

Falkirk Community Trust

Subject: October – December 2015 Quarter Three Performance Report
Meeting: Audit and Performance Sub-Group
Date: 3rd March 2016
Authors: Alistair Mitchell, Team Leader Performance Review

1. Introduction

1.1 This is the 2015-16 quarter three report on our performance indicators and covers the 9-month financial period April – December 2015. 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 The format of this performance report has been amended to enhance clarity and provide a more concise report of quarterly indicator performance. Graph trendlines (detailed in red) have been improved to better reflect the recent performance trend of each indicator.

Information presented numerically alongside each graph to enable an ‘at a glance’ summary includes:

- annual target for current year;
- year-to-date including variance compared to the previous year; and,
- year-to-date 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 19 green-flagged indicators.
Amber 	This PI is slightly below target though performance may be improving (5-10% below target)	There are 7 amber-flagged indicators.
Red 	This PI is significantly below target and performance does not appear to be improving (10% or more below target)	There are 5 red-flagged indicators.

2.4 Performance in the third quarter was varied with the majority of indicators performed well against target for the 2015-16 year-to-date. Compared to the Q2 report there is one more green-flagged indicator, four fewer amber-flagged indicators, however there are three additional red-flagged indicators against target. Comments have been made throughout the report to highlight where changes in the flag status of indicators occur.

2.5 As we near the end of the 2015-16 financial year and have greater knowledge of performance for the nine months of the year to date, we can predict expected year-end performance with more certainty. Indicator flaggings against target are made with much more confidence than in the quarter one or quarter two reports.

- 2.6 Appropriate target setting is a key factor in performance analysis. A review of 2014-15 year performance informed a review of targets to ensure they remain both challenging and realistic. Current year performance to date, with a reduced number indicators flagged red against target, suggest improvements have been made in informed target setting for this year. However room remains for improvement.
- 2.7 There were a number of improvements in actual quarter performance relative to the same quarter last year. The key performance highlights for Q3 2015-16 include the following:
- Mariner Centre admissions increased by 20% with an additional 7,888 admissions following the refurbishment of the wave machine.
 - Bo'ness Health & Fitness Club admissions increased by 27% with an additional 1,591 admissions compared to the same quarter last year.
 - Stenhousemuir Health & Fitness Club recorded 14,095 admissions during its first full quarter of operation after opening in late-September.
 - Participants in Healthy Lifestyle Physical Activity programmes increased by 16% (+1,246 participants).
 - Community Use of High Schools increased by 17% with an extra 7,655 admissions.
 - Active Schools participant sessions provided increased by 15% (+11,976).
 - Grangemouth Golf Course recording a 13% (+333) increase in rounds played.
 - Admissions to the Hippodrome increased by 5% (+438).
 - Park Gallery admissions increased by 20% equating to 715 additional admissions to the exhibition space.
 - Kinneil Museum visits increased by 43% (+196 visits).
 - Participants in Heritage Education Workshops were 90% higher than Q3 last year, with an additional 1,163 participants.
- 2.8 Actual performance (admissions, bookings, visits, etc) for the year-to-date at end-Q3 has improved slightly compared to the end-Q2 position. Just over half of indicators across the Trust report higher admissions, bookings and visits for the nine months of 2015-16 to date. However, this means that a large part of the Trust has lower admissions, bookings and visits than at this point last year.
- 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 January-March 2016 and the full 12-month financial year 2015-16 will be made at the next meeting of the sub group on 11th August 2016.

3. Recommendation


3.1 Directors are asked to note the following:

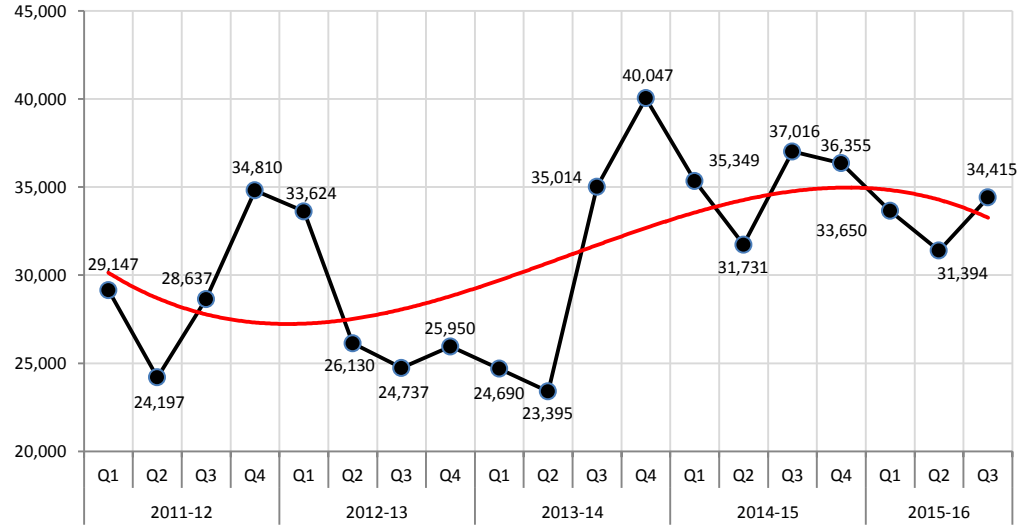
- **Progress made throughout the third quarter of 2015-16;**
- **Actions to address areas requiring improvements in the final quarter of the year;**
- **Current predictions for year-end performance.**



Alistair Mitchell
Team Leader Performance Review

1)
Admissions to Bo'ness Recreation Centre

Indicator flagging (against target)	
Annual target:	142,000
Year-to-date:	99,459
Year-to-date vs last year:	↓ 4.5% - 4,637
Year-to-date vs annual target:	70.0% achieved




Admissions to Bo'ness Recreation Centre during Q3 were 7.0% lower (-2,601) than the same quarter last year. Swimming admissions were near-identical with indoor football showing some recovery with slightly higher usage than last year. Contrary to the increased usage seen so far in 2015-16, admissions to the artificial outdoor football pitches dropped by approx 5%. Year-to-date admissions remain slightly lower than the same point last year.

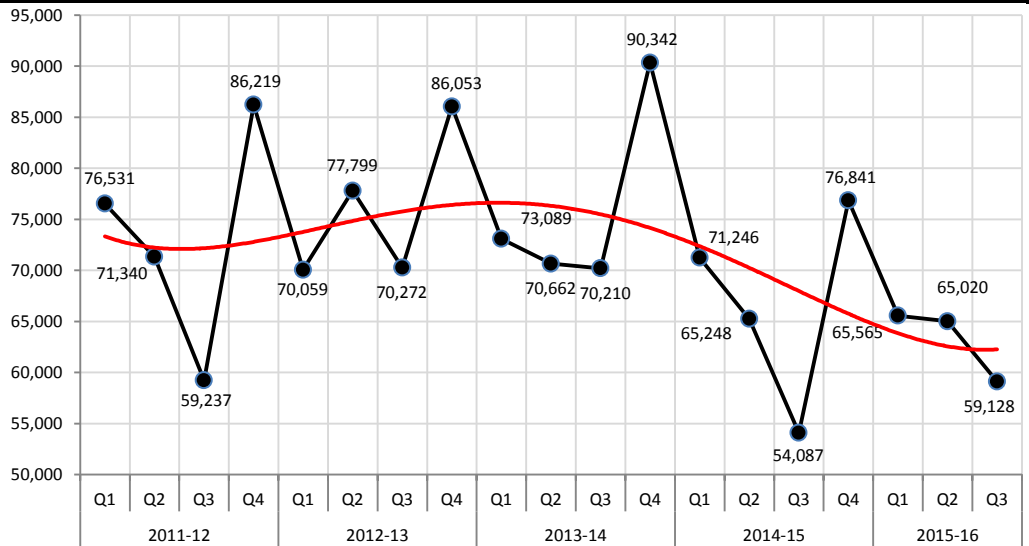
Year-on-year income currently totals £138k against a yearly target of £157k. Income for Q3 alone was up 12% on the same period last year despite the small reductions in admissions for the period.

Preparations will be ongoing during Q4 to communicate revised opening hours which will commence in April 2016.

Expectations for year-end performance is for admissions and income both to achieve close to, but unlikely to exceed, target.

2)
Admissions to Grangemouth Sports Complex

Indicator flagging (against target)	
Annual target:	294,000
Year-to-date:	189,713
Year-to-date vs last year:	↓ 0.5% - 868
Year-to-date vs annual target:	64.5% achieved




Grangemouth Sports Complex usage during Q3 was 9.3% higher than the same period last year, with an additional 5,000 admissions, however this period last year included a 3-week closure for maintenance which accounts for part of this year's increase. All other areas of the centre retained similar performance to Q3 last year.

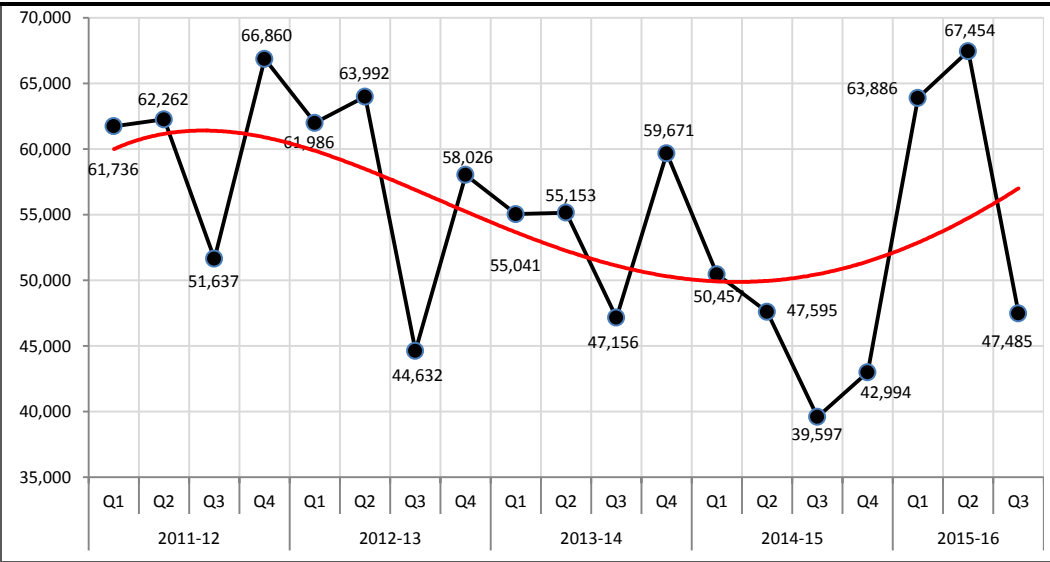
Year-on-year income is currently below target by approx 16%. The fall in income is in line with reduced admissions for football and reduced swimming admissions following the Mariner Centre wave machine refurbishment.

A significant number of events are taking place during Q4 with increased basketball events including Scottish Schools semi-finals and finals.

Year-end performance is expected to fall short of target hence remains flagged amber at this time.

3) Admissions to Mariner Centre

Indicator flagging (against target)	
Annual target:	209,000
Year-to-date:	178,825
Year-to-date vs last year:	↑29.9% + 41,176
Year-to-date vs annual target:	85.6% achieved




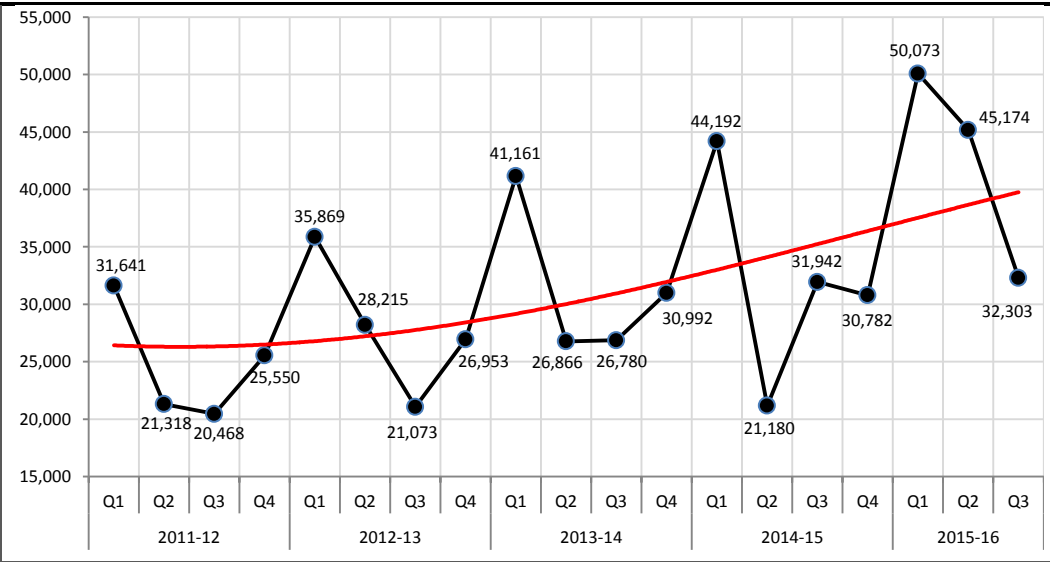
Admissions for Q3 increased by almost 30% compared to the same period last year. The majority of this increase is in swimming admissions with other indoor usage increasing by smaller amounts. Areas of concern include reductions in admissions to the crèche (-49%), badminton (-12%) and tennis (-33%).

Overall Mariner Centre income for the year to date is ahead of target, mainly due to the positive impact on admissions and resulting income following the refurbishment of the wave machine. Concerns remain regarding daytime use of the sports hall and weekend evening use throughout the Centre.

Installation of new water features is scheduled for completion before the start of the school summer holiday period. Details of the extent of closure required have yet to be finalised and will have an adverse effect on income and admissions for Q4. Based on current performance, expectation is for the admissions target to be met at year-end irrespective of the duration of closure period, with the duration of closure determining whether the income target will be achieved.

4) Admissions to Grangemouth Stadium

Indicator flagging (against target)	
Annual target:	133,000
Year-to-date:	127,550
Year-to-date vs last year:	↑31.1% + 30,236
Year-to-date vs annual target:	95.9% achieved



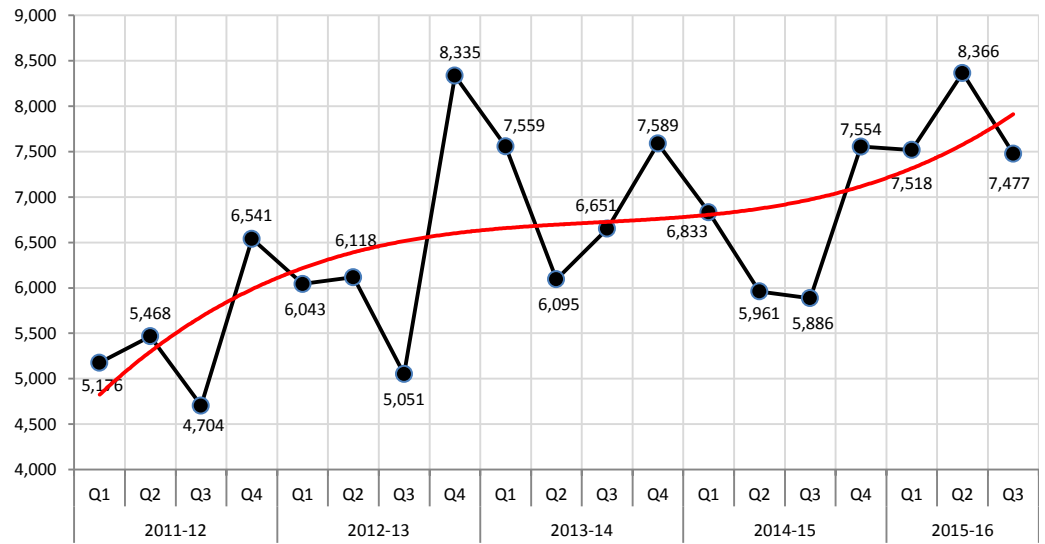
With over 95% of target already being achieved by the end of Q3, year-end admissions are clearly expected to exceed target. Income also looks likely to achieve approx £20k above target.

Income for the year-to-date at Grangemouth Stadium is currently £130k against an annual target of £157k, and is £15k ahead of target at this stage. Admissions for the year-to-date remain the highest recorded since the Trust began. Q2 admissions were similar to the same period last year (+1.1%, +361) with increased track usage, adult football and spectator numbers. This is offset by a reduction in weights use of approx 1,000 and two fewer large events over this period.


Fourth quarter has a relatively full programme of activities and events including three open graded meets, a Forth Valley Disability Sport event, two Scottish Athletics coaching courses, Central Athletics time trials, the Police dog championships and Central AC mini open graded meeting.

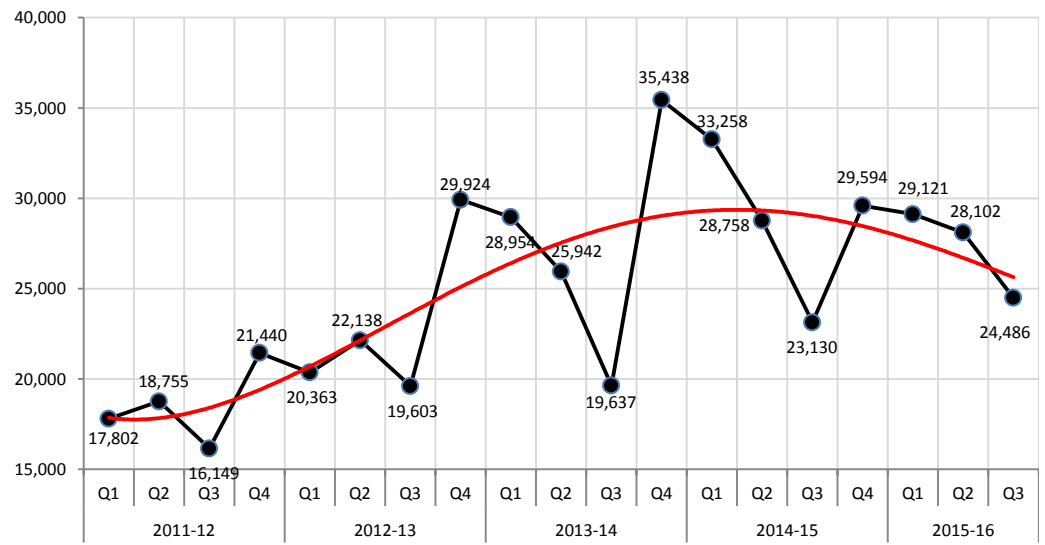
**5)
Admissions to
Bo'ness Health &
Fitness Club**

Indicator flagging (against target)	
Annual target:	22,500
Year-to-date:	23,361
Year-to-date vs last year:	↑ 25.1% + 4,681
Year-to-date vs annual target:	103.8% achieved




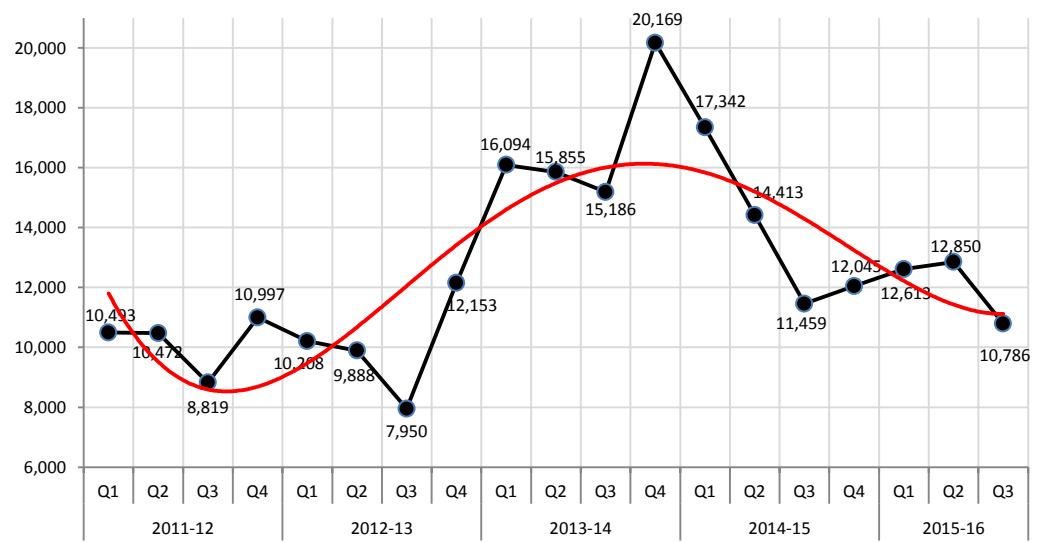
**6)
Admissions to
Grangemouth Health
& Fitness Club**

Indicator flagging (against target)	
Annual target:	123,000
Year-to-date:	81,709
Year-to-date vs last year:	↓ 4.0% - 3,437
Year-to-date vs annual target:	66.4% achieved



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

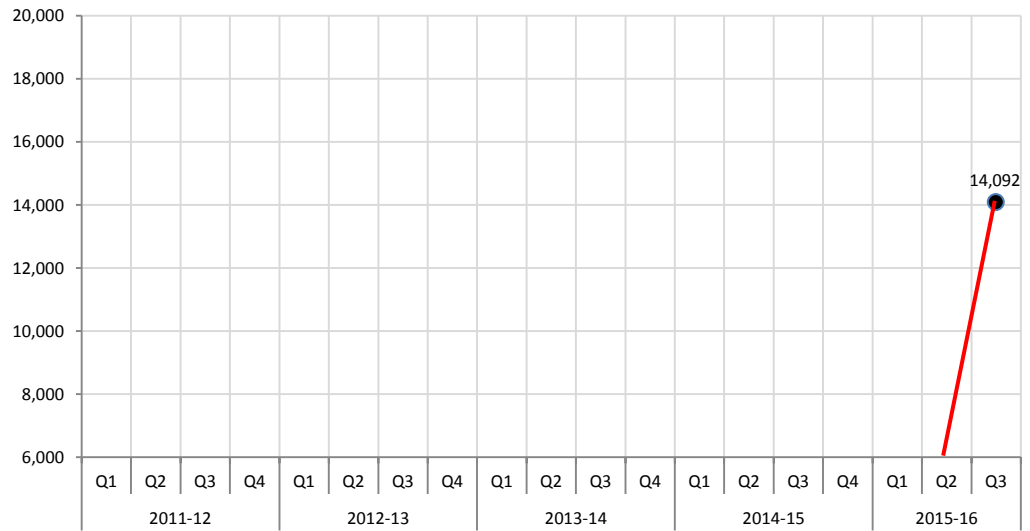
Indicator flagging (against target)	
Annual target:	60,500
Year-to-date:	36,249
Year-to-date vs last year:	↓ 16.1% - 6,965
Year-to-date vs annual target:	59.9% achieved



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

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

Indicator flagging (against target)	N/A
Annual target:	N/A
Year-to-date:	14,092
Year-to-date vs last year:	N/A
Year-to-date vs annual target:	N/A



Total health and fitness usage across all clubs for Q3 totalled 56,841 for Q3, a 40% increase (+16,366) on the same quarter last year. A large part of this increase in usage is due to the opening of the new Stenhousemuir gym (+14,092), with Bo'ness achieving a further increase in usage for the quarter compared to the same period last year. However, usage at Grangemouth and Mariner continues to cause some concern with reductions in both Q3 usage and year-to-date usage.

Bo'ness health and fitness usage continues the recent performance trend and has achieved its annual usage target after only 3 quarters. Q3 usage increased by 27% (+1,591) compared to the same period last year, with year-to-date usage currently 25% ahead of the end-Q3 position last year. Grangemouth usage was 5.9% higher (+1,356) compared to the same period last year but remains slightly behind usage for year-to-date compared with 2014-15. Mariner usage continues the pattern seen to date with Q3 usage being 5.9% lower (-673) compared to the same quarter last year.


The Trust's new gym opened at the end of September with Q3 being its first full quarter of operation. Over 14,000 admissions were recorded making it the Trust's second busiest club after Grangemouth.

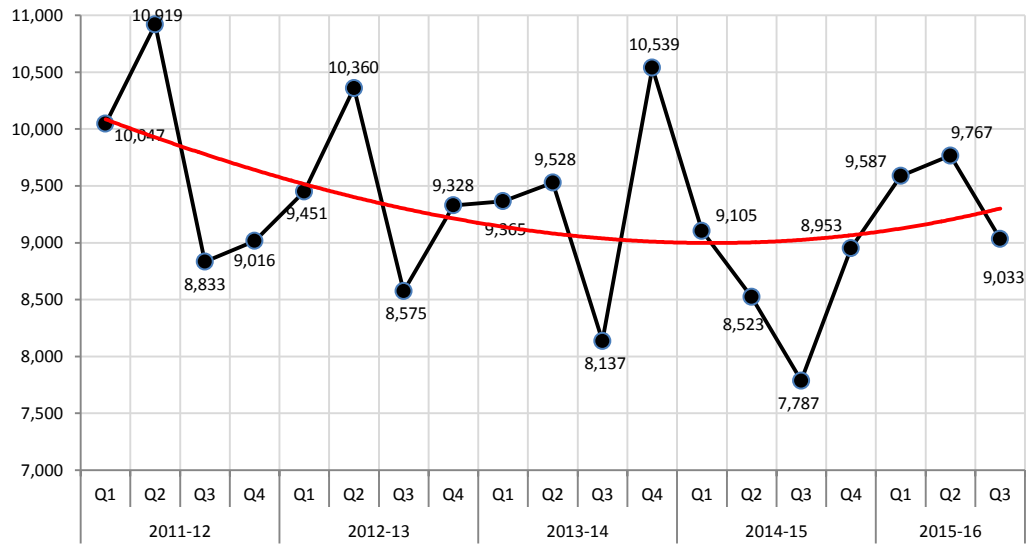
Quarter three income of £276k was a 23% increase on the comparative quarter last year, and equates to an additional £51k income for the quarter. Cumulatively, year-to-date income of £759k is 4% (+£27k) ahead of the same position last year with expectation that year-end income is likely to achieve close to the £1.1m target.

A new fitness class timetable was launched at the start of January with just under 200 classes per week and included three new programmes. The month-long 'Jump Into January' membership campaign commenced on 3rd January with offers to attract new members and incentives for existing members to benefit from 'referring a friend' with a free month. New 'SPRINT' fitness classes were trialled at a fitness class launch event in January to gain customer feedback.

Q4 is traditionally the busiest period for health and fitness clubs and expectation is for Bo'ness performance to continue the recent trend with target already being achieved. Grangemouth is expected to fall short of target and remains flagged amber at this time. Mariner retains a red flagging with year-end usage not expected to achieve close to target.

9) Participants in Healthy Lifestyle Physical Activity programmes

Indicator flagging (against target)	
Annual target:	36,500
Year-to-date:	28,387
Year-to-date vs last year:	↑11.7% + 2,972
Year-to-date vs annual target:	77.8% achieved




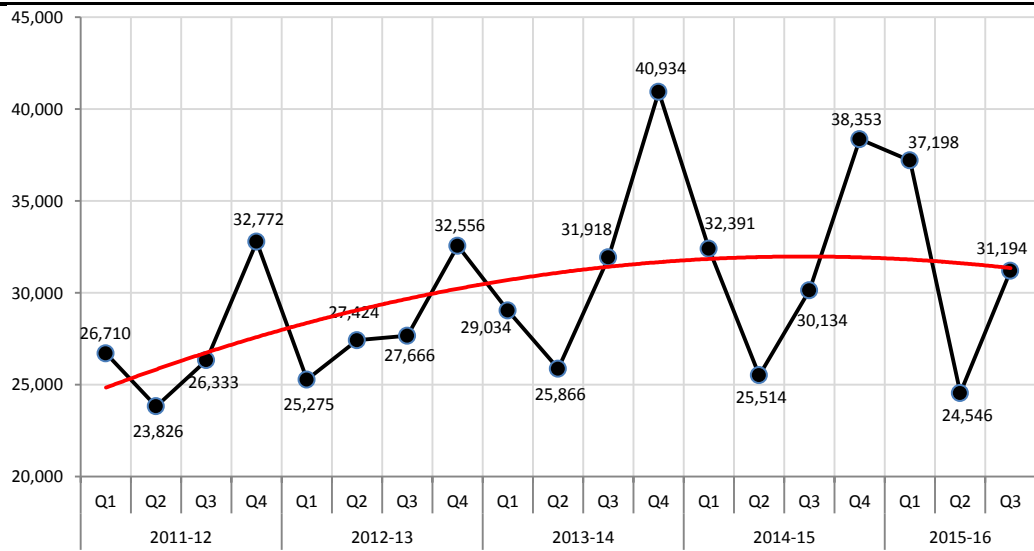
The number of participants in Healthy Lifestyle activities during Q3 increased by 16% (+1,246 participants) compared to the same quarter last year. Increases occurred in most programmes which contribute to this total: Active Forth +23% (+853), Step Forth +8.4% (+134), Teens usage +34.8% (+325), Healthy Lifestyles -4.3% (-66) and Trust staff usage of 853 visits in total. Year-to-date usage is now 11.7% ahead (+2,972) of the end-Q3 position in 2014-15.

Active Forth referrals have increased at Bo'ness and Grangemouth with Mariner remaining a concern with falling usage. Within Step Forth, the walks programme increases were offset by a reduction in Stroller numbers following the loss of one volunteer walk leader. Trust staff access has no direct comparison with 2014-15 but admissions show a 10% increase compared to Q2 this year.

Looking ahead Active Forth have a new programme around mental health and back pain, two major sources of referrals, which will be planned during Q4 ahead of launch in Q1 2016-17. New Strollers groups are planned for the Larbert and Bo'ness areas. Performance for year-to-date is ahead of target and expectation is for the annual target to be achieved by the end of Q4.

10) Admissions to Neighbourhood Sports Centre

Indicator flagging (against target)	
Annual target:	126,000
Year-to-date:	92,938
Year-to-date vs last year:	↑5.6% + 4,899
Year-to-date vs annual target:	73.8% achieved



Neighbourhood Centre admissions remain strong in comparison to the same period in 2014-15, with Q3 admissions being 3.5% higher (+1,060). Performance was mostly positive relative to the same period last year, with increases at Bankier Sports Centre (+240), Hallglen Sports Centre (+600), Denny Football Centre (+200), and Woodlands Games Hall (+700), with Polmont Sports Centre usage unchanged. Denny Sports Centre usage was reduced by approx 400 admissions. Particular successes include gymnastics and Tae Kwon Do at Hallglen which continue to grow.


Income overall is approx £11k higher than at the same point last year, but remains approx £14.5k (7%) behind target at the end of Q3. This follows poor performance in December.

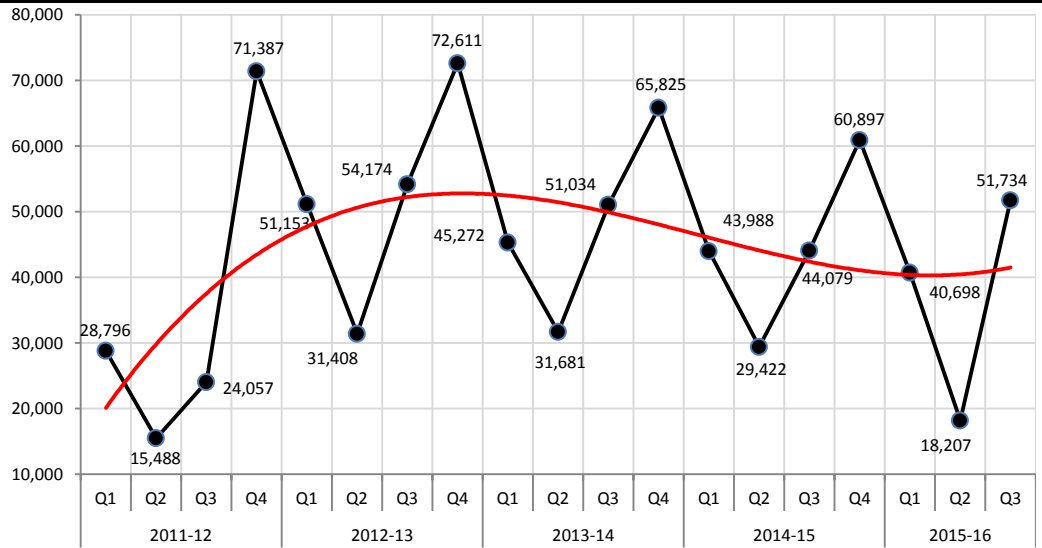
The key focus during the final quarter of the year is communicating with customers regarding maintaining bookings at venues. Several customers have indicated they are looking for alternative accommodation due to uncertainty of venue futures.

Year-end predictions are for usage to meet or possibly exceed the 126,000 annual target. Income remains less certain with an expectation that it will fall short of target.

11)

Out of hours admissions to Community Use High Schools

Indicator flagging (against target)	
Annual target:	190,000
Year-to-date:	110,639
Year-to-date vs last year:	↓ 5.8% - 6,850
Year-to-date vs annual target:	58.2% achieved



Community use admissions at high schools was 17.4% (+7,655) during Q3 compared to the same quarter last year. Year-to-date admissions are improved from the position at end-Q2 but remain 5.8% below (-6,850) the same point last year. The main Q3 highlights included increased events and swimming usage at Denny HS, increased swimming usage at St Mungos, greater usage of outdoor pitches and increases in swimming use at Larbert HS, and increased adult swimming at Braes HS. Open afternoons were held at Braes HS and St Mungos in November to raise awareness of the facilities available to the community. Despite particularly poor weather on both days, adult swimming usage has increased at these venues since the open afternoons.


Income remains under budget for the year-to-date with approx £40k generated during Q3. Expectation is for income to fall short of target at year-end.

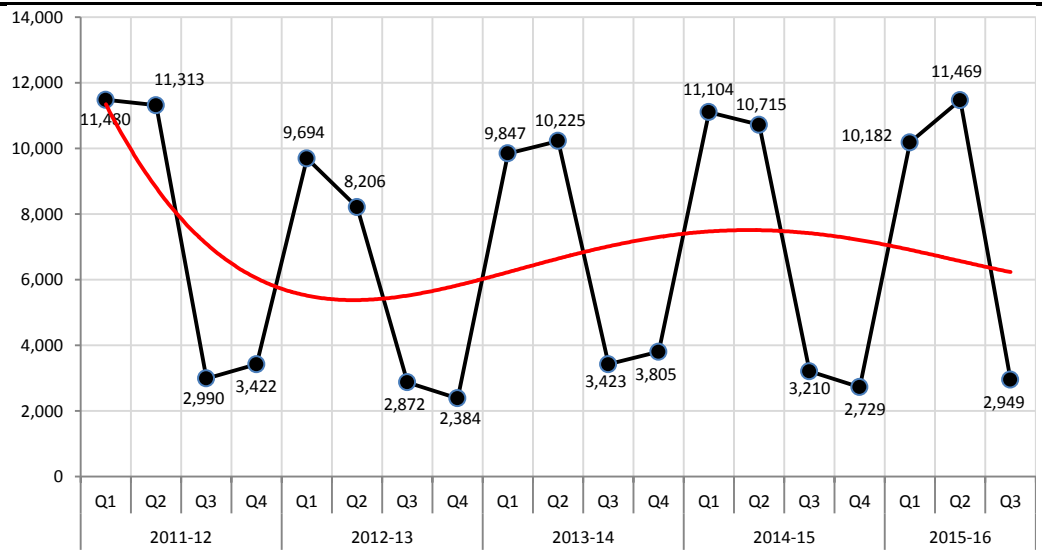
Looking ahead to the fourth quarter, a review of sports development and the swimming lesson programme is planned along with a review of promotion and marketing of the community access facilities.

Year-end admissions will fall short of target. The indicator remains flagged red at this time but, depending on Q4 activity, may end the year closer to target and move to an amber flagging.

12)

Rounds of golf played

Indicator flagging (against target)	
Annual target:	28,500
Year-to-date:	24,600
Year-to-date vs last year:	↓ 1.7% - 429
Year-to-date vs annual target:	86.3% achieved




Grangemouth Golf Course recorded a 12.7% increase (+333) during the third quarter compared to the same period last year. The increase bucks the normal trend considering the poor weather this year compared to last, and follows a series of time-limited promotional deals aimed at attracting new members while increasing usage by existing members.

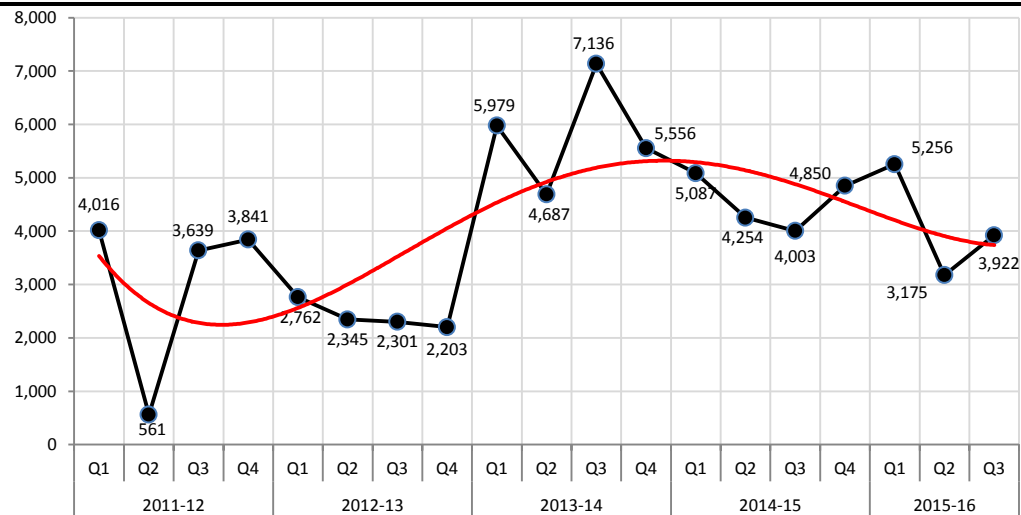
Callendar Park Par 3: the course was closed for the duration of the winter period and will reopen in April 2016.

Overall rounds of golf played at the Trust's two golf venues was 8.1% lower (-261) during Q3 compared to the same period last year, however last year's third quarter included approx 600 admissions at Callendar Park Par 3 which was closed during this period this year. Year-to-date remains slightly lower than at end-Q3 last year, with the indicator remaining flagged amber.

Year-end performance is expected to end slightly below target – depending on the weather this may result in a change to green flagging. Whilst income has significantly increased this year it may not increase by enough to meet raised income targets set for this current year. A 'Love Golf' promotion during February is aimed at closing the gap in both attendances and income.

13)
Places booked on Sport Development Courses

Indicator flagging (against target)	
Annual target:	20,000
Year-to-date:	12,353
Year-to-date vs last year:	↓ 7.4% - 991
Year-to-date vs annual target:	61.8% achieved




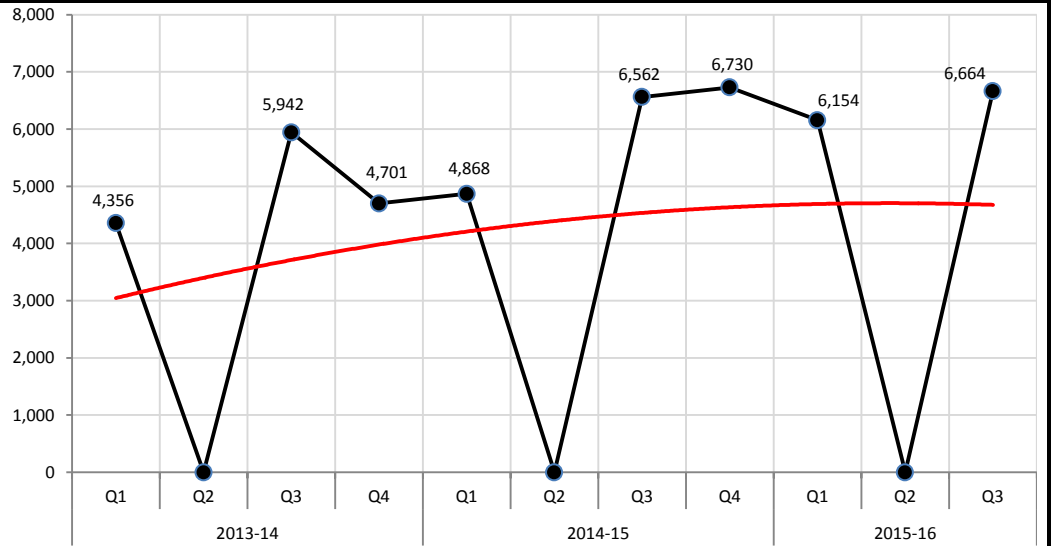
Several sports development programmes recorded increases in places booked during Q3 compared to the same period last year. Increases occurred in basketball (+29%, +12), football (+91%, +43), gymnastics (+20%, +46), tennis (+118%, +110) and pre-school swimming (+22%, +48). Rugby numbers were 27% lower (-317) than Q3 last year.

A new football class programme commenced at Woodlands Games Hall with rebranding of existing programmes and existing classes attracting new bookings. Tennis bookings were boosted by the redeveloped Zetland Park tennis courts, and four new pre-school swimming classes started at Bo'ness Recreation Centre to meet high demand. Overall Sports Development places booked in Q3 was almost identical (-0.2%, -13 places booked) compared to the same period last year.


Indicator flagging has been revised from amber to red. The trend so far this year suggests Q4 places booked are like to be lower than last year hence a further reduction against target may occur. This is being addressed by continual improvements in administration processes to increase activity levels within classes, with a focus of improving communication with coaches to identify vacant places and maximise class attendances. The recruitment to vacant development officer posts will allow programmes to be further developed and increased.

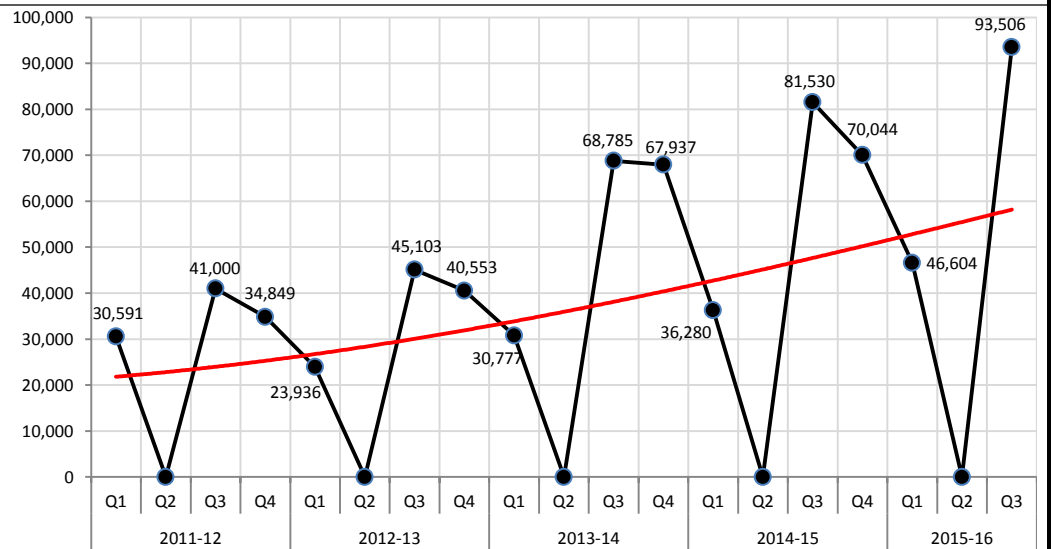
14)
**Active Schools
distinct participants**

Indicator flagging (against target)	
Annual target:	7,000
Current quarter	6,664
Current vs same quarter last year	↑ 1.6% + 102
Year-to-date vs annual target:	95.1% achieved



15)
**Active Schools
participant sessions
provided**

Indicator flagging (against target)	
Annual target:	170,000
Year-to-date:	140,110
Year-to-date vs last year:	↑ 18.9% + 22,300
Year-to-date vs annual target:	82.4% achieved



Active Schools indicators are closely related: changes in the number of participant sessions delivered is largely mirrored in the number of distinct participants attending sessions. Participant sessions during Q3 recorded the highest quarterly total on record with a 15% increase equating to an additional 12,000 sessions provided. Compared to the equivalent quarter last year, the number of distinct participants increased by 1.6%, equating to an extra 102 children attending Active Schools sessions.


A new model was adopted during Q2 to deliver **sportscotland** aims, and was introduced along with a change in coordinators within cluster areas. Participant sessions are expected to show a decrease with the full roll out of this new working model which had greater focus on increasing the number of distinct participants engaging with Active Schools.

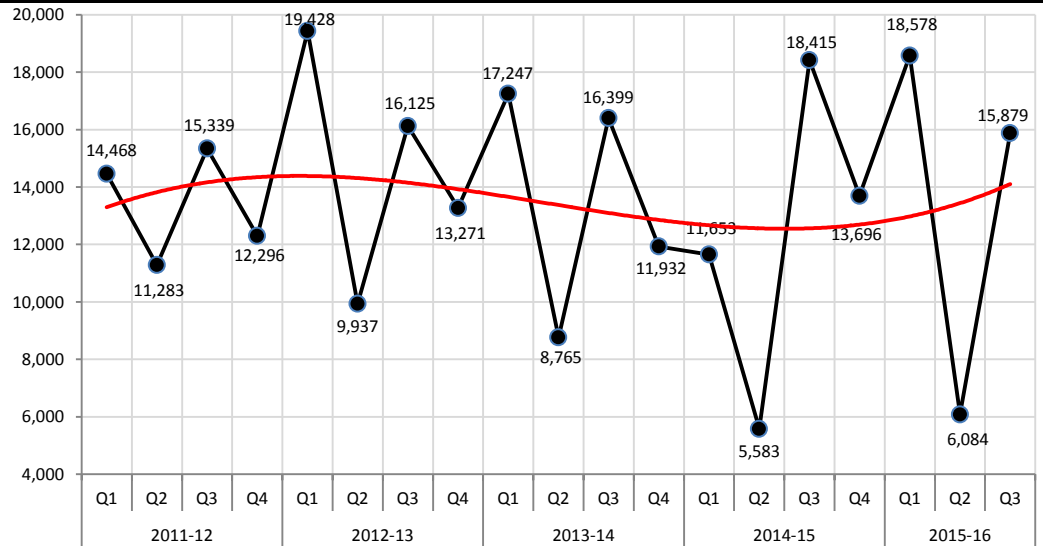
The Active Schools team will use Q4 to prepare delivery of the Easter activity programme in March/April. Additional training sessions with **sportscotland** (in communication and research) will assist coordinators in planning 2016-17 targets.

Expectation for year-end is for the distinct participants PI to achieve close to target, and for the number of participant sessions provided to significantly exceed target.

16)

Admissions to Falkirk Town Hall

Indicator flagging (against target)	
Annual target:	54,000
Year-to-date:	40,541
Year-to-date vs last year:	↑13.7% + 4,890
Year-to-date vs annual target:	75.1% achieved




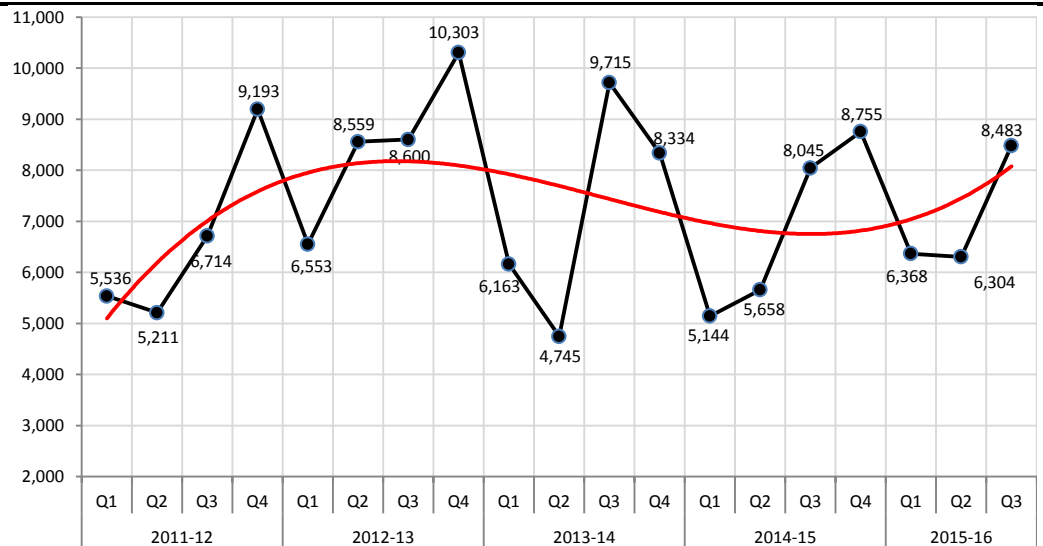
FTH admissions for the year-to-date are currently 13.7% (+ 4,890) higher than at end-Q3 last year and remain on course to achieve target by year-end. Although Q3 admissions of almost 16,000 were 13.8% (-2,536) lower than the same period last year, they remain similar to Q3 totals in previous years. Highlights included a number of well attended tribute acts, Arts team use of FTH for Falkirk Youth Theatre panto rehearsals and Reaction youth drama group sessions, and The Proclaimers gig in December which sold out within days of tickets going on sale. A number of well attended performance-based lets attracted good attendances including Shakespeare for Schools, Falkirk Bohemians production "The Wedding Singer" and Falkirk Bairs Christmas Concert.

Overall FTH income for the year-to-date is £87k to end-Q3 against a total annual target of £104k. In the context of the programme and bookings in place for the remaining quarter, expectation is for the financial target to be met.

17)

Admissions to the Hippodrome

Indicator flagging (against target)	
Annual target:	29,000
Year-to-date:	21,155
Year-to-date vs last year:	↑12.2% + 2,308
Year-to-date vs annual target:	72.9% achieved




Hippodrome performance continues the successes seen during Q1 and Q2, with admissions to end-Q3 being the highest in recent years with the exception for 2012-13 (the Hippodrome 100 celebrations). Q3 admissions of 8,483 were 5.4% higher (+438) than the same period last year, despite 5 cancelled screenings in October 2015 caused by a technical fault with a projector. Autumn screenings included high profile releases including 'Spectre' and 'Star Wars: The Force Awakens' with uptakes of 70% and 80% respectively. Seasonal screenings of 'Arthur Christmas' and 'It's a Wonderful Life' resulted in a monthly uptake of 56% for December. Q3 also saw improved attendances at NT Live/Encore screenings of 'Hamlet' and 'Of Mice and Men'.

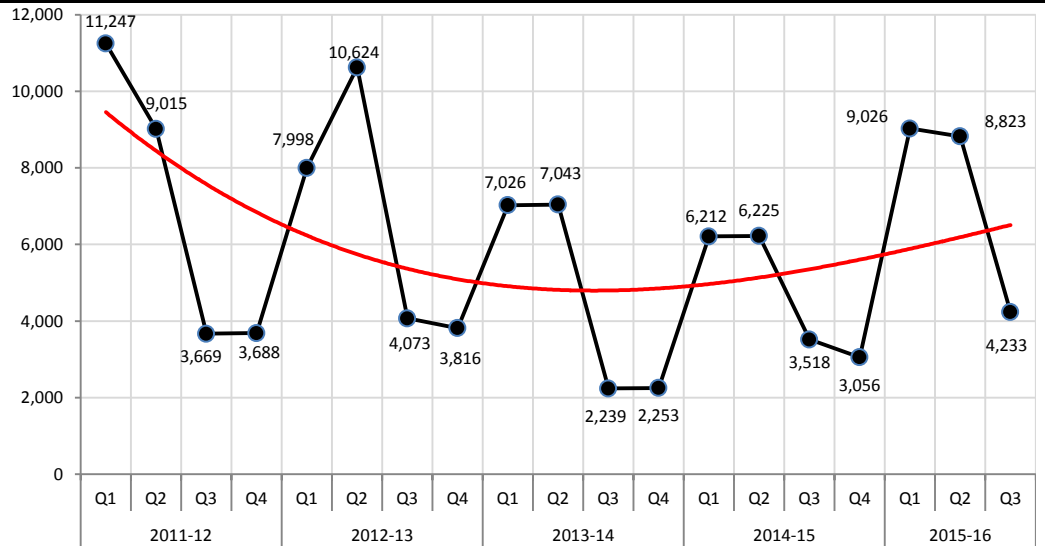
Q3 income was approx £3k higher than the same period last year with a total year-to-date income of £78k which is ahead of target so far. Projections for Q4 suggest the year-end income target of £100k will be achieved.

The main feature during the Q4 programme is the Hippodrome Festival of Silent Cinema, taking place 16-20 March. Q4 also sees renewed marketing activity for the Hippodrome with the roll out of the marketing strategy.

Expectation remains for this indicator to exceed target at year-end, hence retaining a green flagging.

18) Admissions to the Park Gallery

Indicator flagging (against target)	
Annual target:	21,000
Year-to-date:	22,082
Year-to-date vs last year:	↑ 38.4% + 6,127
Year-to-date vs annual target:	105.2% achieved




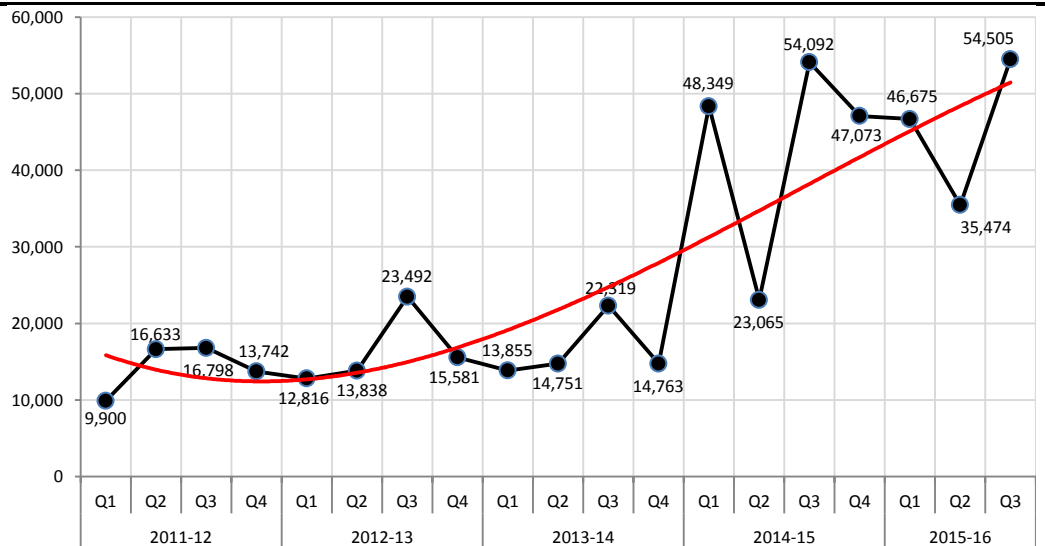
Admissions at the Park Gallery for the year-to-date are currently 38.4% higher than for the same 9-month period last year, equating to an additional 6,000 people visiting the gallery. Q3 performance was 20% higher (+715) compared to Q3 last year. This has resulted in the annual target being achieved after only three quarters of the year.

These higher attendances have been driven by the popularity and accessibility of the exhibitions and supporting activity, with the quarter starting with the final 4 weeks of Alan Davie's 'A Universal Vision' exhibit followed by the gallery's Winter Warmth exhibition. Winter Warmth achieved 2,525 attendances and generated sales of approx £8.5k, and approx £2k of income for the Park Gallery through sales commission.

The fourth quarter features a Craft Touring Council exhibition by contemporary artist Tom Gallant, 'The Yellow Wallpaper', and has thematic links to the concurrent 'The History of Underwear' exhibition in the 2nd Floor Galleries at Callendar House. With the annual admissions target already met, expectation remains for this exhibition to help exceed the quarterly target and contribute towards a higher admissions total for the full year.

19) Participants in Cultural Services activities


Indicator flagging (against target)	
Annual target:	140,000
Year-to-date:	136,654
Year-to-date vs last year:	↑ 8.9% + 11,148
Year-to-date vs annual target:	97.6% achieved

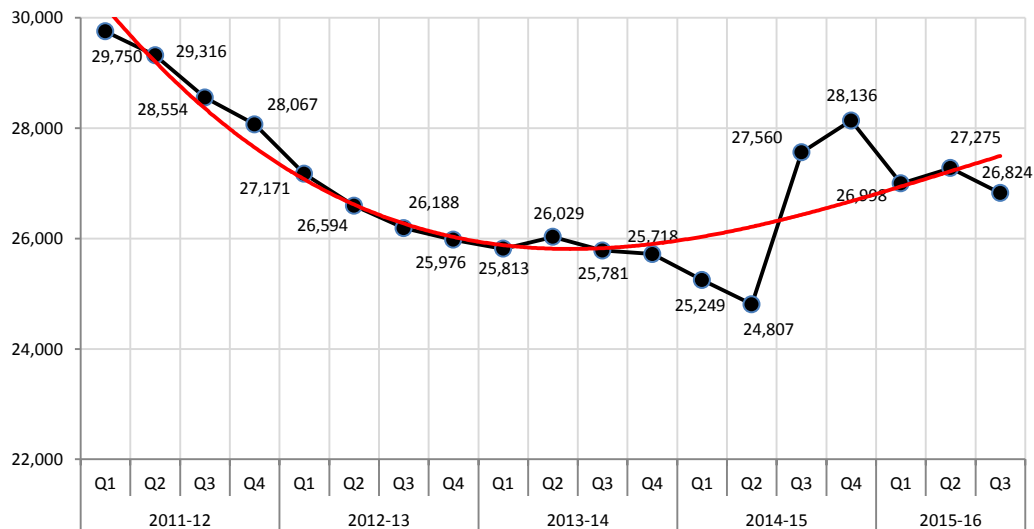


Q3 performance was almost identical to the same period last year with an additional 413 participants (+0.7%). This has resulted in the annual target almost being achieved after only three quarters of the year, being only 3,500 short of achieving the target. A significant element consists of YMI (Youth Music Initiative) usage (50,191 for Q3) with the remainder largely comprising targeted arts development projects such as the Peoples Lottery funded '@Are You Dancing?' integrated dance project, the Arts Champion work, and Sing Forth community choir involvement.

Expectation is for Cultural Services activity to significantly exceed target at year-end. It should be noted that year 2 of 'Start' (a schools/theatre project), which was anticipated to commence in Q3, has been postponed indefinitely due to a reduction in funding from The Princes Trust which funds this project. At this stage it won't have a significant impact on achieving the year-end target but may affect participation going forward which will be reflected in next year's target setting.

20) Active borrowers at public libraries

Indicator flagging (against target)	
Annual target:	27,000
Current quarter:	26,824
Current vs preceding quarter:	↓ 1.7% - 451
Year-to-date vs annual target:	99.3% achieved




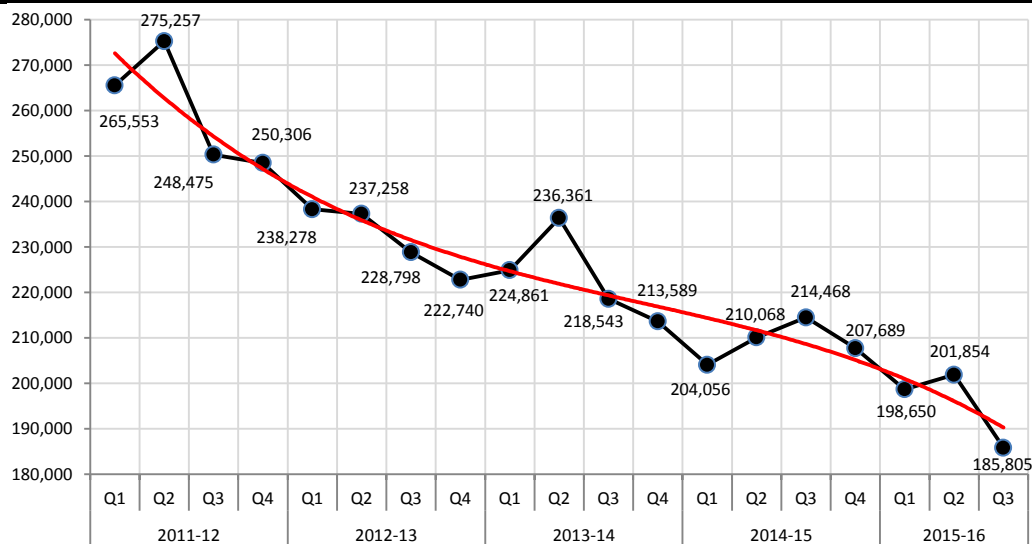
Compared to the preceding quarter, Q3 saw a small decrease in the number of active borrowers. Book Week Scotland took place 23-29 November 2015 and saw 157 new active borrowers join the library service during this week, 48 of whom were junior users. Libraries have also seen their first Syrian refugee joining as an active borrower.

Performance remains close to the annual target of 27,000 and predictions are this may be achieved by year-end.

Note: the new Library Management System (LMS) introduced during Q3 2014-15 uses a different method to calculate active users, hence comparisons with previous totals should be treated with caution.

21) Issues from public libraries

Indicator flagging (against target)	
Annual target:	820,000
Year-to-date:	586,309
Year-to-date vs last year:	↓ 6.7% - 42,283
Year-to-date vs annual target:	71.5% achieved




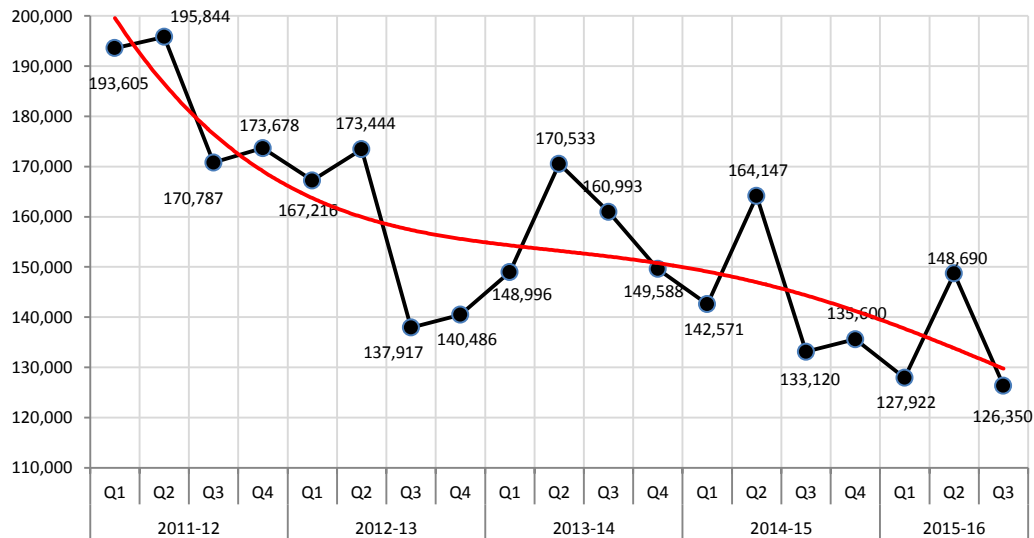
The number of issues made during Q3 dropped by 13.4% (-28,963) compared to the same period last year. This is greater than the national trend of 9% and has dipped further than anticipated.

The average number of items borrowed has fallen from 37 items per customer in 2011-12 to 29.7 in 2014-15. The number of requests has increased dramatically: 66,238 for the whole of 2013-14 but at end of Q3 this year it is already 81,261. These two factors, together with the relative decline in library visits, indicate that customers are targeting what they wish to borrow rather than browsing shelves and borrowing items on a whim; the click and collect function on the website is proving popular.

National Libraries Day takes place on 6th February and will be accompanied by an online marketing campaign, and is hoped to provide some boost to library performance in general. However, the trend this year so far suggests Q4 performance will continue to fall and thus year-end performance is expected to fall short of target. Indicator flagging has changed from green to amber based on this expectation.

22) Visits to public libraries

Indicator flagging (against target)	
Annual target:	580,000
Year-to-date:	402,962
Year-to-date vs last year:	↓ 8.4% - 36,876
Year-to-date vs annual target:	69.5% achieved




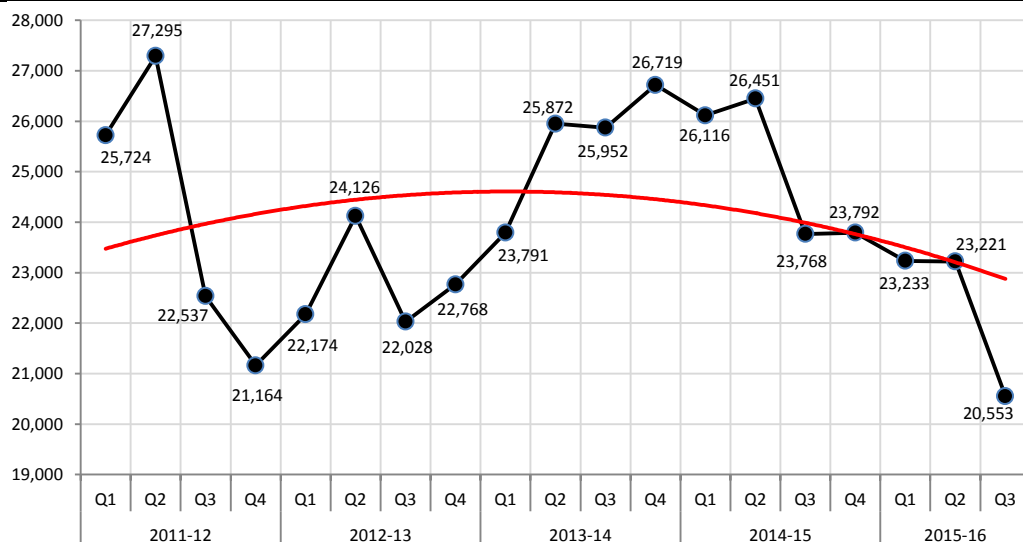
Visits during Q3 this year were 5.1% lower (-6,770) than the same quarter last year. Welcome increases were seen at Bonnybridge and Bo'ness libraries with +2.7%/200 and +7.0%/839 visits respectively. Other libraries had reductions: Denny -3.7% (-347), Falkirk -13.9% (-4,384), Grangemouth -8.7% (-1,715), Larbert -1.7% (-375), Meadowbank -1.4% (-405), Slamannan -3.6% (-41) and the mobile library -38.0% (-542). Grangemouth library usage, particularly in evenings, has been noticeably affected by the closure of nearby town centre shops, including Tesco closing earlier in 2015. Meadowbank library is expected to recover slightly following the reopening of the nearby road bridge at Polmont train station after a 10-month closure, making access to the library easier.

Looking ahead to Q4, Grangemouth and Meadowbank libraries have school visits planned. National Harry Potter Night takes place on 4th February with most libraries running events, and there are events planned for World Book Day in March. Following successes at other libraries, a Lego club has started at Grangemouth Library, and Bonnybridge craft club has increased its frequency from fortnightly to weekly.

Predictions are for year-end performance to fall short of target if recent trends continue, hence an amber flagging is retained.

23) Usage of public access terminals in libraries


Indicator flagging (against target)	
Annual target:	100,000
Year-to-date:	67,007
Year-to-date vs last year:	↓ 12.2% - 9,328
Year-to-date vs annual target:	67.0% achieved

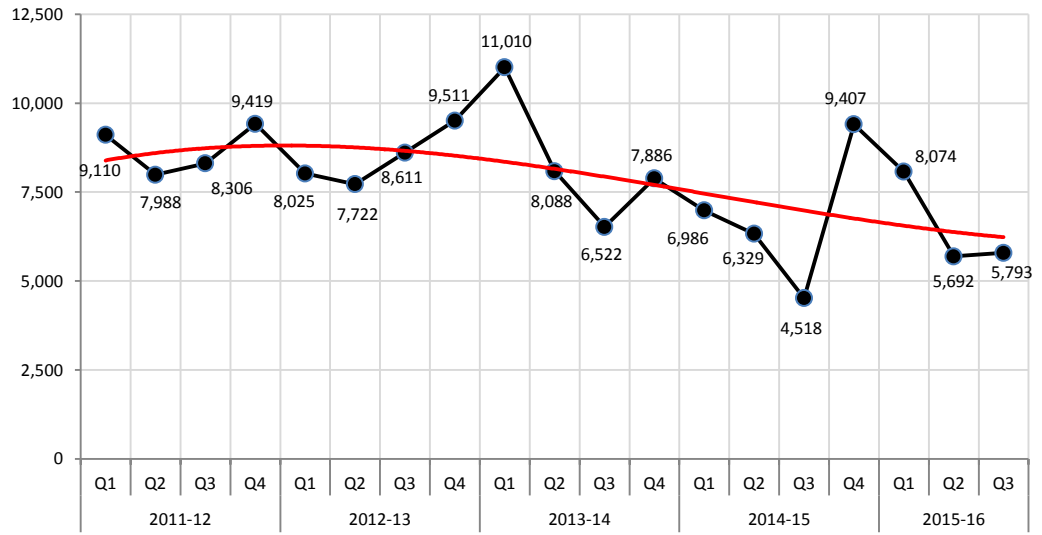


Public PC usage during Q3 was 13.5% lower (3,215 less uses) compared to the same quarter last year. Fewer unique customers are using the PCs but are using them more frequently and for longer sessions. E-mail and job seeking websites continue to remain the most popular use. With the trend towards longer usage sessions and over 50% of use taking place in a short time window (10am-1pm), capacity is proving to be an issue. Falkirk has only 5 PCs per 10,000 of population, the lowest in Scotland and compares to 14 in Stirling and North Lanarkshire with 7.


A refresh of the Wi-Fi provision is planned for March 2016, following problems earlier in 2015 resulting in Wi-Fi working intermittently. Expectation is for the total usage at year-end to fall short of target and may be closer to 90,000 depending on usage during Q4 repeating previous levels.

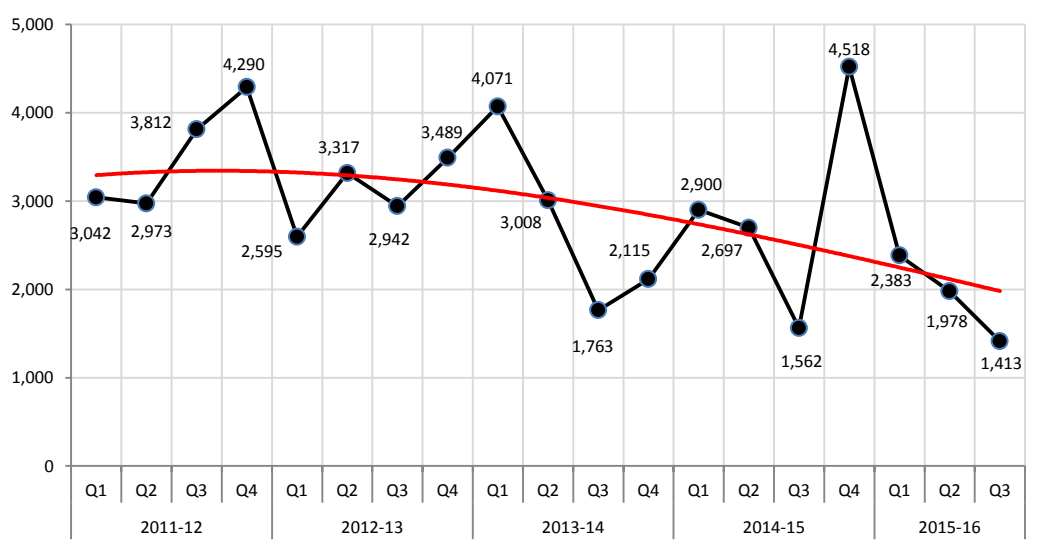
24)
Resources added to library stock – Adult

Indicator flagging (against target)	
Annual target:	23,000
Year-to-date:	19,559
Year-to-date vs last year:	↑9.7% + 1,726
Year-to-date vs annual target:	85.0% achieved



25)
Resources added to library stock – Junior

Indicator flagging (against target)	
Annual target:	7,000
Year-to-date:	5,774
Year-to-date vs last year:	↓19.3% - 1,385
Year-to-date vs annual target:	82.5% achieved




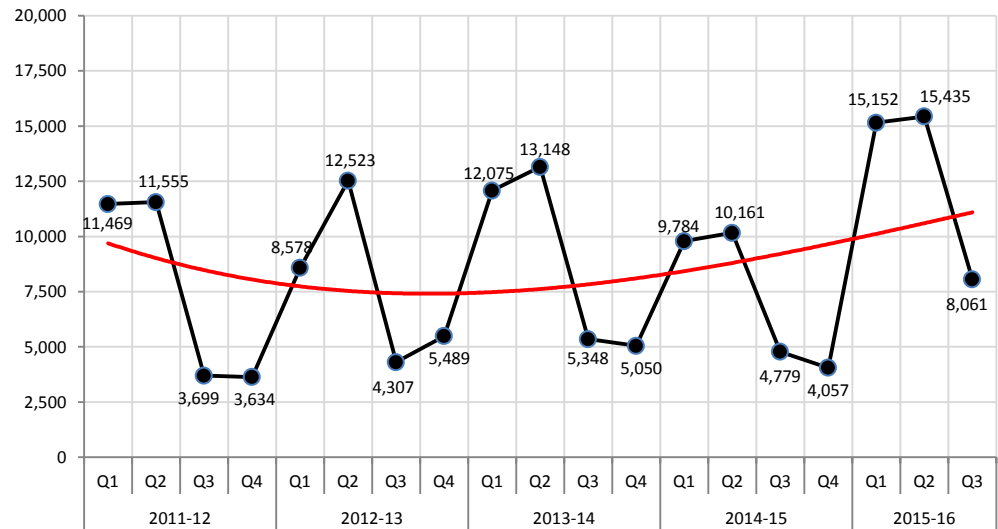
5,793 adult and 1,413 junior stock were added during Q3. Budget this year was reduced compared to last year hence comparisons with previous quarters are less valid.

Compared to target both indicators are performing well with adult stock additions expected to meet target while junior stock may fall just short of target. Both remain flagged green at this time pending Q4 performance.

26)

Visits to Callendar House

Indicator flagging (against target)	
Annual target:	42,000
Year-to-date:	38,648
Year-to-date vs last year:	↑ 56.3% + 13,924
Year-to-date vs annual target:	92.0% achieved



Q3 visits to Callendar House are usually 50% lower than Q2 figures, but this year there was a smaller drop of 46%. This is a promising development despite the closure of the Georgian Kitchen for filming throughout November, the impact of the lift being out of action for the whole quarter and particularly poor weather in November. School and group visits, the popularity of the Alan Davie and Winter Warmth exhibitions in the Park Gallery, lunch talks in October, a wedding in October, and the popular Santa lunch and brunch offers throughout December all contributed to the strong Q3 performance.

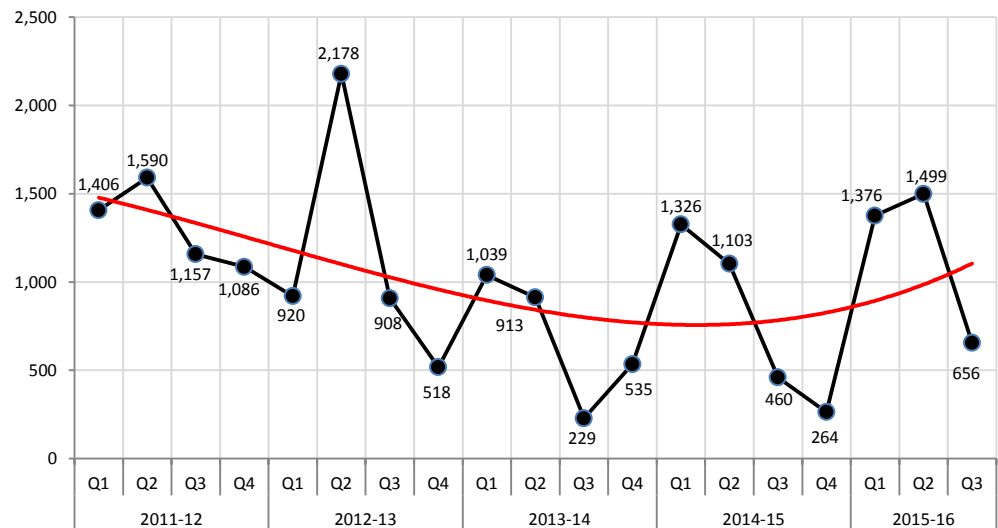
Year-to-date visits are currently ahead of last year and are anticipated to achieve target by year-end. Q4 will be boosted by expected popularity of the Park Gallery and 2nd Floor Gallery exhibitions: Yellow Wallpaper and The History of Underwear. Also, a number of events are planned for 'Landword' – a partnership with the Edinburgh Book Festival – during April and May but may include activity in the House during Q4 and contribute towards the final total for the current year.

Note: from 2015-16 Q1 onwards a revised visit counting method has been used which better reflects usage of the House. This now includes individual visits to displays and galleries, Teashop customers, school groups, conference usage and users of the Archives. The resulting higher quarterly figures limit comparisons with preceding years.

27)

Visits to Kinneil Museum

Indicator flagging (against target)	
Annual target:	3,500
Year-to-date:	3,531
Year-to-date vs last year:	↑ 22.2% + 642
Year-to-date vs annual target:	100.9% achieved



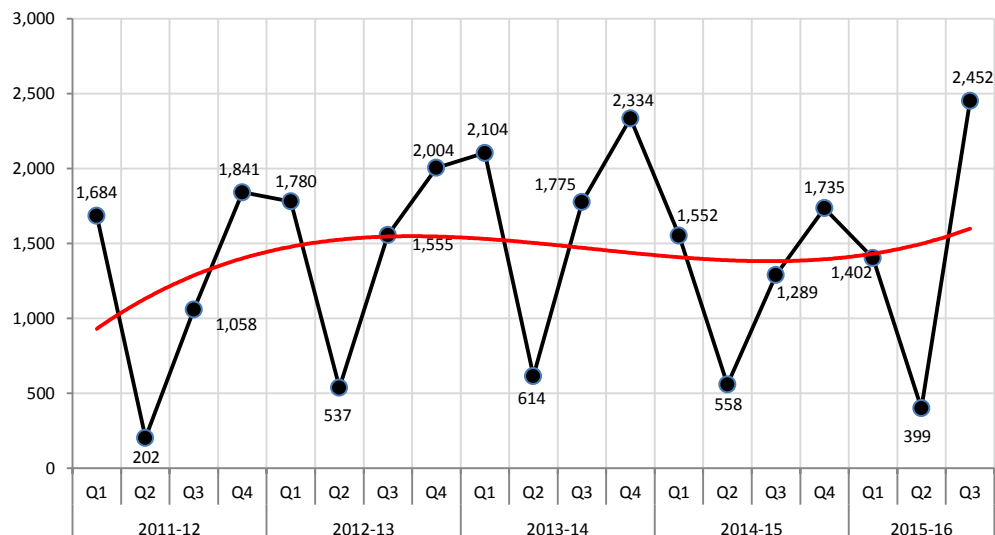
Visits to Kinneil House have already exceeded the annual target after only three quarters of the year completed. Q3 visits were 42.6% higher (+196) compared to the same quarter last year. Kinneil Museum visits are boosted by events and openings of Kinneil House organised by Friends of Kinneil, and this quarter included 391 visits during the opening of Kinneil House on 31st October for Halloween. November and December were down on the equivalent periods last year.

Quarter four plans include the opening of Kinneil House in March to tie in with the Hippodrome Festival of Silent Film. With similar activity planned for the Museum as per last year, expectation is for year-end to achieve 3,800-4,000 visits.

Note: A more accurate counting mechanism was introduced from Q1 2013-14 onwards. The general trend from that point onwards is increasing with improvements in visit numbers.

28) Participants in Heritage Education Workshops

Indicator flagging (against target)	
Annual target:	6,000
Year-to-date:	4,253
Year-to-date vs last year:	↑ 25.1% + 854
Year-to-date vs annual target:	70.9% achieved




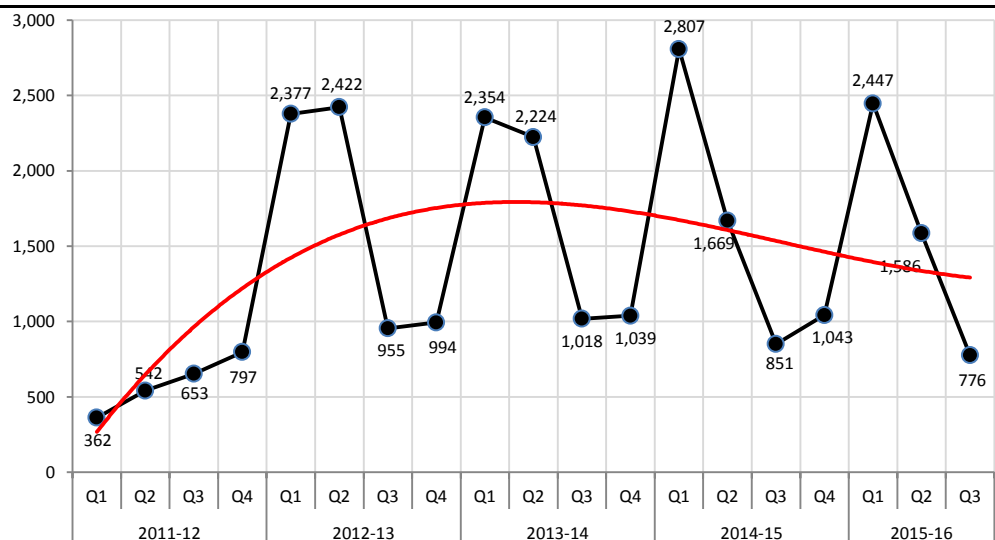
Total participant uptake for Q3 was the highest recorded since the formation of the Trust, with a 90% (+1,163) increase over the same quarter last year. This is due in part to an enhanced Christmas offer with Santa Lunch and Brunch events generating 369 attendances. Loan box usage increased by over 700 following a redesign of existing and launch of new loan boxes including a Christmas-themed box. 'Tales by the Fireside' – a Christmas Heritage Workshop for Schools – was well attended.

Charges for Heritage Workshops for Schools were introduced in August 2016, bringing the service in line with others across Scotland. Currently there is no income target set for this area of operation, however for activity to end-Q3 this generated £1,357 in schools workshops and activity fees. An income target will be reviewed for 2016-17.

Year-to-date performance is now 25% higher than at the same period last year, and has achieved 71% of target, following this successful Q3. Limited capacity within the Heritage Learning team will restrict the delivery of the programme during Q4. The indicator flagging has been reviewed from amber to green following higher Q3 performance and the expectation that target may now be achieved at year-end.

29) Participants in Outdoor Activities


Indicator flagging (against target)	
Annual target:	6,400
Year-to-date:	4,809
Year-to-date vs last year:	↓ 9.7% - 518
Year-to-date vs annual target:	75.1% achieved

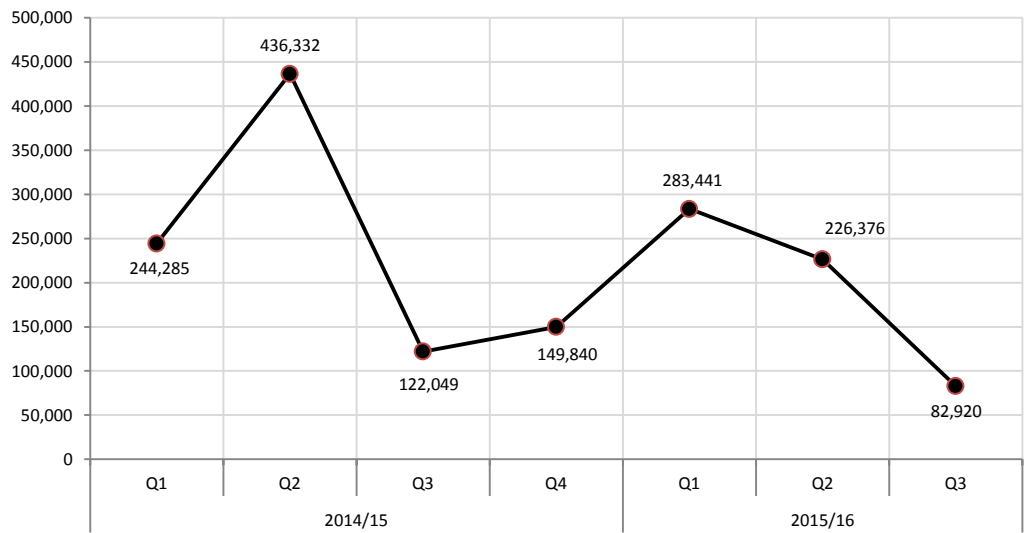


Outdoor activities participant numbers during Q3 were largely similar to the same quarter last year (-8.8%, -75 participants). The same number of sessions were delivered during Q3 compared to Q3 last year but returned a lower total number of participants due to reduced pupil ratios. Income for the quarter was £1k more than the same period last year helped by Lowland Leader Award Course bookings and fee-paid courses from schools. Year-to-date income is currently £42k.

Bookings and income for the Q4 winter programme are promising but remain highly dependent on weather. It is unlikely that participant numbers will increase sufficiently to achieve target by year-end hence this indicator remains flagged amber, however it remains more likely that year-end income will match or slightly increase on last year if winter weather remains stable.

30) Visits to the Helix


Indicator flagging (against target)	
Annual target:	900,000
Year-to-date:	592,737
Year-to-date vs last year:	↓ 26.2% - 209,929
Year-to-date vs annual target:	65.9% achieved

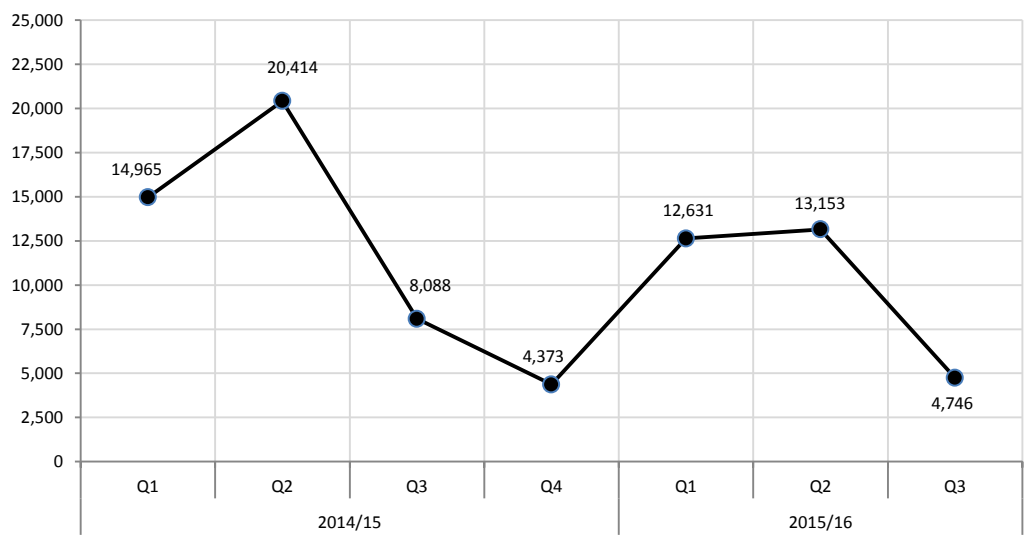


The Visitor Centre at the Helix opened on 26th October 2015 and attracted 4,095 visitors its first 6 days of opening. Numbers visiting the Centre for November and December totalled 12,929 and 9,875 respectively, making an encouraging start with over half of Helix Park visitors also visiting the Centre.

Visits to the Helix during Q3 were 32.1% lower (-39,129) than the same period last year. Very poor weather during the quarter will have impacted on visitor numbers to the Helix. Expectation is for year-end performance to fall short of target by approximately 25%, hence the indicator flagging has been moved from amber to red at this time.

31) Kelpies Tour tickets sold

Indicator flagging (against target)	
Annual target:	55,000
Year-to-date:	30,530
Year-to-date vs last year:	↓ 29.8% - 12,937
Year-to-date vs annual target:	55.5% achieved



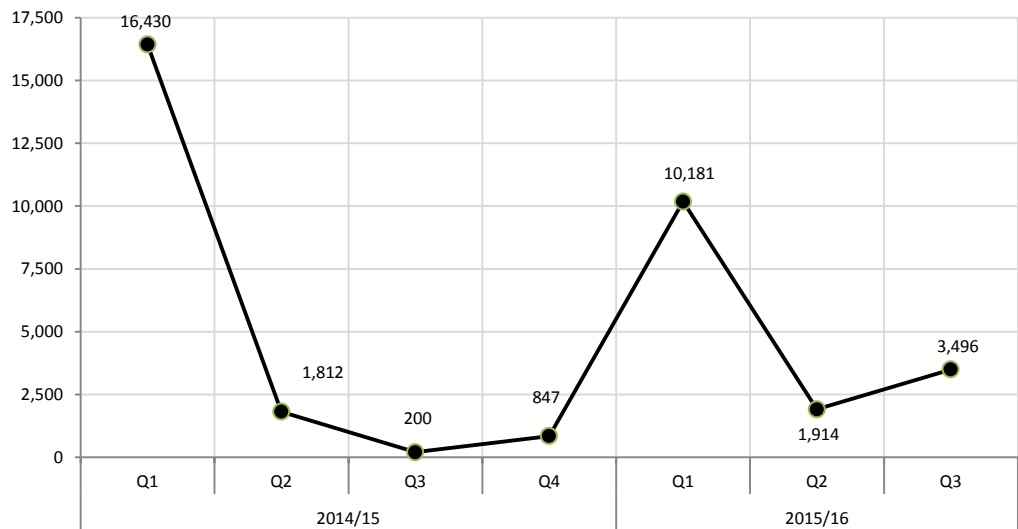
Kelpie Tour tickets sold are linked closely to visitor numbers and during Q3 were also affected by the particularly poor weather during the period. Tours during Q3 were 41.3% lower (-3,342) compared to the same quarter last year. The move from selling tickets from the temporary tour base in the car park to selling them from the Visitor Centre has made the Tour offer less visible to customers. Improvements are planned to promote the tours with marketing material at the car park.

The tour numbers drop off is in line with the overall visitor number decline. A refresh of the tours is being looked at to revitalise the tour and give local visitors a reason to go on a repeat tour.

Predictions are that year-end tickets sold are likely to miss target by approximately 30%, hence this indicator remains flagged red against target.

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

Indicator flagging (against target)	
Annual target:	20,000
Year-to-date:	15,591
Year-to-date vs last year:	↓ 15.5% - 2,851
Year-to-date vs annual target:	78.0% achieved



This indicator describes use of the Helix site for activity programmes and planned events which take place on the site. Performance of this measure is expected to be irregular being reliant on scheduling of large events and activities.

Programmed activity on the Helix site was significantly higher than the same period last year however attendances could have been better and reflect the unfavourable weather. Numbers attending the regular junior parkruns remain steady despite inclement conditions. Two larger events took place in November with approximately 800 attending a secondary schools road race event, and 1,800 attending the Supernova running event which took place in darkness.

Quarter four includes a large-scale event on the site, 'Fire and Light' on 1st January 2016, marking the New Year. This event was ticketed and was completely sold out during December. On the basis of these ticket sales we expect target to be achieved by year-end hence this indicator flagging amended from amber to green.

A strong, sustainable and valued organisation

Indicator	2012/13 total	2013/14 total	2014/15 total	2015/16				
				Q1	Q2	Q3	Q4	Year Total
Sickness Absence - % days lost	4.03%	4.03%	4.72%	4.25%	3.88%	3.60%		
Staff Turnover	8.6%	10.6% equates to 51 staff	10.3% equates to 50 staff	3.7% equates to 18 staff	3.1% equates to 15 staff	5.6% equates to 27 staff		
Number of Accidents involving staff and customers	525	468	387	86	105	60		
Number of complaints and formal enquiries received and dealt with	94	118	81	30	35	35		
Number of hits on Trust website	407,333	580,642	659,796	172,002	189,267	166,738		

Days lost due to sickness absence during quarter three to end-December 2015 were 3.6% and show an improvement compared to the same period last year (4.1%). This improvement is encouraging and the Trust remains committed to further reducing staff absence rates.

Staff turnover figure for the 3-months to end-December is 5.6% and equates to 27 staff leaving during this period. This consisted of 17 resignations, 7 who reached the end of their temporary contracts, 1 retirement, 1 death in service and 1 for other reasons. At the end of December the Trust had a total headcount of 482 contracted employees (temporary and permanent staff).

The reporting of accident figures has been amended: previous reports included numbers of accidents involving staff and incidents involving staff and customers. Going forward the total number of accidents involving staff and customers will be reported, aligning the indicator with what is reported to Trust's Health, Safety and Risk Management Group. A total of 60 accidents were reported during Q3 2015-16, a reduction of 6 compared to the same period last year. Of these 60 accidents, all were accidents involving members of the public and customers with none involving staff.

35 complaints and formal enquiries were received and dealt with during Q3 of 2015-16, with 33 being dealt with at Frontline Resolution and 2 being escalated for investigation. The Trust's revised Customer First system for logging complaints and formal enquires is now live across the Trust.

Trust website hits during the third quarter were 166,738. This was an increase of 8,652 hits compared to the same period last year (151,566). These hits were carried out by 82,977 unique public visitors to the Trust website. This increase in website traffic is encouraging and may be reflective of the information needs of the public regarding the new gym at Stenhousemuir and tickets for the Fire and Light event at the Helix on 1st January 2016.