

Falkirk Community Trust

**Subject:** April 2016 – March 2017 12-month Performance Report  
**Meeting:** Audit and Performance Sub-Group  
**Date:** 11<sup>th</sup> May 2017  
**Authors:** Team Leader Performance Review

**1. Introduction**

1.1 This is the 2016-17 quarter four report on our performance indicators and covers the 12-month financial period April 2016 – March 2017. The report flags relevant current activity or planned action in support of achieving the Trust’s strategic objectives.

**2. Performance Statement**

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

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

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

2.3 The flagging status for this period is summarised below:

Green 	This PI is on or above target (within 5% of target or above target)	There are <b>18</b> green-flagged indicators.
Amber 	This PI is slightly below target though performance may be improving (5-10% below target)	There are <b>7</b> amber-flagged indicators.
Red 	This PI is significantly below target and performance is not improving (10% or more below target)	There are <b>7</b> red-flagged indicators.

2.4 Performance for the 2016-17 year was generally positive. Over half of indicators were green-flagged at year-end meaning they exceeded or achieved very close to their targets. Seven indicators were flagged amber having achieved within 10% of target at year-end, while a further seven indicators fell over 10% below target and were flagged red. The areas of concern where indicators were flagged red and amber includes the main leisure centres and – with the exception of Callendar House – the Arts and Heritage indicators.

2.5 Performance in the fourth quarter was largely good with the majority of indicators performing well against target. Compared to the Q3 report there was one less green-flagged indicator, the same number of amber-flagged indicators, and one additional indicator flagged red against target. Five indicators had a change in flagging compared to at end-Q3 and are listed below, with comments made throughout the report to highlight where these changes occurred:

- PI 1: Bo’ness Recreation Centre improved from red to amber flagging;
- PI 4: Grangemouth Stadium dropping from green to amber flagging;

- PI 20: Public Access Terminal usage in Libraries improving from amber to green;
- PI 26: Heritage Education Workshop participants changing from green to red flagging;
- PI 31: Kelpie Tour tickets sold dropping from amber to red flagging.

2.6 The key year-end performance highlights against target include the following:

- Participants in programmed activity at the Helix (PI 32) achieving 184% of target;
- Out of hours admissions to Community Use Schools (PI 11) 134% of target;
- Active Schools participant sessions (PI 16) with 122% of target achieved;
- Round of golf played (PI 12) achieving 119% of target;
- Visits to Callendar House (PI 27) with 114% of target achieved;
- Muiravonside Park visits (PI 13) exceeded target with 112% of target achieved;
- Stenhousemuir Gym (PI 8) and Bo'ness Gym (PI 5) with 112% and 108% of target achieved respectively.

2.7 Performance lowlights for year-end performance against target include:

- Helix Visits (PI 30) falling 26% short of target at year-end;
- Falkirk Town Hall admissions (PI23) fell 17% short of target;
- Heritage Education Workshop participation (PI 26) achieved 16% under target;
- Participants in Outdoor Activities (PI 29) short of target by 14%;
- Kelpies Tour ticket sales (PI 31) at 11% below target.

2.8 Performance information, including the current and all previous quarterly performance reports, is available to view on the Falkirk Community Trust website:  
<http://www.falkirkcommunitytrust.org/about/performance.aspx>.

2.9 A report on the period April – June 2017 will be made at the next meeting of the sub group on 17<sup>th</sup> August 2017.

### **3. Recommendation**

3.1 Directors are asked to note the following:

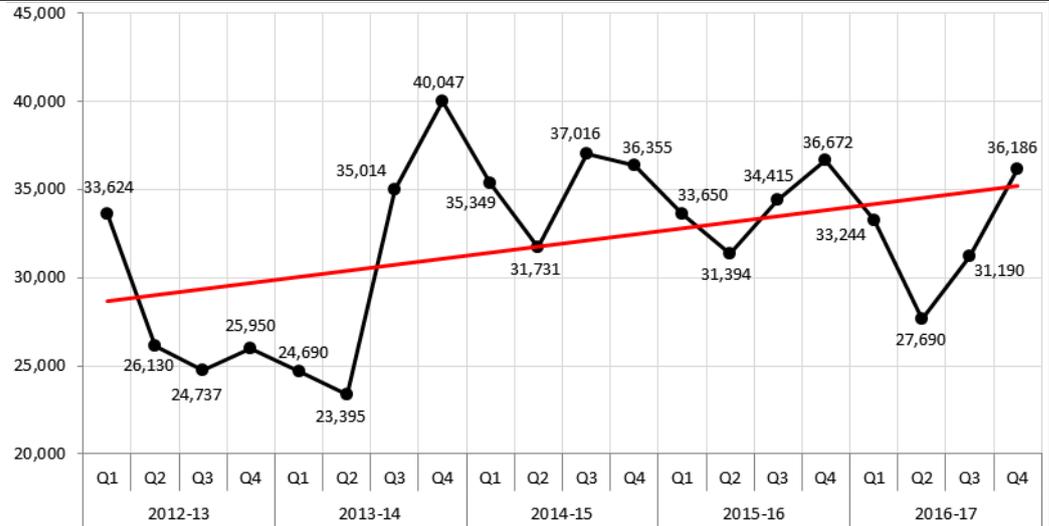
- Progress made throughout the fourth quarter of 2016-17;
- Performance at year-end 2016-17;
- Actions to address areas requiring improvements in the forthcoming year.



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

1)  
Admissions to  
Bo'ness Recreation  
Centre

Indicator flagging (against target)	
Annual target	142,000
Year total	128,310
Year total vs last year	↓ 5.7% - 7,821
Year total vs annual target	90.4% achieved



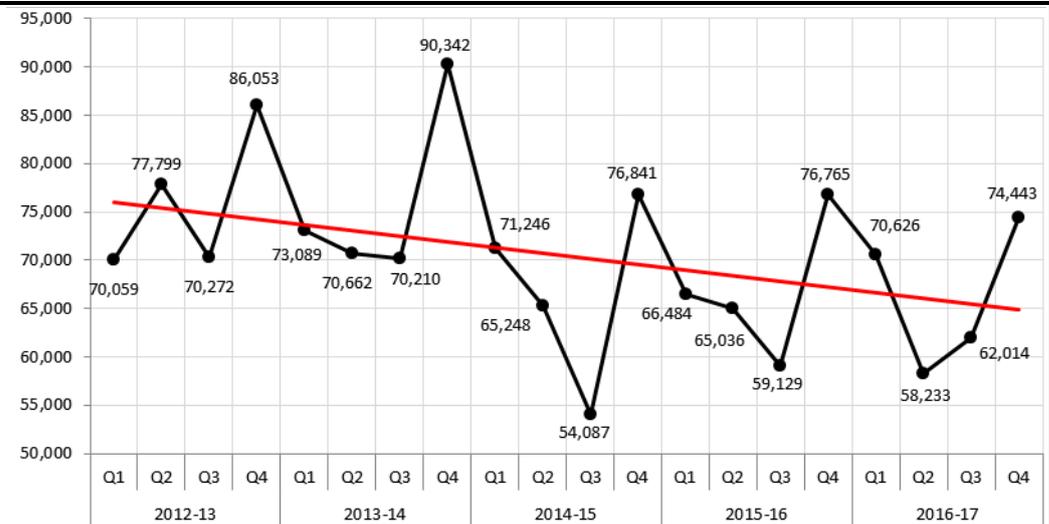
Admissions at year-end did not meet expectations and fell short of target for admissions and income, with total admissions falling 5.7% below last year's total. The lack of lighting on the AstroTurf pitches for 7 months over the autumn/winter period was a major concern and resulted in approx. £13k of lost income. Income at year-end was 23% short of target with £179k achieved (against £235k target). Revisions to the pool timetable introduced during Q1 have proved successful with good attendances at early morning swimming sessions between 7am and 9am. The new pool inflatable is also proving a success.

Admissions for Q4 alone nearly matched Q4 last year despite AstroTurf pitches being unavailable for much of the period. Swimming income was higher than Q4 last year and may continue with new clubs being added to the swimming timetable going forward. A new income source in Q4 was the use of the car park for a funfair, which proved successful.

The trend in admissions remains upward. Next quarter will include promotion of the AstroTurf following replacement lighting fitted in February with bookings commencing again. The successful funfair hire is expected to reoccur several times during the year, generating additional income for the centre.

2)  
Admissions to  
Grangemouth Sports  
Complex

Indicator flagging (against target)	
Annual target	285,000
Year total	265,316
Year total vs last year	↓ 0.8% - 2,098
Year total vs annual target	93.1% achieved



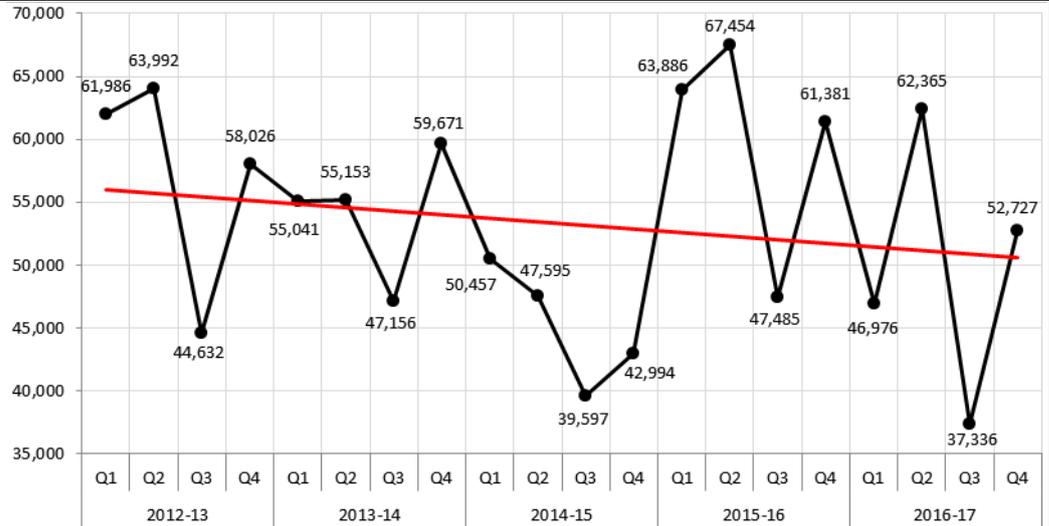
Admissions for 2016-17 fell just short of matching the totals for the past two years and also just short of target, ending the year 19,600 admissions below target and resulting in an amber flagging. Delays in the flume refurbishment, the removal of the squash court to accommodate the new spin studio and the closure of facilities for the EU referendum count all affected admissions. Highlights of the year include the continuous improvement and development of the Learn to Swim programme and the range of activities and event bookings throughout the year.

Q4 performance alone was 3% down on the same quarter last year, with reductions in crèche admissions (-30%) following reduced opening hours, swim/aquatic club admissions (-13%), sports clubs (-27% mainly attributed to roller derby) and a 35% reduction in school swimming.

Looking ahead to next year, a revised pool timetable will commence from mid-April following the Easter programme. Some loss of admissions is expected for the centre closure in May and June for elections.

### 3) Admissions to Mariner Centre

Indicator flagging (against target)	
Annual target	220,000
Year total	199,404
Year total vs last year	↓ 17.0% - 40,802
Year total vs annual target	90.7% achieved



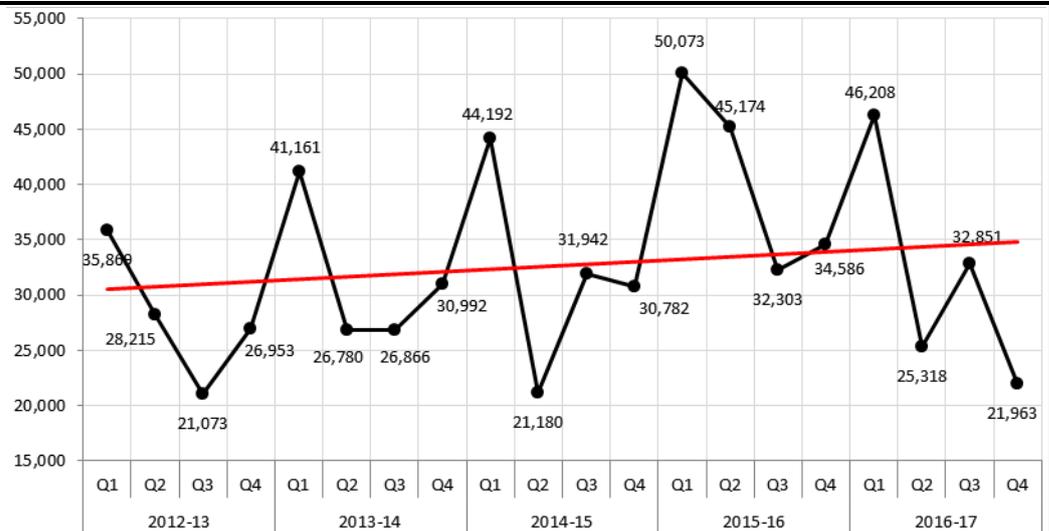
Admissions at year-end were 17% lower than last year and fell 9% short of target, resulting in an amber flagging against target. The key factors influencing this year's performance were the transfer of swimming lessons to St Mungo's HS and resulting drop in admissions and income, several unplanned pool closures, and the timing of Easter this year meaning the busier Easter period fell within 2017-18 Q1 rather than the usual position in Q4. The reduction in admissions is mirrored in income with the year-end income total falling 9% short of target (£403k vs £433k target).

Q4 admissions were 14% lower than the same period last year, equating to 8,600 fewer admissions and largely due to the timing of Easter this year. Highlights included: basketball +148%, table tennis +70%, crèche +48% and badminton +18%.

Plans for 17-18 Q1 include the Easter holiday programme in April and the launch of additional weekend pre-school swimming lessons to meet demand.

### 4) Admissions to Grangemouth Stadium

Indicator flagging (against target)	
Annual target	140,000
Year total	126,340
Year total vs last year	↓ 22.1% - 35,796
Year total vs annual target	90.2% achieved

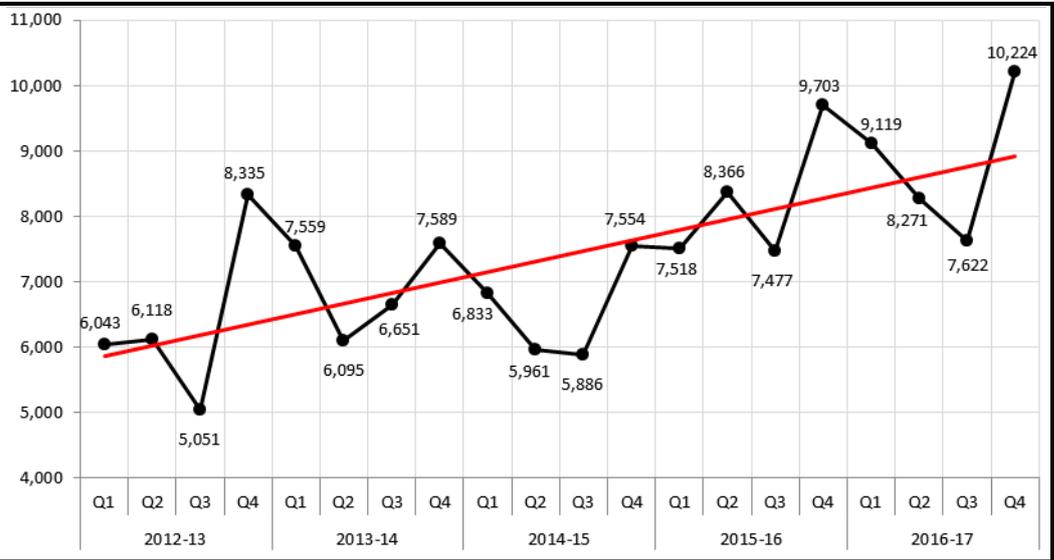


Year-end performance fell short of target, while income remained above target at year-end despite the drop in admissions and restricted facility option due to refurbishment works. Indoor refurbishment works commenced in Q4 to replace the indoor track surface and, with the associated changing area refurbishments, will further enhance the customer experience following reception and entrance hall refurbishment earlier in 16-17. Delays to works commencing resulted in larger disruption and reduced services to customers than anticipated with the resulting effect on reduced admissions. Income of £164k was achieved against a target of £158k, 3.6% over target. Admissions for the year, although below target, remain in line with previous year totals with the exception of the successful 2015-16 year which followed installation of the new outdoor running surface. Highlights for the year include successful athletics and non-track events and the continuation of popular gymnastics club sessions.

Next quarter is the busiest of the year with a large athletics events season including the Round The Houses, Scottish Athletics events, Active Schools P6 & 7 events, and many league matches and regional school championships. Expectation is for admissions to recover following completion of indoor refurbishment works.

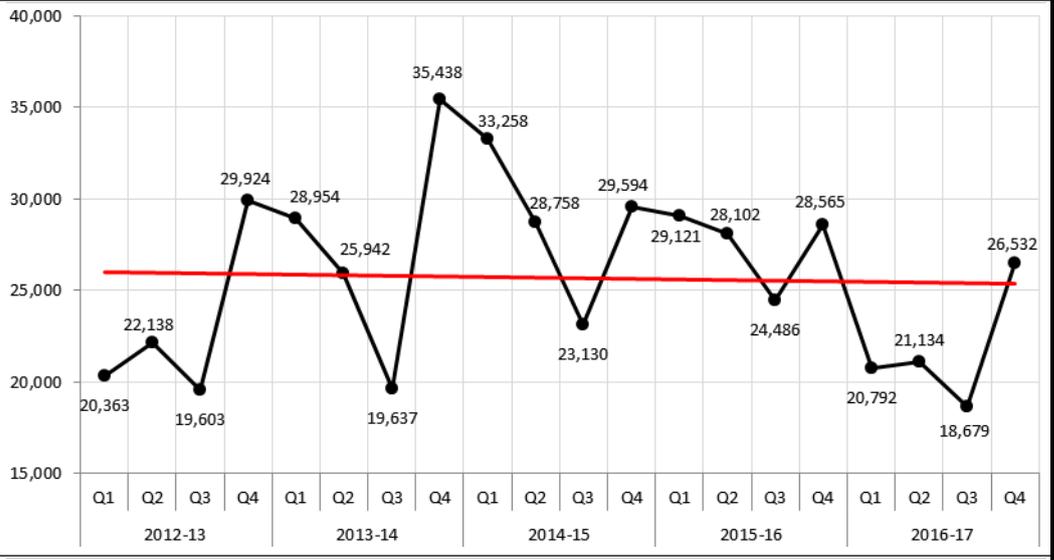
5)  
Admissions to  
Bo'ness Health &  
Fitness Club

Indicator flagging (against target)	
Annual target	32,500
Year total	35,236
Year total vs last year	↑ 6.6% + 2,172
Year total vs annual target	108.4% achieved



6)  
Admissions to  
Grangemouth Health  
& Fitness Club

Indicator flagging (against target)	
Annual target	110,000
Year total	87,137
Year total vs last year	↓ 21.0% - 23,137
Year total vs annual target	79.2% achieved



7)  
Admissions to  
Mariner Health &  
Fitness Club

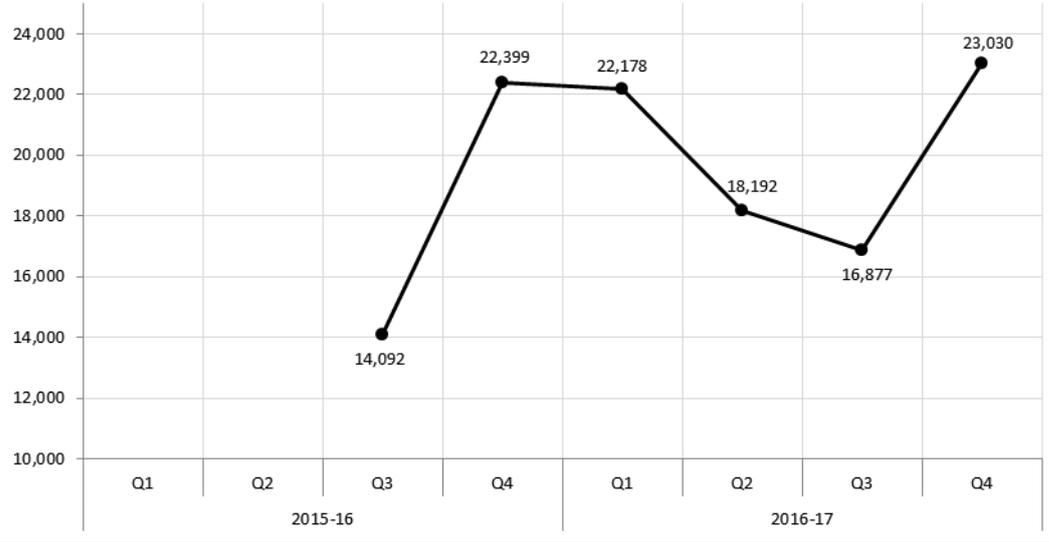
Indicator flagging (against target)	
Annual target	49,000
Year total	46,478
Year total vs last year	↓ 6.9% - 3,443
Year total vs annual target	94.9% achieved



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

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

Indicator flagging (against target)	
Annual target	<b>72,000</b>
Year total	<b>80,277</b>
Year total vs last year	<b>N/A</b>
Year total vs annual target	<b>111.5%</b> achieved



Performance across Health & Fitness in 2016-17 was largely positive, with significant achievements in both income and admissions. Income growth of 27% compared to last year was achieved, missing the increased target by just 2% at year-end. Admissions collectively across all four sites increased by 1% (+1,489 admissions) compared to last year, demonstrating growth in overall fitness usage, while individual sites had mixed performance.

Bo'ness: year-end usage increased by 6.6% (+2,172) compared to last year, exceeding target by 8.4% and continuing the recent upward trend. This indicator retained a green flagging.

Grangemouth: usage for Q4 was 7.1% lower than the same quarter last year, while overall admissions for the 16-17 year were 21% reduced in comparison and 20% below target. This is partly attributed to ongoing improvements which led to some disruption while works were completed in the toilets, changing areas and the new spin studio. A 5-day closure in December reduced usage while new gym equipment was installed. Ongoing issues with the onsite recording of admissions by the IT system has caused an unknown degree of under-reporting of usage, with the successful income achievements not being accurately reflected in usage figures. Solutions are currently undergoing testing which should remedy this.

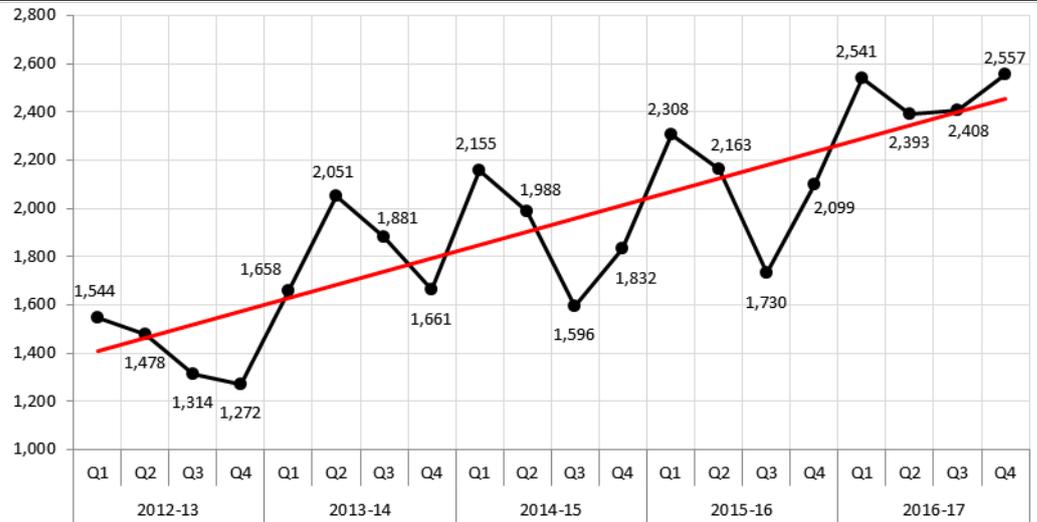
Mariner: overall usage at year-end was 7% lower than last year; however, usage in Q4 was similar to the same quarter last year. This follows the opening of the Trust's successful Stenhousemuir Gym last year with many members using this facility in place of the Mariner. Performance was very close to achieving a green-flagging at year-end.

Stenhousemuir: growth continued in 16-17 following the opening of this venue partway through 15-16, with year-end usage exceeding target by 11.5% (8,277 above target). Compared to Q4 last year, usage increased by 3% (+631 admissions).

Looking ahead, a development plan for Health & Fitness is being prepared detailing the key priorities for the next three years. A focus on customer engagement early in 17-18 will be assisted by the use of customer engagement software due for installation shortly. The new fitness class timetable and membership campaign was launched at the start of May.

9)  
Health & Fitness  
Programme Initiative  
participation

Indicator flagging (against target)	
Annual target	9,200
Year total	9,899
Year total vs last year	↑ 19.3% + 1,599
Year total vs annual target	107.6% achieved

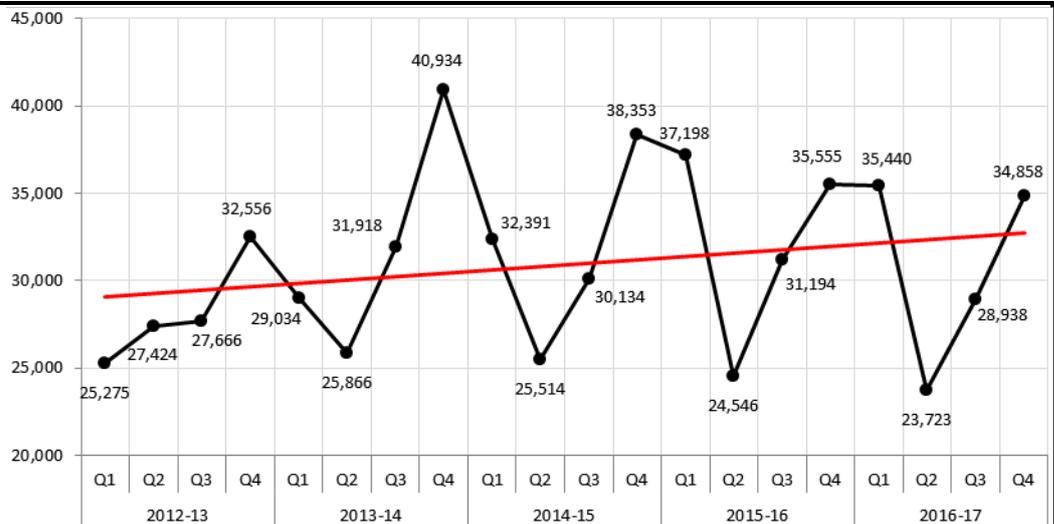


Note: this is a new indicator which better reflects the work of the Fitness team in initiatives outwith the boundaries of the 4 health and fitness clubs. This scope of this indicator includes Step Forth, Buggy Walks, Helix Walks and Walking Events.

Overall participation during 16-17 exceeded target for the year, achieving a 19% increase in participation compared to the previous year. Buggy Walks have increased in both number of walks and number of participants per walk with new walks proving popular, Stenhousemuir being a particular highlight. Nordic walking continues to be popular with three training courses and new daytime walks enhancing the provision. Helix walks saw a 26% increase from last year. A Paths for All pilot on walker engagement and retention is underway, with positive feedback from walkers so far. Barbara McConnell, the Trust's Paths To Health Development Officer, won Paths For All's prestigious Volunteer Manager of the Year in recognition of her work.

10)  
Admissions to  
Neighbourhood  
Sports Centre

Indicator flagging (against target)	
Annual target	126,500
Year total	122,959
Year total vs last year	↓ 4.3% - 5,534
Year total vs annual target	97.2% achieved



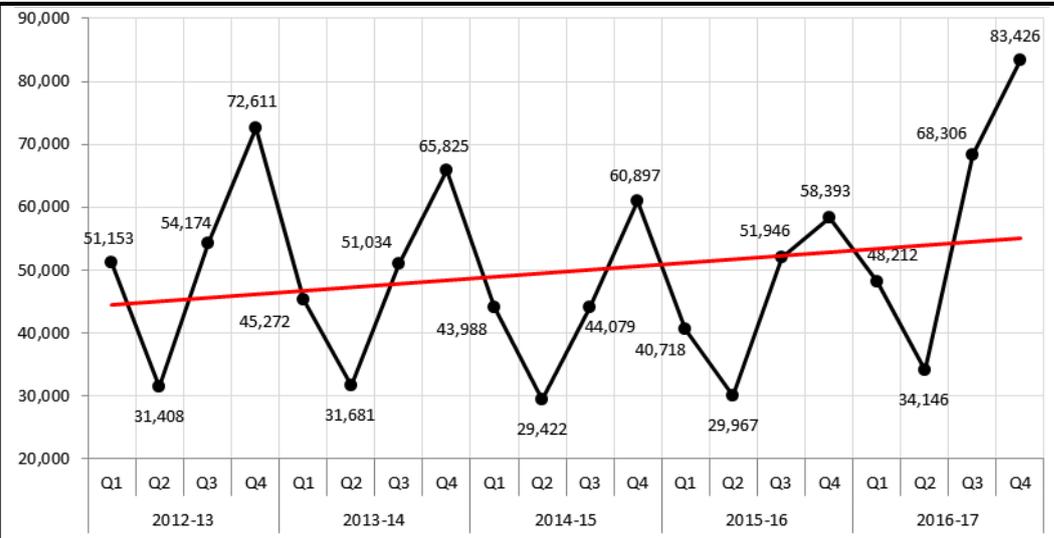
Year-end performance achieved close to target, falling short by less than 3,500 admissions and retained a green flagging. Income achieved close to target (£251k) with £231k achieved at end of the year. Admissions successes included new weekend tennis bookings at Polmont SC, additional badminton bookings at Denny SC, greater use of Bankier SC for 5-a-side bookings, and increase use at Stenhousemuir by Larbert High School and Carron Primary School. Uncertainty about the long-term future of centres – now resolved with no closures for 17-18 – resulted in some regular bookings relocating to alternative venues and a resulting loss in admissions and income.

Q4 admissions at Neighbourhoods Centres fell only 2% short of last year's figure for the same period, with this year's more clement weather contributing to clubs moving from indoor centres to outdoor facilities earlier in the year.

Looking ahead to Q1 17-18, the new AstroTurf pitch at Woodlands Games Hall is expected to attract late evening and weekend bookings, contributing both admissions and income. Hallglen Sports Centre has additional gymnastics bookings and a dance competition while Denny Sports Centre welcomes a new fencing booking.

**11)**  
**Out of hours admissions to Community Use High Schools**

Indicator flagging (against target)	
Annual target	175,000
Year total	234,090
Year total vs last year	↑ 29.3% + 53,066
Year total vs annual target	133.8% achieved



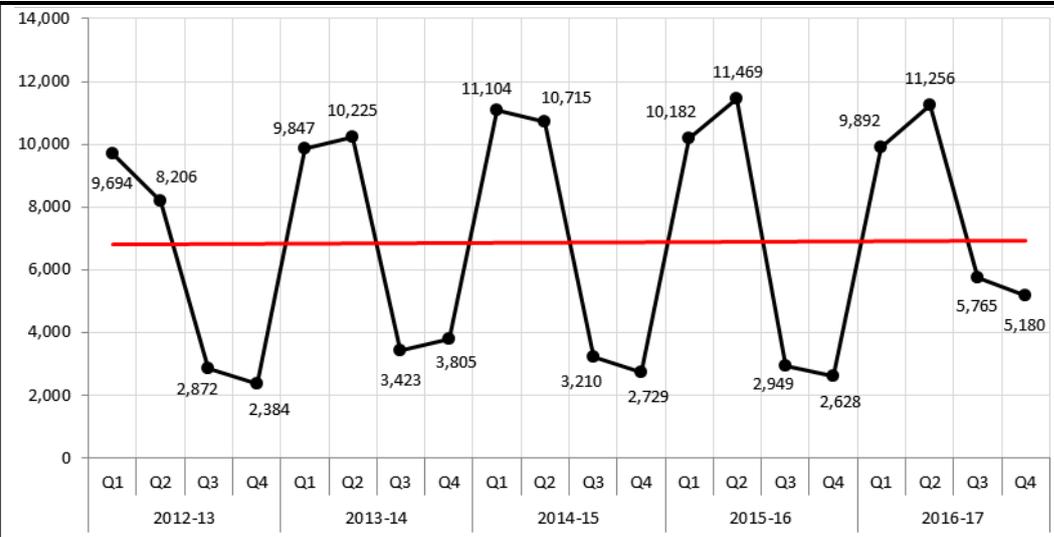
Year-end performance of Community Use High Schools was extremely positive, exceeding target by over 30% with 53,000 extra admissions compared to last year. The biggest factor has been the introduction of swimming lesson programme at four schools, complementing the programme held at two schools only in previous years. Income at year-end fell approx. 26% short of target.

Admissions for Q4 were higher than the same quarter last year for all schools with the exception of Falkirk HS (-29%). Increases were: Braes HS (+83) with new swimming programme and significant Falkirk Football Foundation use of pitches; Denny HS (+45%) with special events and football bookings; Grangemouth HS (+43%) following the introduction of swimming lessons on Sundays, and Falkirk & Linlithgow Hockey club using it as their home venue; St Mungos HS (+91%) with swimming lessons and additional NRG dance shows contributing to admissions; and Larbert HS (+27%) following the introduction of swimming lessons.

Plans for the next quarter include progressing discussions on extended facility access on Saturday mornings during holiday periods which will assist Trust Sports Development programmes and public access.

**12)**  
**Rounds of golf played**

Indicator flagging (against target)	
Annual target	27,000
Year total	32,093
Year total vs last year	↑ 17.9% + 4,865
Year total vs annual target	118.9% achieved



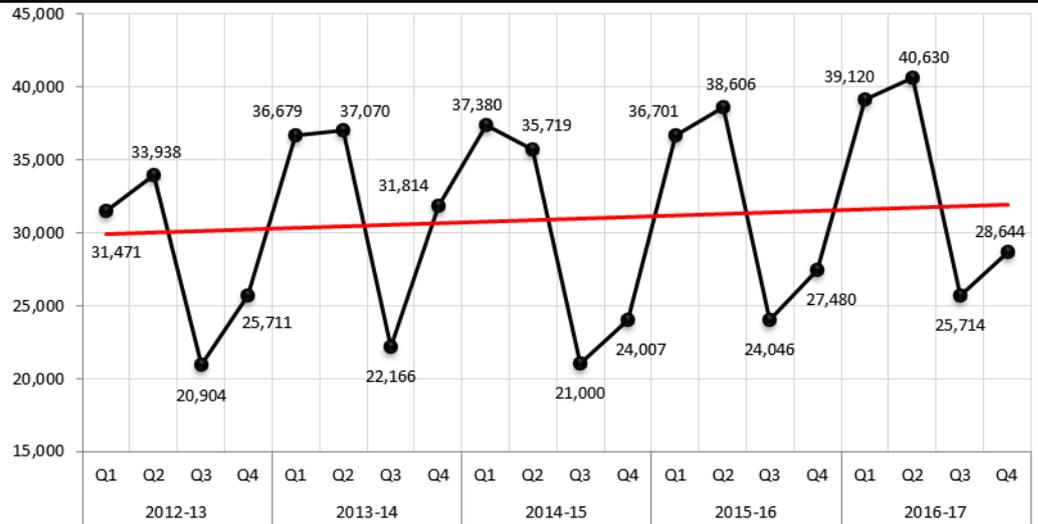
The combined number of rounds played at the Trust's two golf courses in 2016-17 exceeded target by almost 20%, with over 4,800 additional rounds played compared to last year. This increase occurred solely at Grangemouth GC with a 24% increase (+5,616 rounds) over last year, with Callendar Park Par 3 having a 20% decrease (-751). While golf performance is highly dependent on good weather, much of the success at Grangemouth GC is due to improvements in winter playability carried out by the greens-keeping team, the popularity of the offers trialled throughout the year, and the excellent value for money offered.

Q4 highlights at Grangemouth GC were the efficient management of replacement cabling for the sprinkler system, conducted without noticeable disruption to course playability and contributing to the 97% increase in rounds played compared to the period last year. Callendar Park Par 3 remained closed during Q4 for its winter shutdown.

Looking ahead, Q1 golf is expected to maintain recent good performance if the weather is clement. The aging infrastructure and national decline in golf as a sport are both areas of concern. A promotional programme initially focussing on season tickets before switching to seasonal offer and special promotions aims to keep the brand visible within the marketplace and attract new golfers.

**13)**  
**Visits to Muiravonside Country Park**

Indicator flagging (against target)	
Annual target	<b>120,000</b>
Year total	<b>134,107</b>
Year total vs last year	<b>↑ 5.7%</b> + 7,274
Year total vs annual target	<b>111.8%</b> achieved



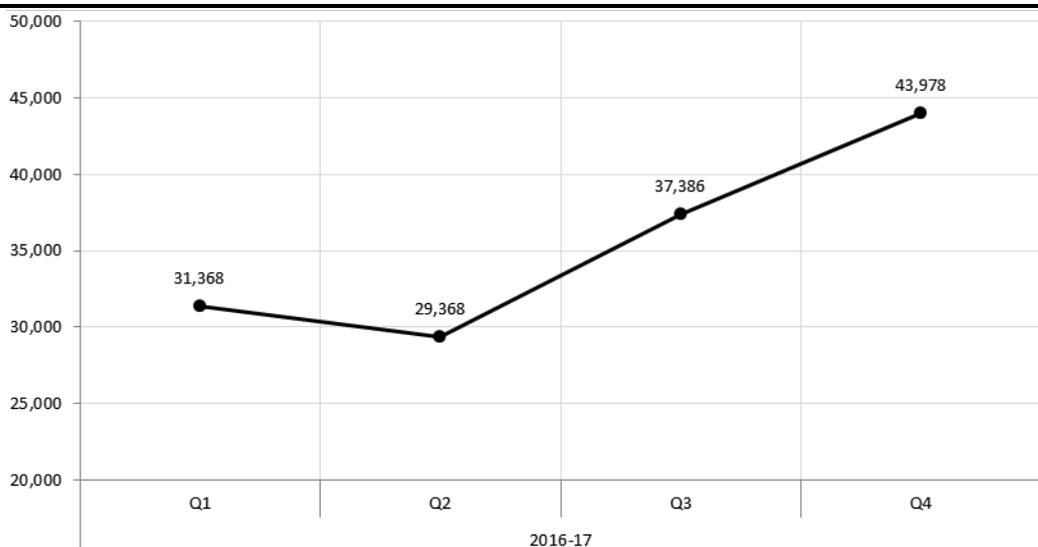
Note: this indicator is based on the number of vehicles visiting the park, recorded by an electronic vehicle counter and using the nationally accepted formula of an average of 2.4 visitors per vehicle to calculate the number of visits.

Visits during 2016-17 exceeded target achieving a 6% increase (+7,274) in visits on last year, continuing the upward trend. Improvements are constantly being made throughout the park and this year included the reopening of the visitor centre after a three-year closure, redecoration of the café and enhancements to the car park. Newparks Farm has seen recent changes including relocation of the pigs to a more visible enclosure, the introduction of pygmy goats and new Shetland ponies, and resurfaced paths and new signage to increase ease of access for families. Avian flu restrictions during Q4 required relocating all birds indoors and left empty outdoor enclosures, but this does not seem to have impacted heavily on visitor numbers. Relatively mild winter weather may have contributed to the improved Q4 visits.

Plans for the year ahead include focussing on areas which attract families – the farm and the play facilities. Investment in the play offer on site, made possible through external funding, will commence this summer. New interpretation signage for the farm is being designed to increase public interaction through advertised grooming sessions and feeding sessions.

**14)**  
**Sports Development participant sessions provided**

Indicator flagging (against target)	
Annual target	<b>134,000</b>
Year-to-date	<b>142,100</b>
Year-to-date vs last year	<b>N/A</b>
Year total vs annual target	<b>106.0%</b> achieved



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

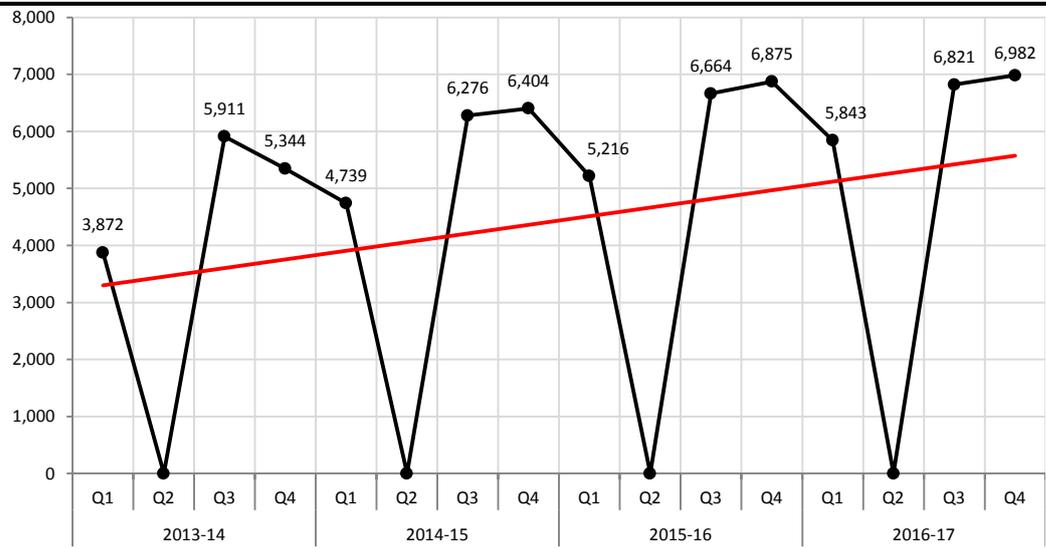
Overall year-end performance exceeded target by 6%. Although not all individual sports achieved their target (badminton, football, gymnastics, swimming and tennis), all were only a small number away from achieving them. Swimming achieved 93% (91,876 sessions) of its 99,000 target. Q4 performance was – like overall performance – largely positive in meeting target with the majority of sports exceeding their quarterly target. Q4 has the greatest number of weeks of Sports Development tuition which is reflected in the higher expected number of sessions.

Income at year-end exceeded target by 31% (+£63k above target).

Looking ahead to next year, the Easter programme forms a significant part of coach delivery. A large focus on efficiencies will be made to fill vacant spaces to maximise class capacity and income from existing resources, with a particular focus on progressing participants to more advanced class where appropriate.

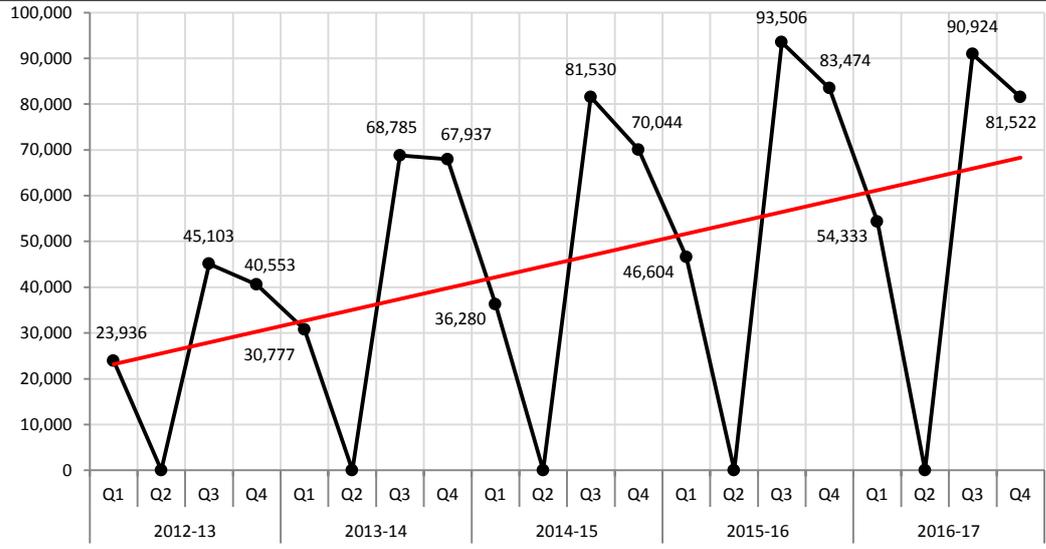
**15)**  
**Active Schools  
distinct participants**

Indicator flagging (against target)	
Annual target	<b>6,700</b>
Current quarter	<b>6,982</b>
Current vs preceding quarter	<b>N/A</b>
Year total vs annual target	<b>104.2%</b> achieved



**16)**  
**Active Schools  
participant sessions provided**

Indicator flagging (against target)	
Annual target	<b>186,000</b>
Year total	<b>226,779</b>
Year total vs last year	<b>↑ 1.4%</b> + 3,195
Year total vs annual target	<b>121.9%</b> achieved



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

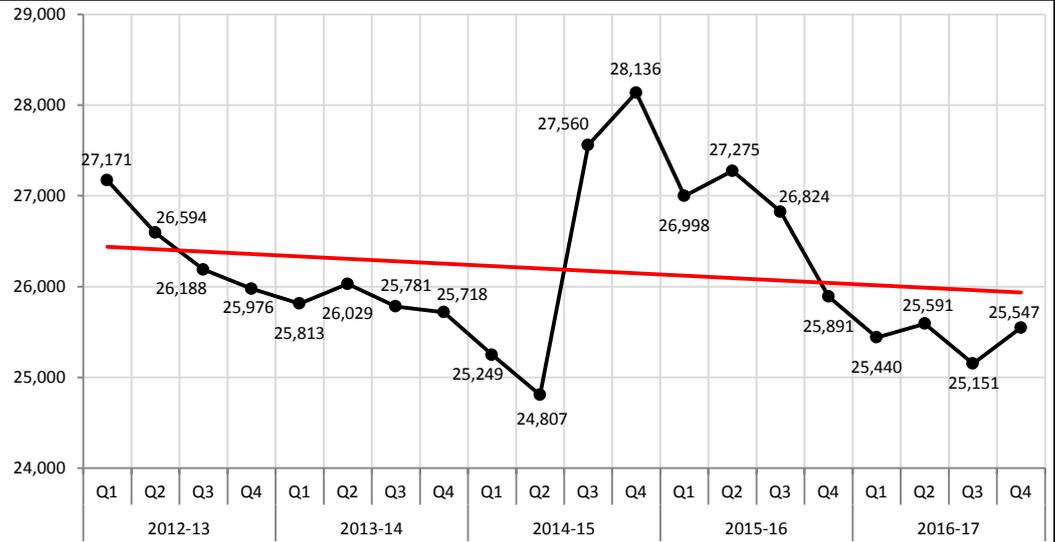
16-17 year-end performance of both indicators was positive, exceeding both annual targets and recording the highest figures on record to continue the overall upward trend. Key to this has been the constant and ongoing reviewing of programmes and club offers across the 59 participating schools. The new reporting system linked to the Council's Seemis system, introduced for Q3, ensures greatest accuracy and allowing more detailed analysis. Q4 highlights included the Transition Dance event and Cross Country, two examples of authority wide programmes with children representing all eight clusters taking part.

Active Schools staff are currently working on new initiatives for the 17-18 academic year with a focus on workforce recruitment and development, and investigating possible links with further education organisations and parents to attract new volunteers.

17)

**Active borrowers at public libraries**

Indicator flagging (against target)	
Annual target	25,000
Current quarter	25,547
Current vs preceding quarter	↑ 1.6% + 396
Year-end vs annual target	102.2% achieved



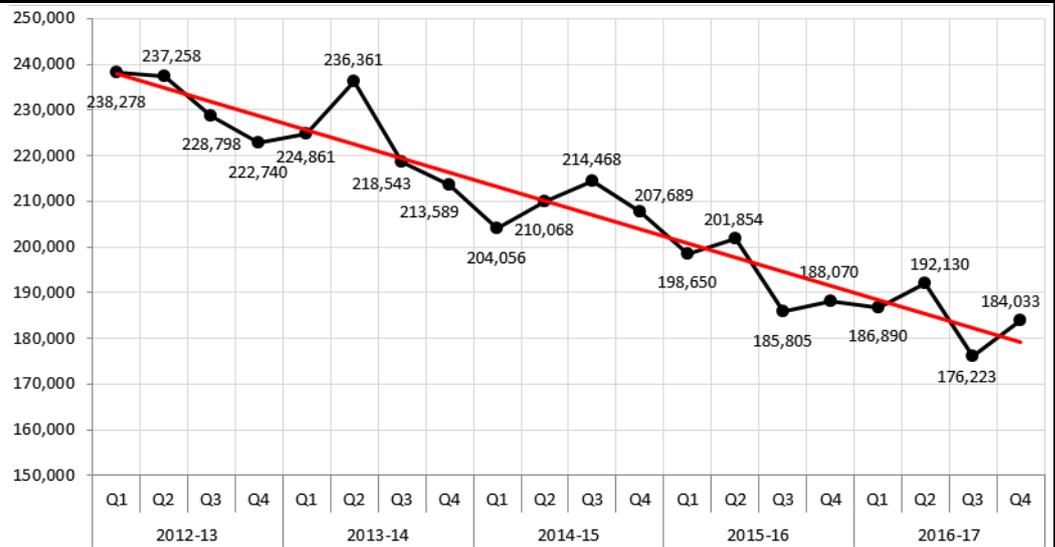
The number of active borrowers has remained reasonably constant throughout 16-17 although down by just under 5% on last year's average. At year-end it was 1.6% higher than the preceding quarter, an increase of 396 active borrowers. Denny reported a 23% increase in adult and junior membership this quarter following the opening on the new library in December, equating to 463 additional borrowers.

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 prior to this should be treated with caution.

18)

**Issues from public libraries**

Indicator flagging (against target)	
Annual target	725,000
Year total	739,276
Year total vs last year	↓ 4.5% - 35,103
Year total vs annual target	102.0% achieved



The total number of issues from Falkirk's libraries at year-end exceeded target by 2% (14,276 above target), retaining a green flagging. Total issues for 16-17 were 35,000 less than last year, with the withdrawal of the mobile library at end of 15-16 accounting for over 14,000 of this.

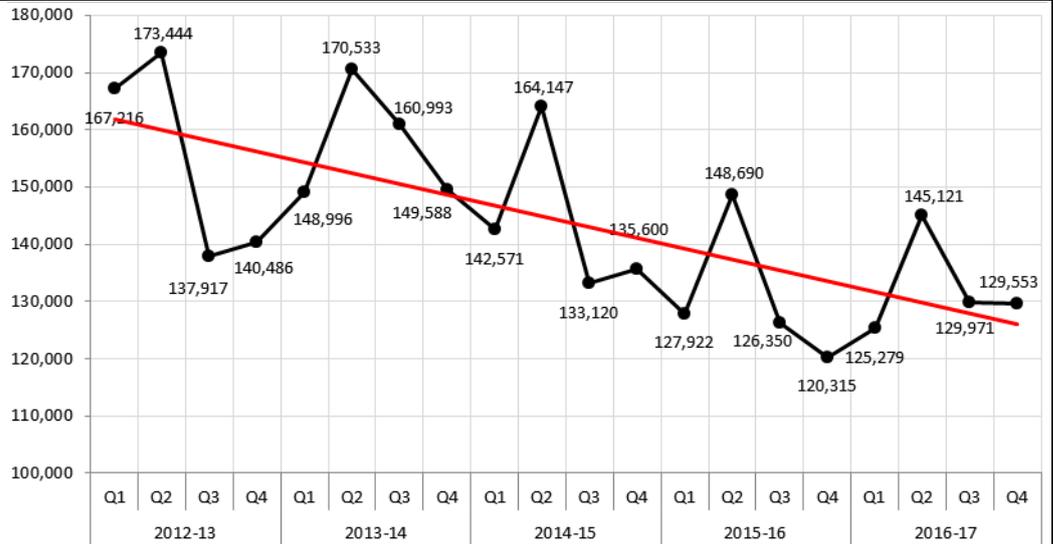
Q4 performance achieved close to last year's figures; the opening of the new library in Denny in December 2016 contributed 3,446 additional issues compared to the same period last year (14,668 v 11,222). Analysis shows that customers are borrowing slightly less, with an average of 28 issues per customer in 16-17 compared to 29.6 in 15-16 and 29.7 in 14-15.

Next quarter includes a number of events which will help towards the number of issues including World Book Night on 22<sup>nd</sup> April, new reading groups at Falkirk and Slamannan, introducing a Coding Club in Larbert in May, and 'Appy' sessions planned for Grangemouth and Falkirk throughout the quarter.

19)

**Visits to public libraries**

Indicator flagging (against target)	
Annual target	500,000
Year total	529,924
Year total vs last year	↑ 1.3% + 6,647
Year total vs annual target	106.0% achieved



The 16-17 year-end total saw the first increase in the number of library visits for several years, with 6,647 additional visits compared to last year. This improvement can be attributed to the introduction of bus pass applications at Falkirk accounting for over 4,000 visits since July 2016, and to the opening of the new library in Denny with increased visits for Q4.

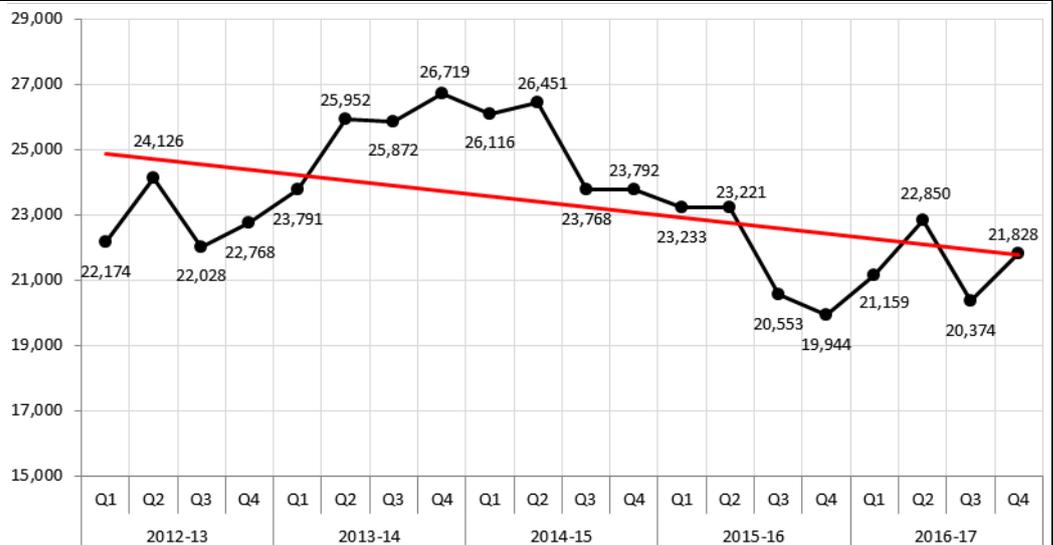
Visits during Q4 were 7.6% higher (+9,238) than the same quarter last year. These are mostly at Denny and the increased bus pass applications at Falkirk, but increases were also recorded at Larbert and Meadowbank. Successes included local primary schools visiting libraries as part of the First Minister’s Reading Challenge, with 38 out of 50 Falkirk primary schools signed up, and World Book Day at the start of March providing a boost to visits.

Q1 17-18 will include an Easter programme of activities for younger borrowers as well as events for all including “Writer’s Rammy” hosted by a local Denny author for World Book Night on 22<sup>nd</sup> April. The Scottish Book Trust’s Bookbug Big Giggle Week is holding a flagship event at Callendar House on 17<sup>th</sup> May which should attract many younger people.

20)

**Usage of public access terminals in libraries**

Indicator flagging (against target)	
Annual target	90,000
Year total	86,211
Year total vs last year	↓ 0.9% - 740
Year total vs annual target	95.8% achieved



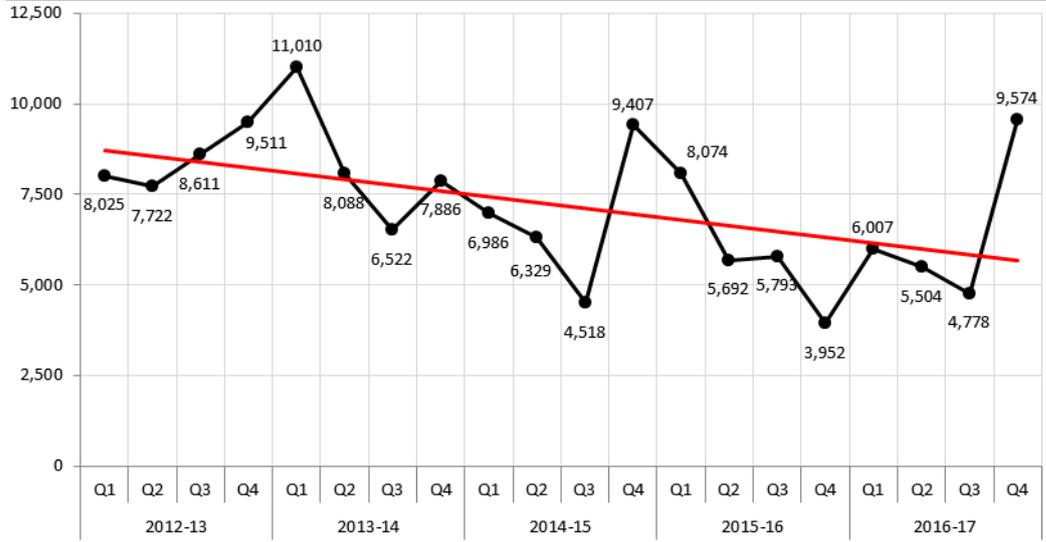
Year-end performance achieved close to target with approx. 3,800 uses below the target of 90,000 and ending the year flagged green. Ongoing problems with reporting usage since a refresh of the WiFi hardware in June 2016 resulted in under-reporting throughout 16-17 which has now been resolved. Usage of public access PCs is very similar to last year’s total. There was a drop in the number of unique users from 9,465 in 15-16 to 9,157 this year, suggesting that core users looking for PCs are using them slightly more often than previously.

At present there remains limited demand for PC and internet sessions by members of the public in the majority of libraries. However, it remains a vital service for those without alternative access to PCs or the internet. The greater use of mobile devices and the increasing usability of mobile apps reduce the need for fixed public PC usage, but they remain an important provision for those who need them most.

A new initiative during next quarter is the introduction of an 8-week Coding Club at Larbert Library, utilising public access computers. Continued support will be provided to benefit applicants as part of the partnership with the DWP.

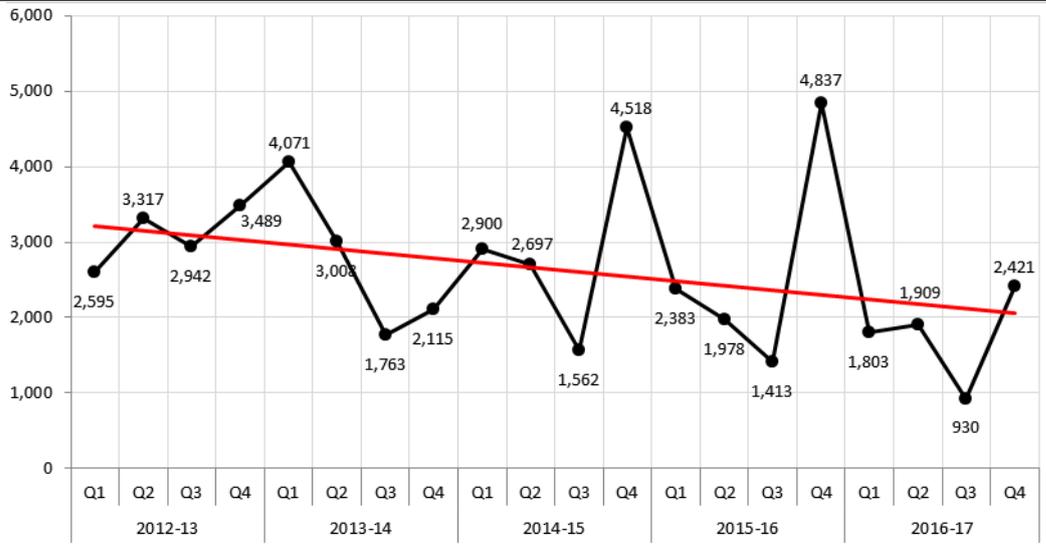
**21)**  
**Resources added to library stock – Adult**

Indicator flagging (against target)	
Annual target	19,000
Year total	25,863
Year total vs last year	↑ 10.0% + 2,354
Year total vs annual target	136.1% achieved



**22)**  
**Resources added to library stock – Junior**

Indicator flagging (against target)	
Annual target	4,500
Year total	7,063
Year total vs last year	↓ 33.4% - 3,548
Year total vs annual target	157.0% achieved



Although fewer junior resources were added to library stock during 16-17 than last year, performance is in line with reduced budget and targets. This reduction in budget limits comparison with previous performance with performance against target being the more relevant measure. An additional £6,000 spend on stock from capital budget was used to supplement the new stock at the new Denny Library.

Our book-stock has shown a huge improvement since the introduction of evidence-based stock management; we now have 1,408 items of stock per head of population which, coupled with our high issue figures (4<sup>th</sup> in Scotland after Orkney, Shetland and Stirling) demonstrates that our book stock is up-to-date and fit for purpose.

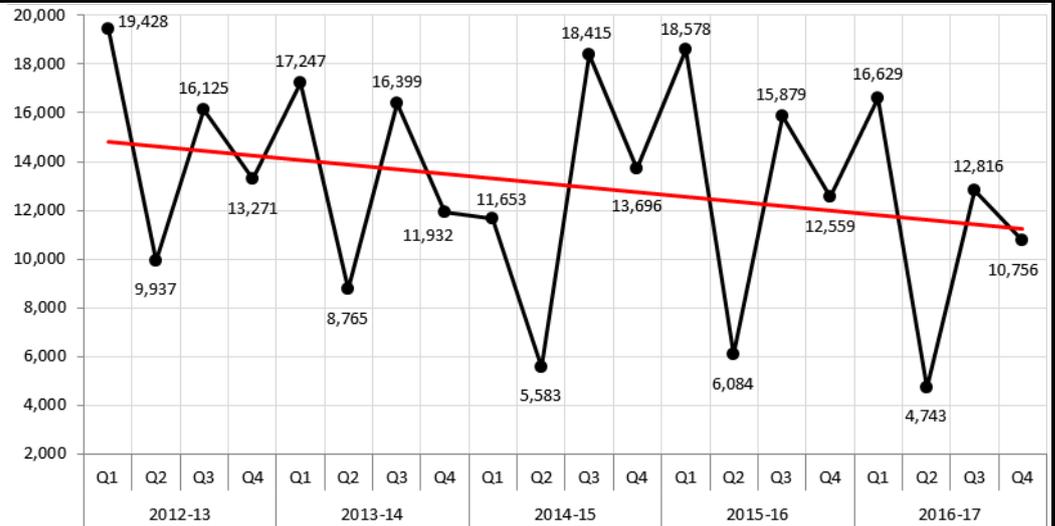
Q4 spending focussed on Adult, Large Print, Junior and Spoken Word resources. Purchases were made to support our Reading Group offer, to supplement core titles obtained through subscription plans for Large Print and spoken Word, and junior resources to support the introduction of Coding Clubs, Appiness and Lego events planned for 17-18.

Both Adult and Junior additions to stock targets have been raised for the 17-18 year.

23)

**Admissions to Falkirk Town Hall**

Indicator flagging (against target)	
Annual target	54,000
Year total	44,944
Year total vs last year	↓ 15.4% - 8,156
Year total vs annual target	83.2% achieved



Income for FTH at year-end exceeded target by 8.5%, although visits for 2016-17 fell short of target by 16.8% (-9,056 admissions). Overall performance at FTH during 16-17 was lower than the previous year, being very much a transition year. Moving forward, we are encouraged by the initial response to our new approach to programming. The year ahead requires consolidation of operations/service delivery and focus resource on widening the reach of promotional and marketing activity to build sustainable audiences for an ambitious new approach to programming at FTH.

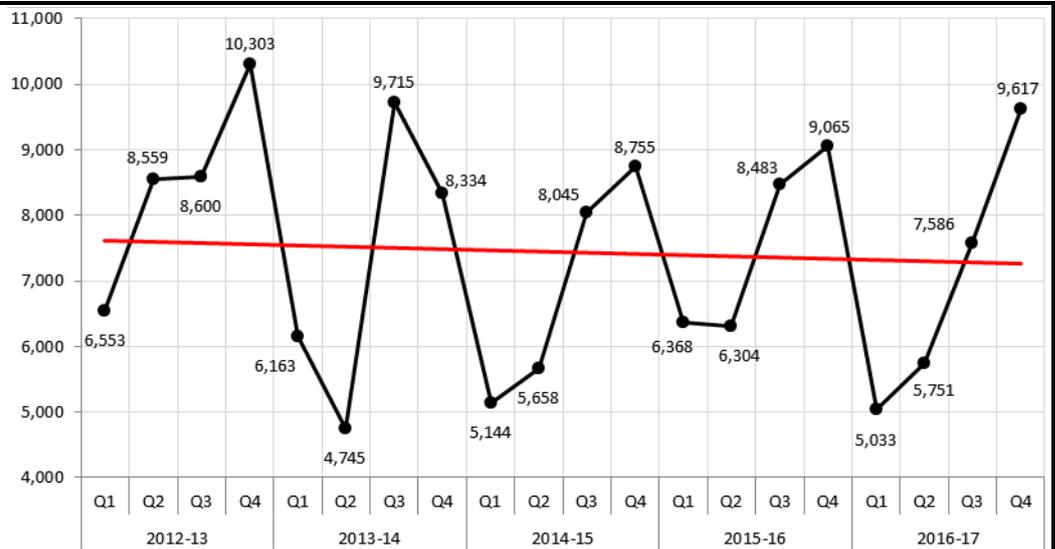
Although admissions during Q4 were lower than the same period last year there were a number of highlights including: a sell-out performance of The Dolls', well attended Legends of American Country Tribute Show, and King of Pop – Navi. A number of events did not meet expectations, for example, Oh Carol – Musical Story of Neil Sedaka and Howard Greenfield. Identifying where demand sits is a key challenge in 2018-19 to realise FTH growth ambitions.

The Q1 17-18 programme has a family-friendly content including live performances of Horrible Histories, The Very Hungry Caterpillar, Sarah and Duck, with The Gruffalo, Stick Man and Hairy Maclary and Friends later in the year. Other highlights include the Opera Boys, Pride and Prejudice and Joe Longthorne. Pre-sales for Trust-organised performances are currently positive.

24)

**Admissions to the Hippodrome**

Indicator flagging (against target)	
Annual target	30,000
Year total	27,987
Year total vs last year	↓ -7.4% - 2,233
Year total vs annual target	93.3% achieved



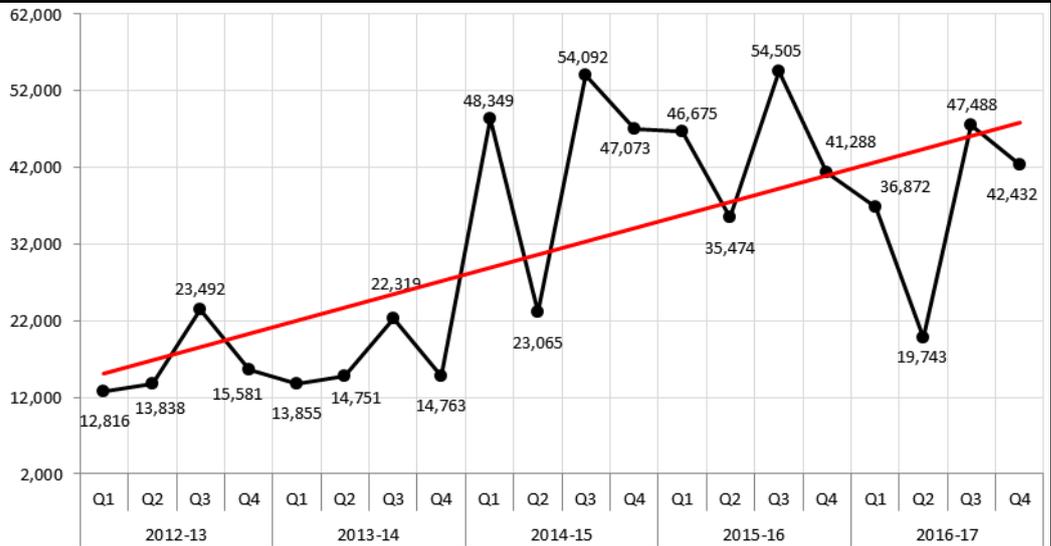
Year-end admissions fell slightly short of target (-2,013 below) while income exceeded target by 21% (£21k above). Year highlights included popular showings of cinema releases such as Jungle Book, Finding Dory, The BFG, Rogue One: A Star Wars Story, La La Land and T2: Trainspotting. A varied programme of screen events attracted some significant attendances through the year. NT Live screenings continued to be popular and included Miss Saigon and Deep Blue Sea. The Hippodrome featured as part of Luminate – the Festival of Creative Aging in Q3, while the Hippodrome Silent Film Festival (Hippfest) was a highlight of Q4.

Q4 attendances were higher (+552) than the same quarter last year and were the highest Q4 attendances since the Hippodrome's centenary year in 12-13. This quarter's programme was very successful featuring many high profile cinema releases. Over 2,100 attended Hippfest 2017, generating ticket sales of £13,646 and surpassing box office targets. Less successful screenings included the majority of NT Live / RSC screenings and the new titles, Passengers and Fences.

17-18 starts with an Easter screening programme including the new Disney film of Beauty and the Beast and DreamWorks' Boss Baby, with extra programme slots to accommodate the expectations of a holiday audience. A special Laurel and Hardy triple bill with live music in mid-April was scheduled to meet demand generate by the screening at Hippfest 2017.

25)  
Participants in Cultural Services activities

Indicator flagging (against target)	
Annual target	170,000
Year total	146,535
Year total vs last year	↓ 17.7% - 31,407
Year total vs annual target	86.2% achieved

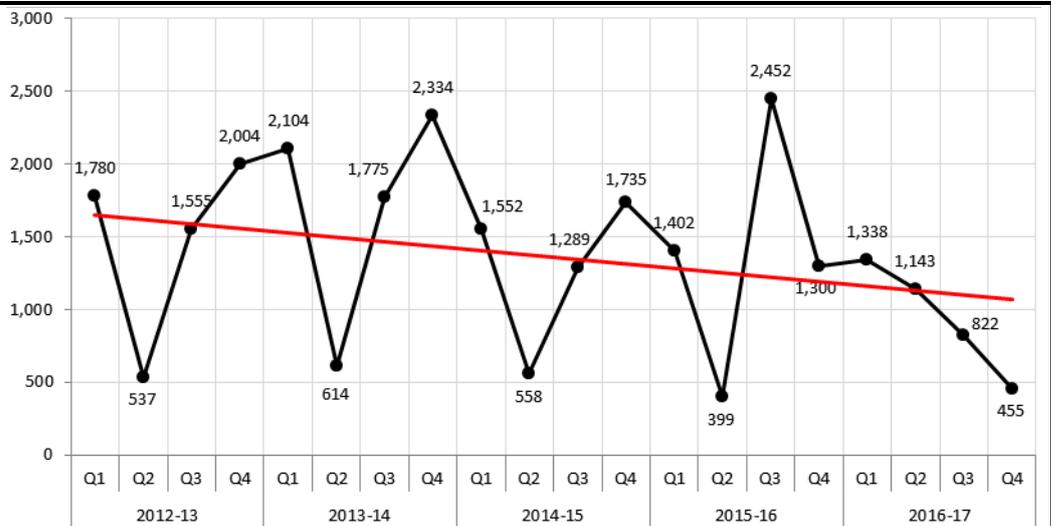


Performance of this indicator at year-end fell short of target and also short of last year's level of participation. Two major projects which contributed to the 15-16 participation figures, Are You Dancing and Arts Champions, plus an additional element to YMI, did not run in 16-17.

This is a fluid programme which varies in scale from year to year depending on partnership opportunities and external funding secured; activities that generate the majority of attendances for this indicator are primarily YMI, Falkirk Youth Theatre and Reaction Youth Theatre. The balance is made up of participatory activity (workshops, talks, projects, etc) across our cultural programmes such as Sing Forth Community Choir, and our talks and activities programme at Callendar House, workshops linked to the performance programme at FTH and the screening programme at the Hippodrome.

26)  
Participants in Heritage Education Workshops

Indicator flagging (against target)	
Annual target	4,500
Year total	3,758
Year total vs last year	↓ 32.3% - 1,795
Year total vs annual target	83.5% achieved



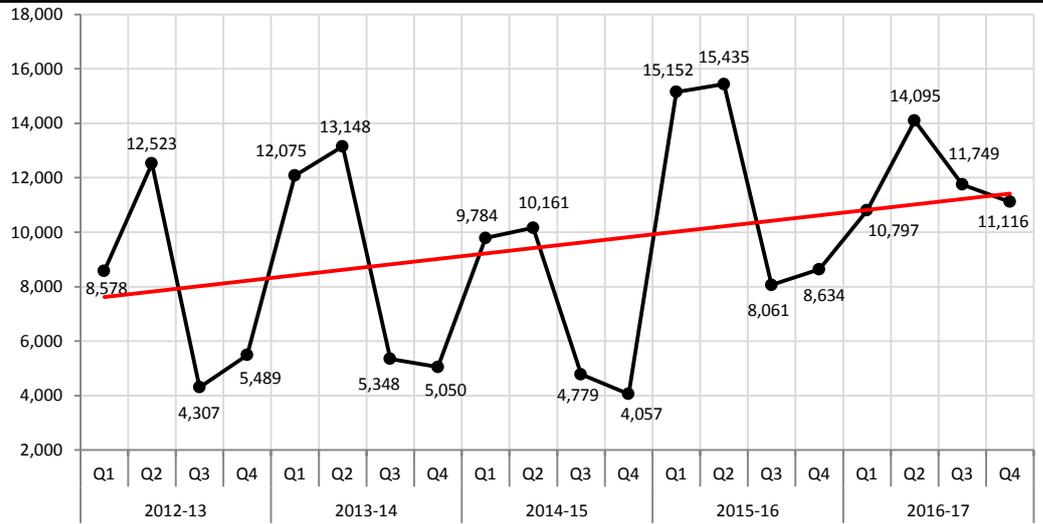
Year-end performance fell short of target, ending the year 16.5% (742 participants) short of the 4,500 target. This follows restructuring of the Arts and Heritage services and a reduced programme for quarters three and four.

Attendances in Q4 were 845 less than the same quarter last year; however, the programme of activity in 15-16 was more expansive. It is noteworthy that the team has been on reduced capacity in 16-17 and as such, there were a number of significant workshops and activities undertaken last year which did not go ahead this year. A programme of supporting activity ran alongside the 'Deeds Not Words' exhibition at Callendar House.

27)

**Visits to Callendar House**

Indicator flagging (against target)	
Annual target	<b>42,000</b>
Year total	<b>47,757</b>
Year total vs last year	<b>↑ 1.0%</b> + 475
Year total vs annual target	<b>113.7%</b> achieved



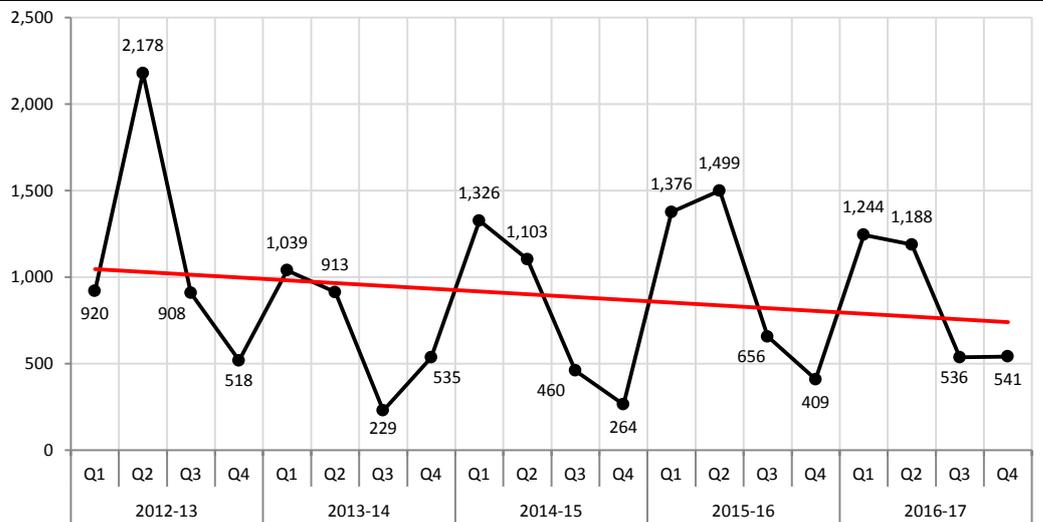
Callendar House visits for the 16-17 year exceeded target by over 5,700 visits, and makes this year the highest annual figure on record. This followed a slow start in Q1 which may have been due to the revised opening hours introduced on 1 April which have subsequently proved successful, with Q2 showing a recovery while Q3 and Q4 recording higher figures than for previous years. Highlights for the year included the diversity of the Callendar House offer, popular exhibition programmes, the re-launched and refurbished Teashop, and conference hires. The Christmas 2016 programme was a significant development in delivering a new programme and new audiences to Callendar House.

Q1 17-18 includes Easter activities in April, Festival of Museums in May, an exhibition programme with supporting activity to celebrate the Year of History, Heritage and Archaeology, and the continued attraction of the Teashop.

28)

**Visits to Kinneil Museum**

Indicator flagging (against target)	
Annual target	<b>3,750</b>
Year total	<b>3,509</b>
Year total vs last year	<b>↓ 10.9%</b> - 431
Year total vs annual target	<b>93.6%</b> achieved



Visits to Kinneil Museum during Q4 this year was the highest fourth quarter figure so far recorded with 541 visits, a 33% increase on last year. Approximately 200 of this figure is accounted for by Friends of Kinneil activity delivered over two weekends.

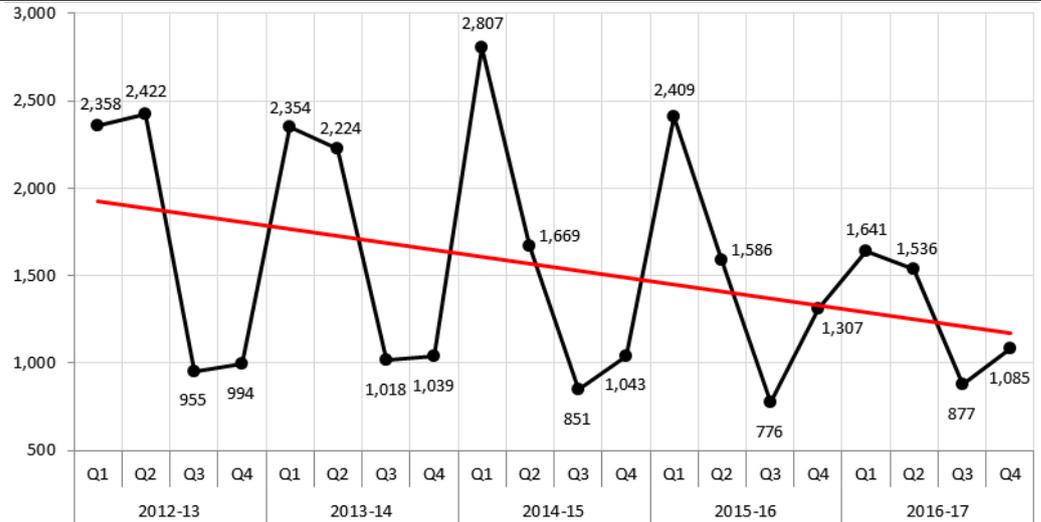
Overall year-end performance fell slightly short of target, with a resulting amber flagging against this year's raised target compared to last year. Activity by Friends of Kinneil is the dominant factor in Kinneil's figures, accounting for approximately 50% of the total figure. The programme of activity has remained the same over the years, but continues to attract an audience.

The main activities for Q1 of 17/18 are the Kinneil House openings, with support activity in the Museum, for Easter in April and Festival of Museums in May.

29)

**Participation in Outdoor Activities**

Indicator flagging (against target)	
Annual target	6,000
Year total	5,139
Year total vs last year	↓ 15.4% - 939
Year total vs annual target	85.7% achieved



Year-end participant numbers were reduced compared to the preceding year, ending the year 14% below target. Note that comparisons with preceding years are limited due to the timing of the school orienteering festivals changing, which resulted in no festival falling within the 16-17 year and the resultant loss of 700 participants.

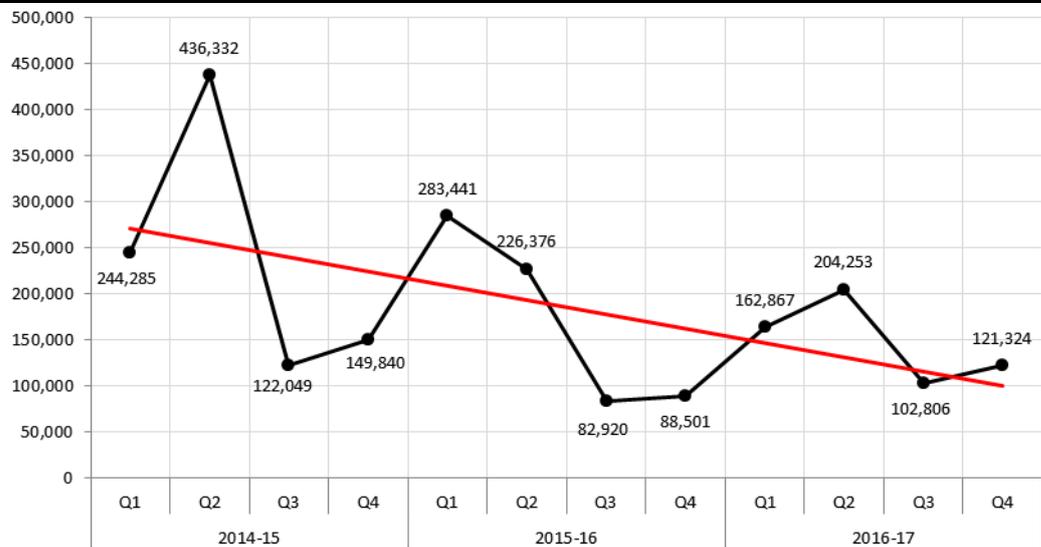
Income targets continue to be met with income up compared to last year and significantly exceeding this year's target. Good levels of bookings for the winter programme in particular contributed to this, despite milder conditions with the whole outdoors industry suffering due to the lack of snow conditions restricting delivery and opportunities to teach skills and training. Conversely, milder conditions drew more participants to other programmes during Q4.

Q1 of 17-18 is expected to be challenging with only a reduced programme being able to be delivered as a result of the saving proposals affecting planning and preparation for the 17-18 year.

30)

**Visits to the Helix**

Indicator flagging (against target)	
Annual target	800,000
Year total	591,250
Year total vs last year	↓ 13.2% - 89,988
Year total vs annual target	73.9% achieved



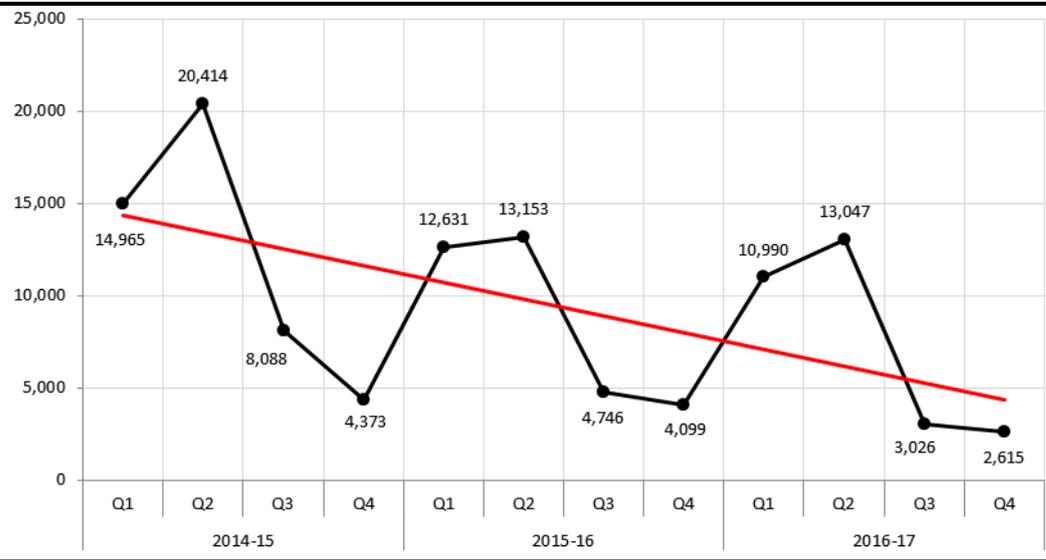
Park visit numbers at year-end 16-17 missed target by 26% (209,000 below) and fell short of last year's total by 17% (90,000 less visits). Park visits are largely dependent on the weather, cold and inconsistent weather was experienced throughout the year. Relatively kind weather during Q4 helping towards an increase compared to Q4 last year. Events play a strong role in maintaining visitor numbers and are a very strong marketing hook for the Park as a whole.

Q4 performance was improved compared to the same period last year with the Visitor Centre sustaining visit numbers throughout the winter months. A third party operator was trialled for the opening of the Plaza Café over the winter period with success at weekends but limited use during the week.

An ambitious target has been set for 17-18 and early indications suggest a positive start to the year with Easter falling in April and coinciding with a period of clement weather.

### 31) Kelpies Tour tickets sold

Indicator flagging (against target)	
Annual target	33,220
Year total	29,678
Year total vs last year	↓ 14.3% - 4,951
Year total vs annual target	89.3% achieved

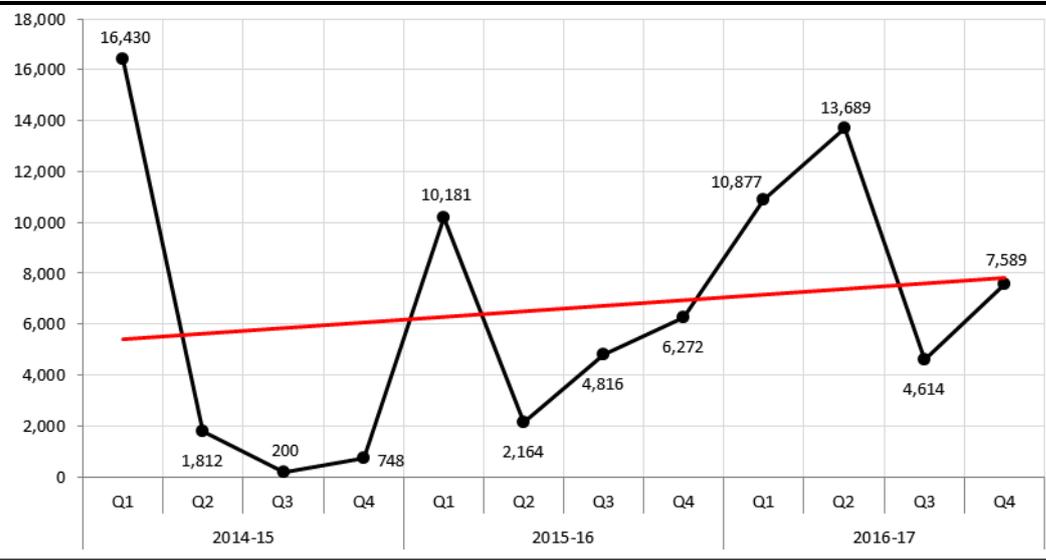


Kelpies Tour tickets sold during 16-17 fell short of target (3,542 tours short), a decrease on last year's total tours sold. Tours continue to receive excellent reviews on TripAdvisor but the realistic expectation is that tours would drop off annually due to the 'novelty' factor being diminished for local park users on repeat visits who tend to use the park for recreation and catering only, having already been on a tour. The timing of the Easter weekend – falling within 17-18 Q1 rather than Q4 like it did last year – partly contributed to this decrease.

The tour has been re-developed following customer feedback to make it more accessible with less walking distance and being 15 minutes shorter. Early indications suggest this has improved the public's willingness to take a tour. New advertising within the Visitor Centre café and window signage was put in place in April.

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

Indicator flagging (against target)	
Annual target	20,000
Year total	36,769
Year total vs last year	↑ 56.9% + 13,336
Year total vs annual target	183.8% achieved



Overall performance has exceeded target due to the popularity of the event programme both with regard to ticketed and free events at The Helix. As the Park and the event programme develops we can see a clear demand for onsite activity, and it is vital that this activity matches expectations, suits site infrastructure and is in keeping with the planned event strategy.

Q4 tends to be a quieter time with less programmed activity; however, Fire and Light on 1<sup>st</sup> January capitalised on this quiet period with a sold-out event delivered to over 6,000 paying attendees. Visitor feedback was positive and shows a clear appetite for future activity at this time of year. A limited number of animations and small events took place onsite during this period including: Big Garden Birdwatch, Valentines Dinner at the Visitor Centre, Earth Hour and a third party site hire.

Programmed activity on the Helix becomes more frequent moving into Q1. The Emergency Services Day, now in its 4<sup>th</sup> year, is increasingly popular and saw approximately 8,000 attendees on 5<sup>th</sup> April. Further Easter activity includes a visit from Forth Environment Link and the RSPB. The Helix will host Cycling Scotland's Wee Jaunt on 7<sup>th</sup> May and Swimming Scotland's Open Water Swim sessions on 20<sup>th</sup> May, followed by The Helix Triathlon on 28<sup>th</sup> May. June welcomes a host of third party events including Strathcarron's Walk'N'Rock and The Bloodhound Challenge.

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

Indicator	2013/14 total	2014/15 total	2015/16 total	2016/17				
				Q1	Q2	Q3	Q4	Year Total
Sickness Absence - % days lost	4.03%	4.72%	4.28%	3.46%	3.32%	3.46%	N/A	3.73% to end February
Staff Turnover	10.6% equates to 51 staff	10.3% equates to 50 staff	18.2% equates to 88 staff	4.6% equates to 21 staff	7.5% equates to 13 staff	10.0% equates to 12 staff	N/A	N/A
Number of Accidents involving staff and customers	468	387	318	87	107	63	95	352
Number of complaints and formal enquiries received and dealt with	118	81	122	26	27	33	18	104
Number of hits on Trust website	580,642	659,796	708,341	165,727	182,599	175,235	207,339	730,900

### Sickness Absence

Days lost due to sickness absence cumulatively for the 16-17 year to the end of February was 3.73%. Complete 16-17 year data was not available at time of report production but signs are encouragingly showing a reduction in staff absence compared to previous years. The Trust remains committed to further reducing staff absence rates.

### Staff Turnover

Staff turnover for the 3-month period to end-March was unavailable at time of this report and will be included in the next report. The most recent data for the 3-month period to end-December (Q3) included 12 leavers for the period: nine resignations, one end of temporary contract, one voluntary severance and 1 retirement.

The Trust attempted to recruit to 27 posts during Q3 (Oct-Dec) and a further 78 posts in Q4 (Jan-Mar), with 40 of these 78 posts being for casual positions.

The Trust's headcount at 31<sup>st</sup> March 2017 was 488 employees, working a total of 12,549 hours per week. This equates to 339 FTE (full-time equivalent) staff. The headcount is split between 196 full-time and 292 part-time staff, with 434 positions being permanent and the remaining 54 temporary positions.

### Accidents Reported

A total of 95 accidents involving staff and customers were reported to the Trust's Health, Safety and Risk Management Group during 2016-17 Q4, an increase of 27 compared to the same period last year. Of these accidents, 87 involved members of the public and customers with eight involving staff.

The 16-17 year total number of accidents increased by 10.7% (+34) compared to last year but remains well below previous years.

### Complaints Received

18 complaints and formal enquiries were received and dealt with during Q4 16-17 with all being dealt with at Frontline Resolution. This compares to 22 complaints received for the same period last year.

Overall for the 16-17 year there were 18 fewer complaints received compared to the previous year.

## Website Performance

Trust website hits during the quarter were 207,339, a 15% increase compared to the same Q4 period last year which equates to an additional 27,000 website visits for the 3-month period. This may be attributed to increased interest in the Trust's fitness offer and Easter holiday programme.

These website visits were carried out by 104,816 unique public visitors, the highest number recorded for any quarterly period to date.