

Falkirk Community Trust

Subject: April – September 2018 Quarter Two Performance Report
Meeting: Audit and Performance Sub-Group
Date: 22nd November 2018
Author: Team Leader Performance Review

1. Introduction

1.1 This is the 2018-19 quarter two report on our performance indicators and covers the 6-month financial period April – September 2018. The report flags relevant current activity or planned action in support of achieving the Trust’s strategic objectives.




2. Performance Statement

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

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

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

2.3 The flagging status for this period is summarised below:

Green 	This PI is on or above target (within 5% of target or above target)	There are 17 green-flagged indicators.
Amber 	This PI is slightly below target though performance may be improving (5-10% below target)	There are 5 amber-flagged indicators.
Red 	This PI is significantly below target and performance is not improving (10% or more below target)	There are 10 red-flagged indicators.

2.4 Appropriate target setting is a key factor in performance analysis. A review of 2017-18 year-end performance helped inform the setting of final targets for 2018-19 to ensure they remain both challenging and realistic.

2.5 Performance in the second quarter was mixed with successes in several areas and concerns in others. As we are at the mid-point in the year, these predictions are made with more certainty than at the end of the first quarter. The number of red-flagged indicators is a concern with several indicators currently predicted to fall short of target at year-end, however, the outturn for the remainder of the year remains uncertain.

2.6 The key performance highlights for Q2 2018-19 include the following (comparisons against the same quarter last year):

- Admissions to the Hippodrome: 26.2% increase.
- Admissions to Bo’ness Health & Fitness Club: 25.4% increase.

- Kelpies Tour Tickets sold: 19.8% increase in tours sold.
- Visits to Callendar House: 18.3% increase in visits.
- Admissions to Stenhousemuir Health & Fitness Club: 17.2% increase.
- Admissions to Falkirk Town Hall: 16.5% increase.
- Rounds of golf played at Grangemouth Golf Course and Callendar Park Par 3: 10.3% increase.
- Visits to Kinneil Museum: 11.2% increase.

2.7 Performance which was lower than expected during Q2 include (compared to Q2 last year):

- Participants in Cultural Services Activities: 50.0% decrease in participant numbers.
- Admissions to Bo'ness Recreation Centre: 35.4% decrease in admissions.
- Admissions to Neighbourhood Sports Centres: 34.0% decrease in admissions.
- Visits to the Helix: 31.3% decrease in visits..
- Participants in Outdoor Activities: 27.8% decrease.
- Admissions to Mariner Health & Fitness Club: 17.1% reduction in admissions.
- Admissions to Grangemouth Sports Complex: 11.7% reduction in admissions.
- Visits to Muiravonside Country Park: 16.6% decrease in visits.
- Admissions to Grangemouth Health & Fitness Club: 10.0% reduction in admissions.

2.8 Year-to-date performance has declined in over half of indicators with decreases in real terms compared to the same mid-point position last year: less admissions, fewer visits, less participants, reduced usage. This equates to reduced use of Trust services and facilities by our customers.

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 October - December 2018 will be made at the next meeting of the sub group on 14th February 2019.

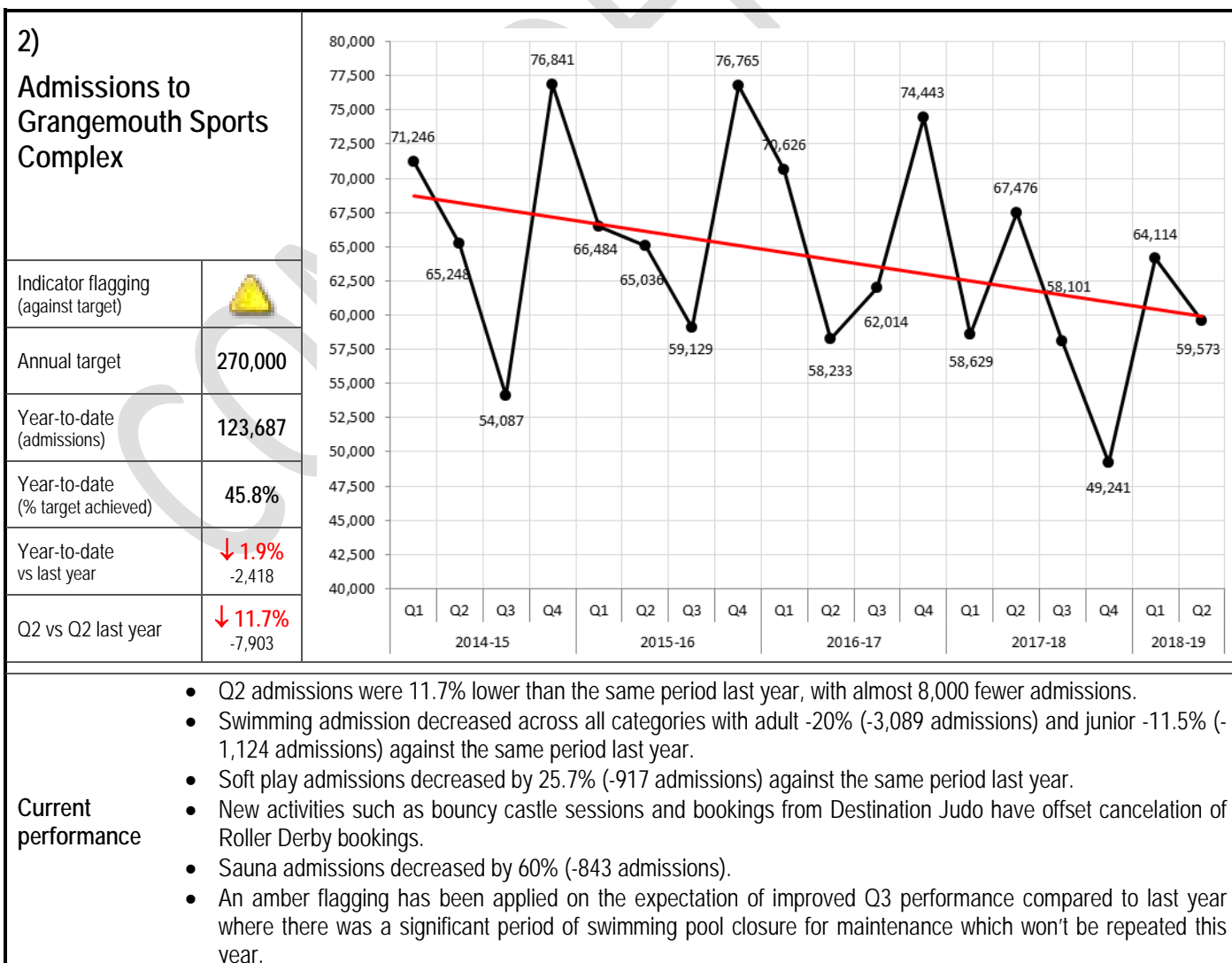
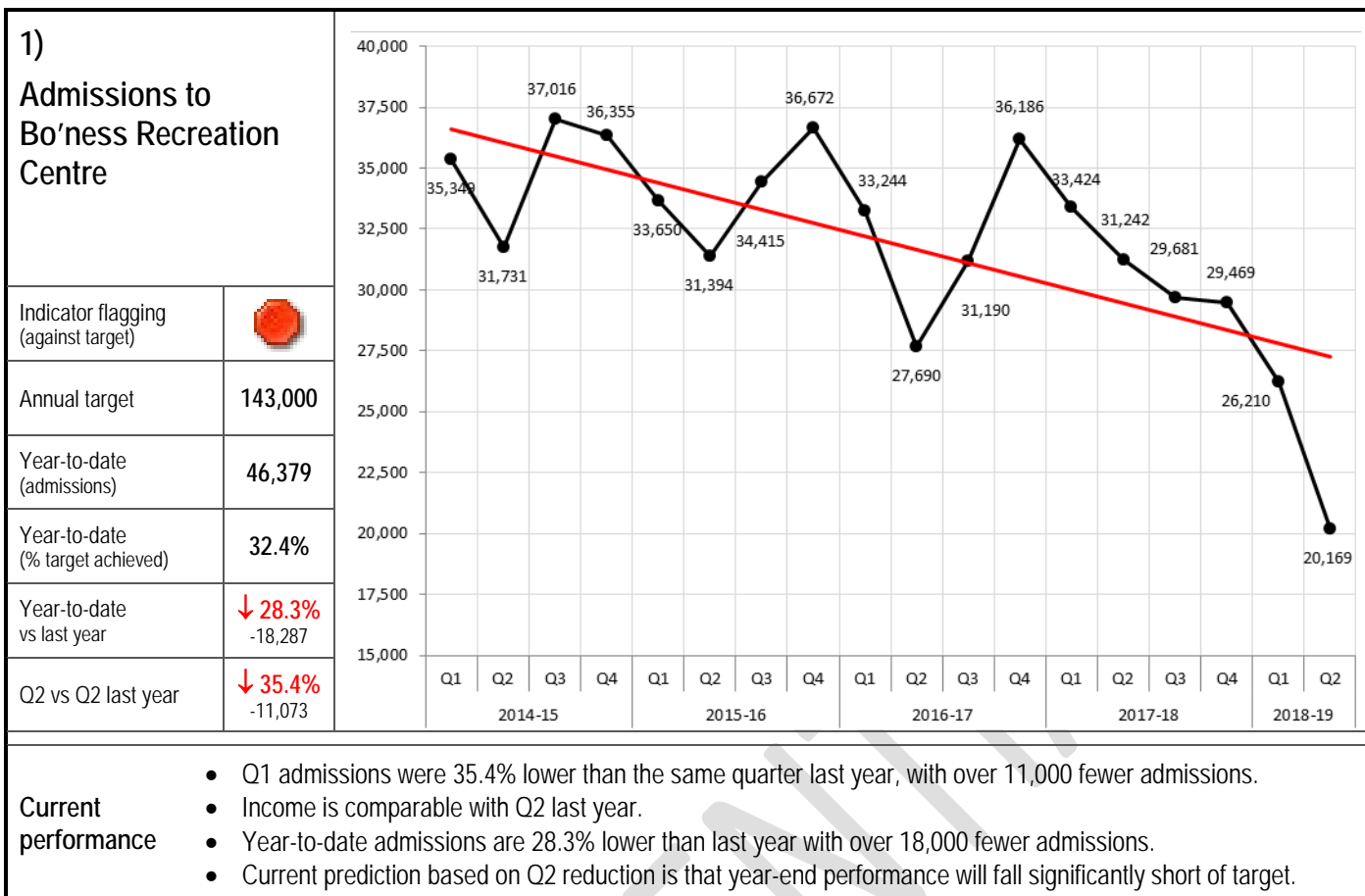
3. Recommendation

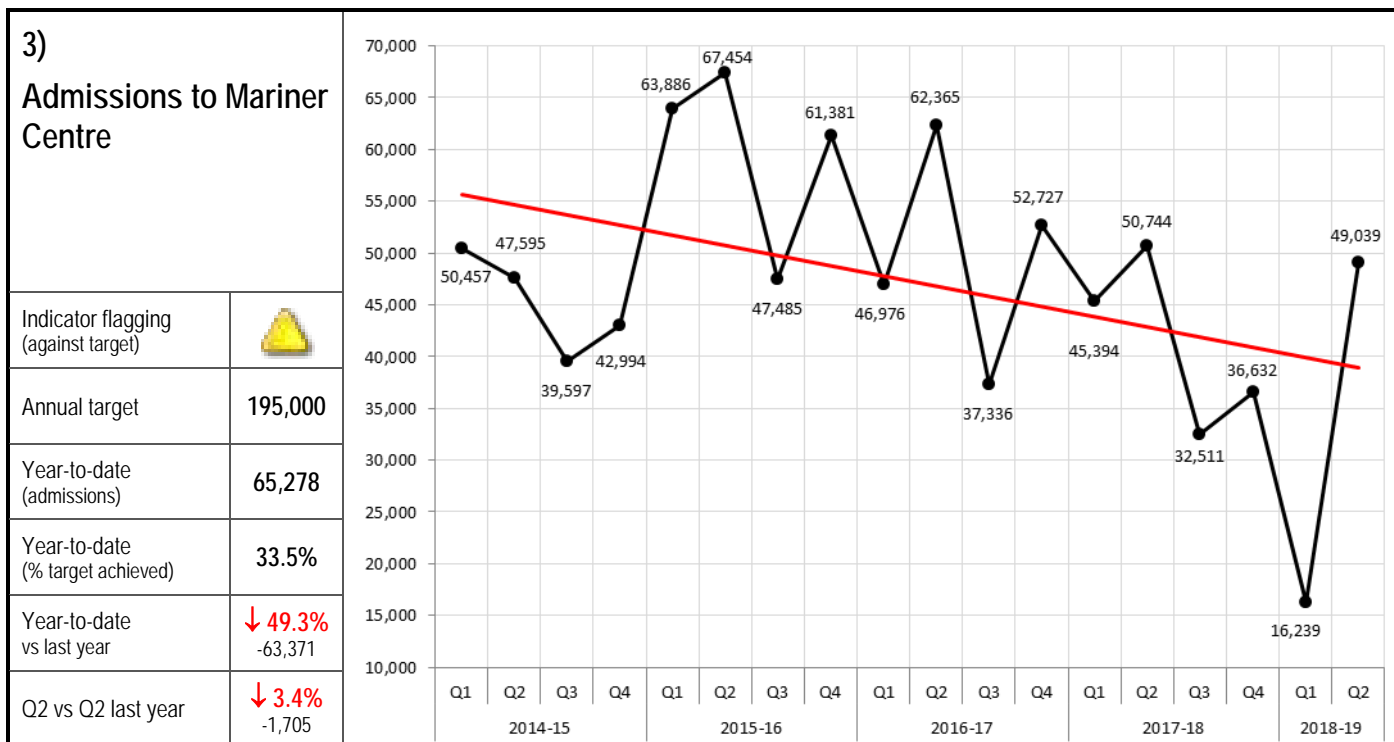
3.1 Directors are asked to note:

- Progress made throughout the second quarter of 2018-19.
- Actions to address areas requiring improvements in the forthcoming quarter.



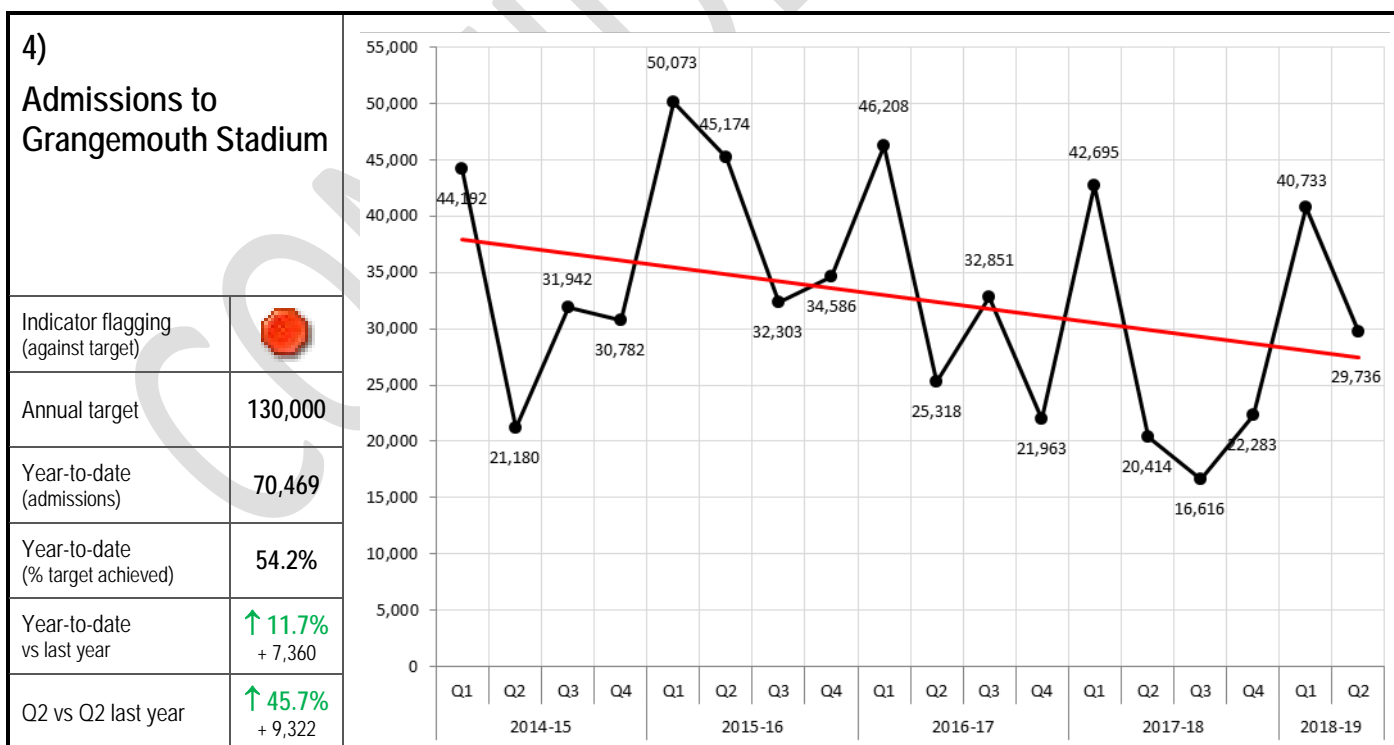
Alistair Mitchell
Team Leader Performance Review






Current performance

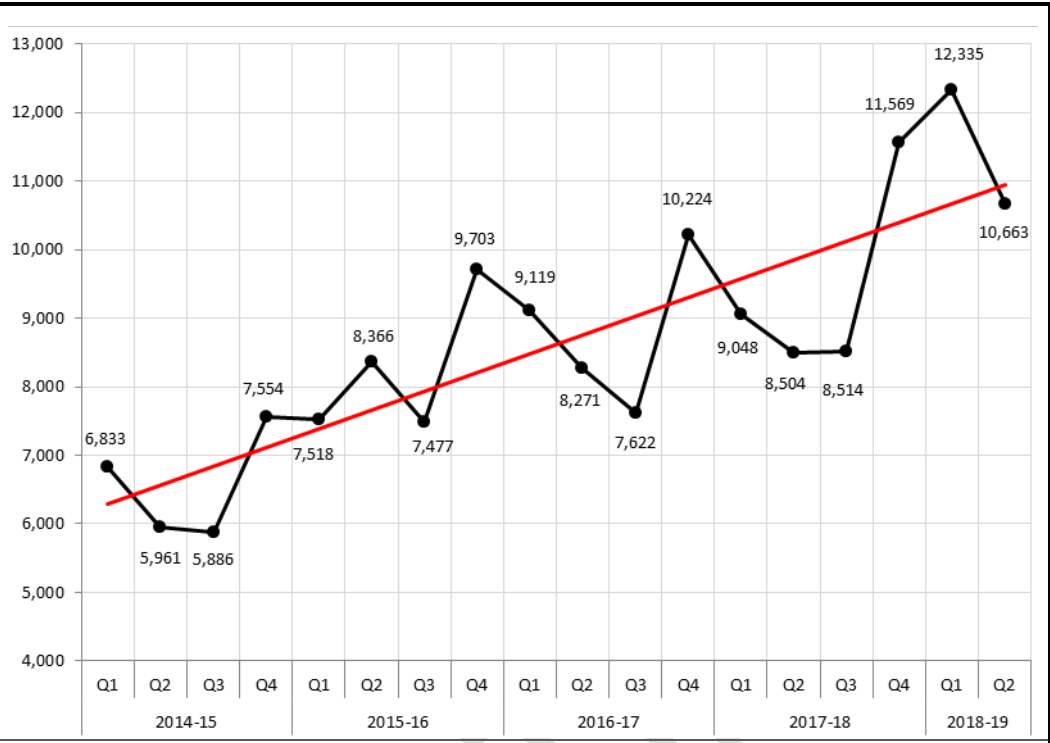
- Q2 admissions were 3.4% lower than the same quarter last year with approx. 1,700 fewer admissions.
- Swimming admissions were 0.6% lower compared the same quarter last year.
- Adult non-member admission increased by +14.7 (1,526 admissions) and junior non-member admission increased by 10.8% (1,390 admissions). Family swims decreased by 28%.
- Squash admissions decreased by 25.8% (329 admissions) against the same period last year.
- Soft play admissions increased by + 182.3% (1,281 admissions) against the same period last year.
- Performance is expected to improve on last year's Q3 and Q4 following the opening of the new soft play, with year-end expected to achieve close to target. An amber flagging is appropriate at this time..




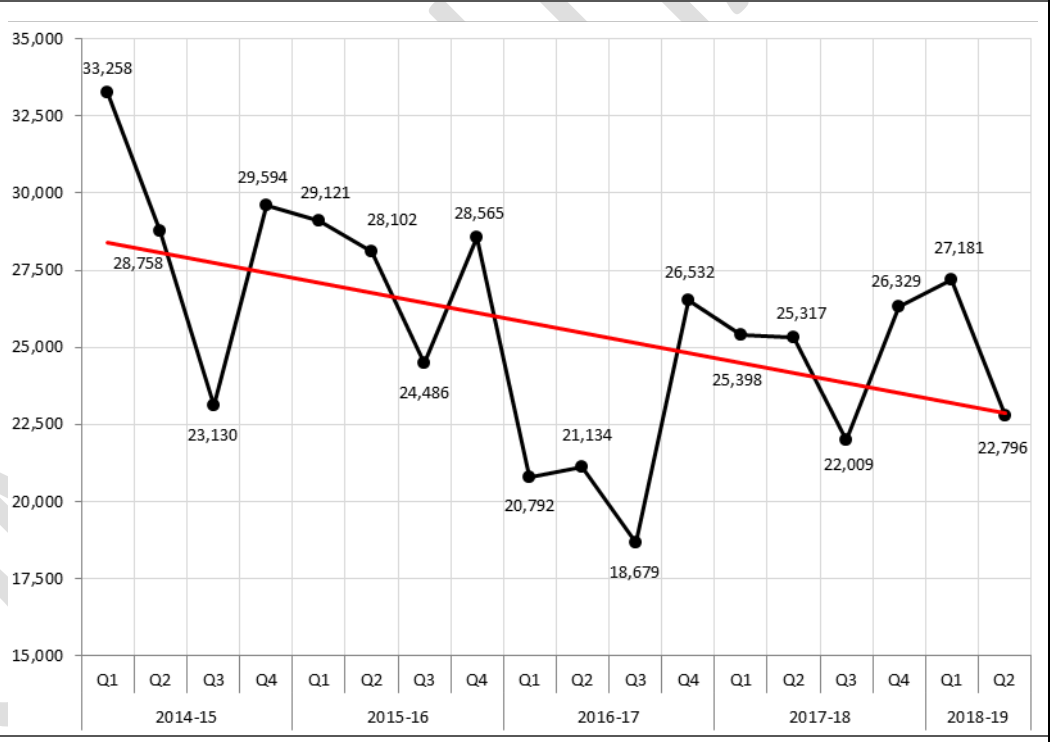
Current performance

- Q2 admissions increased by 9,322 in comparison to the same quarter last year, equating to a 45.7% increase.
- Year-to-date admissions at end-Q2 are almost 12% higher than at the end-Q2 position last year, with an extra 7,360 admissions.
- Despite these improvements in admissions, this year's target is significantly higher than last year-end total admissions and hence requires a further upturn in admissions through 18-19. Current expectations are that achieving the target remains challenging.


5) Admissions to Bo'ness Health & Fitness Club	
Indicator flagging (against target)	
Annual target	37,625
Year-to-date (admissions)	22,998
Year-to-date (% target achieved)	61.1%
Year-to-date vs last year	↑ 31.0% + 5,446
Q2 vs Q2 last year	↑ 25.4% + 2,159

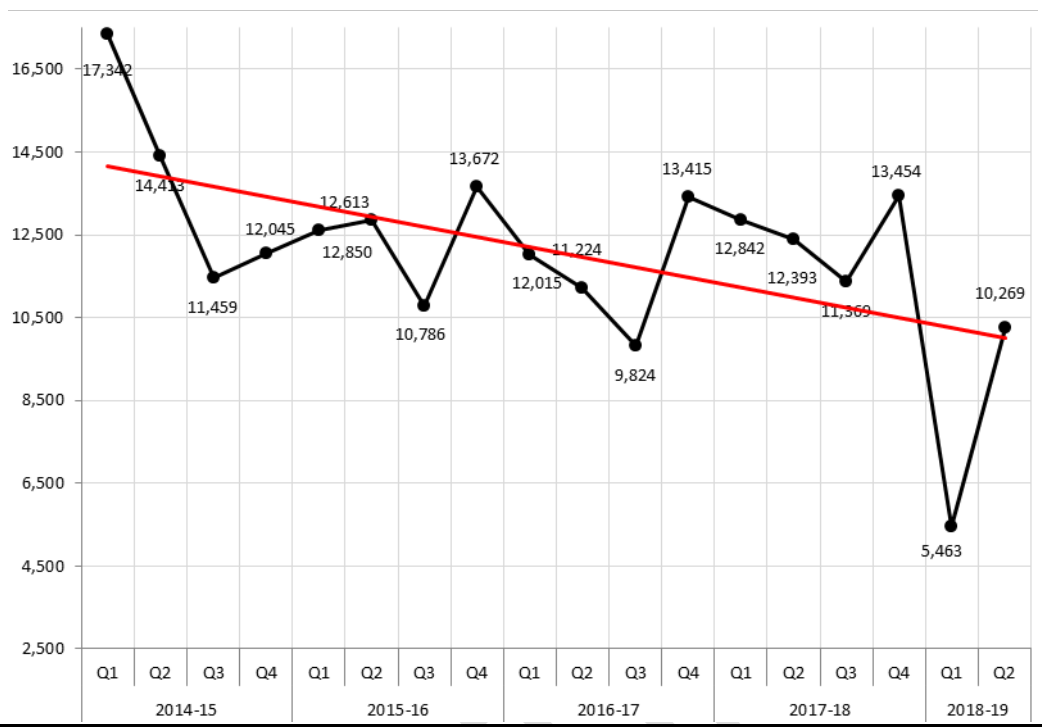


6) Admissions to Grangemouth Health & Fitness Club	
Indicator flagging (against target)	
Annual target	91,100
Year-to-date (admissions)	49,977
Year-to-date (% target achieved)	54.9%
Year-to-date vs last year	↓ 1.5% -738
Q2 vs Q2 last year	↓ 10.0% -2,521




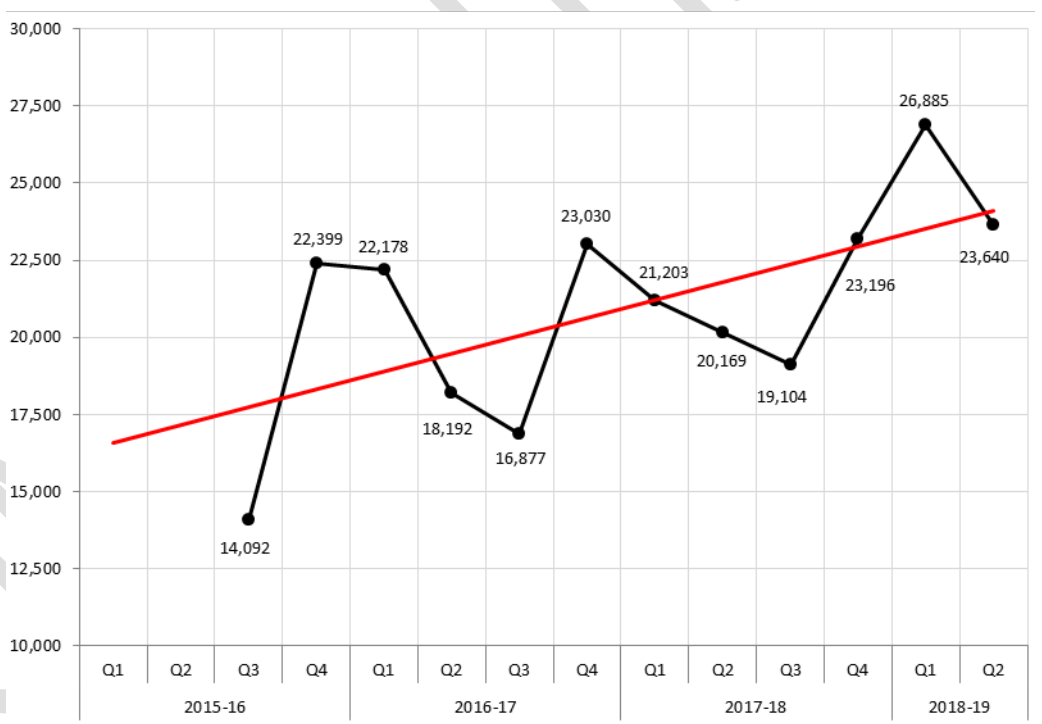
7) Admissions to Mariner Health & Fitness Club

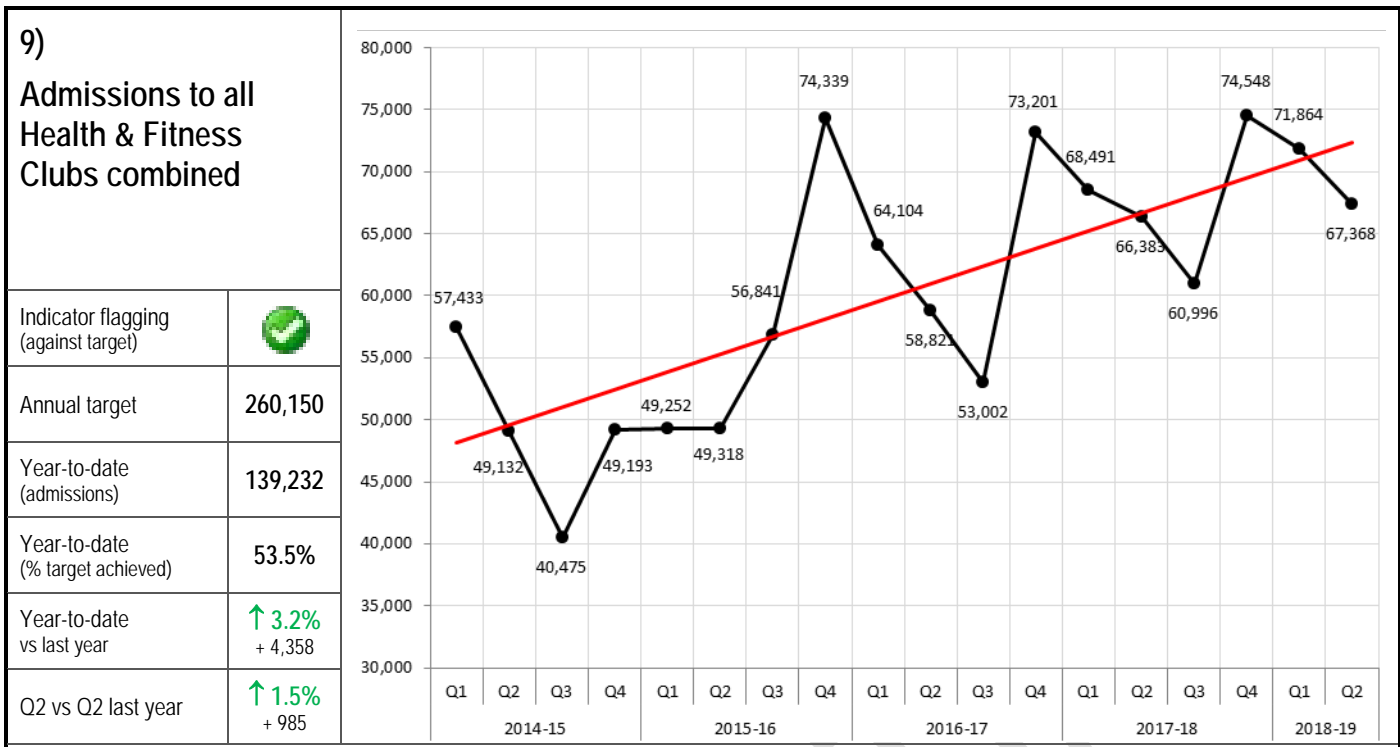
Indicator flagging (against target)	
Annual target	48,375
Year-to-date (admissions)	15,732
Year-to-date (% target achieved)	32.5%
Year-to-date vs last year	↓ 37.7% -9,503
Q2 vs Q2 last year	↓ 17.1% -2,124



8) Admissions to Stenhousemuir Health & Fitness Club

Indicator flagging (against target)	
Annual target	80,050
Year-to-date (admissions)	50,525
Year-to-date (% target achieved)	60.8%
Year-to-date vs last year	↑ 22.1% + 9,153
Q2 vs Q2 last year	↑ 17.2% + 3,471





Current performance

Bo'ness (PI 5):

- Q2 usage increased by 25.4% equating to an additional 2,159 admissions compared to Q2 last year.
- Cumulative usage to end-Q2 is 31% higher (+5,446 admissions) compared to the same period last year.

Grangemouth (PI 6):

- Q2 usage decreased by 10.0% equating to an 2,521 fewer admissions compared to Q2 last year.
- Cumulative usage to end-Q2 is 1.5% lower (-738 admissions) compared to the same period last year.

Mariner (PI 7):

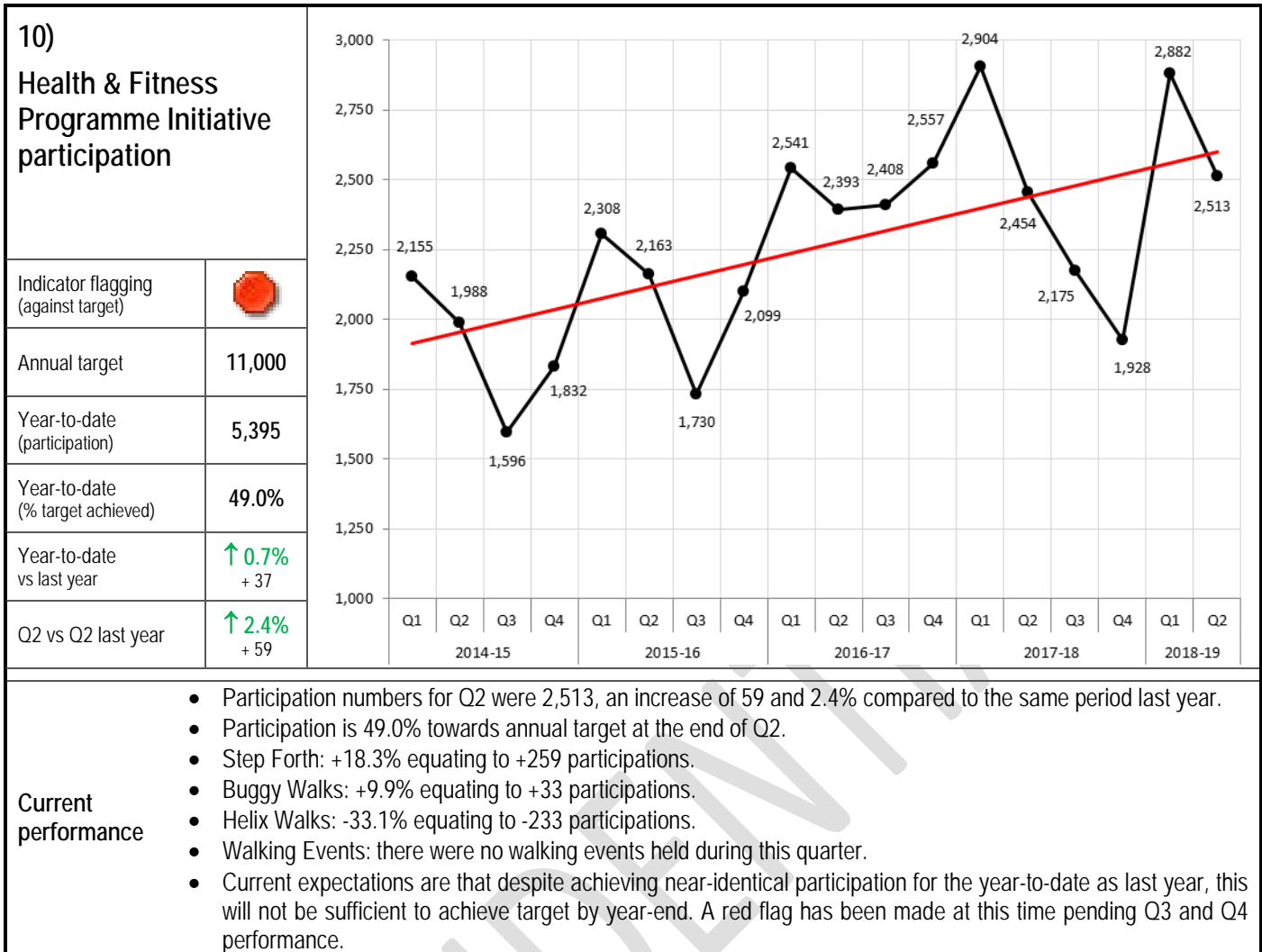
- Q2 usage decreased by 17.1% equating to an 2,124 fewer admissions compared to Q2 last year.
- Cumulative usage to end-Q2 is 37.7% lower (-9,503 admissions) compared to the same period last year.
- Admissions are expected to recover for the remainder of the year but it will be challenging to achieve close to annual target following the 7-week closure.

Stenhousemuir (PI 8):


- Q2 usage increased by 17.2% equating to an additional 3,471 admissions compared to Q2 last year.
- Cumulative usage to end-Q2 is 22.1% higher (+9,153 admissions) compared to the same period last year.

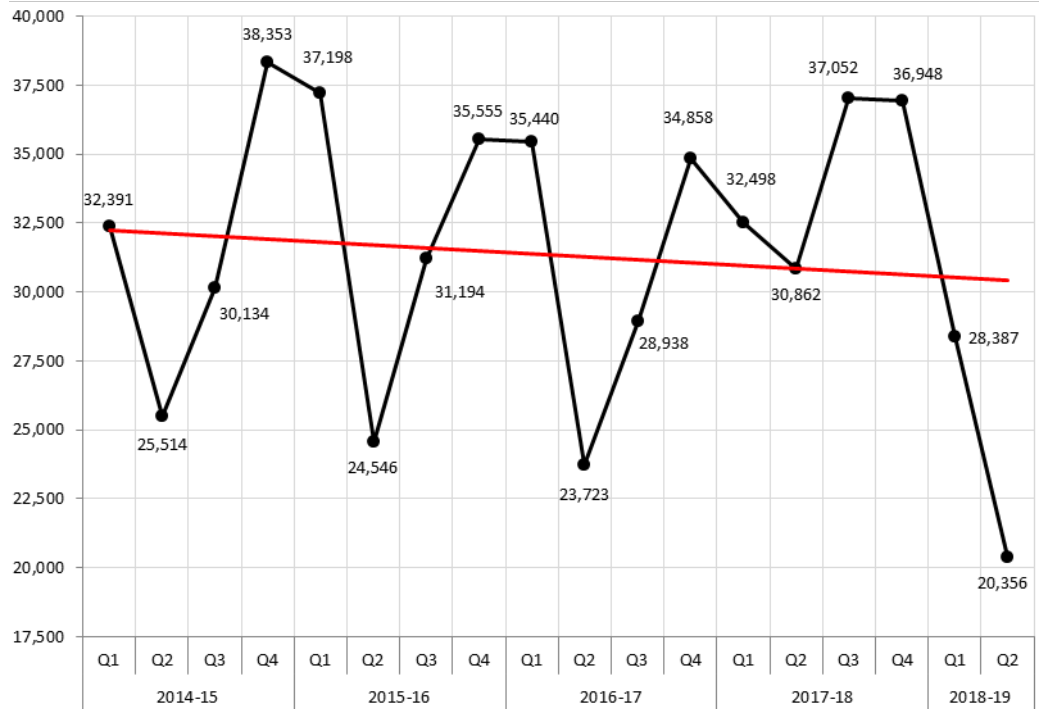
Overall combined (PI 9):

- Combined usage for Q2 for all four clubs increased by 3.2% equating to an additional 4,358 admissions compared to Q2 last year.
- Cumulative usage to end-Q2 is 1.5% higher (+985 admissions) compared to the same period last year.



11) Admissions to Neighbourhood Sports Centres


Indicator flagging (against target)	
Annual target	130,000
Year-to-date (admissions)	48,743
Year-to-date (% target achieved)	37.5%
Year-to-date vs last year	↓ 23.1% -14,617
Q2 vs Q2 last year	↓ 34.0% -10,506

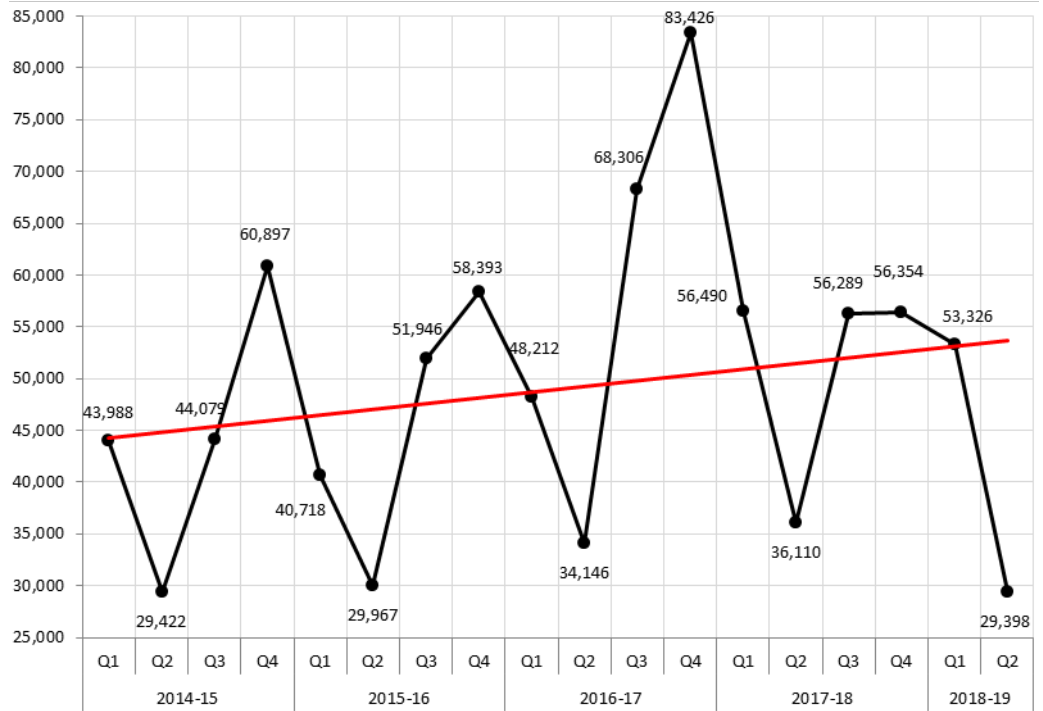


Current performance

- Q2 admissions for all centres combined were 23.1% lower than Q2 last year, equating to 10,506 fewer admissions.
- Cumulative admissions to end-Q2 are 23.1% lower (-14,617 admissions) compared to last year.
- Current projection is that year-end performance is likely to fall short of target, but remains dependent on Stenhousemuir Sports Centre redevelopment.
- Individual centres, Q2 vs Q2 last year:
 - Bankier Sports Centre -15.4% (-27 admissions)
 - Denny Football Centre -23.9% (-326 admissions)
 - Denny Sports Centre +33.3% (+883 admissions)
 - Hallglen Sports Centre +5.6% (+467 admissions)
 - Polmont Sports Centre +6.9% (+290 admissions)
 - Stenhousemuir Sports Centre -64.2% (-4,078 admissions)
 - Woodlands Games Hall is no longer Trust-operated but accounted for 7,715 admissions Q2 last year
 - Polmonthill Snowsports +25.1% (+661 admissions)

12)
Out of hours admissions to Community Use High Schools

Indicator flagging (against target)	
Annual target	220,000
Year-to-date (admissions)	82,724
Year-to-date (% target achieved)	37.6%
Year-to-date vs last year	↓ 10.7% -9,876
Q2 vs Q2 last year	↓ 18.6% -6,712




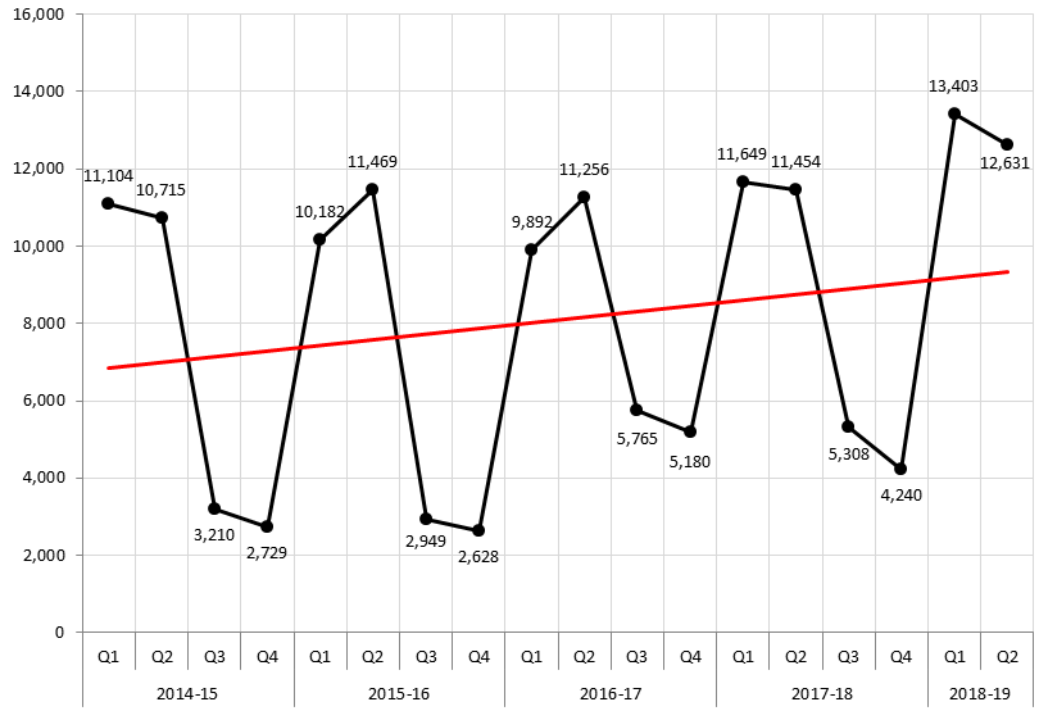
Current performance

- Q2 admissions overall for all community use schools combined were 18.6% lower than Q2 last year, equating to 6,712 fewer admissions.
- Year-to-date admissions to end-Q2 are 10.7% lower (-9,876 admissions) compared to last year.
- Individual school performance:
 - Braes HS: -82.7% (-4,444 admissions)
 - Denny HS -32.1% (-4,462 admissions)
 - Falkirk HS +33.1% (+1,461 admissions)
 - Grangemouth HS +2.7% (+106 admissions)
 - St Mungo's HS +7.3% (+627 admissions)
- Current projection is that year-end performance is likely to fall short of target.

13)

Rounds of golf played

Indicator flagging (against target)	
Annual target	27,000
Year-to-date (admissions)	26,034
Year-to-date (% target achieved)	96.4%
Year-to-date vs last year	↑ 12.7% + 2,931
Q2 vs Q2 last year	↑ 10.3% + 1,177




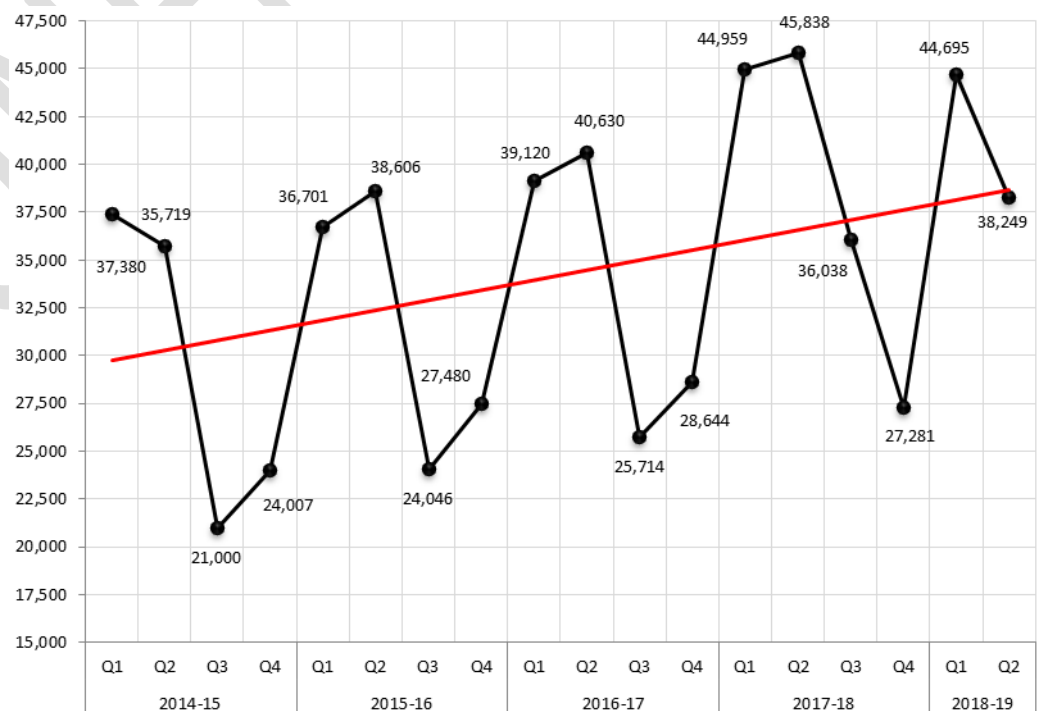
Current performance

- Note: this indicator combines golf played at Grangemouth Golf Course and at Callendar Park Par 3 courses.
- Overall Q2 admissions increased by over 10% equating to an additional 1,177 rounds of golf played compared to the Q2 period last year.
- These Q2 increases occurred at both golf venues:
 - Grangemouth GC: +6.0% (+608 rounds played);
 - Par 3: +41.9% (+569 rounds played).
- Cumulatively, performance at end-Q2 has increased by 12.7% with 2,931 extra rounds played during the 6-months compared to the same period last year.
 - Grangemouth GC: +9.2% (+1,861 extra rounds)
 - Par 3: +36.9% (+1,070 extra rounds)

14)

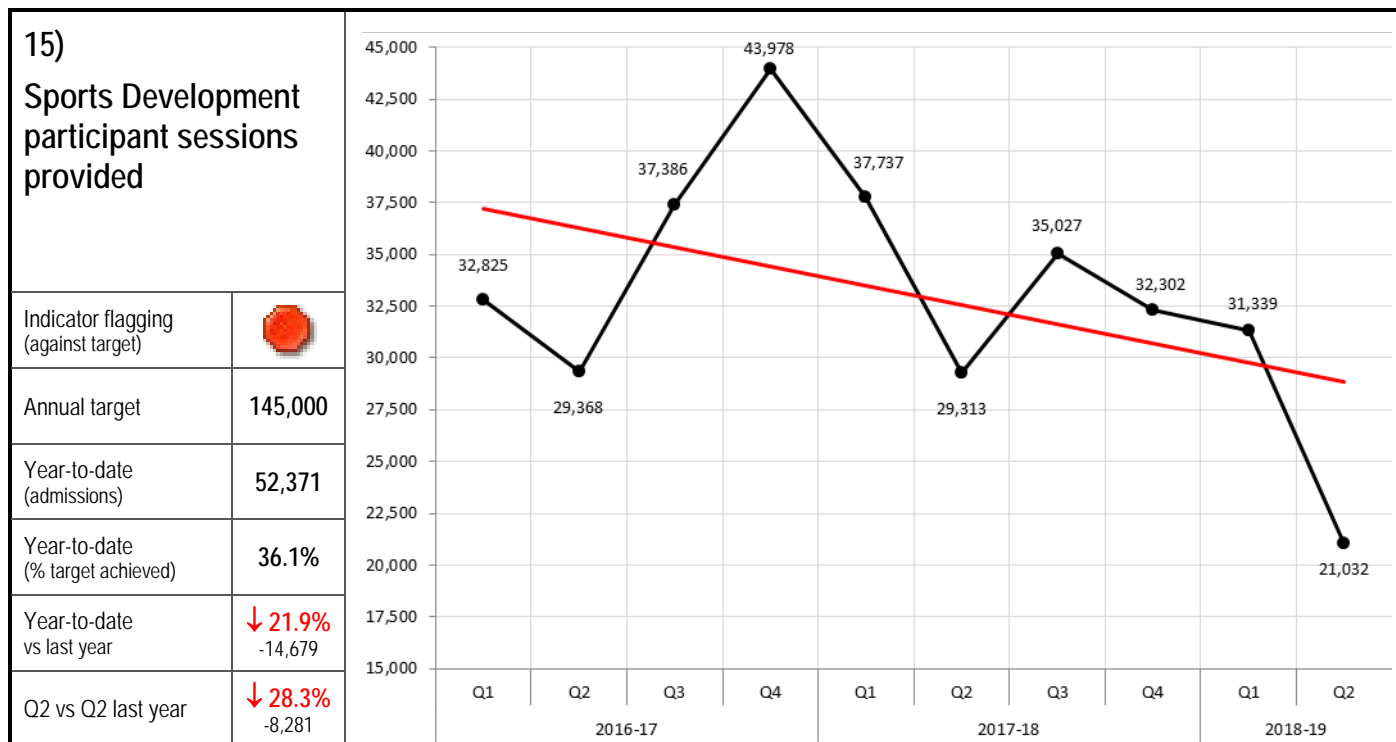
Visits to Muiravonside Country Park

Indicator flagging (against target)	
Annual target	139,000
Year-to-date (admissions)	82,944
Year-to-date (% target achieved)	59.7%
Year-to-date vs last year	↓ 8.6% -7,853
Q2 vs Q2 last year	↓ 16.6% -7,589

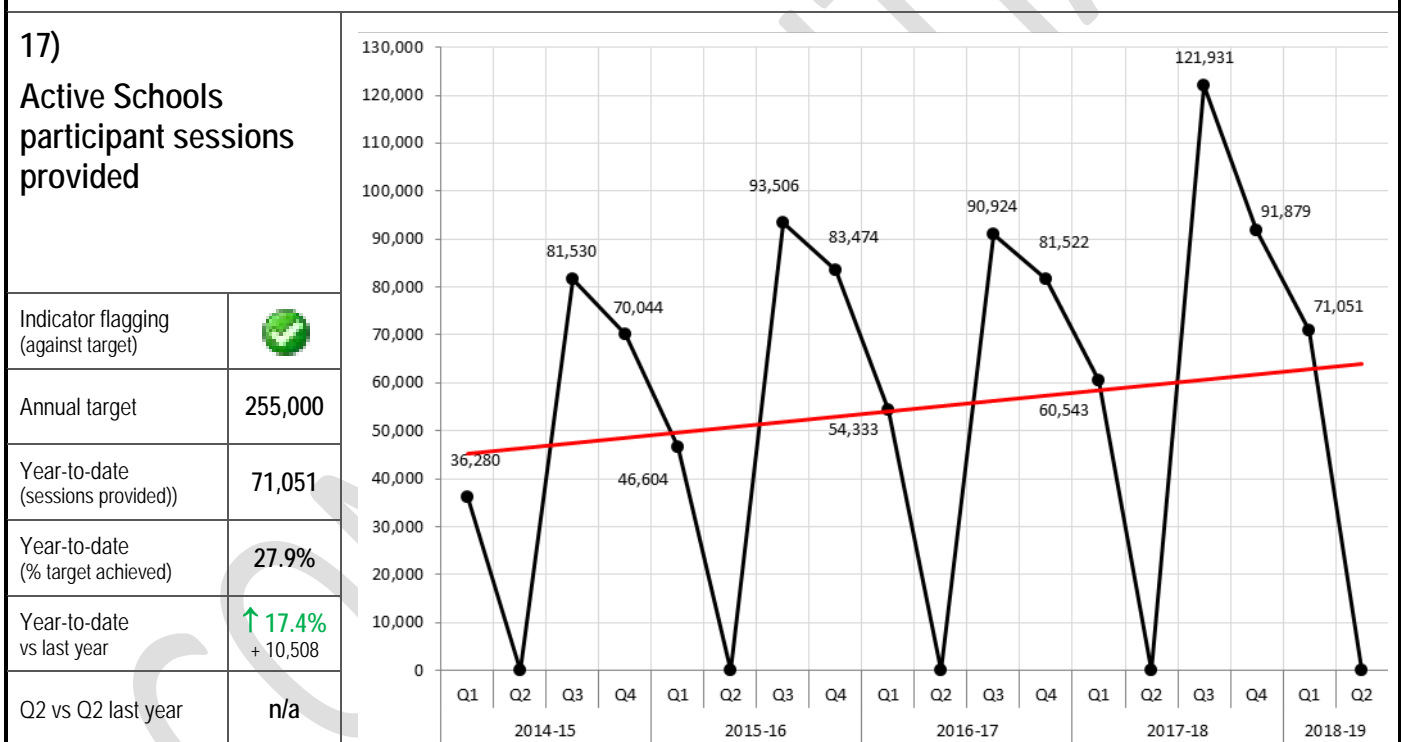
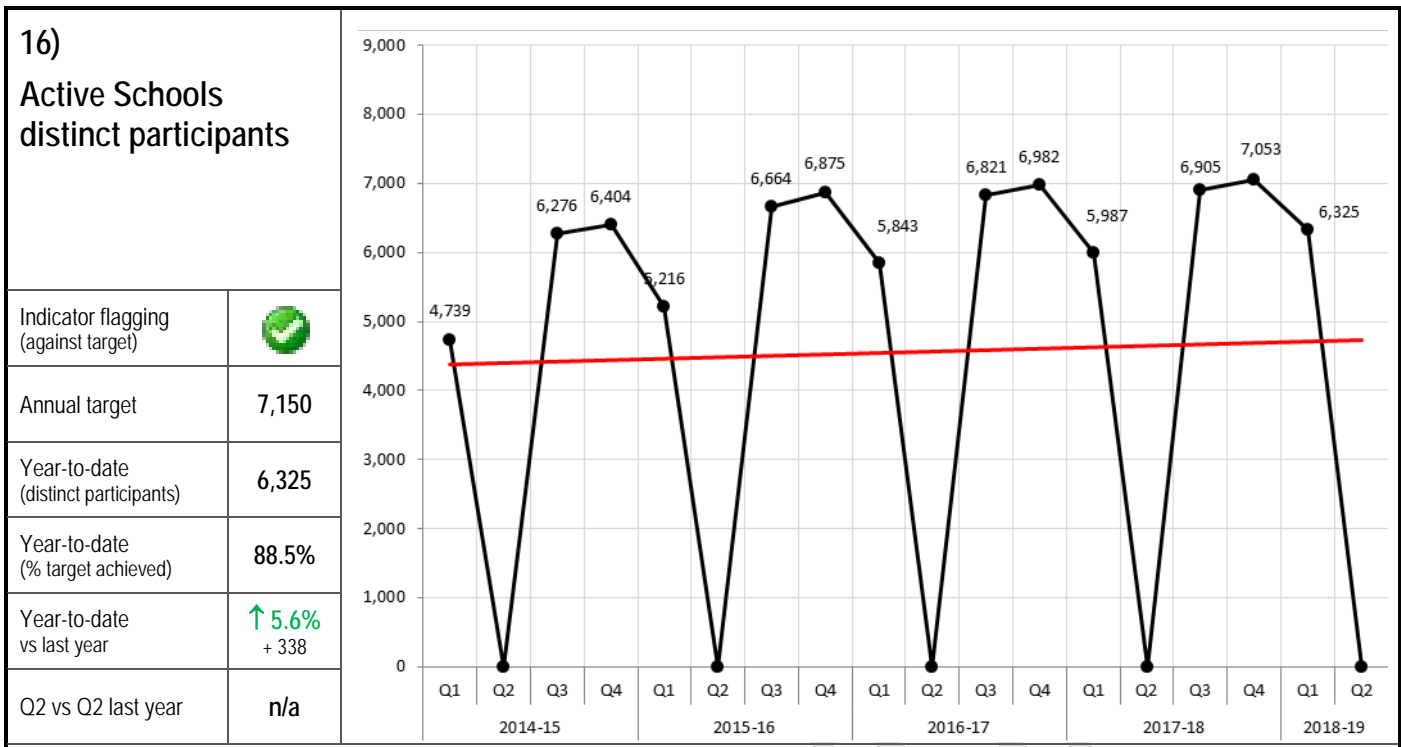


Current performance

- Admissions in Q2 this year compared to last year are down by 16.6%.
- Cumulatively admissions to end-Q2 are down 8.6% for the year so far.




Current performance	<ul style="list-style-type: none"> Q2 performance overall reduced by 28.3% compared to the same period last year, a reduction of 8,281 participant sessions. Year-to-date performance is 21.9% lower with 14,679 fewer participant sessions. Q2 performance per sport is as follows: <ul style="list-style-type: none"> Badminton -38.1% (-115) Basketball +117.0% (+434) Events -100% (-6,000) Football -71.9% (-783) Gymnastics +3.9% (+69) Mini Gyms -33.4% (-539) Netball n/a% (+158 – new activity) Pre-school dance -100% (-54) Pre-school tennis -100% (-84) Summer Programme -6.8% (-144) Swimming -11.2% (-1,610) Tennis +30.4% (+425)
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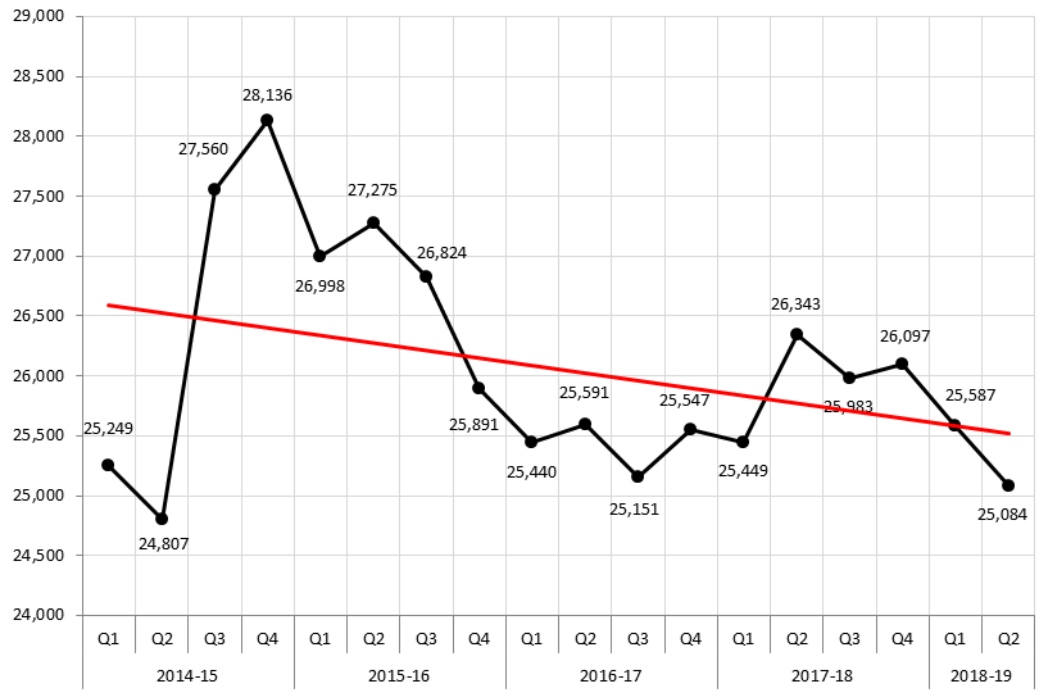


Current performance

- No performance figures are reported for Q2 which covers the school summer holiday period, due to the reporting cycle with sportscotland.
- With Q2 falling over the school summer holidays there is no impact on these performance indicators. As such performance year to date remains in a positive position following the strong performance delivered in quarter 1.
- The focus on the team is on planning and preparation time for the coming academic year.
- The team support the delivery of the Trust holiday programme during Q2, delivering multi-skills holiday camps across the 7 weeks of the holiday.
- The Holiday Hunger project was once again delivered successfully as part of the wider camps.

18)
Active borrowers at public libraries

Indicator flagging (against target)	
Annual target	26,000
Year-to-date (active borrowers)	25,084
Year-to-date (% target achieved)	96.5%
Year-to-date vs last year	↓ 4.8% --1,259
Q2 vs Q2 last year	↓ 4.8% --1,259




Current performance

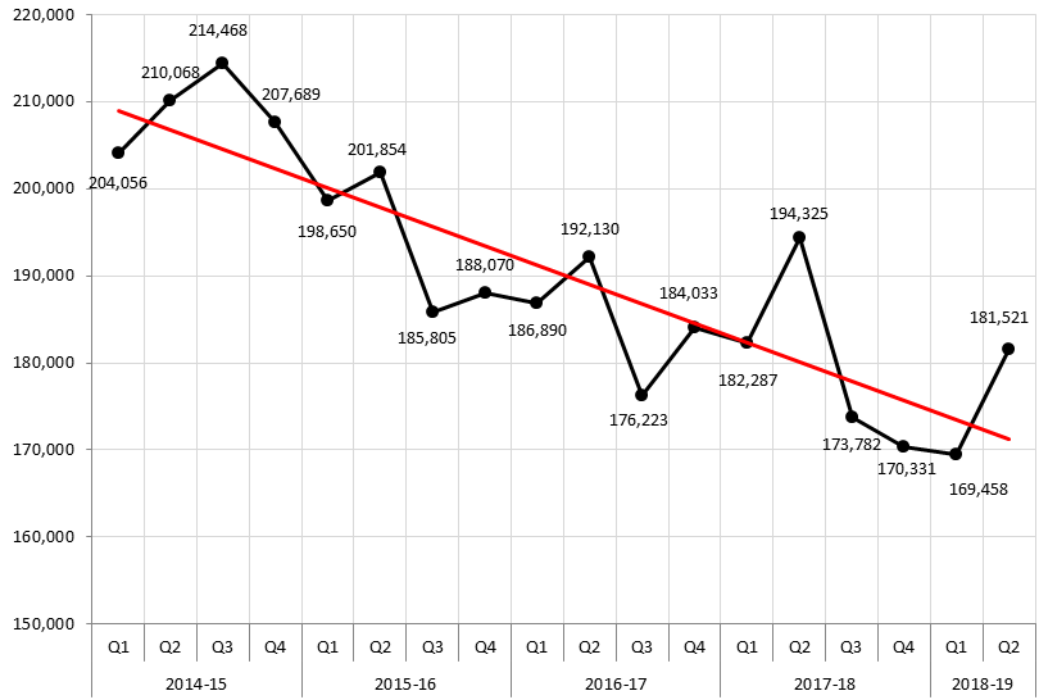
- Overall there were 25,084 active borrowers at the end of Q2 this year, split as follows:
 - 20,219 adult active borrowers
 - 4,564 junior active borrowers
 - 361 active digital borrowers
- At end-Q2, this indicator is 3.5% below the annual target.

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19)

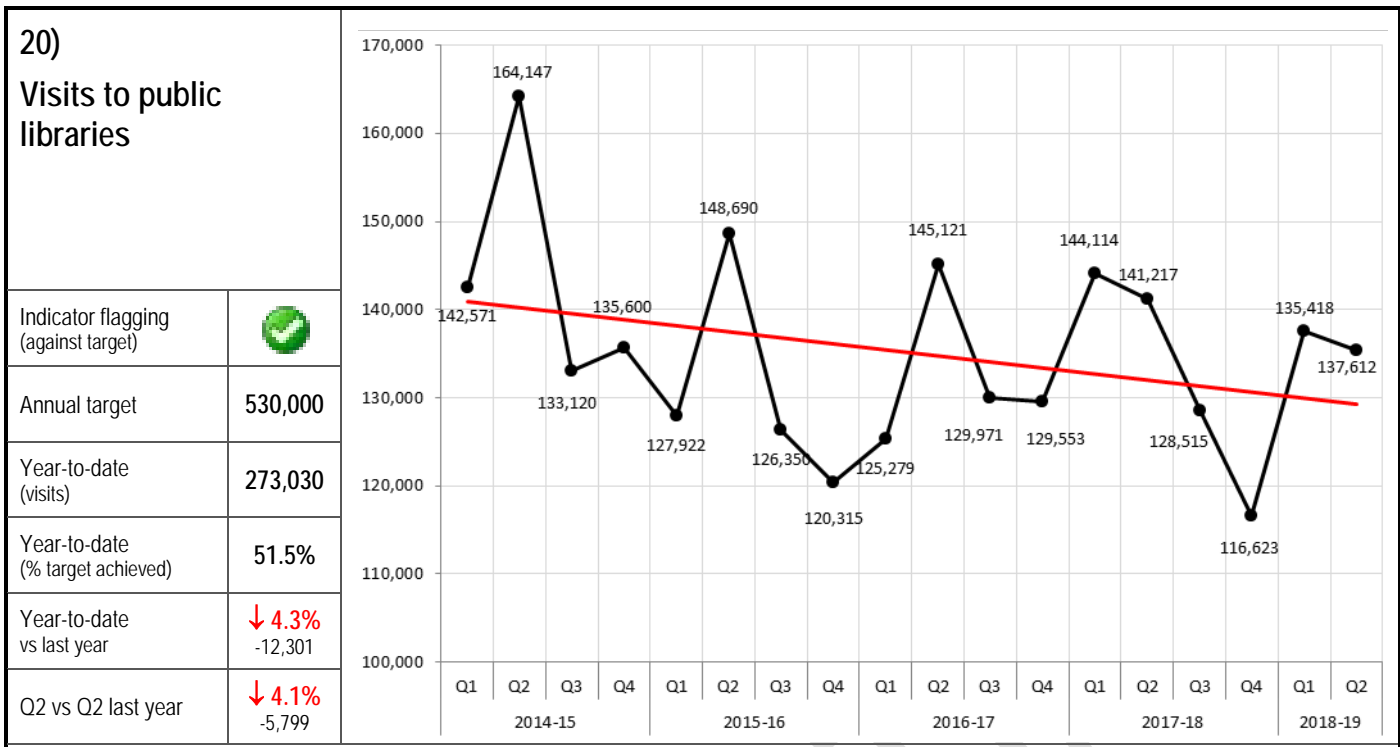
Issues from public libraries

Indicator flagging (against target)	
Annual target	710,000
Year-to-date (issues)	350,979
Year-to-date (% target achieved)	49.4%
Year-to-date vs last year	↓ 6.6% -12,804
Q2 vs Q2 last year	↓ 6.8% -25,633



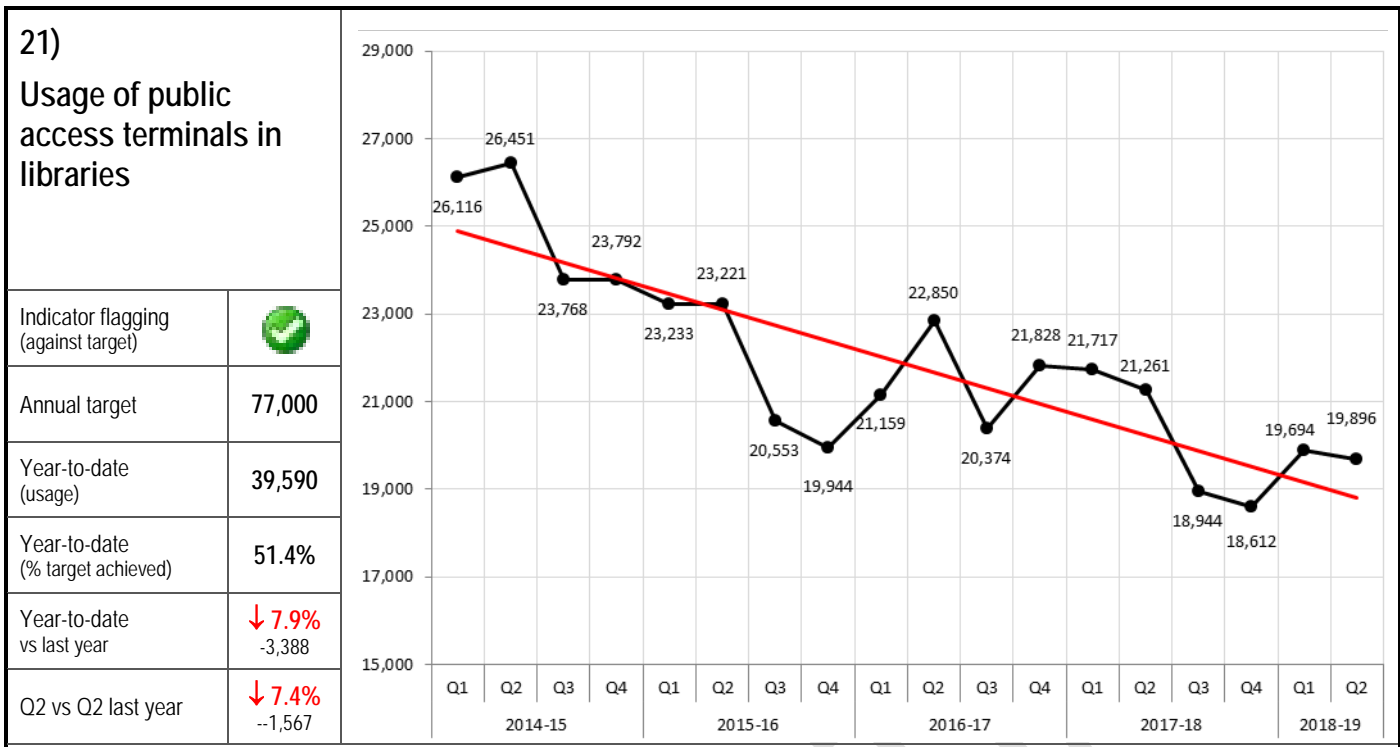
Current performance

- While exceeding the Q2 target by over 4,000 issues, Q2 issues totalled 181,524 which was a decrease of 6.8% (-25,633) compared to the same quarter last year.
- Year-to-date performance at end-Q2 is 6.6% lower (-12,804 issues) compared to the same period last year. This indicator should achieve slightly under but close to target if the current performance continues and is amber-flagged at this time.
- Q2 issues for each of the library are as follows:-
 - Bonnybridge: -0.1% (-14 issues)
 - Bo'ness: - 9.2% (-1,518 issues)
 - Denny: -0.7% (-110 issues)
 - Falkirk: -12.4% (-4,597 issues)
 - Grangemouth: -10.4% (-2,168 issues)
 - Larbert: -4.7% (-1,663 issues)
 - Meadowbank: -7.7% (-2,292 issues)
 - Slamannan: +16.5% (+166 issues)
 - EBooks/Digital Resources: -0.1% (-3 issues)



Current performance


- Q2 visits to Falkirk area libraries combined decreased by 4.3%, equating to 12,301 fewer visits compared to the same period last year.
- The Q2 target of 140,000 was just missed by 1% (2,194 visits under target) with 137,612 visits.
- End-Q2 visits totalled 273,030, a 4.3% drop (-12,301 visits) compared to the same period last year, while 51.5% of the annual target has now been achieved and on target to achieve close to target at year-end.
- Q2 visits per library compared to the same period last year:
 - Bonnybridge: +4.3% (+246 visits)
 - Bo'ness: -8.9% (-1,128 visits)
 - Denny: +5.7% (+838 visits)
 - Falkirk: -6.3% (-1,965 visits)
 - Grangemouth: -3.9% (-702 visits)
 - Larbert: +0.2% (+60 visits)
 - Meadowbank: -10.6% (-3,317 visits)
 - Slamannan: +4.6% (+69 visits)

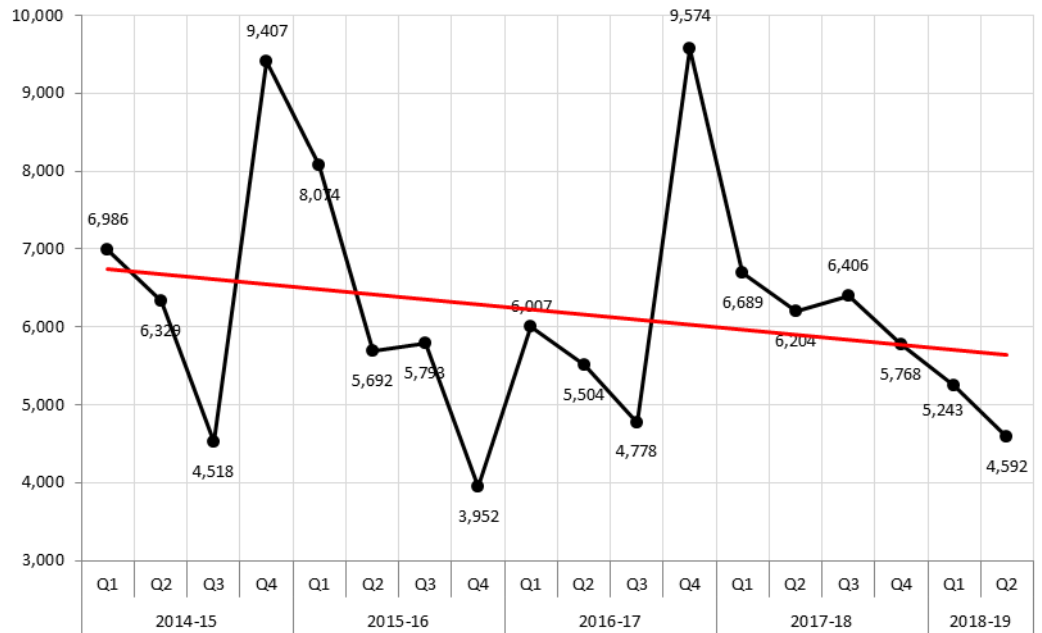


Current performance


- Q2 performance decreased by 7.4% equating to 1,567 fewer uses of the public access PCs and library Wi-Fi, compared to the same quarter last year.
- Total usage at end-Q2 totalled 39,590, a 7.9% decrease (-3,388 uses) than the same period last year.
- 51.4% of the annual target was achieved at end-Q2, exceeding the quarterly target set, and is on track to meet the annual target at year-end.
- Q2 usage per library compared to the same period last year:
 - Bonnybridge: -11.6% (-149 uses)
 - Bo'ness: -6.1% (-115 uses)
 - Denny: -4.7% (+89 uses)
 - Falkirk: -11.5% (-896 uses)
 - Grangemouth: -13.9% (-535 uses)
 - Larbert: +4.4% (+104uses)
 - Meadowbank: +7.2% (+140 uses)
 - Slamannan: -11.7% (-27 uses)

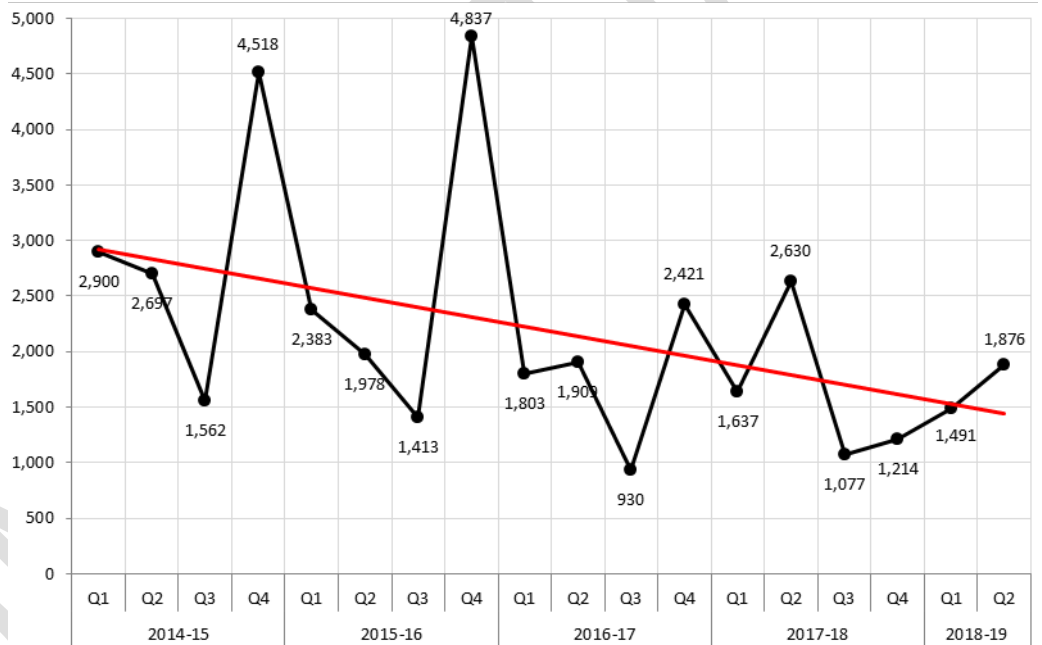
**22)
Resources added to
library stock – Adult**

Indicator flagging (against target)	
Annual target	20,000
Year-to-date (resources)	9,835
Year-to-date (% target achieved)	49.2%
Year-to-date vs last year	↓ 23.7% - 3,058
Q2 vs Q2 last year	↓ 26.0% - 1,602



**23)
Resources added to
library stock – Junior**

Indicator flagging (against target)	
Annual target	5,000
Year-to-date (resources)	3,367
Year-to-date (% target achieved)	67.3%
Year-to-date vs last year	↓ 21.1% - 900
Q2 vs Q2 last year	↓ 28.7% - 754




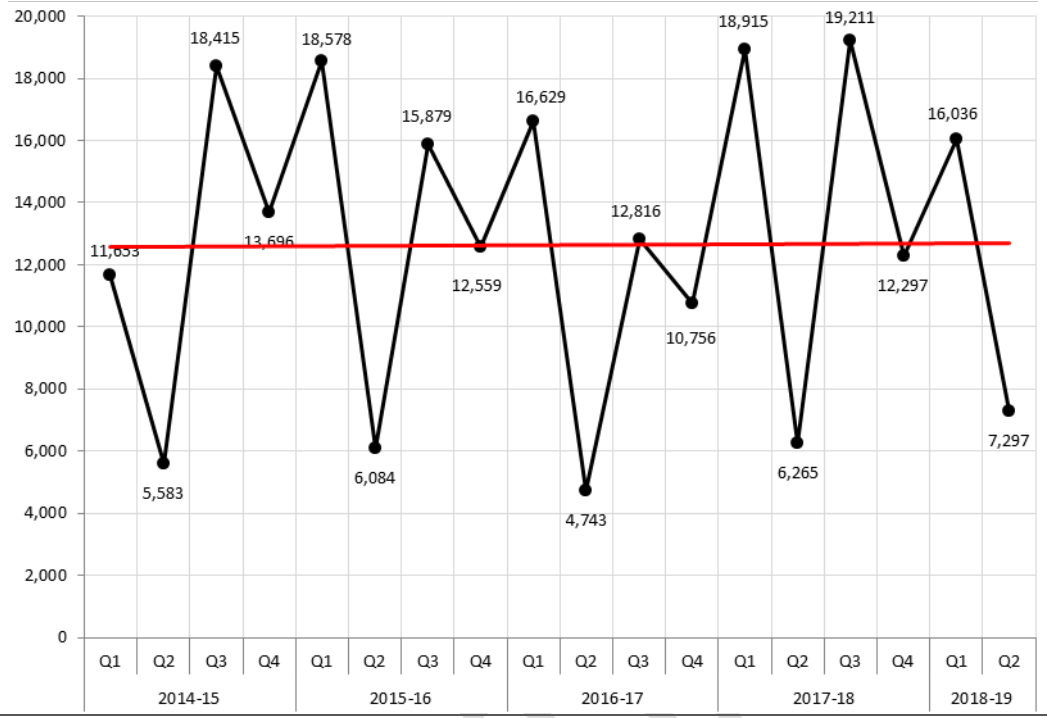
Current performance

- Adult additions to stock were 26.0% lower than Q2 last year, equating to 1,602 fewer new stock items being purchased.
- Junior additions to stock were 28.7% lower, meaning 754 fewer items were added to the junior stock.
- Although both indicators performed lower in Q2 this year than last, they remain on track to achieve close to targets at year-end if the current rate of change continues throughout the year.

24)

Admissions to Falkirk Town Hall

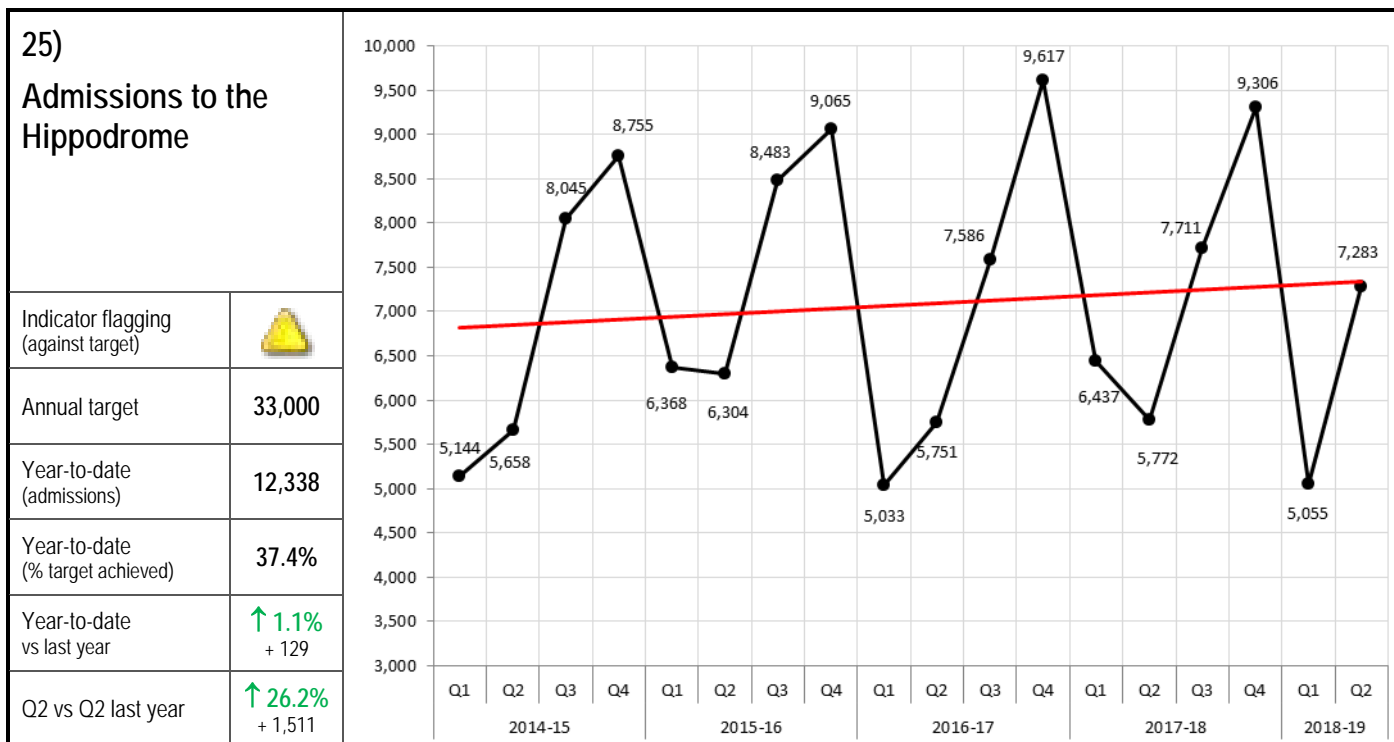
Indicator flagging (against target)	
Annual target	67,000
Year-to-date (admissions)	23,333
Year-to-date (% target achieved)	34.8%
Year-to-date vs last year	↓ 7.3% -1,847
Q2 vs Q2 last year	↑ 16.5% + 1,032



Current performance

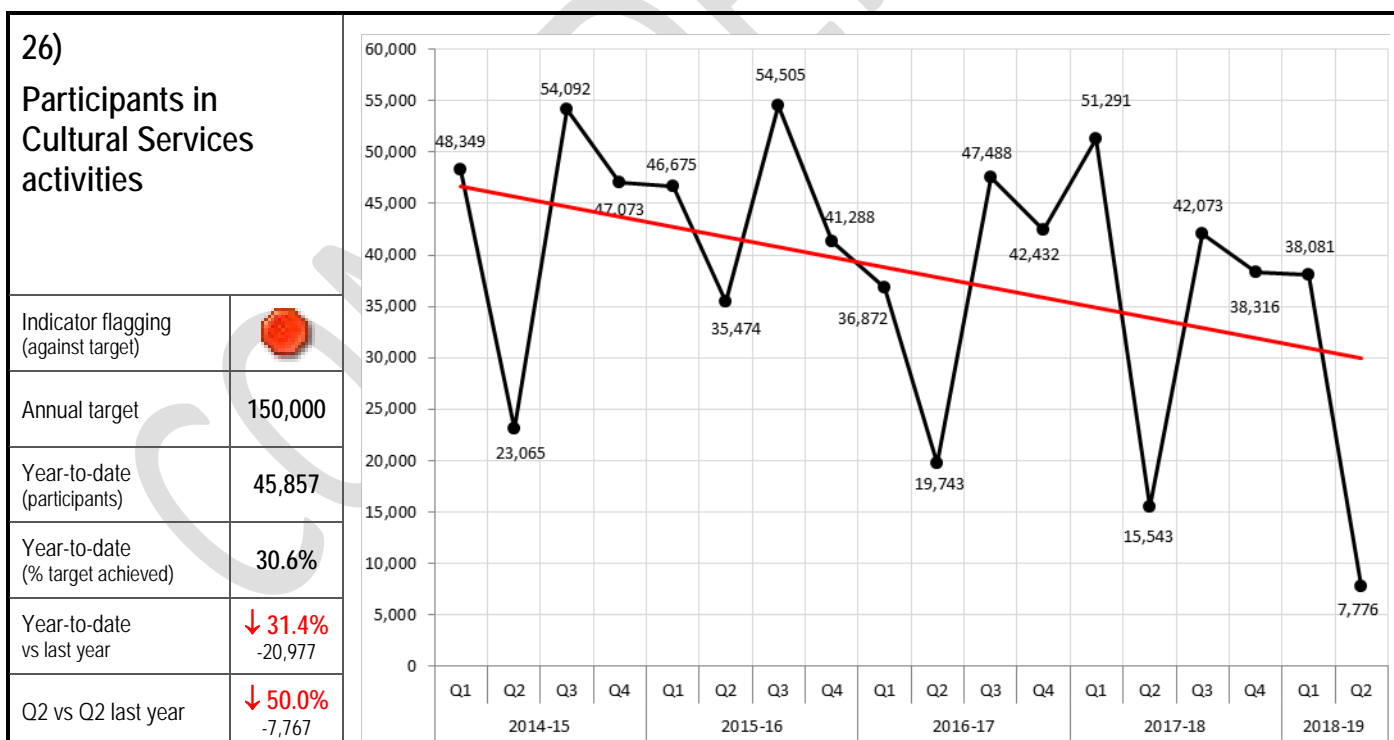
- Q2 admissions to FTH were 16.5% higher compared to Q2 last year with 1,032 additional admissions, and is the highest Q2 total since 2013/14. However, performance was still 27% below the Q2 target (-2,755 admissions below).

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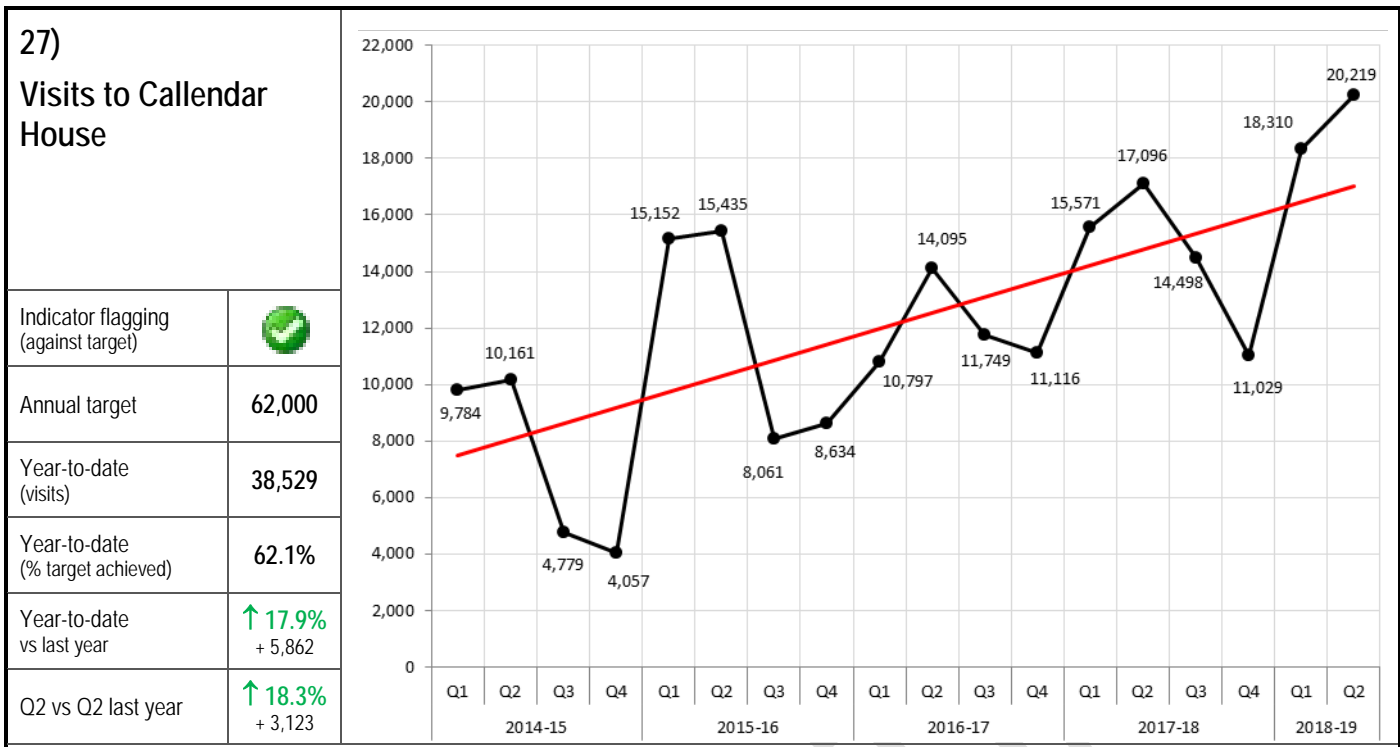
Current performance

- Q2 admissions to the Hippodrome increased by 26.2% compared to Q2 last year with 1,511 extra admissions.
- This performance was the highest Q2 since 2009/10, although it remains 9% (749 admissions) below target for the Q2 period.
- Year-to-date admissions at end-Q2 are slightly higher (+1.1%, +129) than last year but remain behind the performance required to achieve target at year-end and hence has been flagged amber.



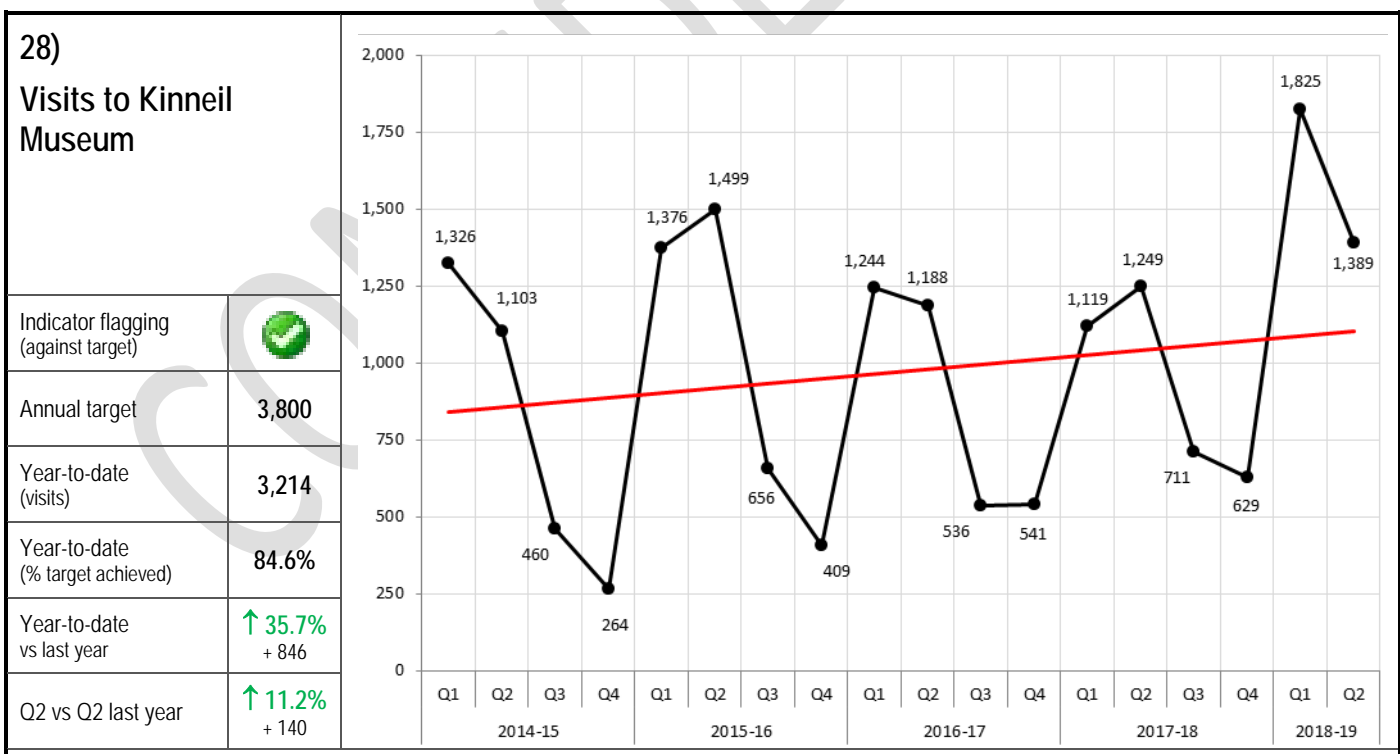
Current performance

- Note: comparisons against previous years' performance are no longer a valid as the services and activities contributing to this measure have changed substantially.
- For reference, Q2 participation was 50% lower than the same period last year with 7,762 fewer attendances.
- This is primarily due to the scheduled later start for the YMI schools programme.
- In addition, close working with schools to a new approach for the development and delivery of our YMI primary schools offer has been undertaken. Whilst this provides a more equitable spread of provision across the area (ensuring all schools receive YMI provision), it does mean that a more focussed approach may result in a variance in number of YMI usages compared to previous years. On this basis, caution should be taken with year on year comparisons moving forward.



Current performance


- Q2 visits were 18.3% higher than the same quarter last year with an additional 3,123 visits to Callendar House.
- Year-to-date has achieved 62.1% of annual target with a total of 38,529 visits to end-Q2.
- If the end of Q2 rate of change is projected for the whole of 2018/19 it suggests a year end of approx. 69,000 which is 111% of target.
- There were 19 Trust-programmed public events compared to 11 in Q1
- There were 9 external conferences (lets) compared to 11 in Q1.

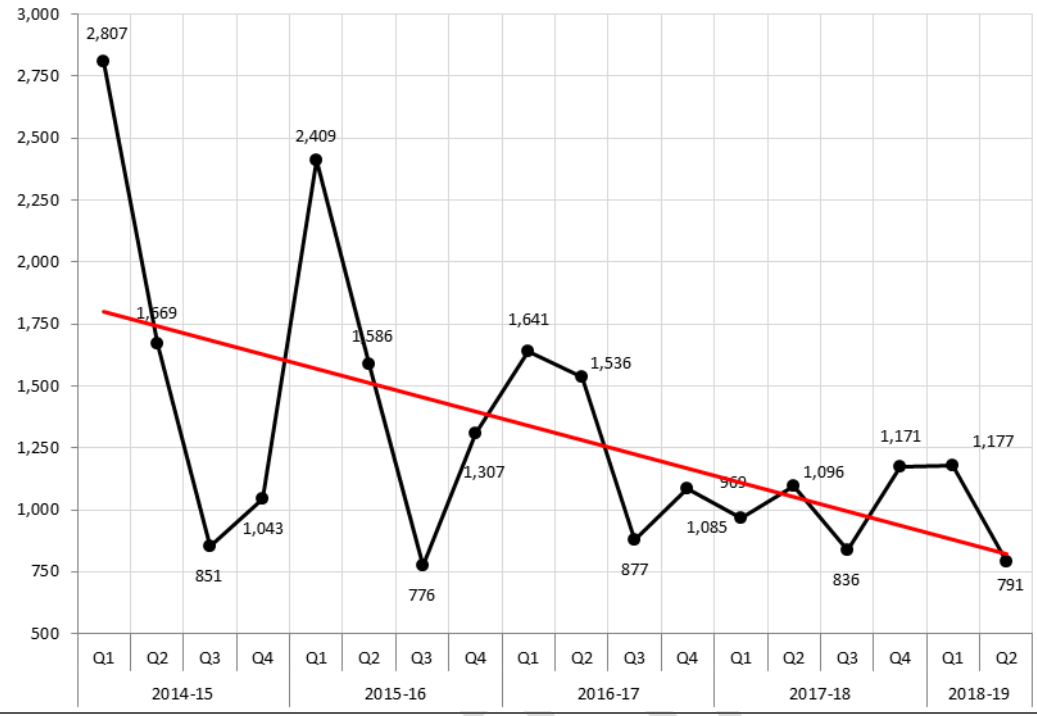


Current performance

- Q2 visits were 11.2% higher than the same quarter last year with an additional 140 visits.
- Kinneil Museum has achieved 85% of its annual visitor target to date and an 11.2% increase in visitor numbers from 17/18 Q2 is encouraging.
- Q2 this year is the highest performing Q2 in recent years.

29) Participation in Outdoor Activities


Indicator flagging (against target)	
Annual target	3,600
Year-to-date (participation)	1,968
Year-to-date (% target achieved)	54.7%
Year-to-date vs last year	↓ 4.7% -97
Q2 vs Q2 last year	↓ 27.8% -305

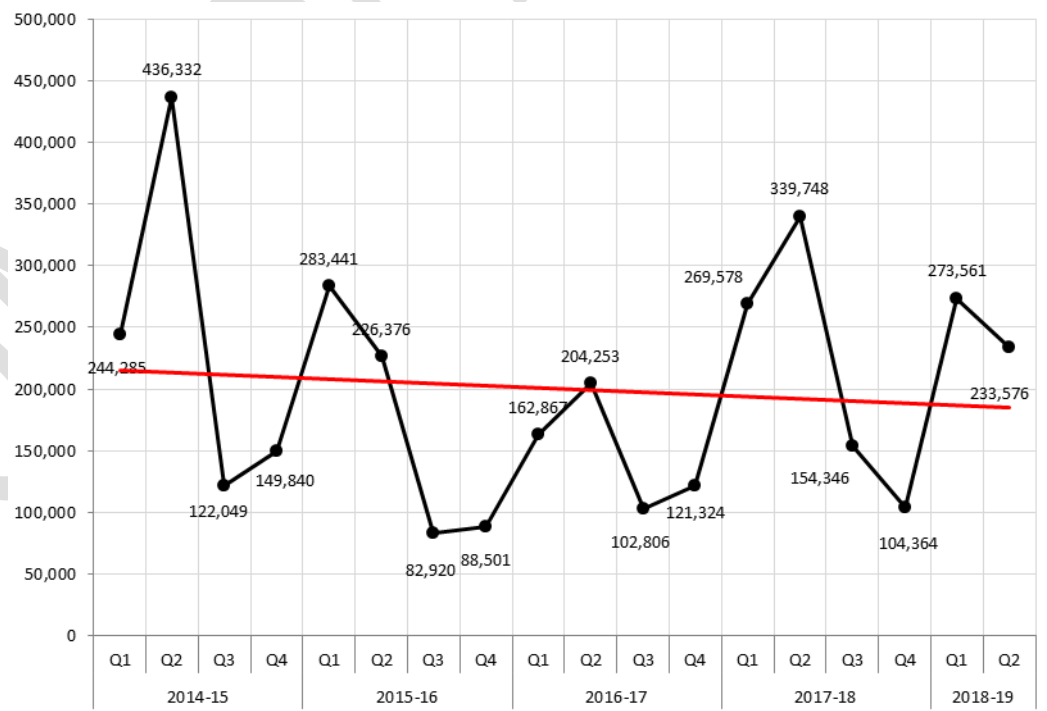


Current performance

- Overall attendance figures are down against same quarter last year due to the lag in Education course bookings.
- Community Programme numbers recovered with Children's Summer Programme having 95% uptake.
- Adult numbers were good during the second half of the Community Summer Programme & the continuing delivery of Mountain Training Scotland courses.

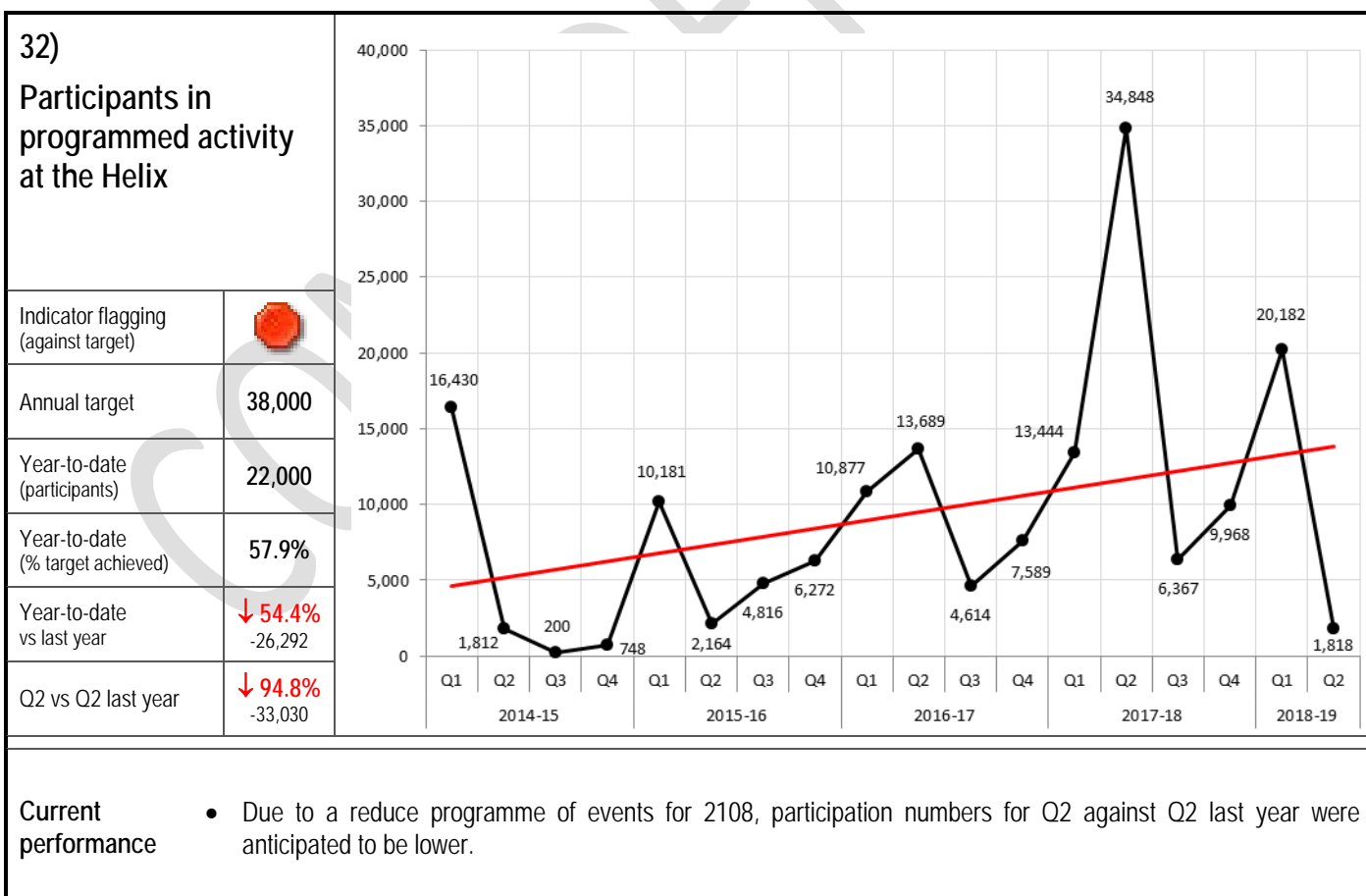
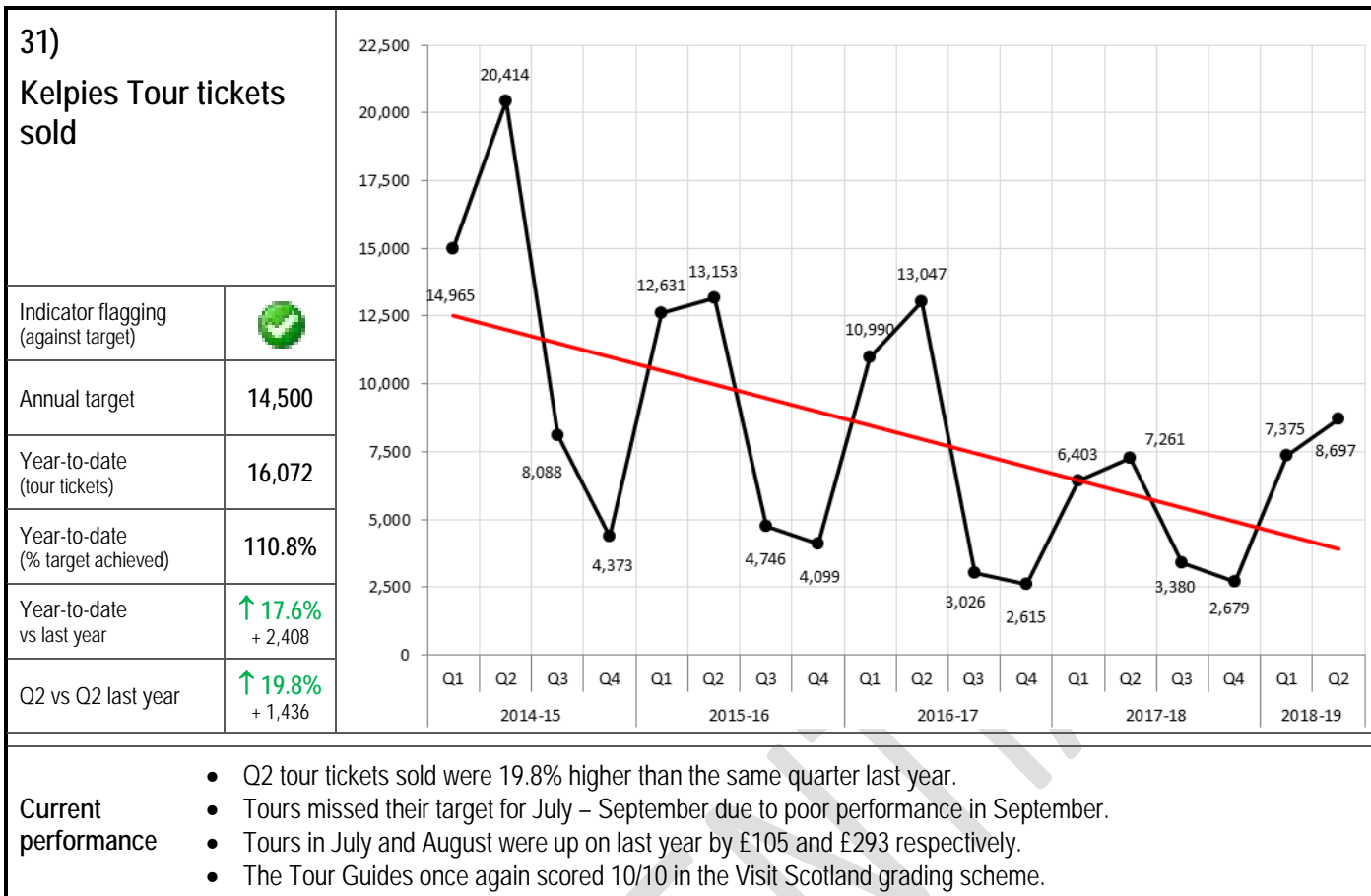
30) Visits to the Helix

Indicator flagging (against target)	
Annual target	850,000
Year-to-date (visits)	507,137
Year-to-date (% target achieved)	59.7%
Year-to-date vs last year	↓ 16.8% -102,189
Q2 vs Q2 last year	↓ 31.3% -106,172



Current performance

- Note: at this time visit numbers to the Helix are provisional due to apparent inconsistencies in the data collection.
- The Helix has currently received 100,000 less visits year-to-date compared to last year.
- A very poor April and disappointingly poor weather in August and September, impacted on numbers across the park.
- Footfall to the Kelpies Plaza continues to be strong being less affected by adverse weather.
- Visits to the main park are very weather dependant
- One of the year's key events, The Big Picnic, in August, was curtailed early in the day due to adverse weather.



A strong, sustainable and valued organisation

Indicator	2015/16 total	2016/17 total	2017/18 total	2017/18				
				Q1	Q2	Q3	Q4	Year Total
Sickness Absence - % days lost	4.28%	3.42%	3.46%	4.18%	4.09% ¹			
Staff Turnover	18.2% equates to 88 staff	11.9% equates to 61 staff	11.4% equates to 56 staff	3.2% equates to 16 staff	7.1% equates to 35 staff			
Number of Accidents involving staff and customers	318	352	367	89	102			
Number of complaints and formal enquiries received and dealt with	122	104	89	14	14			
Number of hits on Trust website	708,341	730,900	754,109	194,120	207,016			

¹ figure to end-August only – the September figure wasn't available at time of reporting.

Sickness Absence

4.18% of working days were lost due to sickness absence for Q1 18-19, an increase on the same period last year (3.42%) and higher than the Trust's target of under 4.00%. It should be noted that last year's figures were among the lowest figures since the Trust was formed and are more in line with other previous totals.

This rate of 4.18% equates to 1,308 days of absence from the 31,327 potential working days across the whole Trust for the Q1 period. The Trust remains committed to further reducing staff absence rates.

Staff Turnover and Headcount

Staff turnover for both Q1 and Q2 2017-18 are slightly higher than the equivalent quarters last year (2.7% and 6.7% respectively) indicating a small increase in staff turnover. Cumulatively to end-Q2, this corresponds to 35 leavers and includes: 27 resignations, 2 end of temporary contract, 1 retirement and 5 for other reasons.

The Trust's headcount at 30th September 2018 was 490 employees, working a total of 12,163 hours per week. This equates to 332 FTE (full-time equivalent) staff. The headcount is split between 186 full-time and 304 part-time staff, with 417 positions being permanent and the remaining 62 temporary positions.

Accidents Reported

A total of 102 accidents involving staff and customers were reported to the Trust's Health, Safety and Risk Management Group during Q2 18-19, a decrease of 30 compared to the same period last year. Of these accidents, 90 involved members of the public and customers, with 12 accidents involving staff.

Complaints Received

14 complaints and formal enquiries were received and dealt with during Q2 17-18 with all being dealt with at Frontline Resolution and none requiring further investigation. This was 15 fewer complaints received than the same period last year.

Website Performance

Trust website hits during the quarter were 207,016, an increase of c.10,000 compared to the same period last year (+5.2% hits). These website visits were carried out by 101,735 unique public visitors with 85,298 of these users (69.3%) being new users of the website.

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