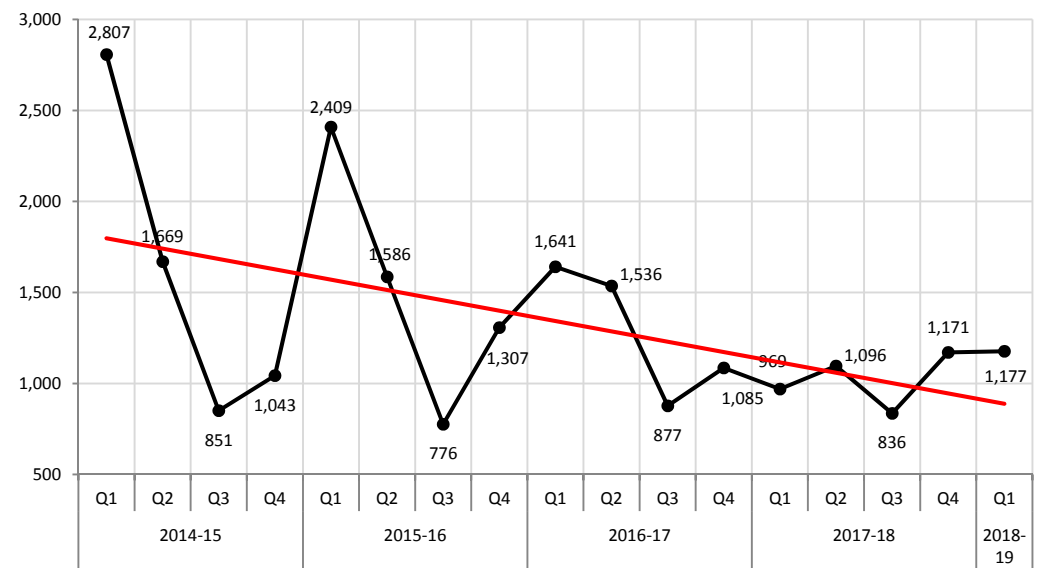


#### Current performance

- Q1 visits were 63.1% higher than the same quarter last year with an additional 706 visits.
- Kinneil Museum achieved nearly 50% of its annual visitor target in Q1 which is extremely encouraging.
- It is the highest performing quarter in recent years.

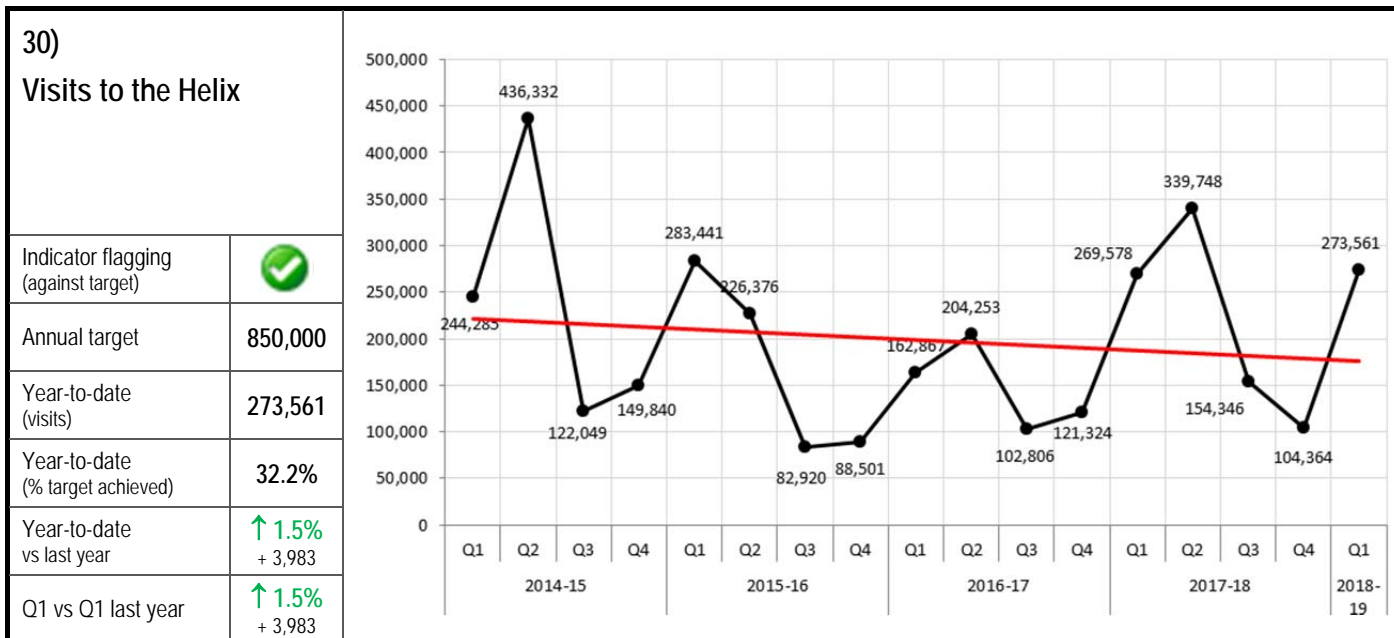
### 29) Participation in Outdoor Activities

Indicator flagging (against target)	
Annual target	3,600
Year-to-date (participation)	1,177
Year-to-date (% target achieved)	32.7%
Year-to-date vs last year	↑ 21.5% + 208
Q1 vs Q1 last year	↑ 21.5% + 208



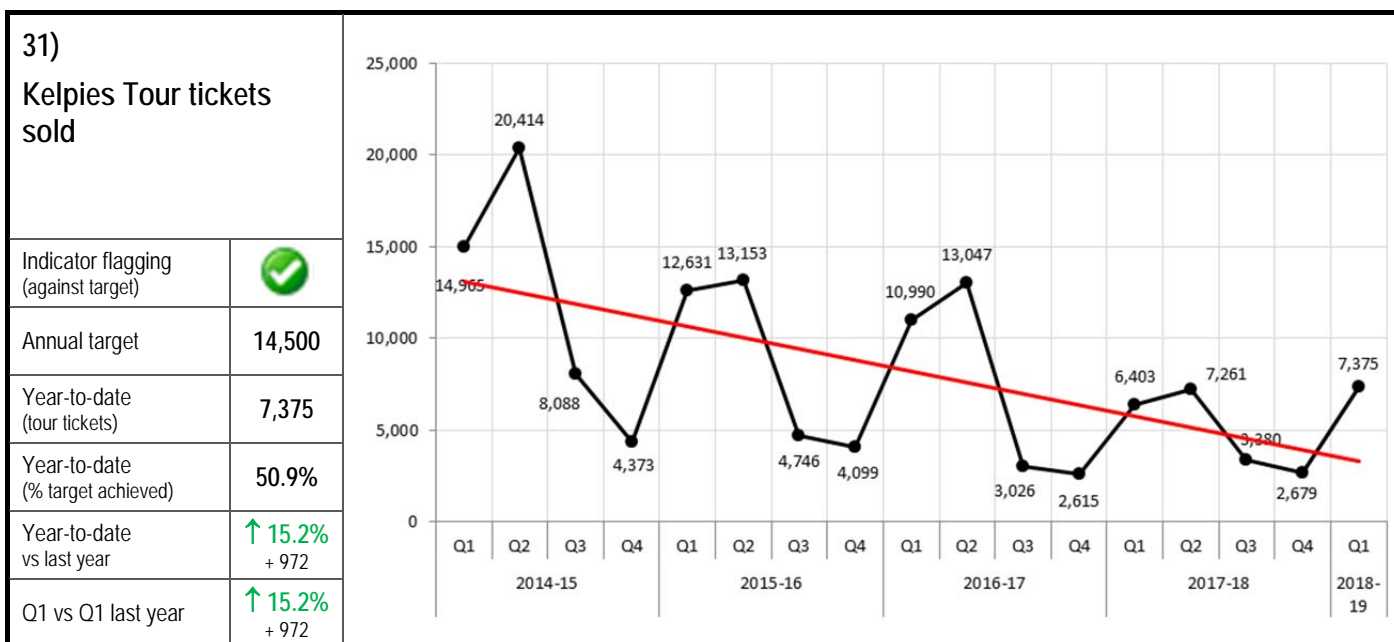
#### Current performance

- Q1 performance was 21.5% higher than the same quarter last year.
- Although participation figures are down compared to 2 years ago due to uncertainty regarding the service's future, advanced planned has resulted in this performance increase on last year.
- Juvenile numbers are marginally down after a quiet June, having been higher in April and May.
- Adult participation increased throughout the quarter.



**Current performance**

- Q1 visits to the Helix were 1.5% higher than the same quarter last year, equating to an additional 3,983 visits.
- However, month by month there have been large fluctuations.
- April had a 23% reduction in visits compared to 17-18 due to weather and the cancellation of the Emergency Services Day Event.
- May experienced a 4% reduction compared to 17-18.
- June experienced a 36% increase compared to 2017. Some of this increase was due to the STEM event at the Helix Event and the rescheduled (from April) Emergency Services Day Event, and has been assisted by excellent weather.



**Current performance**

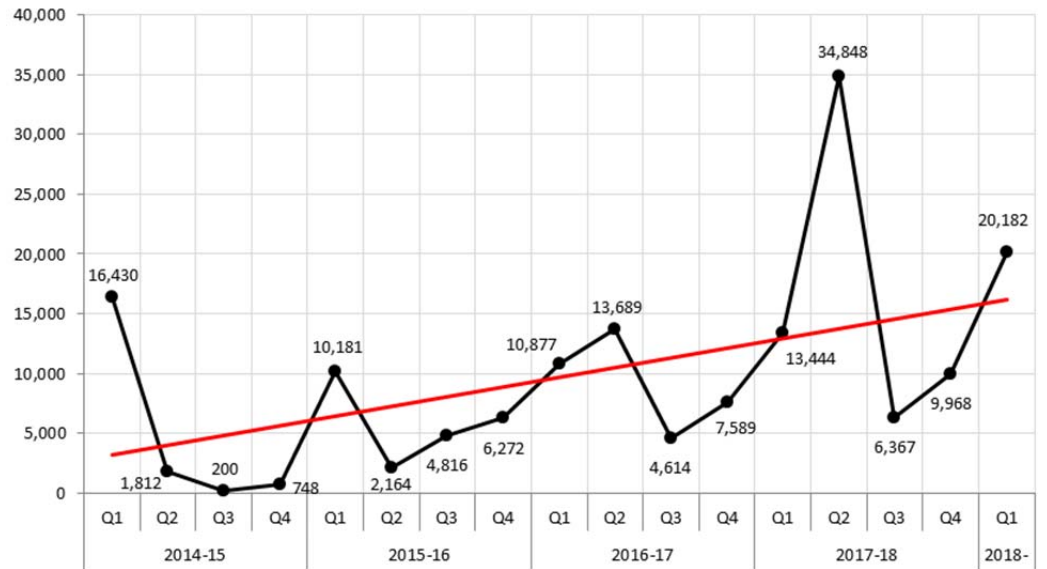
- Q1 tour tickets sold increased by 15.2% compared to the same period last year with an additional 972 tour tickets sold.



32)

**Participants in programmed activity at the Helix**

Indicator flagging (against target)	
Annual target	38,000
Year-to-date (participants)	20,182
Year-to-date (% target achieved)	53.1%
Year-to-date vs last year	↑ 50.1% + 6,738
Q1 vs Q1 last year	↑ 50.1% + 6,738



**Current performance**

- Q1 participation was higher than expected with a 50.1% increase compared to the same quarter last year, equating to an increase in participation of 6,738.

## ***A strong, sustainable and valued organisation***

Indicator	2015/16 total	2016/17 total	2017/18 total	2017/18				
				Q1	Q2	Q3	Q4	Year Total
Sickness Absence - % days lost	4.28%	3.42%	4.28%	4.31%				
Staff Turnover	18.2% equates to 88 staff	11.9% equates to 61 staff	11.4% equates to 56 staff	n/a				
Number of Accidents involving staff and customers	318	352	367	89				
Number of complaints and formal enquiries received and dealt with	122	104	89	14				
Number of hits on Trust website	708,341	730,900	754,109	194,120				

### Sickness Absence

Days lost due to sickness absence for Q1 18-19 was 4.31%, an increase on the same period last year (3.42%) and higher than the Trust's target of under 4.00%. It should be noted that last year's figures were among the lowest figures since the Trust was formed and are more in line with other previous totals. The Trust remains committed to further reducing staff absence rates.

### Staff Turnover

Staff turnover statistics for the Q1 period were not available at time of writing. The Q4 17-18 turnover figures are now available and were slightly lower than the preceding year, with 5 fewer staff leaving the Trust.

Statistics for the recruitment to posts during Q1 18-19 was unavailable at time of writing.

The Trust's headcount at 30<sup>th</sup> June 2018 was 490 employees, working a total of 12,610 hours per week. This equates to 334 FTE (full-time equivalent) staff. The headcount is split between 193 full-time and 297 part-time staff, with 425 positions being permanent and the remaining 65 temporary positions.

### Accidents Reported

A total of 89 accidents involving staff and customers were reported to the Trust's Health, Safety and Risk Management Group during Q1 18-19, an increase of 12 compared to the same period last year. Of these accidents, 87 involved members of the public and customers, with 2 accidents involving staff.

### Complaints Received

14 complaints and formal enquiries were received and dealt with during Q1 17-18 with all being dealt with at Frontline Resolution and none requiring further investigation. This was 12 fewer complaints received than the same period last year.

### Website Performance

Trust website hits during the quarter were 194,120, an increase of c.15,000 compared to the same period last year (+8.1% hits). These website visits were carried out by 97,860 unique public visitors with 81,487 of these users being new users of the website.

It is anticipated the launch of the Trust's new website later this year will drive further increased use of the Trust's website.