

Falkirk Community Trust

Subject: April 2017 – March 2018 12-month Performance Report
Meeting: Audit and Performance Sub-Group
Date: 17th May 2018
Author: Team Leader Performance Review

1. Introduction

1.1 This is the 2017-18 quarter four report on our performance indicators and covers the 12-month financial period April 2017 – March 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 27 green-flagged indicators.
Amber 	This PI is slightly below target though performance may be improving (5-10% below target)	There are 0 amber-flagged indicators.
Red 	This PI is significantly below target and performance is not improving (10% or more below target)	There are 5 red-flagged indicators.

2.4 Performance for the 2017-18 year was generally very positive with almost all indicators green-flagged against target at year-end. Compared to the end-Q3 position there was one fewer indicator flagged green, three fewer amber-flagged indicators, and four additional indicators flagged red. This suggests target setting for the 2017-18 year was effective in setting realistic and challenging targets.

2.5 Performance in the fourth quarter was slightly less positive with over half (18) indicators reported worse performance for Q4 compared to the same period last year. Much of the Trust’s services and facilities were affected by the severe weather experience at the start of March which invoked the Trust’s Severe Weather Policy. This resulted in a Trust-wide closure from 2pm on 28th February, with venues opening on reduced hours on 3rd March and finally reopening as normal on 4th March. This reduced the usage of facilities with resultant reductions in customer income for the quarter.

- 2.6 There were successes in several areas with the following key performance highlights for Q4 2017-18 (comparisons are made against the same quarter last year):
- 31.1% increase in programmed activity at the Helix;
 - 16.3% increase in visits to Kinneil Museum;
 - 14.3% increase in admissions at Falkirk Town Hall;
 - 13.2% increase in admissions at Bo'ness Health & Fitness Club;
 - 12.7% more participation sessions delivered within Active Schools;
 - 7.9% increase in participation in Outdoor Activities;
- 2.7 The key year-end performance highlights against target are as follows:
- Programmed activity at the Helix achieving 70% above target;
 - Callendar House achieving almost 40% above target;
 - Neighbourhood Sports Centres achieving 25% above target;
 - Active Schools delivering over 24% more participant sessions than target;
 - Health & Fitness Clubs exceeding target by more than 14%;
 - Admissions to Falkirk Town Hall and the Hippodrome each exceeding its target by 5%.
- 2.8 Areas where performance was lower than expected against target include:
- Kelpies Tour ticket sales 29% below target;
 - Participants in Health Lifestyle Physical Activity Programmes 14% below target;
 - Mariner Centre admissions 14% below target;
 - Bo'ness Recreation Centre admissions 13% below target;
 - Grangemouth Stadium admissions 11% below target.
- 2.9 Encouragingly, year-end performance improved in approximately half of indicators with increases in real terms compared to the totals recorded last year: more admissions, more visits, more participants, increased usage. This equates to increased use of Trust services and facilities by our customers.
- 2.10 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>.
- 2.11 A report on the period April – June 2018 will be made at the next meeting of the sub group on 16th August 2018.

3. Recommendation

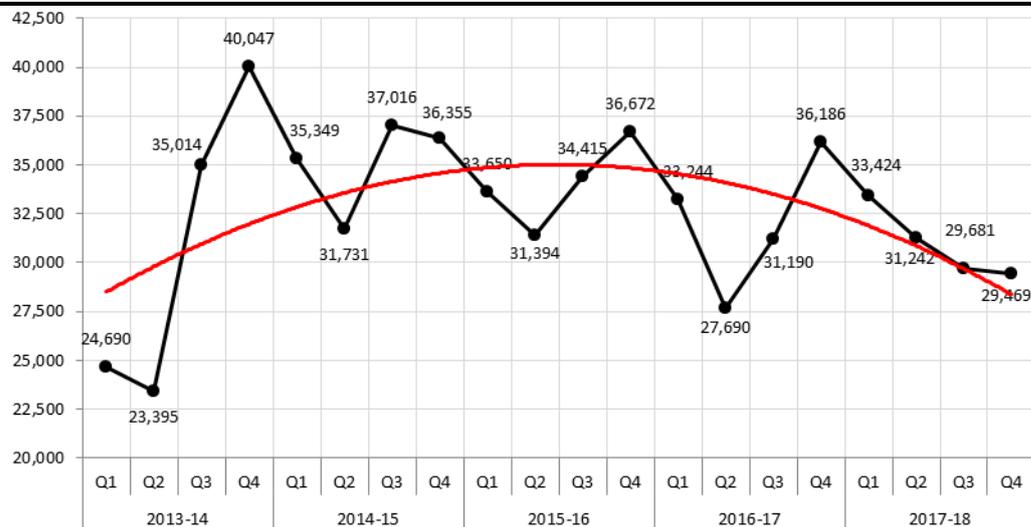
- 3.1 Directors are asked to note:
- Progress made throughout the fourth quarter of 2017-18.
 - Performance at year-end 2017-18;
 - Actions to address areas requiring improvement in the forthcoming year.



Alistair Mitchell
Team Leader Performance Review

1) Admissions to Bo'ness Recreation Centre

Indicator flagging (against target)	
Annual target	143,000
Year end total	123,816
Year total vs last year	↓ 3.5% -4,494
Year total vs annual target	86.6% achieved



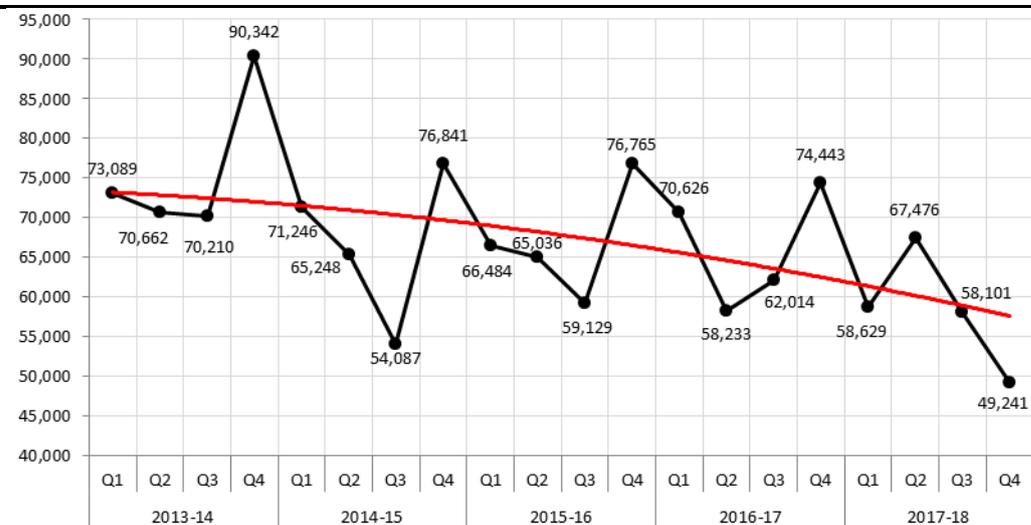
Q4 admissions were lower than expected, partly due to the enforced closure during the severe weather in March and the knock-on effect on reduced use of the outdoor pitches. Admissions were 18.6% (6,700) lower for the quarter compared to the same 3-month period last year. Swimming admissions were positive with a restructuring of age groups for pool fun sessions proving successful.

Overall 17/18 admissions fell short of target and moved to a red flagging at year-end following reduced Q4 admissions. Expectations at end-Q3 had been for year-end admissions to achieve closer to target and exceed last year's total, but the severe weather closure in Q4 resulted in underachievement. Low Q4 admissions negatively affected the general trend which shows a worse picture than reality, with overall 17/18 admissions achieving only 3.5% (4,500) fewer admissions than 16/17. Similarly, income fell short of target at year-end despite continued savings being made on expenditure and running costs.

Looking ahead to next quarter, a review of the pool programme to identify trends and inform changes will continue. Social media campaigns will push adult development swimming and promote the Bo'ness pool as a pool for swimmers. Underutilisation of the Games Hall continues to be a concern and alternative uses will be explored and implemented.

2) Admissions to Grangemouth Sports Complex

Indicator flagging (against target)	
Annual target	240,000
Year end total	233,447
Year total vs last year	↓ 12.0% -31,869
Year total vs annual target	97.3% achieved



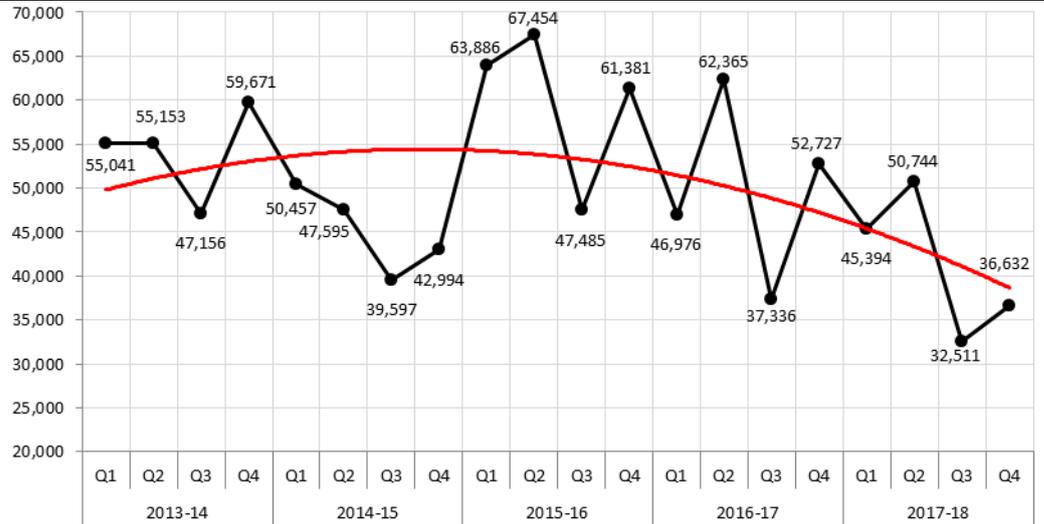
Admissions during Q4 were 33.9% (25,202) lower than the same period last year. This follows the extended pool closure for planned maintenance from 4th December to 22nd January, combined with the severe weather closure. Admissions highlights included a 144% increase in casual basketball although this has been at the expense of a decrease in indoor football (-19%) and badminton (-27%). Club bookings increased by 7% with Falkirk Fury bookings offsetting the demise of Roller Derby. As expected performance of swimming-related activities have been affected by the pool closure compared to the same period last year: swimming (-42%); swimming clubs (-60%); swimming lessons (-48%) and soft play (-21%).

Year-end admissions: despite the extended pool closure and the closure for severe weather in February/March, the Complex achieved 97.3% of the annual admission target, falling just 6,500 admissions short with a green flagging being retained. Year-end income of c. £541k fell short of target by 23%, with loss of c. £14.4k Learn To Swim income during January and an estimated £10.5k loss in general swimming income.

Looking ahead, a number of events are planned for the next quarter including Easter Activity camps, a fun fayre in the Complex car park, and further improvements in facilities including a Changing Places toilet, poolside baby changing and a disabled hoist.

3) Admissions to Mariner Centre

Indicator flagging (against target)	
Annual target	192,000
Year end total	165,281
Year total vs last year	↓ 17.1% -34,123
Year total vs annual target	86.1% achieved



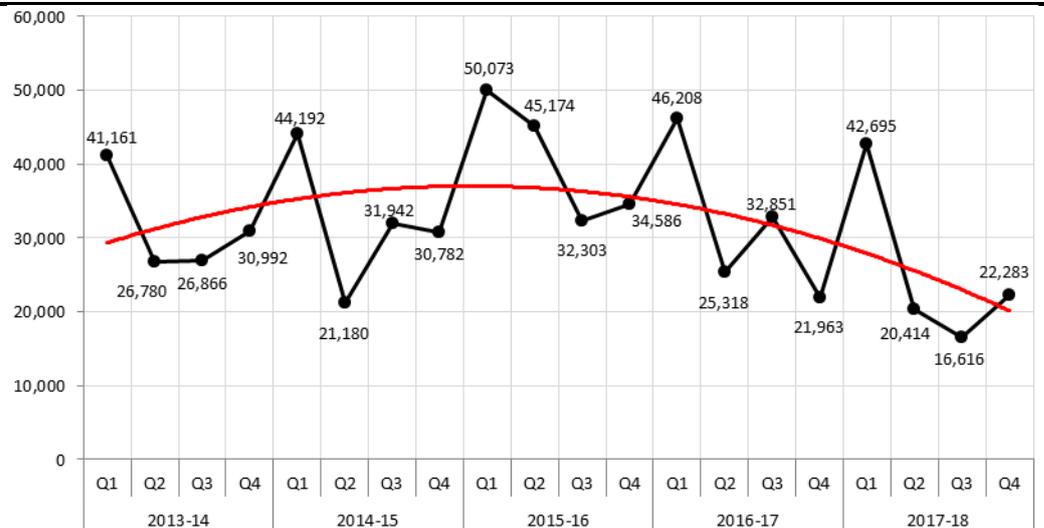
Q4 admissions were 30% lower than the same period last year due to the planned sports hall closure from 22nd January onwards for construction works for the soft play development. In preparation, club bookings and extended lets were relocated to alternative Trust venues. The severe weather closure affected admissions similar to other Trust venues. A significant highlight has been the commencing of the soft play development works following earlier delays to the programme.

Year-end: despite delays in the soft play project, pool closures for faecal contamination and the complete centre closure due to weather, the Mariner Centre achieved 86% of target admissions. The earlier amber flagging has been revised to red at year-end. Delays in the soft play project are also the main factor in overall 17/18 financial performance, with £392k income achieved falling short of the £532k target. Some income has been transferred to other Trust venues in line with relocation of sports hall bookings.

Looking forward to Q1 18/19 there will be a complete centre shut down for 6 weeks from 23rd April, reopening on 4th June. This unplanned closure will have a negative impact on performance for the remainder of the 18/19 year. The Marketing team is leading a strong communication plan advising customers of the closure and redirecting them to alternative Trust venues.

4) Admissions to Grangemouth Stadium

Indicator flagging (against target)	
Annual target	115,000
Year end total	102,008
Year total vs last year	↓ 19.3% -24,332
Year total vs annual target	88.7% achieved



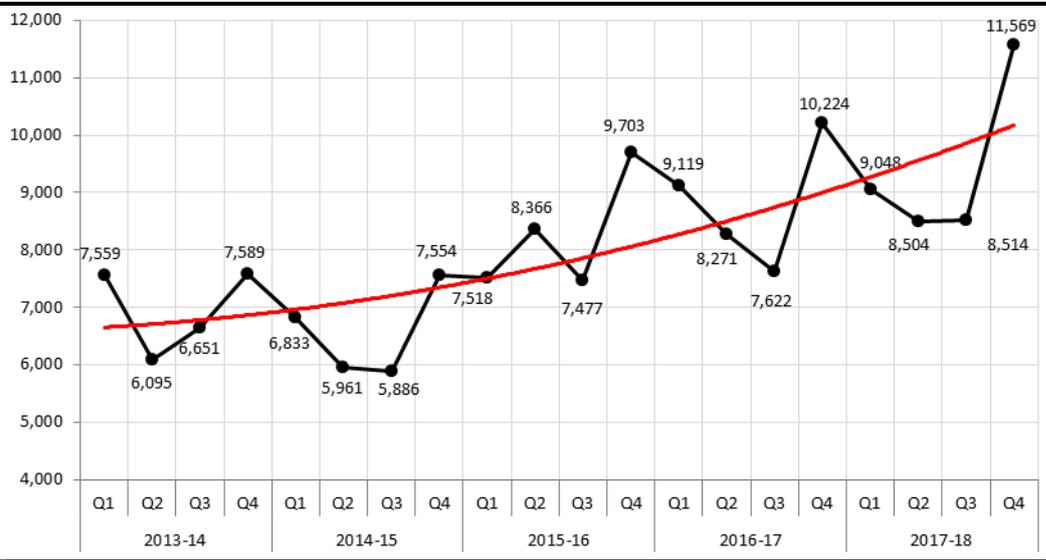
Grangemouth Stadium admissions for Q4 increased very slightly (+1.5%, +320 admissions) on the same quarter last year despite the weather-related closures in early March, although income was reduced by approx. £10k compared to Q4 last year. Run, Jump and Throw class attendances were also reduced by the centre closure.

Overall for the year: despite the improved Q4 performance, overall 17/18 admissions were 19.3% lower than last year and fell 11.3% short of target, resulting in a red flagging of this indicator at year-end (was amber at end-Q3). Improvement works to the reception and changing areas as well as the installation of a new indoor track impacted on admissions during the early part of the 17-18 year. Year-end income fell c. £16k (10%) below target with c. £150k achieved for the 17/18 year.

Q1 18/19 has several large events booked including East Districts, Scottish Schools, Young Athletes & Forth Valley League championships, Celtic Games, Scottish Athletics Age Group Championships.

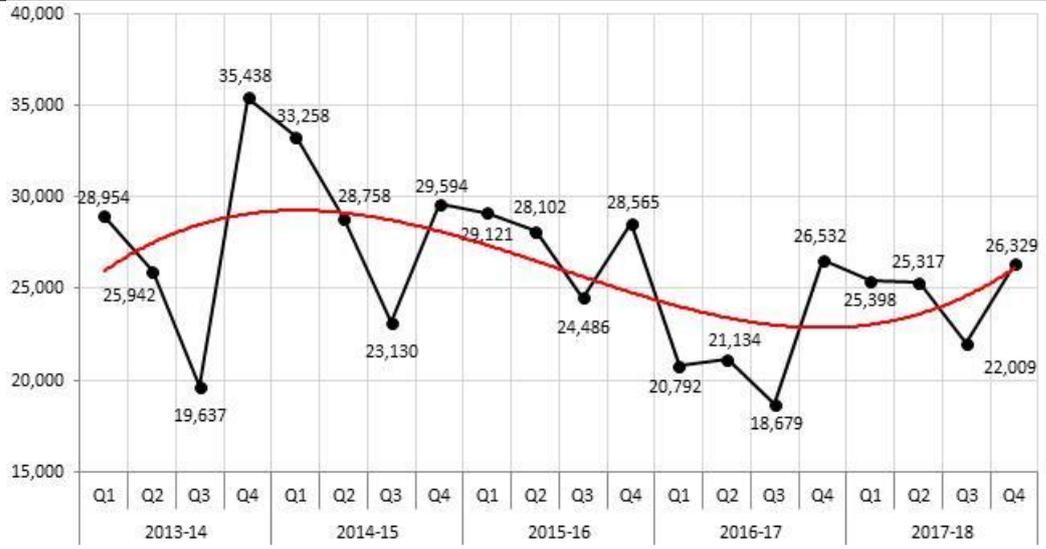
**5)
Admissions to
Bo'ness Health &
Fitness Club**

Indicator flagging (against target)	
Annual target	35,000
Year end total	37,635
Year total vs last year	↑ 6.8% + 2,399
Year total vs annual target	107.5% achieved



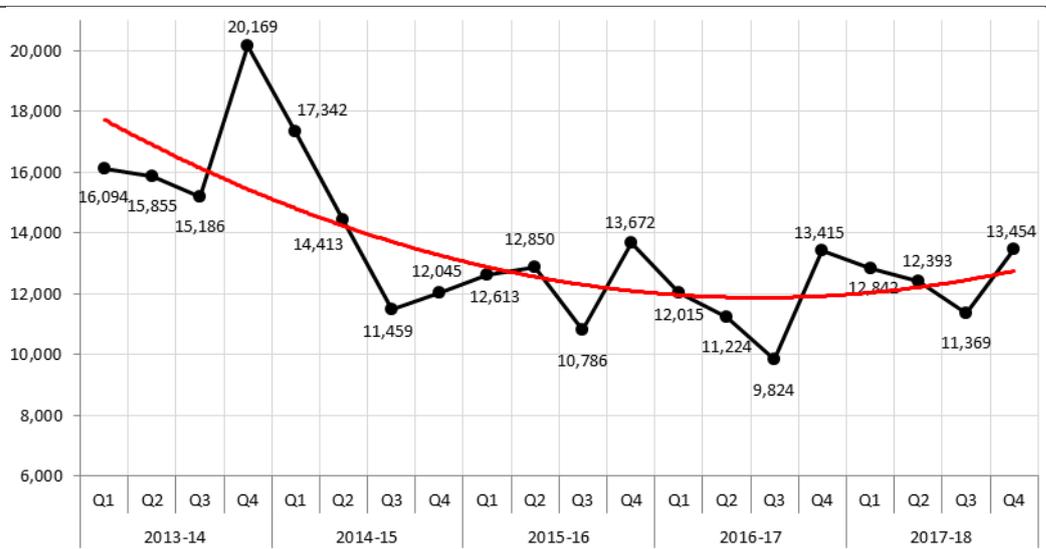
**6)
Admissions to
Grangemouth Health
& Fitness Club**

Indicator flagging (against target)	
Annual target	81,000
Year end total	99,053
Year total vs last year	↑ 13.7% + 11,916
Year total vs annual target	122.3% achieved



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

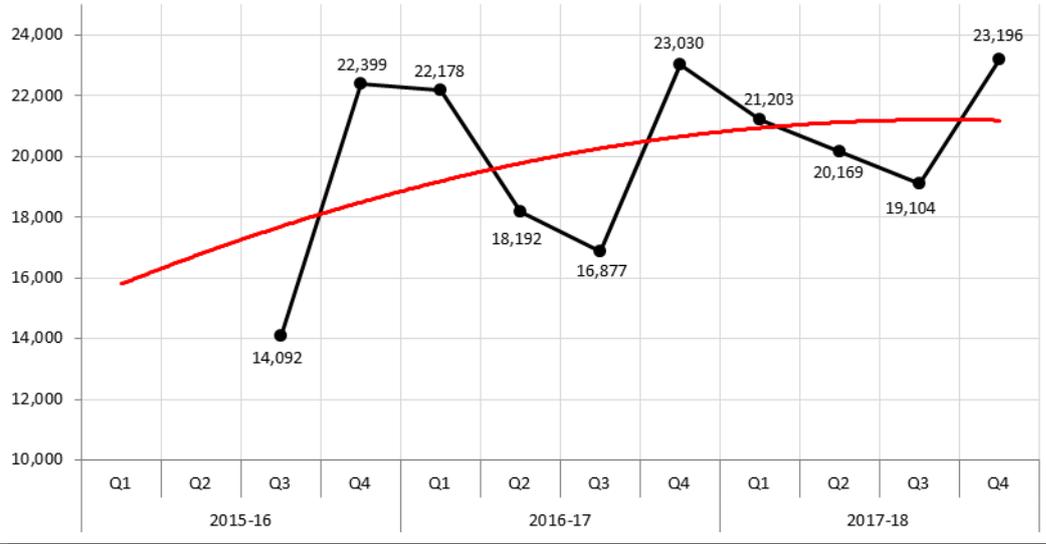
Indicator flagging (against target)	
Annual target	45,000
Year end total	50,058
Year total vs last year	↑ 7.7% + 3,580
Year total vs annual target	111.2% achieved



Commentary on all Health & Fitness Club performance follows indicator # 9 on next page.

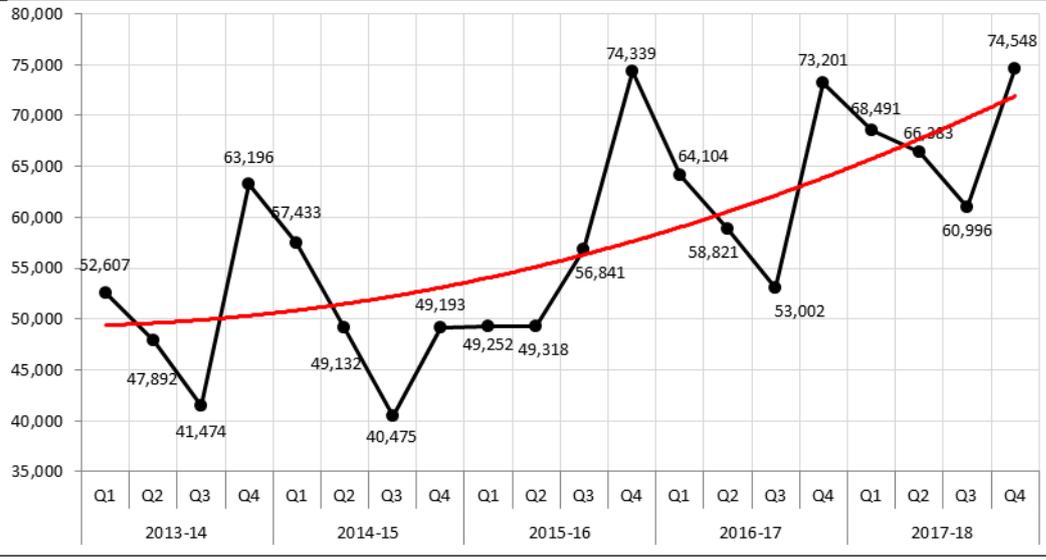
**8)
Admissions to
Stenhousemuir
Health & Fitness Club**

Indicator flagging (against target)	
Annual target	75,500
Year end total	83,672
Year total vs last year	↑ 4.2% + 3,395
Year total vs annual target	110.8% achieved



**9)
Admissions to all
Health & Fitness
Clubs combined**

Indicator flagging (against target)	
Annual target	236,500
Year end total	270,418
Year total vs last year	↑ 8.5% + 21,290
Year total vs annual target	114.3% achieved



Admissions at the Trust's Health & Fitness clubs for the 17/18 year were positive, exceeding the annual target and returning the highest annual admissions on record. All locations exceeded annual targets and all increased admissions compared to last year:

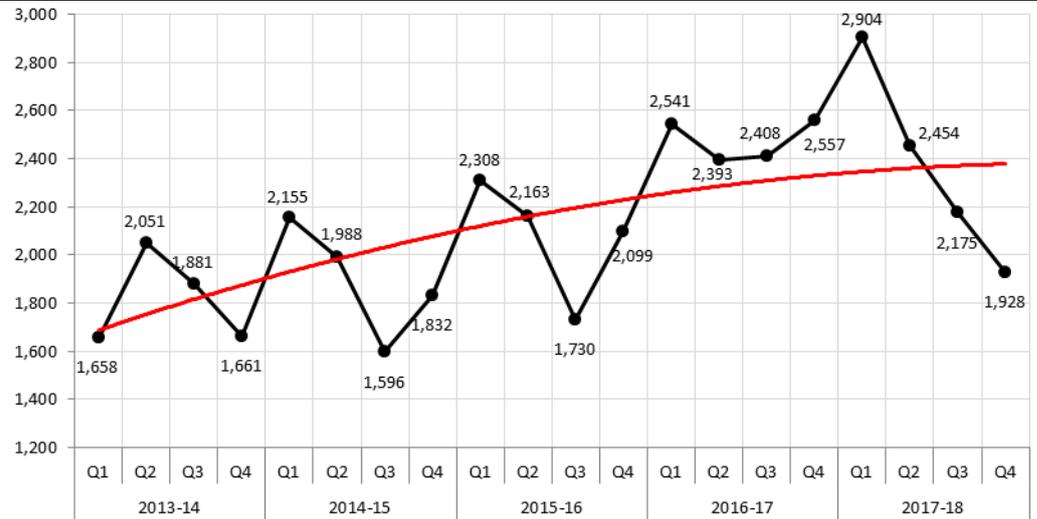
- Bo'ness: 6.8% increase, equating to an extra 2,399 admissions.
- Grangemouth: 13.7% increase, equating to an extra 11,916 admissions.
- Mariner: 7.7% increase, equating to an extra 3,580 admissions.
- Stenhousemuir: 4.2% increase, equating to an extra 3,395 admissions.
- Combined totals for all Health & Fitness: 8.5% increase, equating to 21,290 additional admissions.

Year-end income achieved over 99% of target. Membership campaigns throughout the year have assisted with financial and admissions targets, particularly the '12 days of fitness' offer in December, which is traditionally a quieter period in gyms.

Looking ahead to 18/19 there will be a continued focus on retention rates with the implementation of new software, which will assist this process. A 3-year Health & Fitness development plan is in development. Group fitness class provision and membership campaigns will continue.

10) Health & Fitness Programme Initiative participation

Indicator flagging (against target)	
Annual target	11,000
Year end total	9,461
Year total vs last year	↓ 4.4% -438
Year total vs annual target	86.0% achieved



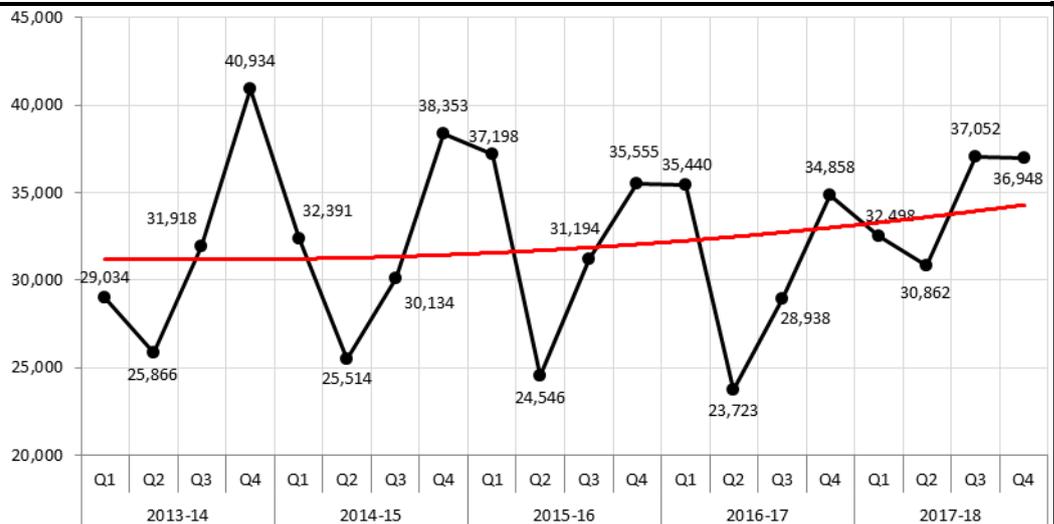
Q4 participation in Health & Fitness programme initiatives was lower than expected. Conditions for outdoors walks were particularly unfavourable compared to previous winters with several yellow weather warnings in early February followed by the severe weather disruption at the start of March. Safety has to come first with paths declared safe to use and resulted in the cancellation of many planned walks. Despite these challenges an additional three walks have been added to the Step Forth walking programme: buggy walk in Bo'ness for parents or grandparents, a health walk in Bonnybridge and a health walk in Bo'ness.

Overall 17/18 year-end performance fell short of target with a slight reduction in participation compared to last year. Participation at the midpoint in the year was on track to exceed target but the particularly poor weather during Q3 (many icy days) and Q4 resulted in poorer performance than expected.

Planning ahead for the 18/19 year, despite lower participation there are record numbers of walk leaders committed to delivering the programme which provides a great basis for growing participation. Improvements are being made with marketing information providing clearer information on how to join walks and the many benefits participation brings.

11) Admissions to Neighbourhood Sports Centre

Indicator flagging (against target)	
Annual target	110,000
Year end total	137,360
Year total vs last year	↑ 11.7% + 14,401
Year total vs annual target	124.9% achieved



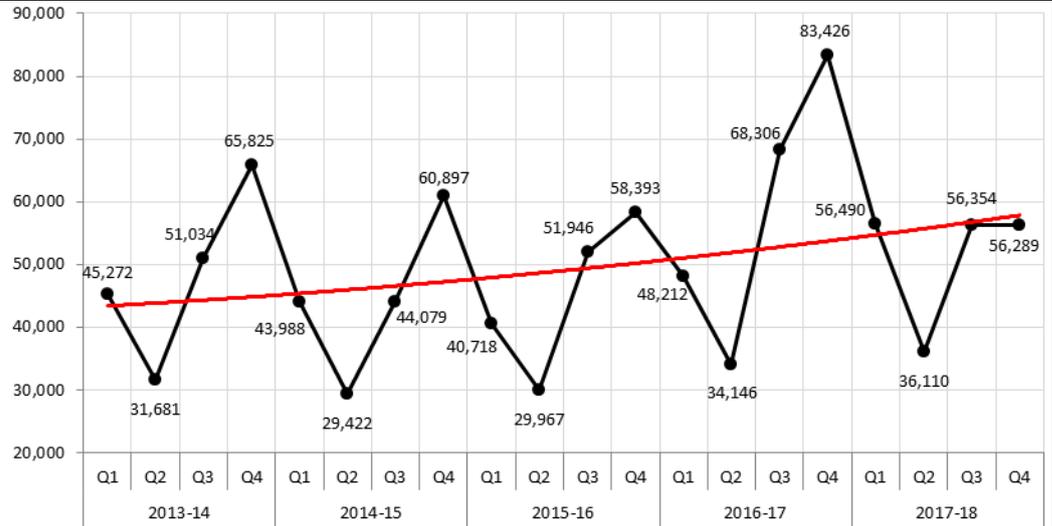
Admissions to Neighbourhood centres during Q4 were 6.0% higher (+2,090 admissions) compared to last year. Individual centre performance was mixed with Denny Football Centre and Woodlands Games Hall providing the increased admissions:

- Bankier Sports Centre: -60.8% (-343) admissions;
- Denny Football Centre: +77.4% (+8030 admissions);
- Denny Sports Centre: -12.7% (-588) admissions;
- Hallglen Sports Centre: -5.0% (-446);
- Polmont Sports Centre: -18.6% (-1,194);
- Stenhousemuir Sports Centre: -30.0% (-3,539) admissions;
- Woodlands Games Hall: +497.8% (+7,397) following huge increases in usage by Falkirk Football Foundation.

Overall, year-end performance exceeded the admissions target and achieved within 4% of the income target for the year. Performance was largely supported by the increases at Woodlands Games Hall which has been successfully transferred to a community group from 1st April 2018.

12)
Out of hours admissions to Community Use High Schools

Indicator flagging (against target)	
Annual target	205,000
Year end total	205,243
Year total vs last year	↓ 12.3% -28,847
Year total vs annual target	100.1% achieved



Q4 admissions were reduced (-35.2%, -27,072 admissions) compared to last year and are more in line with previous Q4 totals, with last year's Q4 possibly being a spike. Improvements were recorded at Braes HS, Denny HS and St Mungo's HS community access facilities.

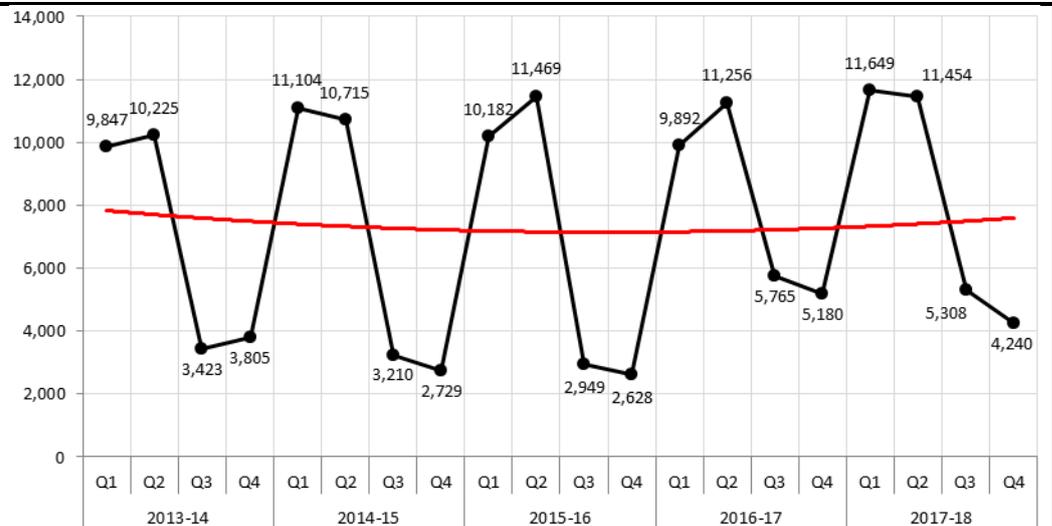
Year-end performance achieved target despite the slightly reduced Q4 performance. Income fell c.25% short of target, mainly due to higher expenditure for lifeguards and attendants following expansion of the swimming development programme but also due to the target including Larbert HS which was not included from Q2 onwards.

Q1 18/19 includes a number of periods of restricted access to facilities: school exams take place over a 5-week period limiting the areas available for community access use. A large number of events including dance shows, poetry competitions and fun days are scheduled during April and May and will contribute towards quarterly admissions.

Note: Larbert HS community use is now no longer Trust-operated and limits comparisons prior to Q3 17/18.

13)
Rounds of golf played

Indicator flagging (against target)	
Annual target	27,500
Year end total	32,651
Year total vs last year	↑ 1.7% + 558
Year total vs annual target	118.7% achieved



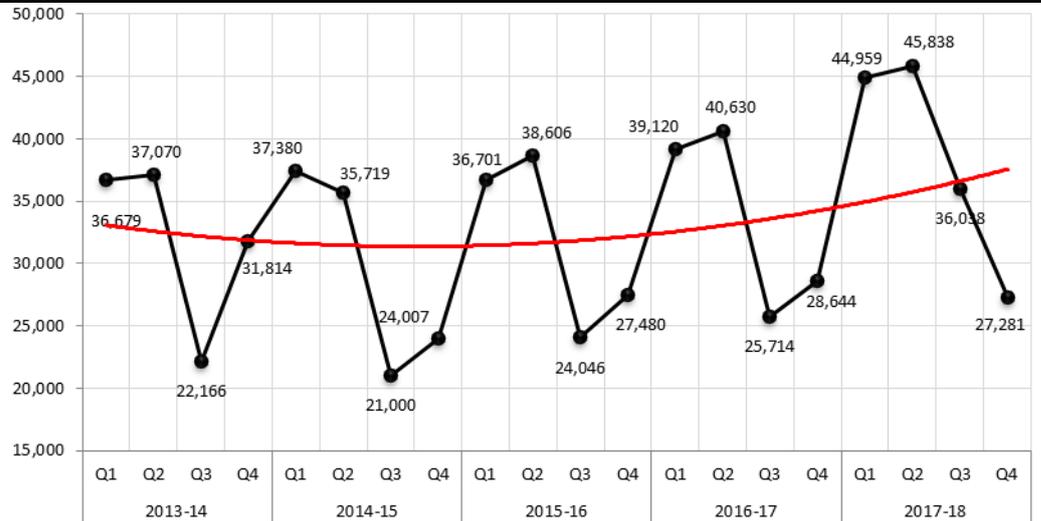
Golf played during Q4 this year was lower than the same period last year (-18.0%, -940 rounds played), being worse than anticipated. The two key factors in this reduction are the severe weather in February and March which closed Grangemouth Golf Course for a period of time, and widespread local coverage of the proposed closure of the course. Callendar Park Par 3 course remained closed during Q4 for its winter shutdown and will reopen in April.

Despite poor Q4 performance Grangemouth Golf Course performed well for the 18/19 year, exceeding target significantly and achieving record numbers of rounds played with positive feedback from customers on the quality of the experience. Putting this into context, the number of rounds played at Grangemouth Golf Course has increased by 56% over the past 5 years from 19,093 in 12/13 to 29,751 in 17/18. Set against a national decline in golf this as an admirable achievement and demonstrates the Trust's commitment to encouraging activity across all age groups. Golf is a particularly accessible and popular activity for older people in our community both as a form of exercise and as a social activity which improves mental health.

The Trust's proposed withdrawal from Grangemouth is likely to have an as yet undefined effect on performance during 18/19.

14) Visits to Muiravonside Country Park

Indicator flagging (against target)	
Annual target	139,000
Year end total	154,116
Year total vs last year	↑ 14.9% + 20,009
Year total vs annual target	110.9% 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.

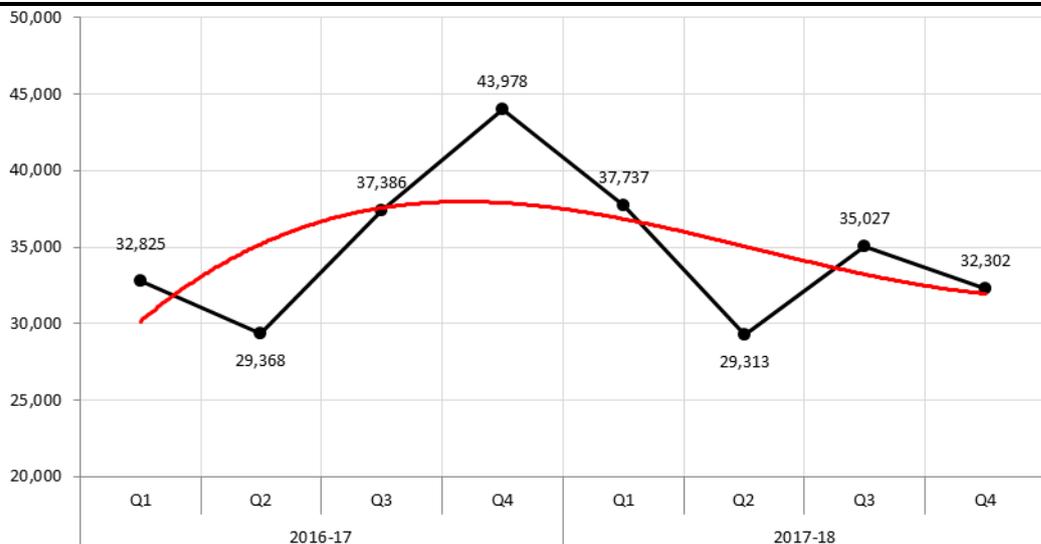
Visits to Muiravonside Country Park during Q4 were 4.8% lower (1,363 visits) compared to the same period last year. This follows increased visits earlier this year reflecting the continuous improvements in the quality of the visitor experience, and is simply due to the extreme weather during Q4 with roads closed off preventing access.

Overall performance at year-end was excellent with target being exceeded, achieving over 20,000 extra visits compared to last year, and recording the highest total of annual visits to the park since formation of the Trust in 2011/12. In addition to the continuous programme of physical improvements to the park, this is likely due to the increase in community participation in the running of the park and a popular programme of events. The upwards trend is mirrored by financial performance of the café on site which is reported on under the retail side of the Trust.

Next quarter (Q1 18/19) will see the introduction of car parking charges to the main car park.

15) Sports Development participant sessions provided

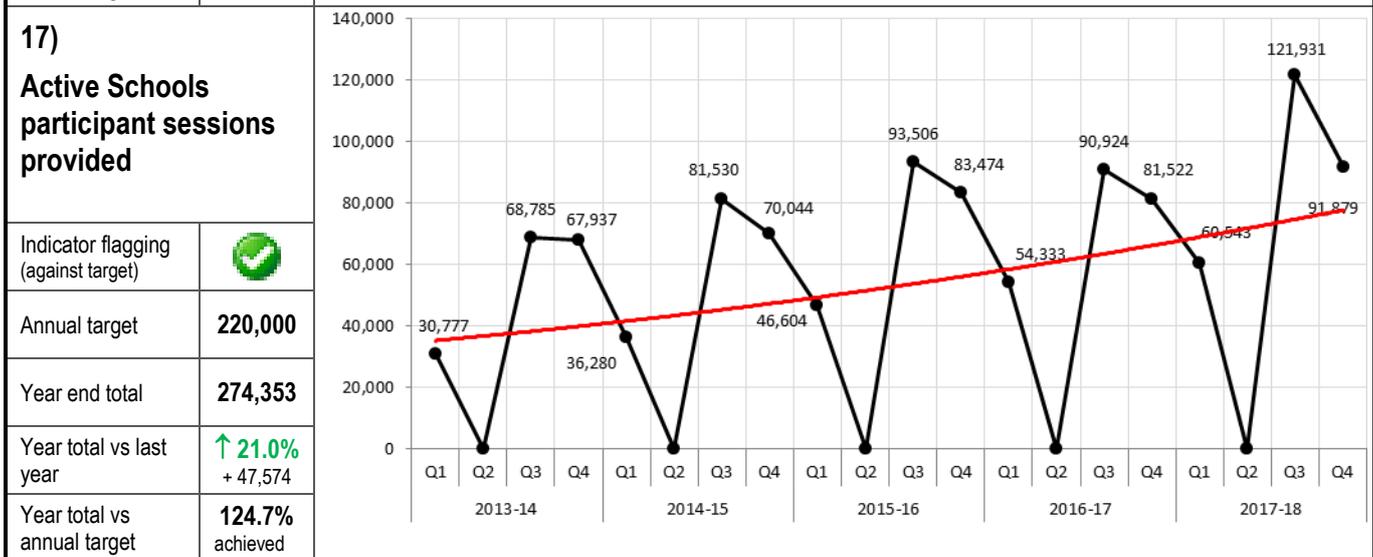
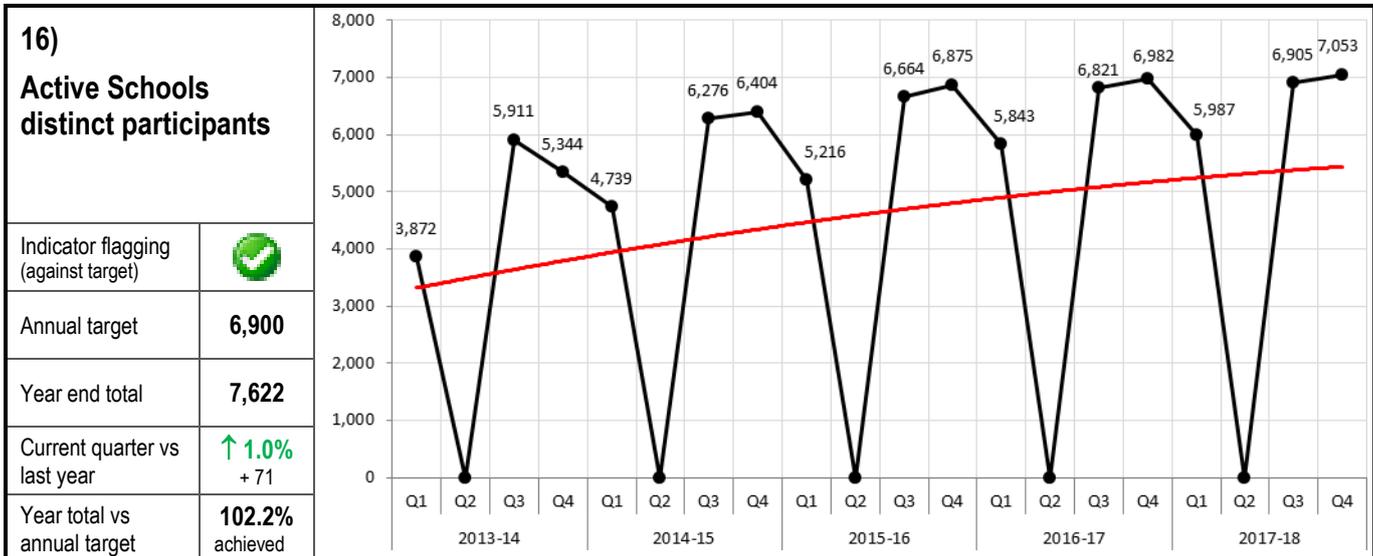
Indicator flagging (against target)	
Annual target	120,000
Year end total	134,379
Year total vs last year	↓ 6.4% -9,178
Year total vs annual target	112.0% achieved



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

Q4 saw a 26% decrease (-11,676 participant sessions) compared to the same period last year. Two key factors were the cancellation of swimming classes for the duration of the pool closure at Grangemouth Sports Complex, and the Trust-wide closure of venues and cancellations during the severe weather in March.

Year-end performance was excellent and exceeded target by over 14,000 sessions. Income mirrored this achieving over 97% of target and could have been higher had it not been for the Grangemouth closure and severe weather. The majority of activities saw increases in participation with only the cessation of rugby classes (over 16,500 last year) resulting in a small (c.8,000) reduction in participation compared to last year. Q1 18/19 plans include an expansion of adult basketball at Grangemouth Sports Complex, resuming the tennis programme at Zetland Park courts, and continuing to fill every available space in the most popular programmes. A 6-week closure of the Mariner Centre will affect swimming development with alternative venues being found where possible.



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

The Q4 period covered the school term from January until the Easter break and had 7,053 distinct participants, an increase on the same period last year (+1.0%, +71). Almost 92,000 participant sessions were provided (+12.7%, +10,357 compared to Q4 last year). Both indicators recorded their highest totals on record. Successes in Q4 included Falkirk and Forth Valley Cross Country Finals, Transition Dance Competition, finals of the Basketball Jump2it programme and leagues, Netball Festival and cluster Tennis Competitions. This was all in addition to over 500 different clubs and in excess of 40 different activities being provided.

Overall year-end performance set new highs for both indicators with 7,622 distinct participants and over 274,000 participant sessions delivered. Note that the year-end distinct participant figure is calculated over the full year unlike quarterly figures which are for 3 months only. 2018 was a Commonwealth year where schools place a greater importance on sport and activity with the event woven into the school curriculum, with Active Schools experiencing a slight increase as a result. A number of schools invested some of their Pupil Equity Fund (PEF) through Active Schools, accounting for c.14,000 sessions this term. This willingness to invest in Active Schools is a welcome vote of confidence in the staff and in the value and importance of the activities delivered.

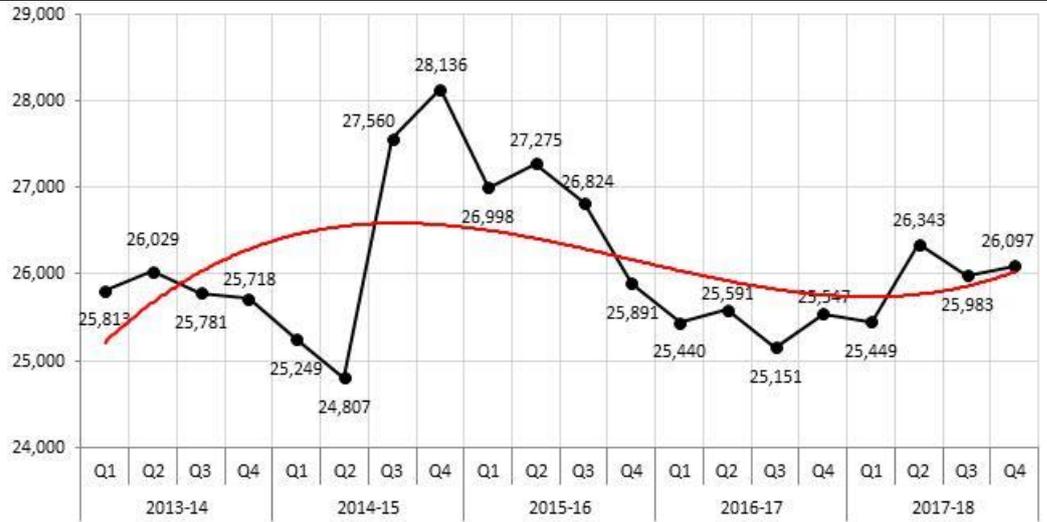
A key concern looking ahead is the wider financial challenges facing schools. Long-term school vacancies resulting in teachers having less time to commit to volunteering and may impact on the delivery of Active Schools sessions going forward. Active Schools aim to mitigate this by focussing on parent and senior pupil engagement in session delivery.

The Q1 period demographic differs from other quarters with exams for senior pupils drastically reducing activity within S4-S6 Active Schools programmes, and reducing volunteering from the same group. Actives Schools focus is thus on younger pupils during Q1 18/19.

18)

Active borrowers at public libraries

Indicator flagging (against target)	
Annual target	25,000
Current quarter	26,097
Current vs preceding quarter	↑ 0.4% + 114
Year-end vs annual target	104.1% achieved



Active Borrowers total at year-end increased marginally compared to the preceding quarter, and more importantly reporting c.500 extra active borrowers compared to at year-end last year. Target was exceeded by over 1,000. Highlights include Denny Library continuing to increase the number of active borrowers with a 23% increase to 3,011 compared to 12 months ago. Other libraries have achieved similar numbers of borrowers with growth at Larbert and Bo'ness Libraries and small decreases at Falkirk and Grangemouth.

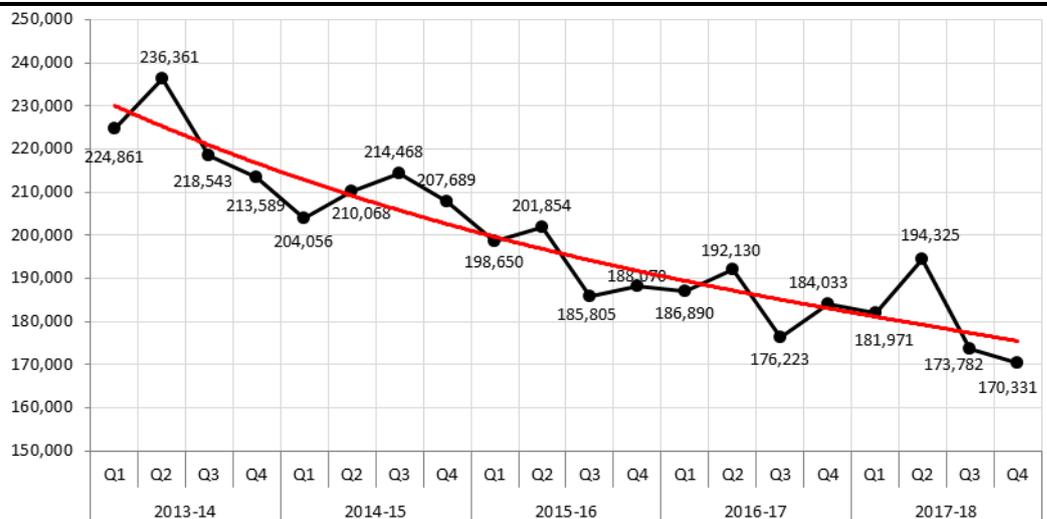
Falkirk remains ranked 10th for Active Borrowers in Scotland according to CIPFA Public Library Statistics 2016-2017, demonstrating that our active borrowers are falling at a slower rate than other Scottish authorities. Looking ahead, we hope to re-introduce 'Every Child A Library Member' as part of the birth registration process, to make it easier for parents of young children to join a library.

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.

19)

Issues from public libraries

Indicator flagging (against target)	
Annual target	720,000
Year end total	720,409
Year total vs last year	↓ 2.6% -18,867
Year total vs annual target	100.1% achieved



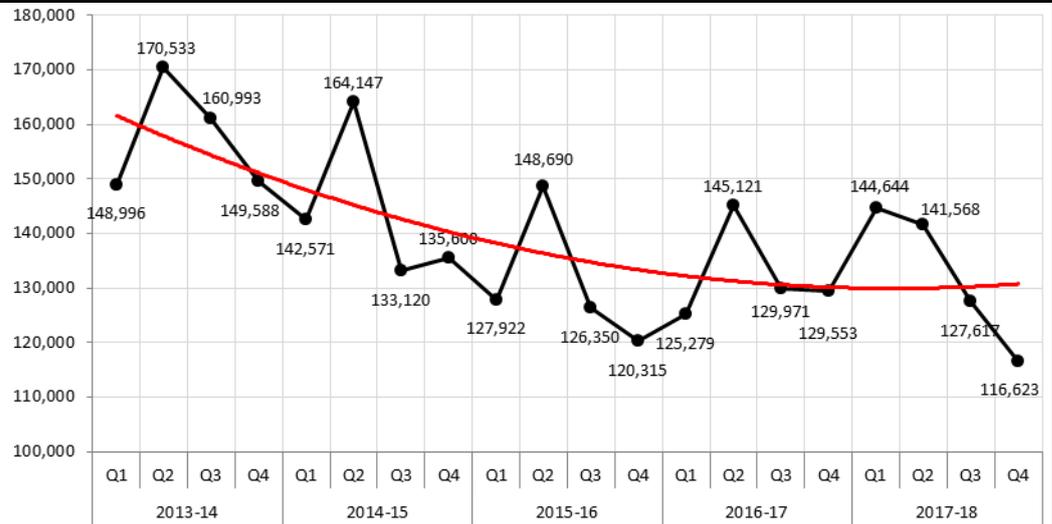
Q4 issues made was slightly lower than the same period last year (-7.4%, -13,702 issues). Monthly totals for January and February were similar to last year, with the drop almost entirely within March following the 4-day closure of all libraries during the severe weather. This 4-day closure equated to 18% of capacity hence the 7.4% reduction is better than could be expected.

Annual issues achieved target at year-end resulting in a green indicator flagging. Until Q4, performance had been on track to achieve similar issues totals to last year, but the 4-day enforced closure in Q4 accounted for almost the entire performance drop. The 2.6% decrease compared to 16/17 is an improvement and slowing of the rate of decline, indicating that library issues are continuing to fall but at a slower rate. Falkirk Libraries are 4th highest for issues per head of population in Scotland (CIPFA 2016-17) indicating that we are performing well compared to other authorities.

Q1 18/19 activities include World Book Day and Digi-Day – both are intended to promote library services and borrowing stock. Work has already begun on planning the Summer Reading Challenge which will be launched in June.

20) Visits to public libraries

Indicator flagging (against target)	
Annual target	500,000
Year end total	530,452
Year total vs last year	↑ 0.1% + 528
Year total vs annual target	106.1% achieved



Library visits during Q4 fell by 10.0% (-12,930) compared to the same quarter last year, for the same reason that affected issues mentioned above: the 4-day closure during the severe weather.

Total visits for 17/18 exceeded the 500,000 annual target by over 6% and achieved fractionally more visits than the same period last year. Trend analysis shows that the number of visits has levelled off with similar totals recorded for the most recent 3 years (523k, 529k, 530k). The highest number of visits occurred in the first half of the year with 286,212 visits, compared with 244,240 visits during the second half of the year. The number of activities in libraries rose considerably with 1,517 taking place compared to 1,055 last year, a 43% increase. More events happen in the first half of the year with fewer events in the winter months.

Looking ahead, planning is underway for World Book Night and Local History Week which take place within Q1. Following successes to date, coding clubs and Appy-Play sessions are being rolled out to all libraries with an expectation of increased event numbers for 18/19.

21) Usage of public access terminals in libraries

Indicator flagging (against target)	
Annual target	80,000
Year end total	80,534
Year total vs last year	↓ 6.6% -5,677
Year total vs annual target	100.7% achieved



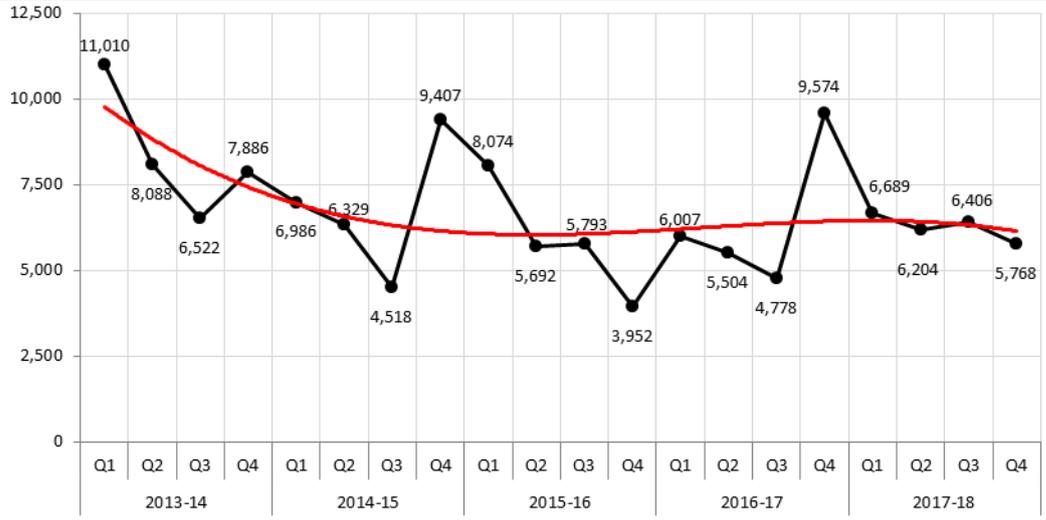
Q4 usage of public access terminals was lower than the same quarter last year partly for the same reason that affected the other library performance indicators. Monthly totals for January and February were also lower than the same months last year by 6% and 10% respectively, so the reduction is due to other as yet unknown factors as well as the severe weather closure in March.

Year-end usage totalled 80,534 and achieved the annual target for public access terminals. This total is a reduction on previous years and continues the downward trend seen since a peak in usage of 102,334 in 13/14. There was a slight rise in WiFi usage, now accounting for 17.5% of usage compared to 16% last year. This illustrates the increased use of smartphones and tablets to access social media, internet and streaming.

Public access PCs remain an important resource for those who use them. Full service Universal Credit was launched in Falkirk in March and may lead to increased demand for free PCs during 18/19. Libraries are recruiting 'IT buddies' to support customers in using PC, particularly for benefits use. New coding clubs and the Digi-Day in April will highlight library's digital/STEM opportunities to promote the use of public PCs and WiFi to young people.

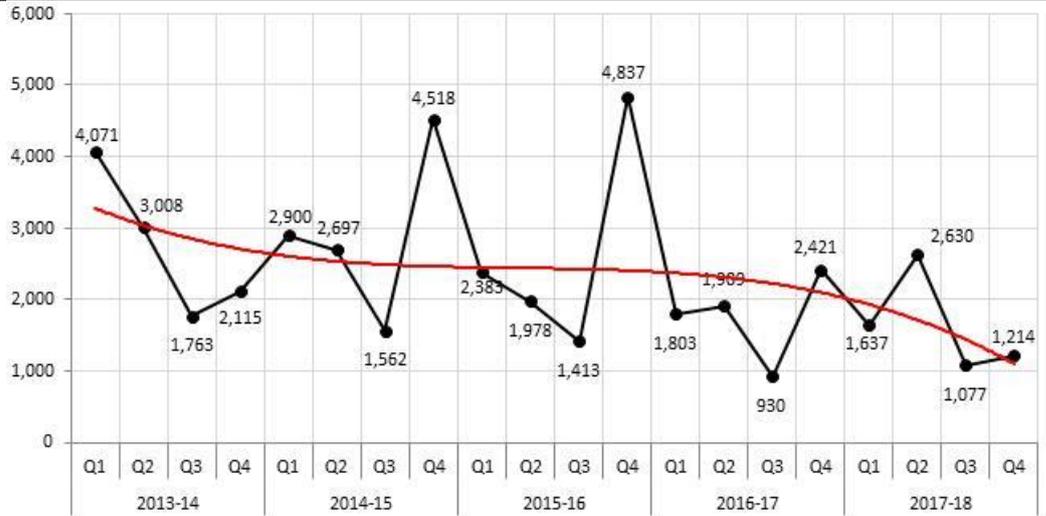
22)
Resources added to library stock – Adult

Indicator flagging (against target)	
Annual target	20,000
Year end total	25,067
Year total vs last year	↓ 3.1% -796
Year total vs annual target	125.3% achieved



23)
Resources added to library stock – Junior

Indicator flagging (against target)	
Annual target	5,000
Year end total	6,558
Year total vs last year	↓ 7.1% -505
Year total vs annual target	131.2% achieved



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

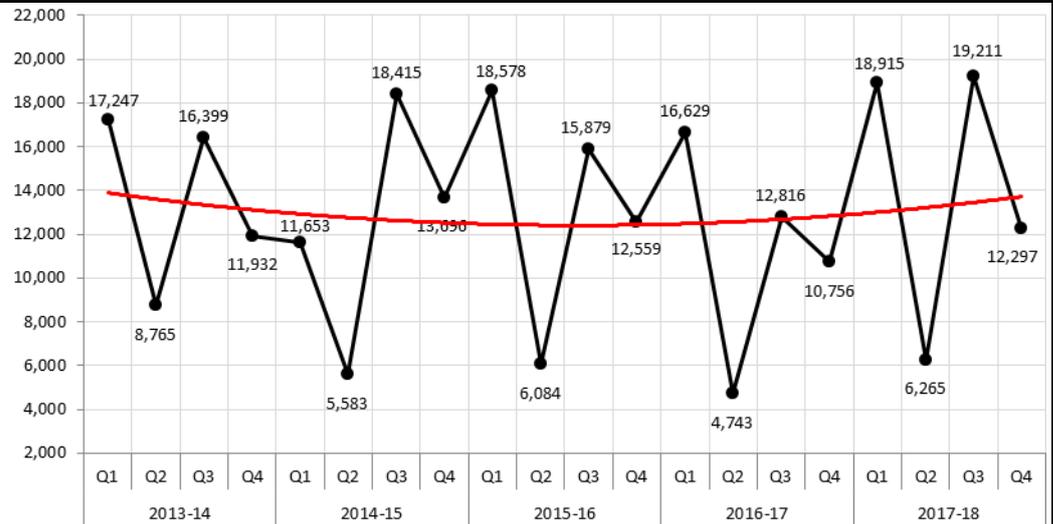
Totals for resources added to both adult and junior library stocks exceeded target for the 17/18 year. Over-achievement of targets was due to several factors. Libraries achieve high levels of discounts from most suppliers through the Scotland Excel framework, and £10,000 was carried over into this financial year from 16/17 to purchase additional graphic novels for the Comic Take-over event.

Going forward, the new Scotland Excel Framework for book purchasing has been announced and acquisitions will be re-allocated to achieve best value in the new framework. A new tender for digital stock will seek to achieve best value and maximum breadth of stock in e-books, e-audiobooks and e-magazines.

24)

Admissions to Falkirk Town Hall

Indicator flagging (against target)	
Annual target	54,000
Year end total	56,688
Year total vs last year	↑ 26.1% + 11,744
Year total vs annual target	105.0% achieved



Q4 admissions to FTH were 14.3% higher (1,571 additional admissions) than the same quarter last year. Of these, 3,844 were through the FTH performance/shows programme against a target of 5,276, with the balance made up of lets and attendances to participatory arts activities, use by local voluntary, charitable and commercial arts organisations, and some general non-arts lets.

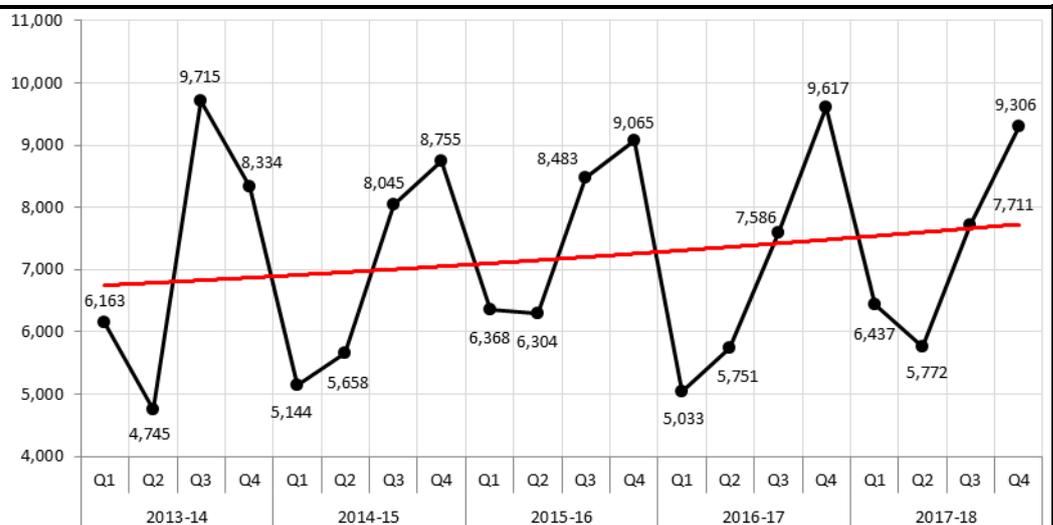
Year-end admissions exceeded target by 5.0% while also exceeding last year's total by over 26% with almost 12,000 additional admissions to FTH. This follows the increase in number and range of shows introduced at the venue, offering more choice and generating both attendances and income. Whilst financial figures are broadly positive with income targets being exceeded at year-end, profit was lower than expected after operating costs of the expanded programme are accounted for.

Looking ahead to 18/19, an ambitious programme continues with large-scale family shows, a range of music programmes as well as cabaret and comedy. All shows have been selected based on their wide appeal and opportunities for high volume sales and to generate secondary spend in the café/ bar.

25)

Admissions to the Hippodrome

Indicator flagging (against target)	
Annual target	28,000
Year end total	29,226
Year total vs last year	↑ 4.4% + 1,239
Year total vs annual target	104.4% achieved



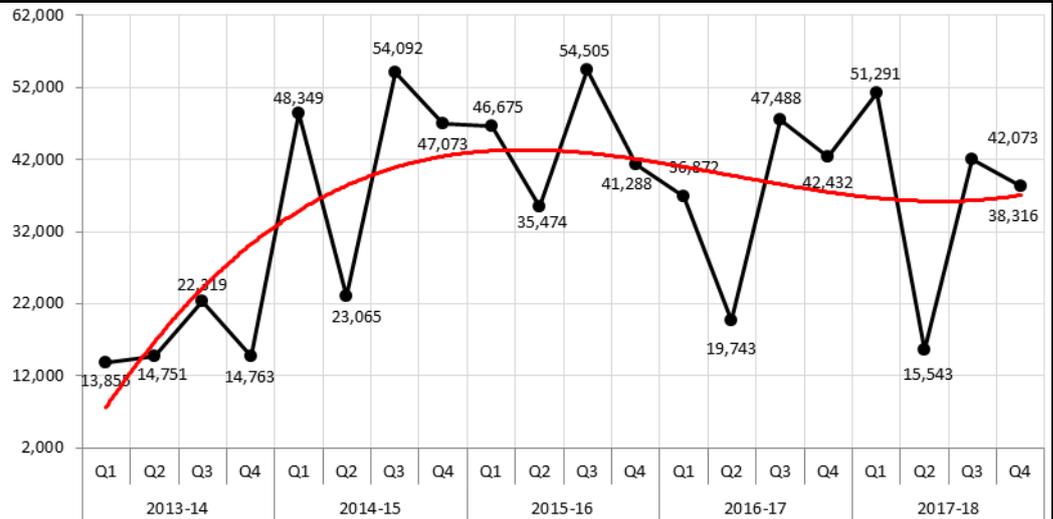
Q4 admissions were very similar to the same successful Q4 period last year. A 3.2% reduction equating to 311 fewer admissions was recorded for the quarter with performance still among the highest Q4 total in recent years. The programme included a balanced mix of blockbuster, arthouse and foreign language titles targeting all ages and aiming to meet the demands of our wide-ranging audience with a single screen. Attendances met or exceeded target in 16 out of 31 titles across the quarter. Q4 also included the Hippodrome Silent Film Festival 2018 (Hippfest) which achieved box office targets. The full festival evaluation report is currently being completed.

Year-end admissions exceeded target and achieved higher admissions overall compared to last year, with higher admissions recorded in all quarters with the exception of Q4.

A business group focussing on income growth for the Hippodrome have developed a 3-year strategy to increase admissions and income, with plans including increasing the number of screenings weekly, developing additional offers for customers such as tours and birthday parties, and promoting secondary spending.

26) Participants in Cultural Services activities

Indicator flagging (against target)	
Annual target	140,000
Year end total	147,223
Year total vs last year	↑ 0.5% + 688
Year total vs annual target	105.2% achieved



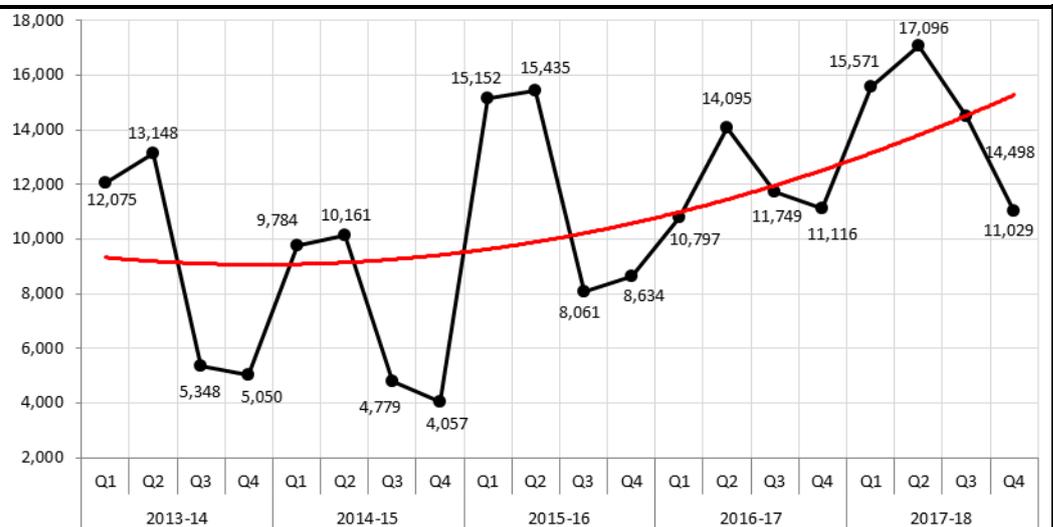
Q4 participation totalled 9.7% lower (-4,116) than the same period last year. A significant part of participation are YMI (Youth Music Initiative), while other successes include over 700 attendances at and participation in Heritage Engagement Officer talks, workshops and projects. These provide hands-on heritage, environment and archaeology initiatives as well as talks to a range of community groups.

Performance at year-end exceeded target by over 5% with a total almost identical to last year, despite some challenges throughout 17/18. A new Cultural Coordinator was appointed in February following a 6-month vacancy and will develop a fuller learning and engagement offer at Callendar House, while the Team Leader for Heritage retired in August. Key activity for 18/19 is the establishment of the Great Place: Falkirk heritage engagement project, funded by HLF Great Places Scheme for three years to shape the direction and delivery of the area's heritage offer.

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, activities and learning programme at Callendar House, workshops linked to the programme at FTH and Hippodrome.

27) Visits to Callendar House

Indicator flagging (against target)	
Annual target	42,000
Year end total	58,194
Year total vs last year	↑ 21.9% + 10,437
Year total vs annual target	138.6% achieved



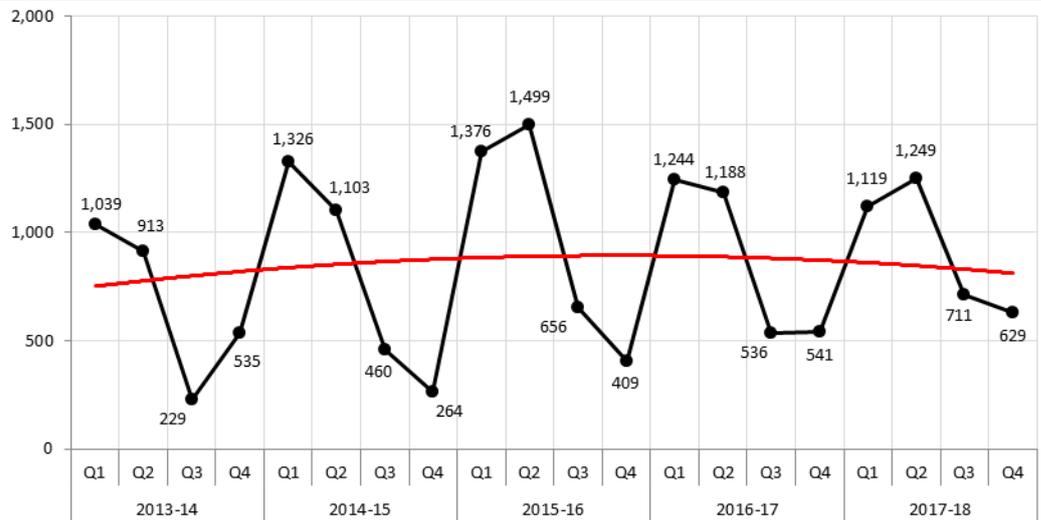
Visits to Callendar House during Q4 were almost identical (-0.8%, -87 visits) to Q4 last year, despite the House closure for 4 days at the start of March due to the severe weather. Successes included Afternoon Teas for Mother's Day selling out, while the Tearoom in general continued to attract new and repeat visitors. A new programme included Lunch and Brunch talks, Trad Band recital, weekly Ballet Bees children's dance classes and the opening of the Iron Exhibition in both Galleries.

18/19 was a record year for Callendar House with visit numbers achieving significantly above target and exceeding last year's visit total by almost 22%. This is indicative of the general boom in the Scottish Visitor Attraction sector in 2017 with 30m visitors visiting Association of Scottish Visitor Attractions member sites – an increase of 9%. The general trend is largely attributed to the weak pound and more UK residents "staycations". Additionally our programme of talks, family entertainment including Callendar House Christmas Adventure and accessible and popular exhibitions (The Romans, Iron, Deeds not Words, and Winter Warmth) contributed greatly to this success. Visitors to the Tearoom increased by 16.4% on the year too.

Looking ahead Q1 18/19 plans to build on recent programme successes with a new programme of Sunday afternoon concerts, a Falkirk Football Club exhibition and the 'Growing Old Competitively' exhibition which should attract new audiences to the House.

28) Visits to Kinneil Museum

Indicator flagging (against target)	
Annual target	3,500
Year end total	3,708
Year total vs last year	↑ 5.7% + 199
Year total vs annual target	105.9% achieved



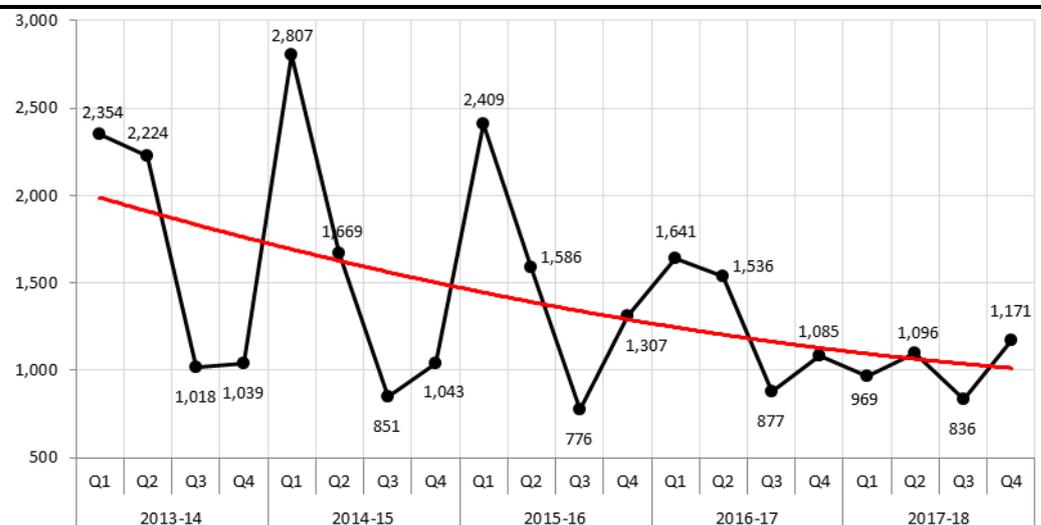
Q4 visits increased by 16.3% (+88 visits) compared to the same quarter last year, despite the 4-day closure due to severe weather. This was largely due to the opening of Kinneil House on 24th March coinciding with Hippfest, when we welcomed 235 visitors, 67 of whom were from out with the area/overseas. Excluding the closures for snow, average visits were 9 per day, comparable to 16/17 Q4.

Year-end visits exceeded target and were a 5.7% increase on last year, both encouraging achievements. Visitor numbers increased in three out of the four quarters in 2017/18 compared to last year, by an average of 18%. The number of events at Kinneil House remained the same as last year; however, visitors are more actively being encouraged to visit the Museum on these days.

Kinneil House has a number of open days programmed throughout 18/19, starting in Q1 with John Muir's Birthday, and participation in the Festival of Museums and UK Museums at Night. Kinneil Museum will be open to coincide with these opening times. Kinneil House tours will leave from Kinneil Museum which should also encourage more visitors to the Museum.

29) Participation in Outdoor Activities

Indicator flagging (against target)	
Annual target	3,550
Year end total	4,072
Year total vs last year	↓ 20.8% -1,067
Year total vs annual target	113.1% achieved



Q4 participation in Outdoor Activity programmes increase by 7.9% (+86) compared to the same period last year, over-achieving the quarterly target. The education programme increased participation numbers and fulfilled all committed programmes despite some staff shortages. Good winter conditions and snowfall provided good opportunities to teach skills and deliver training, with few places lost due to road closures. Conversely, colder conditions may have been the reason for reduced 50+ participants against Q4 last year, with loss of sessions also compounded by staff shortage.

Year-end performance was a success with the annual target being exceeded. Participation may be less than previous years but greater attendance on fee paying Community Programmes, a wider range of courses, a paid for programme for Heriots School and a good winter, all contributed to greater income generation across 2017-18. Income achieved almost double the target while being a c.£12k increase on last year.

Looking ahead, Q1 included the Easter Programme (already delivered and achieved excellent uptake), with further courses prepared and advertised. Efforts are being made with senior management to develop a solution with Education on funding and to develop a Community Programme not dependant on subsidy to ensure the continued delivery of outdoor activities.

30) Visits to the Helix

Indicator flagging (against target)	
Annual target	850,000
Year end total	868,036
Year total vs last year	↑ 46.8% + 275,786
Year total vs annual target	102.1% achieved

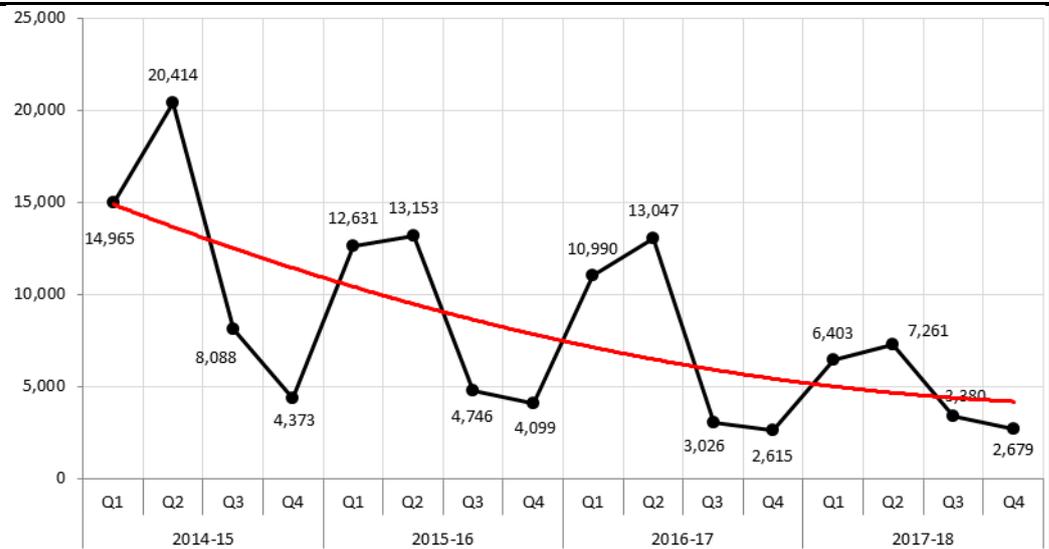


Overall 17/18 visits to the Helix exceeded target by 2% and were up against the previous year total, however compared to the same quarter last year visits were 14% lower.. Visit Scotland and Visit Falkirk continue to be strong advocates for the Helix, the Home of the Kelpies. Combined with the Trusts strong marketing mix, the Helix continues to be in the top-10 free attractions in Scotland. Feedback through TripAdvisor and social media is very positive, strengthening the 'word of mouth' marketing efforts, and the events programme aids the marketing stories for the site and engages wider audiences.

Looking ahead to Q1a positive events programme for the coming months will assist with market awareness and increasing footfall to the Helix.

31) Kelpies Tour tickets sold

Indicator flagging (against target)	
Annual target	28,000
Year end total	19,723
Year total vs last year	↓ 33.5% -9,955
Year total vs annual target	70.4% achieved



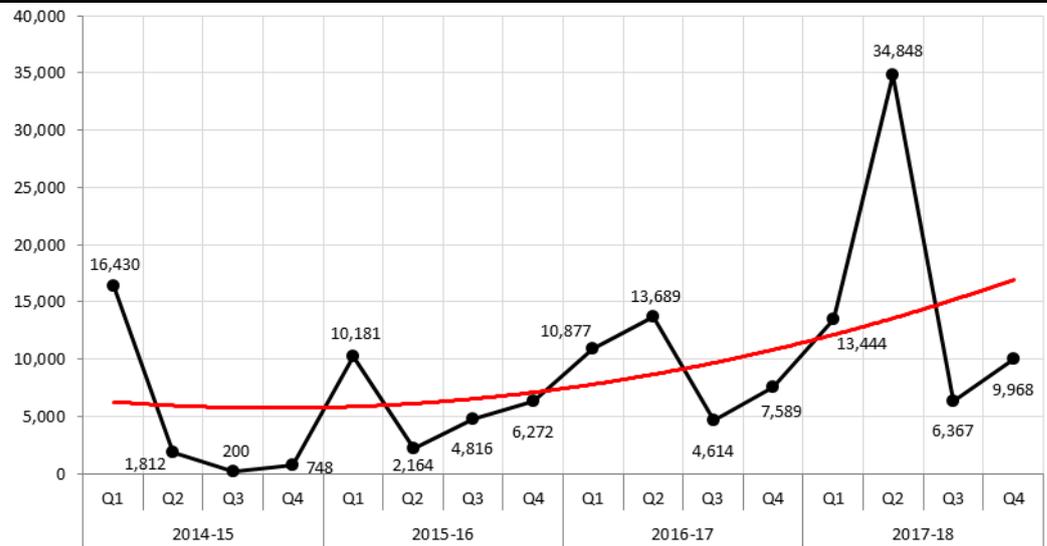
Q4 performance saw a small increase (+2.4%, +64 tours) compared to the same quarter last year despite difficult weather conditions relative to normal winters. The introduction of 'Kids go free' tours in Q3 has had an impact on slowing the decline in tour numbers.

Year-end: although tours' numbers are down, the quality and reviews of the tour are not. Guides are providing an exceptional experience and – when graded by Visit Scotland on three occasions – the tour has scored 10/10. The tour experience is now 4 years old and has evolved over that time. Year-end target for tour number was not met, hence a red flagging. Income also fell short of target at 13% below.

The Helix team is working hard to promote the tours and keep it up-to-date. Although the number of tours offered is being reduced for the coming year, tours are still viewed as an important part of the overall experience.

**32)
Participants in
programmed activity
at the Helix**

Indicator flagging (against target)	
Annual target	38,000
Year end total	64,627
Year total vs last year	↑ 75.8% + 27,858
Year total vs annual target	170.1% achieved



Q4 performance was as expected, exceeding target and Q4 last year by 31.3% (+2,379) and is mainly attributed to Fire & Light event on 1st and 2nd January. The third year of this event, it was well attended with c.87% ticket uptake. The majority of visitor feedback was very positive with a clear appetite for activity of this type at this time of year.

Performance over the 17/18 year has been very positive, ending the year significantly above target and exceeding last year's participation levels by 76%. Highlights for 17/18 include:

- STEM at The Helix – a Science, Technology, Engineering and Mathematics event for local S1 pupils;
- Royal Visit – the official naming of the Queen Elizabeth II Canal by Her Majesty The Queen;
- The Big Picnic – a popular community focused music event held on the Great Lawn;
- HorsePower – a celebration of equine heritage as part of the Year of History, Heritage and Archaeology; and
- Fire & Light – a fiery New Year celebration with a routed walk to The Kelpies.

Looking ahead to 18/19, the completion of the Event Strategy in 17/18 will direct developing in forthcoming years. Q1 includes The Wee Jaunt led by Cycling Scotland, and STEM at the Helix, a Year Of Young People funded event.

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%	3.42%	4.02%	3.64%	4.28%	4.28%
Staff Turnover	10.3% equates to 50 staff	18.2% equates to 88 staff	11.9% equates to 61 staff	2.7% equates to 13 staff	6.7% equates to 20 staff	9.1% equates to 11 staff	n/a	n/a
Number of Accidents involving staff and customers	387	318	352	72	132	63	100	367
Number of complaints and formal enquiries received and dealt with	81	122	104	26	29	15	19	89
Number of hits on Trust website	659,796	708,341	730,900	179,505	196,790	175,315	202,499	754,109

Sickness Absence

Days lost due to sickness absence for Q4 2017-18 was 4.28%, an increase on the same period last year (3.46%) and higher than the Trust's target of under 4.00%. It should be noted that last year's figures were 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 Q4 period were not available at time of writing.

The Trust attempted to recruit to 72 posts during Q4 2017-18 of which 16 were casual posts, a decrease of 6 compared to the same period last year. Overall, for the 2017-18 year the Trust attempted to recruit to 172 posts, a decrease of 10 compared to last year.

The Trust's headcount at 31st March 2018 was 493 employees, working a total of 12,215 hours per week. This equates to 330 FTE (full-time equivalent) staff. The headcount is split between 195 full-time and 298 part-time staff, with 445 positions being permanent and the remaining 48 temporary positions.

Accidents Reported

A total of 100 accidents involving staff and customers were reported to the Trust's Health, Safety and Risk Management Group during Q4 17-18, an increase of 5 compared to the same period last year. Of these accidents, 95 involved members of the public and customers, with five accidents involving staff.

The 17-18 year total number of accidents increased by 4.3% (+15) compared to last year.

Complaints Received

19 complaints and formal enquiries were received and dealt with during Q4 17-18 with 15 being dealt with at Frontline Resolution and four requiring further investigation. This was one fewer complaints received than the same period last year.

Overall complaints recorded for the 17/18 year were 14.4% lower than last year, equating to 15 fewer complaints. Complaints handling performance is reported in more detail to Trust senior management and the Trust Board.

Website Performance

Trust website hits during the quarter were 202,499, a very slight reduction compared to the same period last year (-2.3%, -4,840 hits). These website visits were carried out by 98,643 unique public visitors with 82,677 of these users being new users of the website.

Overall website hits for the 17-18 year increased by 3.2% (23,209 extra hits) compared to last year. It is anticipated the launch of the Trust's new website in early 18-19 will drive further increased use of the Trust's website.