

Falkirk Community Trust

Subject: April – December 2018 Quarter Three Performance Report
Meeting: Audit and Performance Sub-Group
Date: 14th February 2019
Author: Team Leader Performance Review

1. Introduction

1.1 This is the 2017-18 quarter three report on our performance indicators and covers the 9-month financial period April – December 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 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 19 green-flagged indicators.
Amber 	This PI is slightly below target though performance may be improving (5-10% below target)	There are 3 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 As we near the end of the 2017-18 financial year and have greater knowledge of performance covering the nine months of the year to date, we can predict year-end performance with greater certainty. Indicator flaggings against target are made with much more confidence than in the quarter one or quarter two reports

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

2.6 Performance against target at end-Q3 was generally positive with successes in several areas. The key performance highlights for Q3 2018-19 include the following (comparisons against the same quarter last year):

- Admissions to Mariner Centre: +61.8%;
- Admissions to Falkirk Town Hall: 29.9% increase in admissions.

- Admissions to the Hippodrome: +27.3%;
- Admissions to Bo'ness Health & Fitness Club: 23.4%;
- Rounds of golf played (at Grangemouth Golf Course and Callendar Park Par 3): 19.7% increase in rounds played.
- Admissions to Stenhousemuir Health & Fitness Club: 17.9%;
- Visits to Callendar House: 17.5% increase in visits.
- Active Schools Distinct Participants: 13.7% increase in distinct participants.

2.7 Performance which was lower than expected during Q3 include (compared to Q3 last year):

- Visits to the Helix: 35.0% reduction in visits;
- Visits to Muiravonside Country Park: 21.1% reduction.
- Out of hours admissions to Community Schools: 16.5% fewer admissions;
- Admissions to Bo'ness Recreation Centre: 15.6% decrease in admissions.
- Admissions to Neighbourhood Sports Centres: 42.1% decrease in admissions.

2.8 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>.

2.9 A report on the period January – March 2019 and the 12-month financial year 2018-19 will be made at the next meeting of the sub group on 16th May 2019.

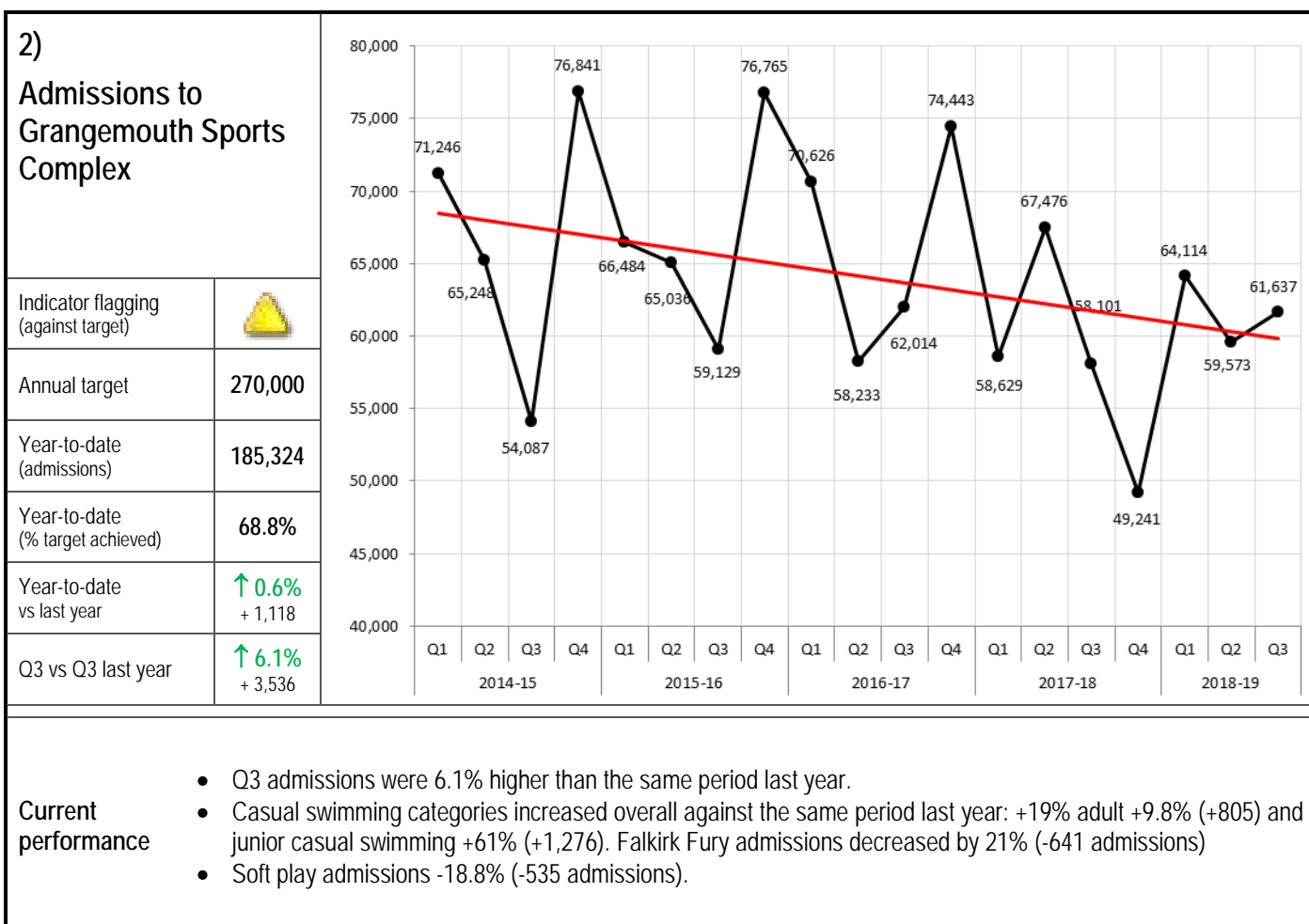
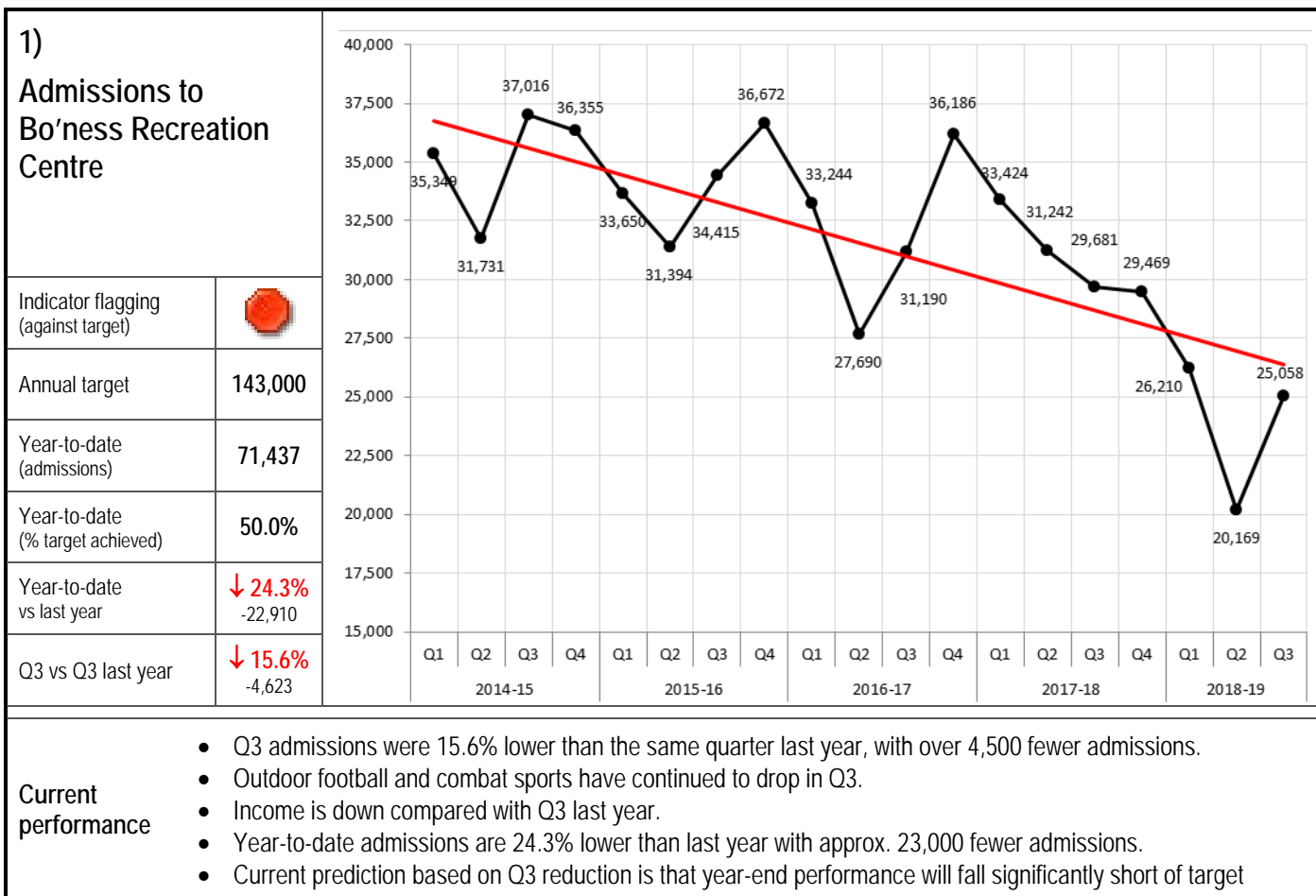
3. Recommendation

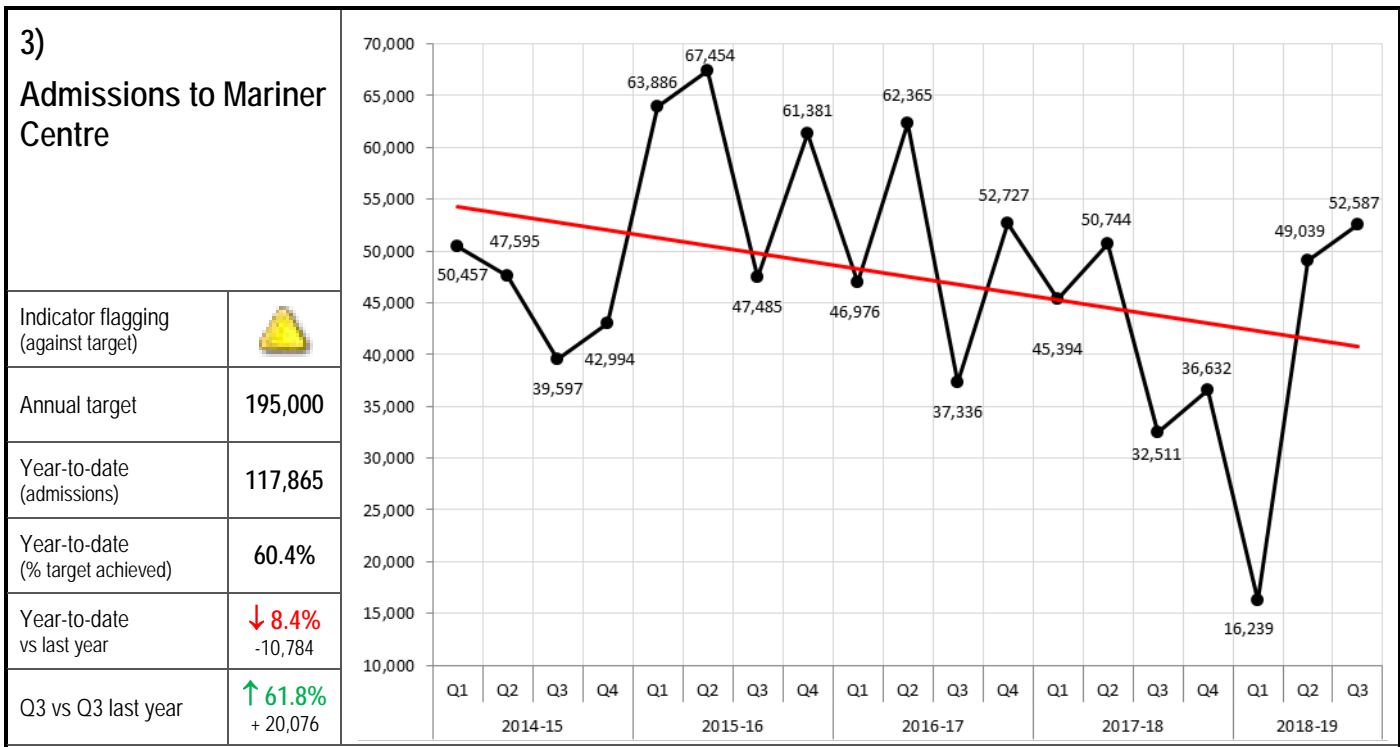
3.1 Directors are asked to note:

- Progress made throughout the third quarter of 2018-19.
- Actions to address areas requiring improvements in the forthcoming quarter.
- Current predictions for year-end performance.



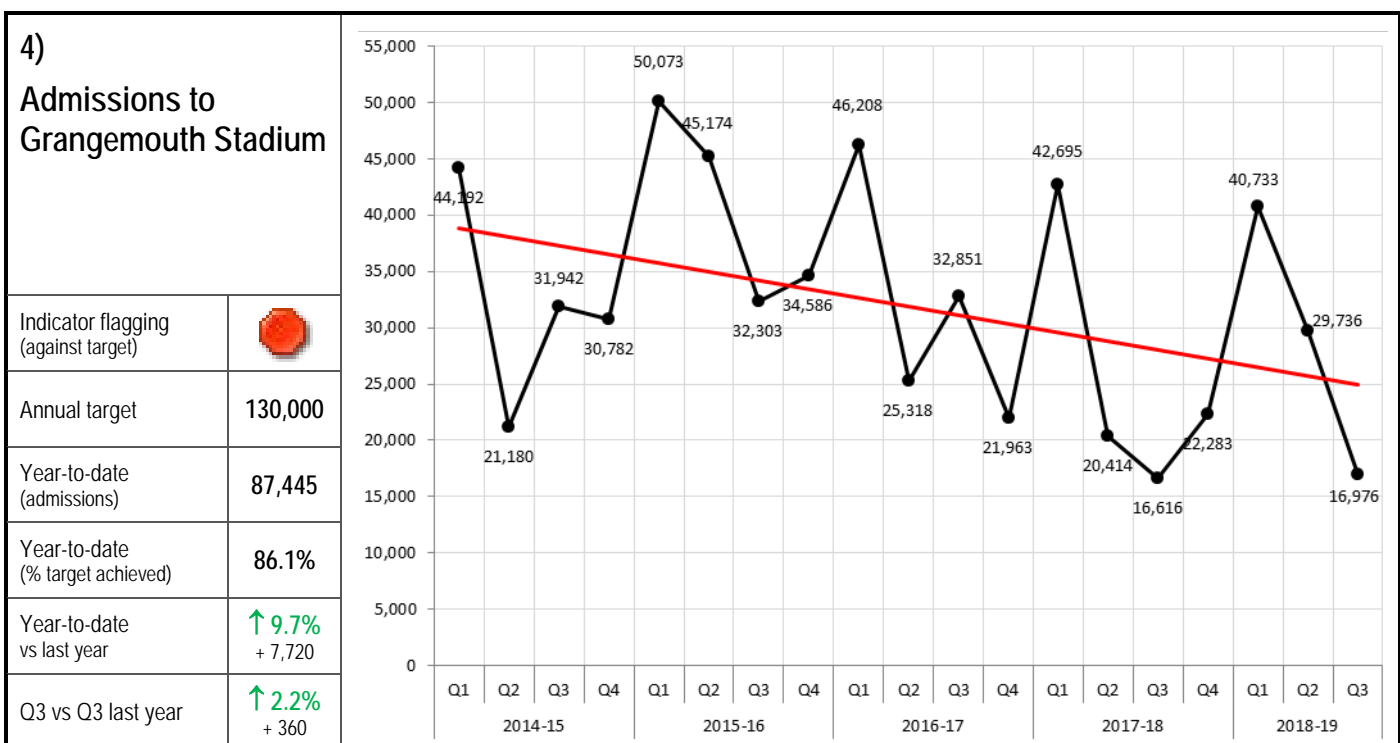
Alistair Mitchell
Team Leader Performance Review





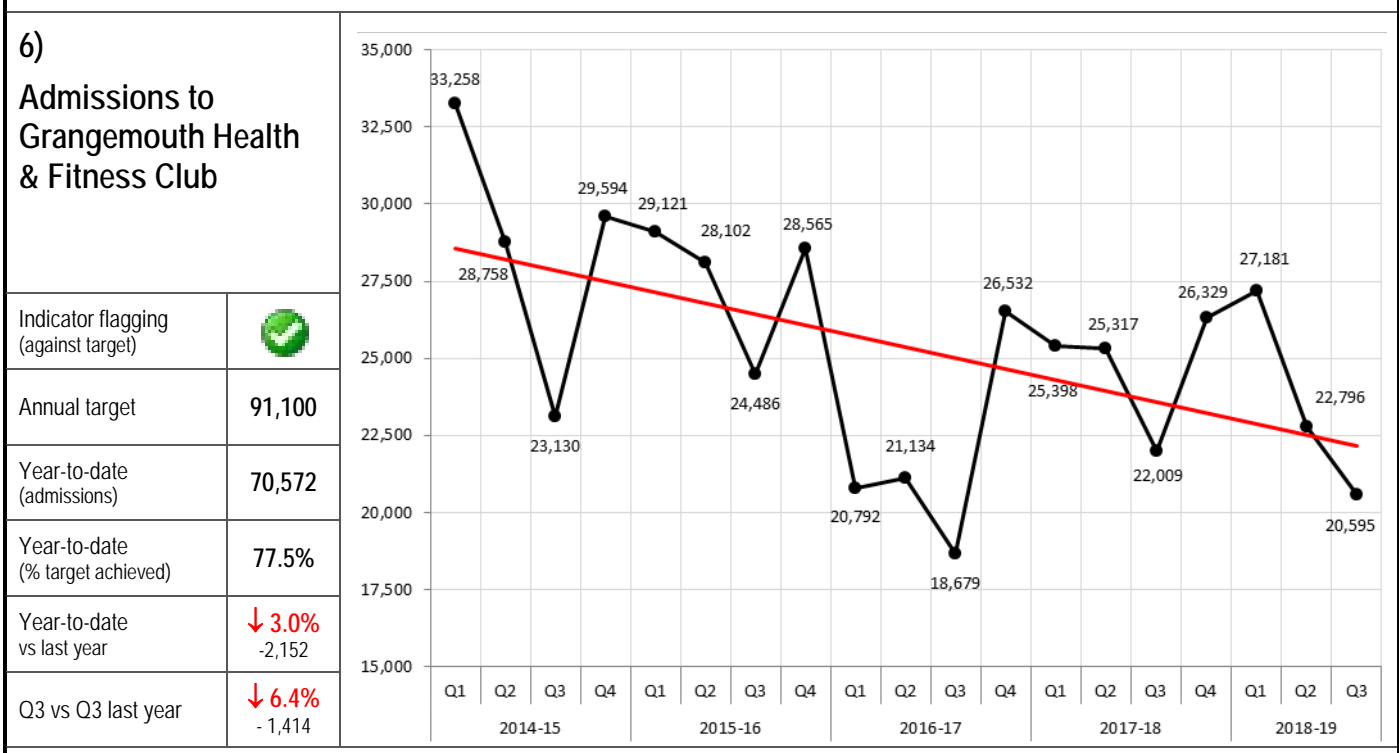
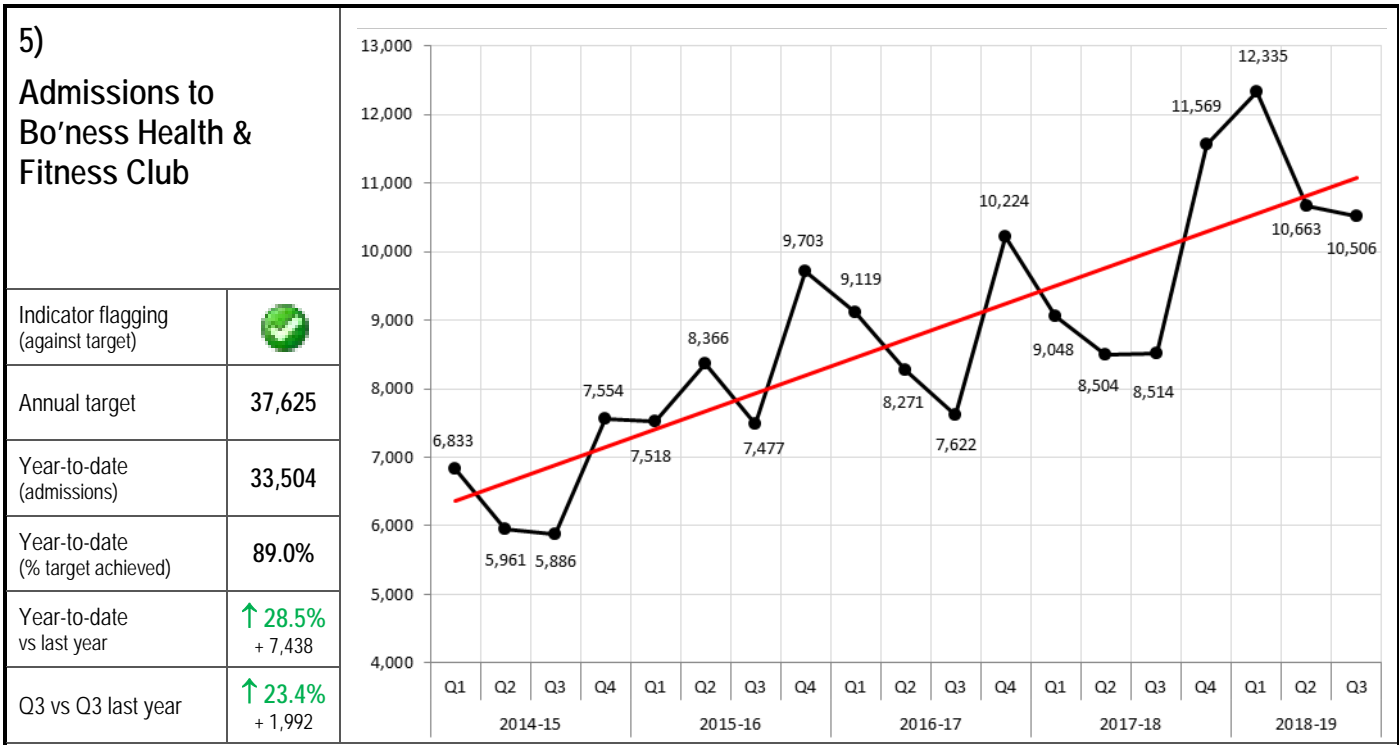
Current performance

- Q3 admissions are 61.8% higher than the same period last year.
- Casual swimming admissions increased by +36.6%
- Adult swimming increased by +30.5% (+2,006) and junior casual swimming admissions by +18.7% (+1,506) against the same period last year.
- Great Mariner Reef soft play opened on 21st September 2018, with +11,473 soft play admissions against the same period last year.




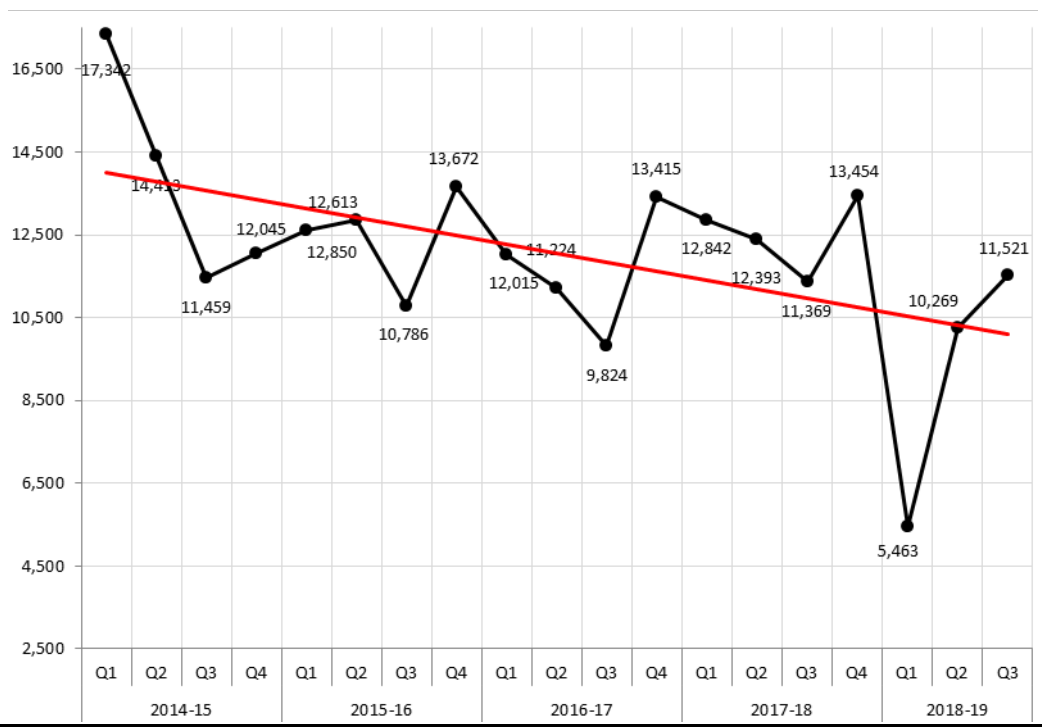
Current performance

- Q3 admissions increased by 3.6% (+360 admissions) in comparison to the same quarter last year.
- Year-to-date admissions at the end of Q3 are almost 10% higher (7,720 admissions) than at the end of Q3 last year.
- Current expectations are that achieving the target remains challenging.




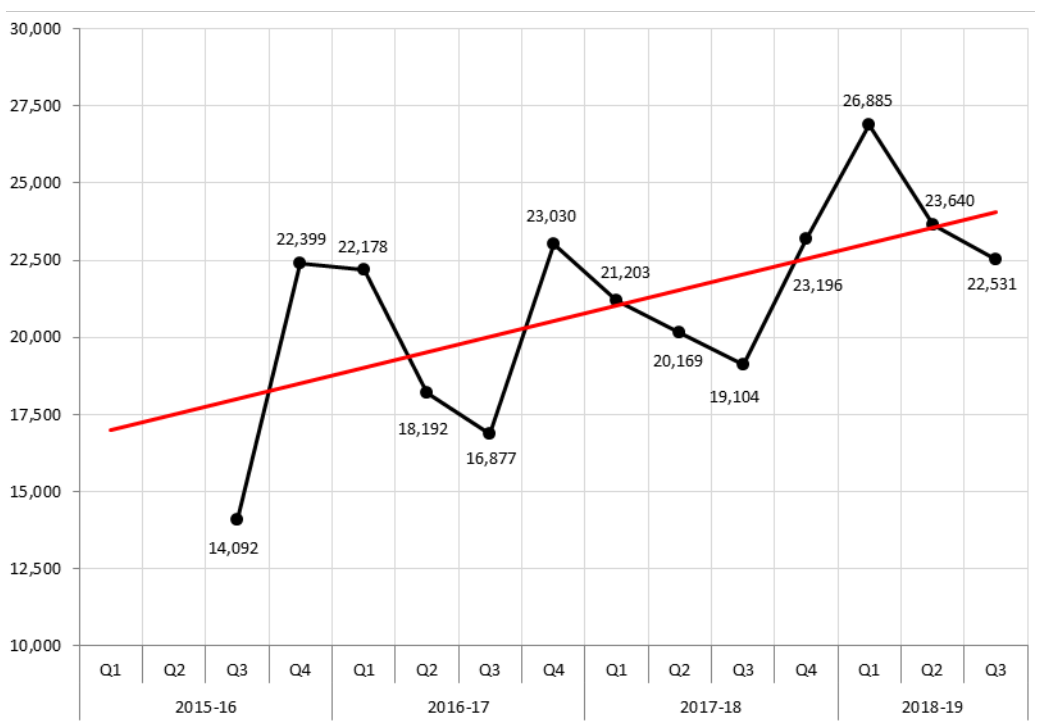
7) Admissions to Mariner Health & Fitness Club

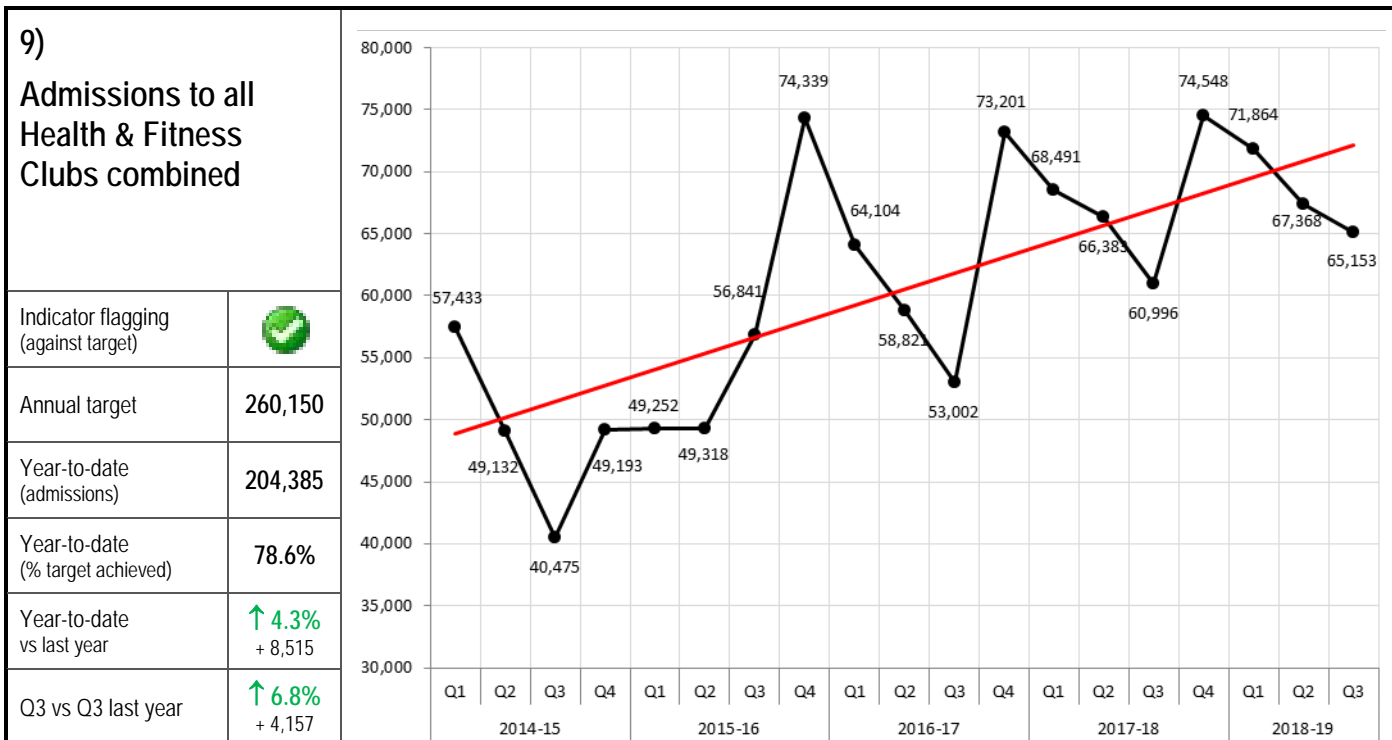
Indicator flagging (against target)	
Annual target	48,375
Year-to-date (admissions)	27,253
Year-to-date (% target achieved)	56.3%
Year-to-date vs last year	↓ 25.5% -9,351
Q3 vs Q3 last year	↑ 1.3% + 152



8) Admissions to Stenhousemuir Health & Fitness Club

Indicator flagging (against target)	
Annual target	80,050
Year-to-date (admissions)	73,056
Year-to-date (% target achieved)	88.0%
Year-to-date vs last year	↑ 20.8% + 12,580
Q3 vs Q3 last year	↑ 17.9% + 3,427





Current performance

Bo'ness (PI 5)

- Q3 usage increased by 23.4%, equating to an additional 1,992 admissions.
- Cumulative usage to end-Q3 is 28.5% higher (+7,438 admissions) compared to the same period last year.

Grangemouth (PI 6)

- Q3 usage decreased by 6.4%, equating to a 1,414 fewer admissions.
- Cumulative usage to end-Q3 is 3.0% lower (-2,152 admissions) compared to the same period last year.

Mariner (PI 7)

- Q3 usage increased by 1.3%, equating to an additional 152 admissions.
- Cumulative usage to end-Q3 is 25.5% lower (-9,351 admissions) compared to the same period last year.


Stenhousemuir (PI 8)

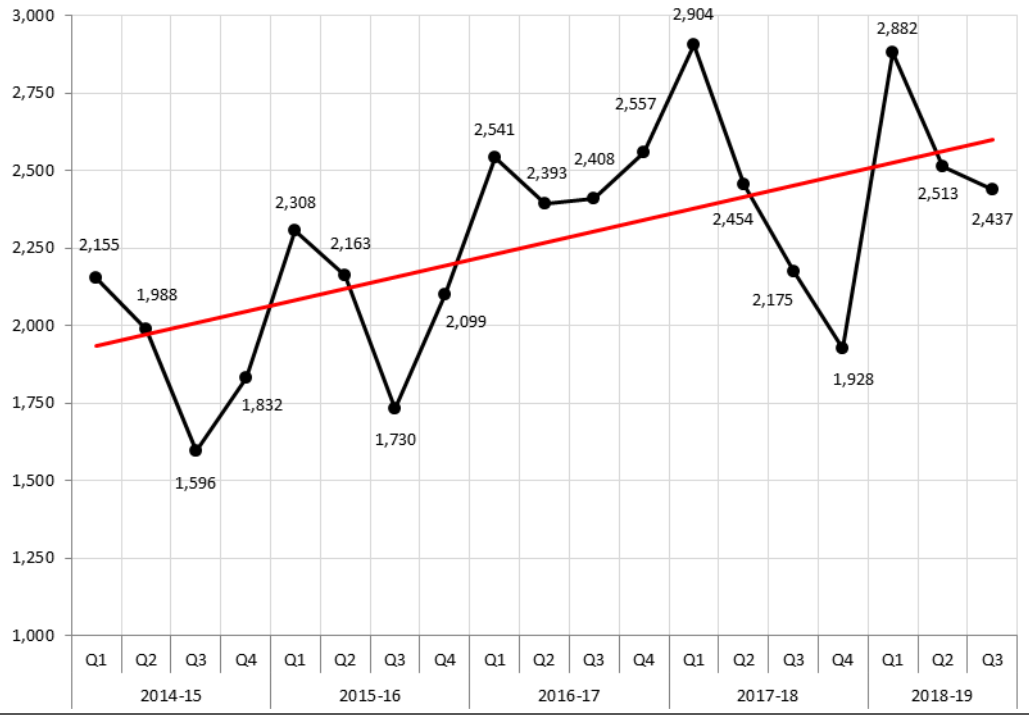
- Q3 usage increased by 17.9%, equating to an additional 3,427 admissions.
- Cumulative usage to end-Q3 is 20.8% higher (+12,580 admissions) compared to the same period last year.

Overall combined (PI 9)

- Q3 usage increased by 23.4%, equating to an additional 1,992 admissions.
- Cumulative usage to end-Q3 is 28.5% higher (+7,438 admissions) compared to the same period last year.

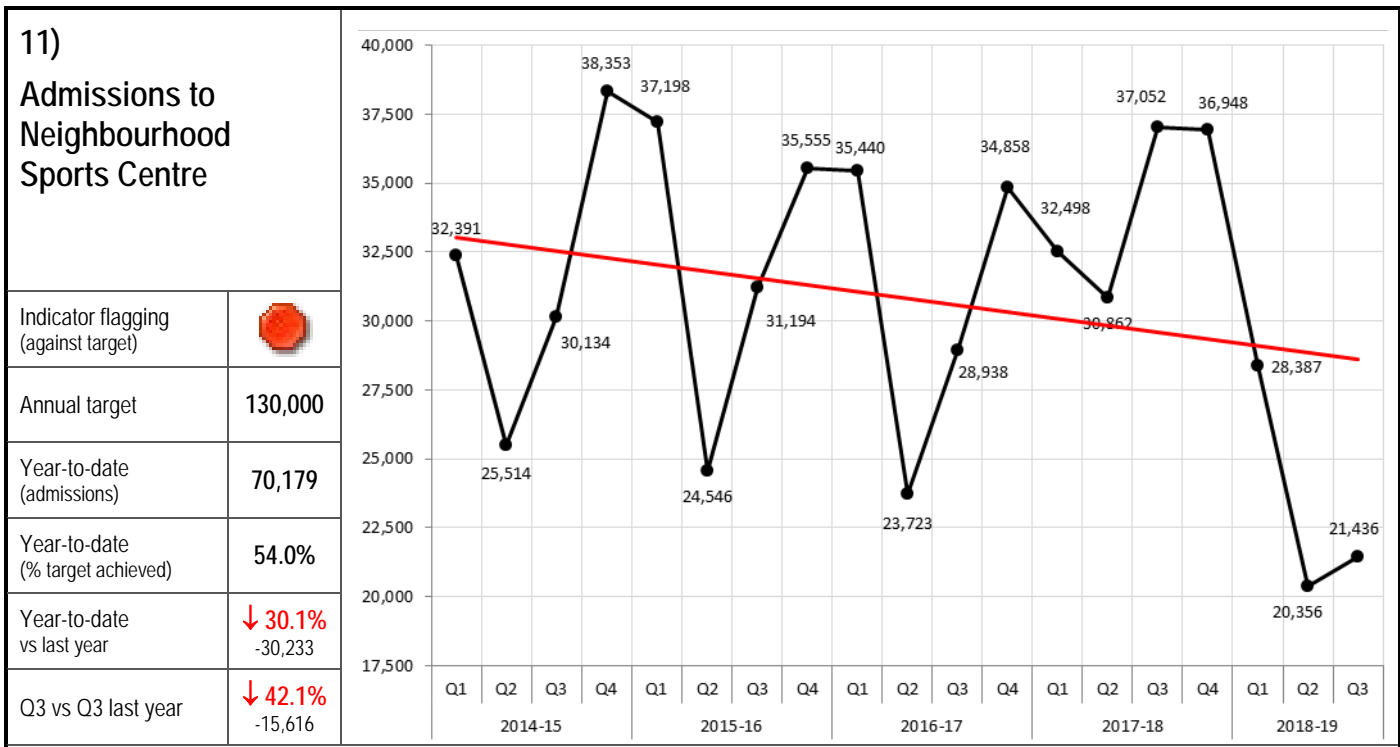
10)
**Health & Fitness
 Programme Initiative
 participation**

Indicator flagging (against target)	
Annual target	11,000
Year-to-date (admissions)	7,832
Year-to-date (% target achieved)	71.2%
Year-to-date vs last year	↑ 4.0% + 299
Q3 vs Q3 last year	↑ 12.0% + 262



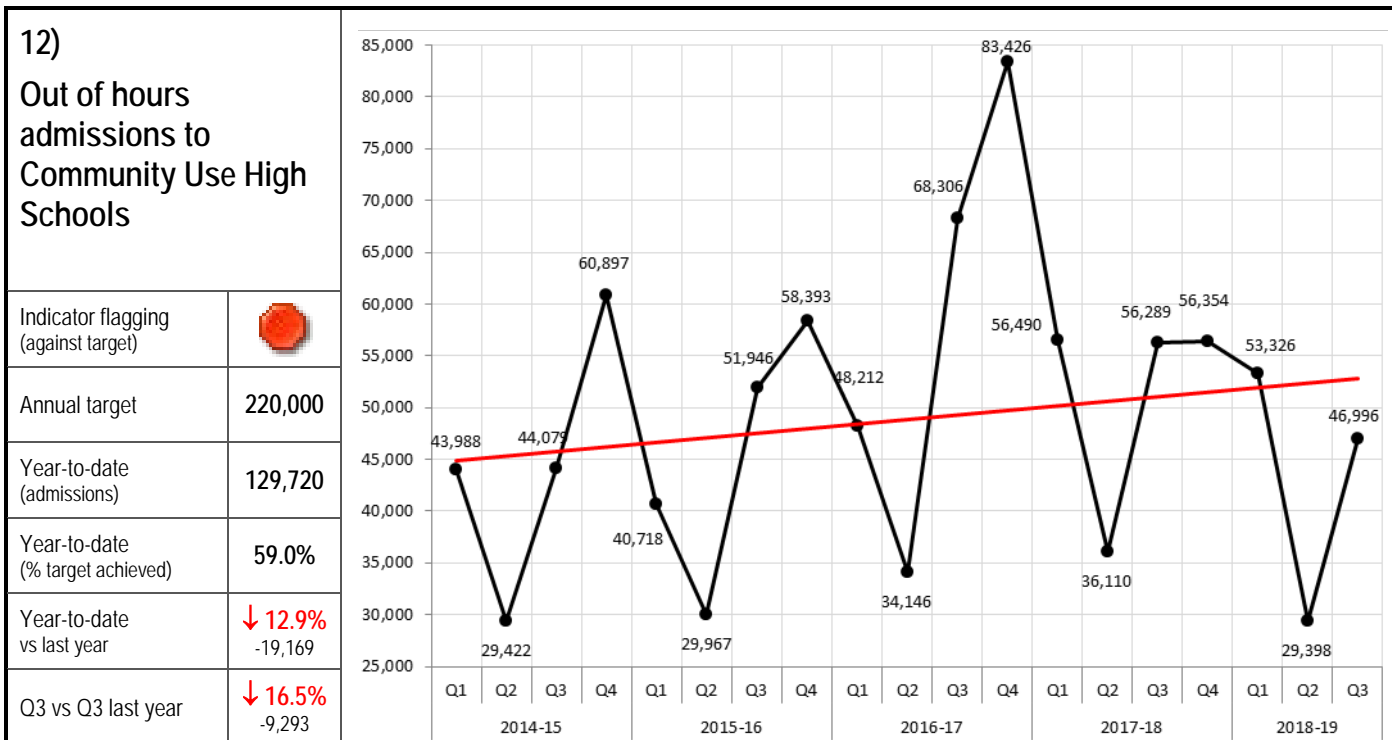
Current performance

- Participation numbers for Q3 were 2,437, which is an increase of 262 and 12.0% when compared to the same period last year.
- The number of cumulative visits to the end of Q3 is 7,832, an increase of 4% when compared to last year.
- Step Forth: +34.9% equating to +510 participations.
- Buggy Walks: +1.0% equating to +3 participations.
- Helix Walks: -6.5% equating to -440 participations.

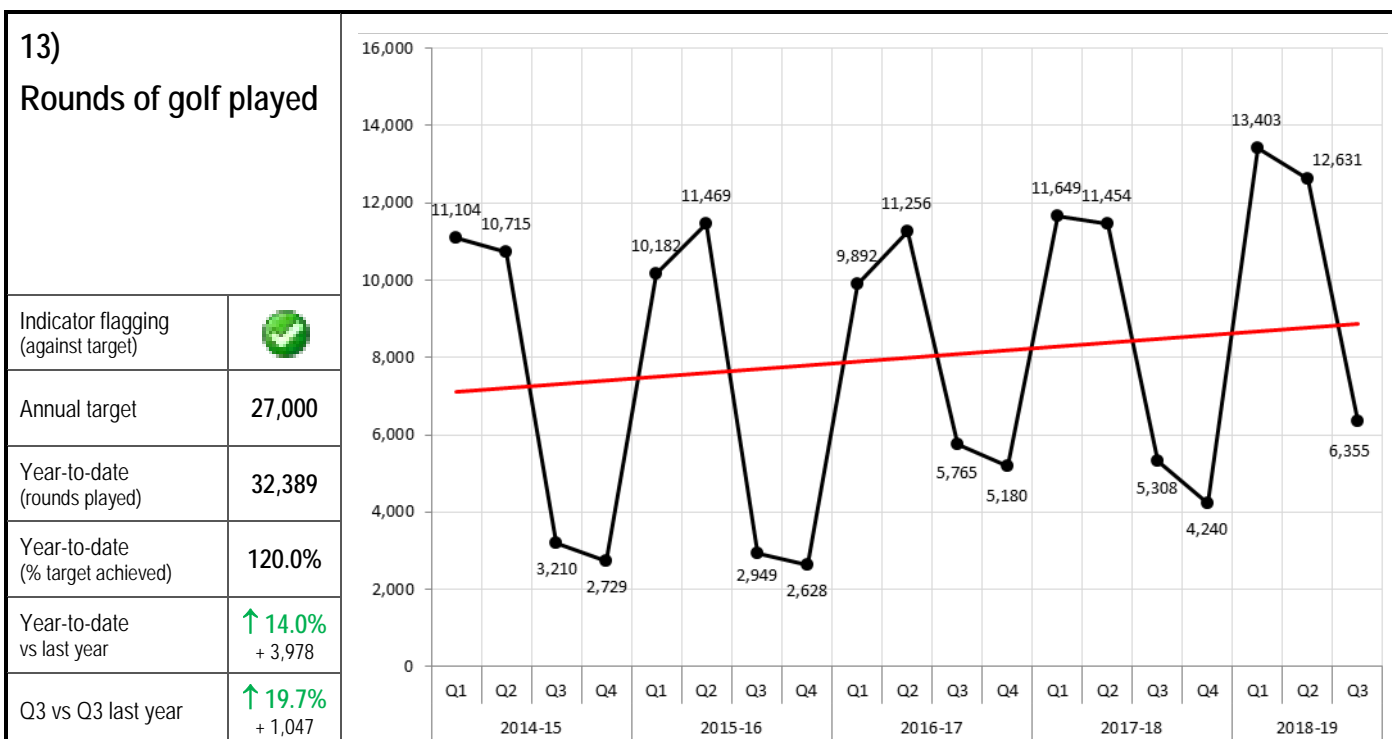


Current performance

- Q3 admissions for all centres combined were 42.1% lower than Q2 last year, equating to 15,616 fewer admissions.
- Cumulative admissions to the end of Q3 were 30.1% lower (-30,233 admissions) compared to last year.
- Current projection is that the year end performance is likely to fall short of target.
- Individual centres, Q3 vs Q3 last year:
 - Bankier Sports Centre -18.2% (-130 admissions);
 - Denny Football Centre -17.1% (-694 admissions);
 - Denny Sports Centre +13.2% (+1,269 admissions);
 - Hallglen Sports Centre +2.7% (+815 admissions);
 - Polmont Sports Centre -3.6% (-536 admissions);
 - Stenhousemuir Sports Centre -48.2% (-9,933 admissions);
 - Woodlands Games Hall is no longer Trust-operated but accounted for 22,024 admissions in Q3 17-18;
 - Polmonthill Snowsports +35.7% (+2,997 admissions).




- Current performance**
- Q3 admissions combined were 16.5% lower than Q3 last year, equating to 9,293 fewer admissions.
 - Year-to-date admissions to the end of Q3 are 12.9% lower (-19,169 admissions) when compared to last year.
 - Individual school performance:
 - Braes HS: -74.5% (-7,703 admissions)
 - Denny HS -34.7% (-8,184 admissions)
 - Falkirk HS +76.4% (+3,400 admissions)
 - Grangemouth HS -0.8% (-63 admissions)
 - St Mungos HS +33.9% (+3,257 admissions)
 - Current projection is that year-end performance is likely to fall short of target.

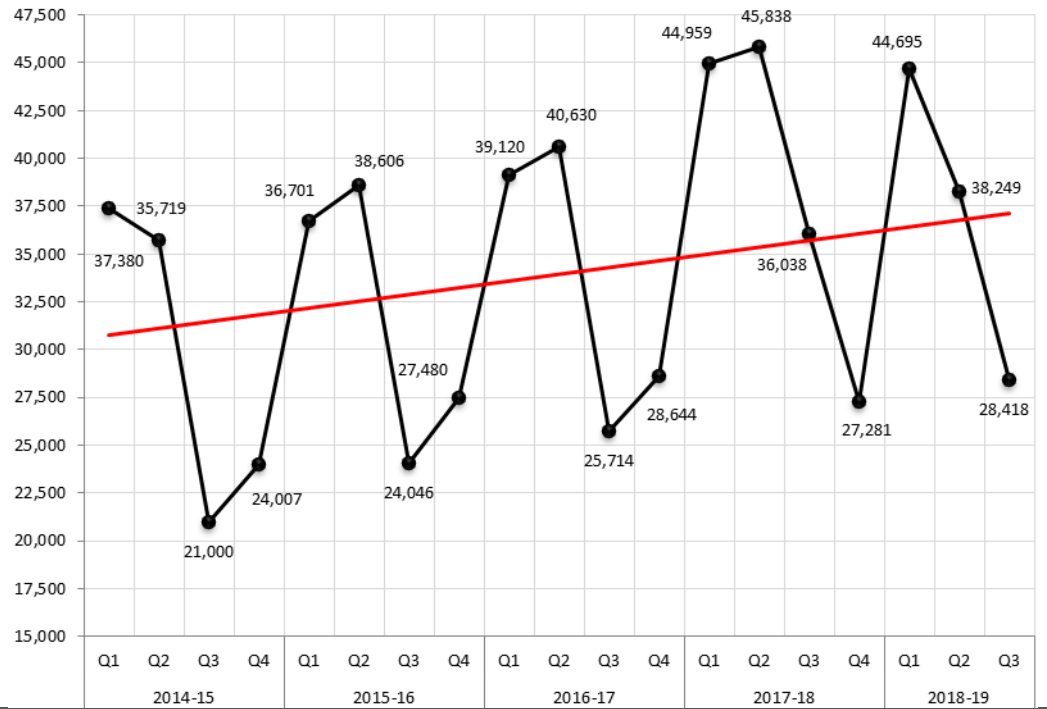


- Current performance**
- Note: this indicator combines golf played at Grangemouth Golf Course and at Callendar Park Par 3 courses.
 - Overall Q3 performance increased by almost 20% equating to an additional 1,047 rounds of golf played when compared to the Q3 period last year. This increase occurred solely at Grangemouth Golf Course.
 - Callendar Park Par 3 course closed at end-September for its winter shutdown and will reopen in April 2019.
 - Year-to-date rounds played are currently 14.0% higher than last year, equating to almost 4,000 extra rounds.

14)

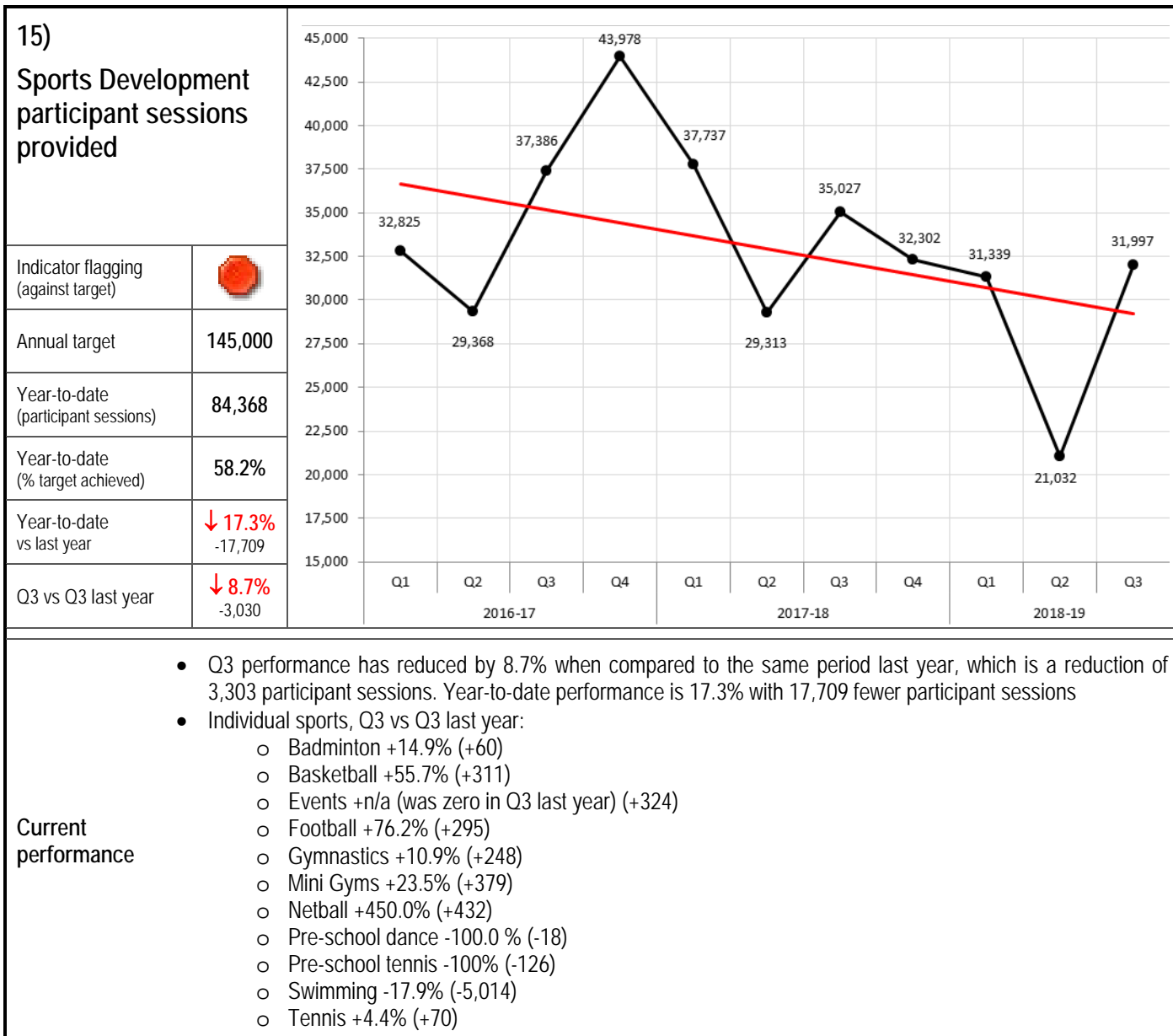
Visits to Muiravonside Country Park

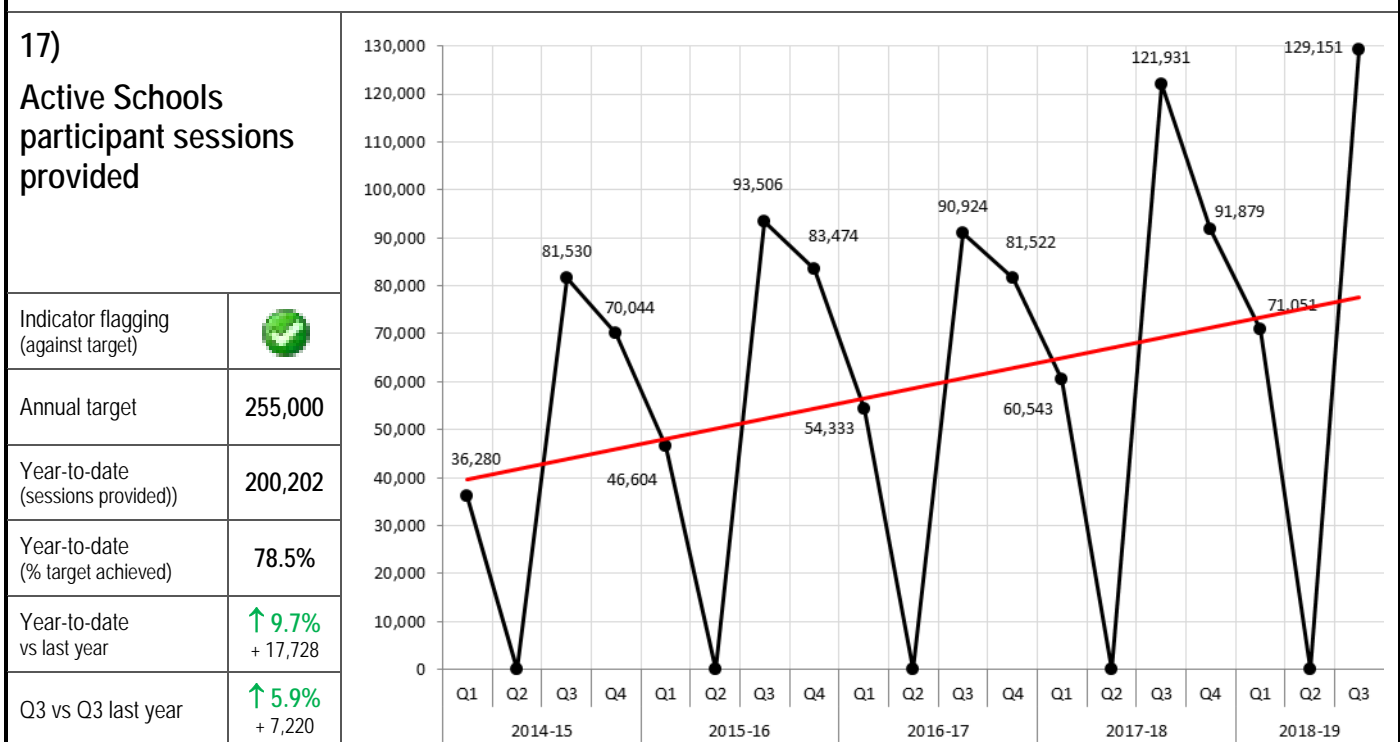
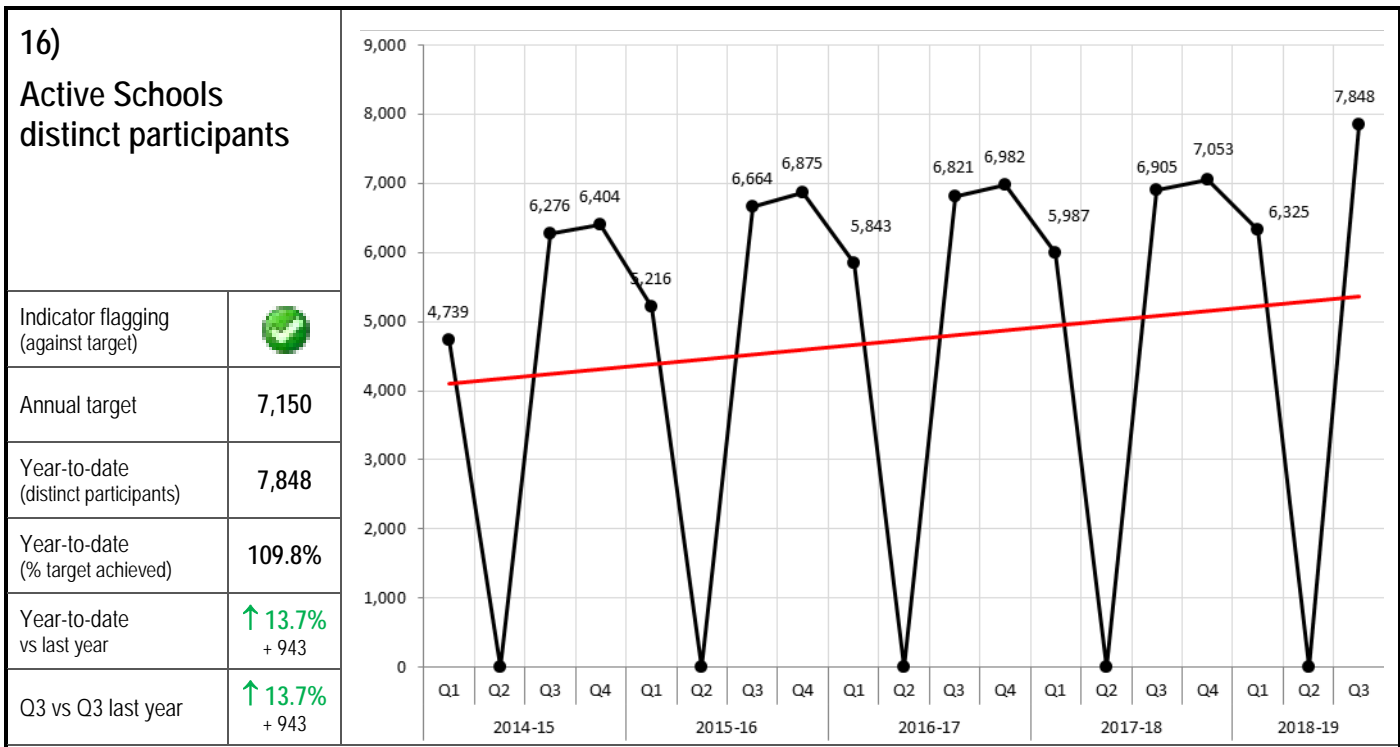
Indicator flagging (against target)	
Annual target	139,000
Year-to-date (visits)	111,362
Year-to-date (% target achieved)	80.1%
Year-to-date vs last year	↓ 8.6% -7,853
Q3 vs Q3 last year	↓ 21.1% -7,620



Current performance

- Admissions in Q3 this year compared to last year are down by 21.1% (7,620 fewer visits).
- This echoes the general trend for the year which has seen visits fall compared to last year.
- Cumulative admissions to the end of Q3 are down 8.6% for the year so far, with 7,853 fewer visits to the Park.
- However, year-end performance is still expected to achieve close to target.




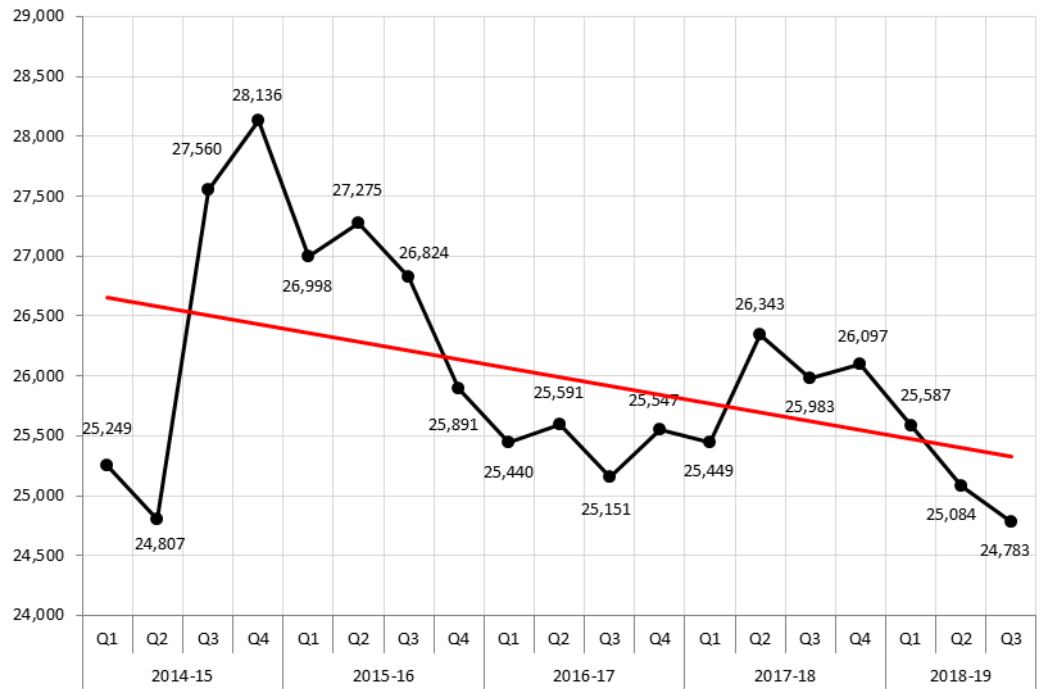


Current performance

- Q3 aligns with school term 1 which, being the longest term, generates the bulk of annual performance.
- Q3 performance for both indicators improved over the same period last year, continuing a long upward trend and recording the highest performance levels delivered since Active Schools was established.
- The number of distinct participants represents around 35% of all Falkirk school-children that are involved in some form of physical activity through the Active Schools programme. This is above the national average of 31%.
- The team increased participant sessions by 7,200 sessions from Q3 last year.

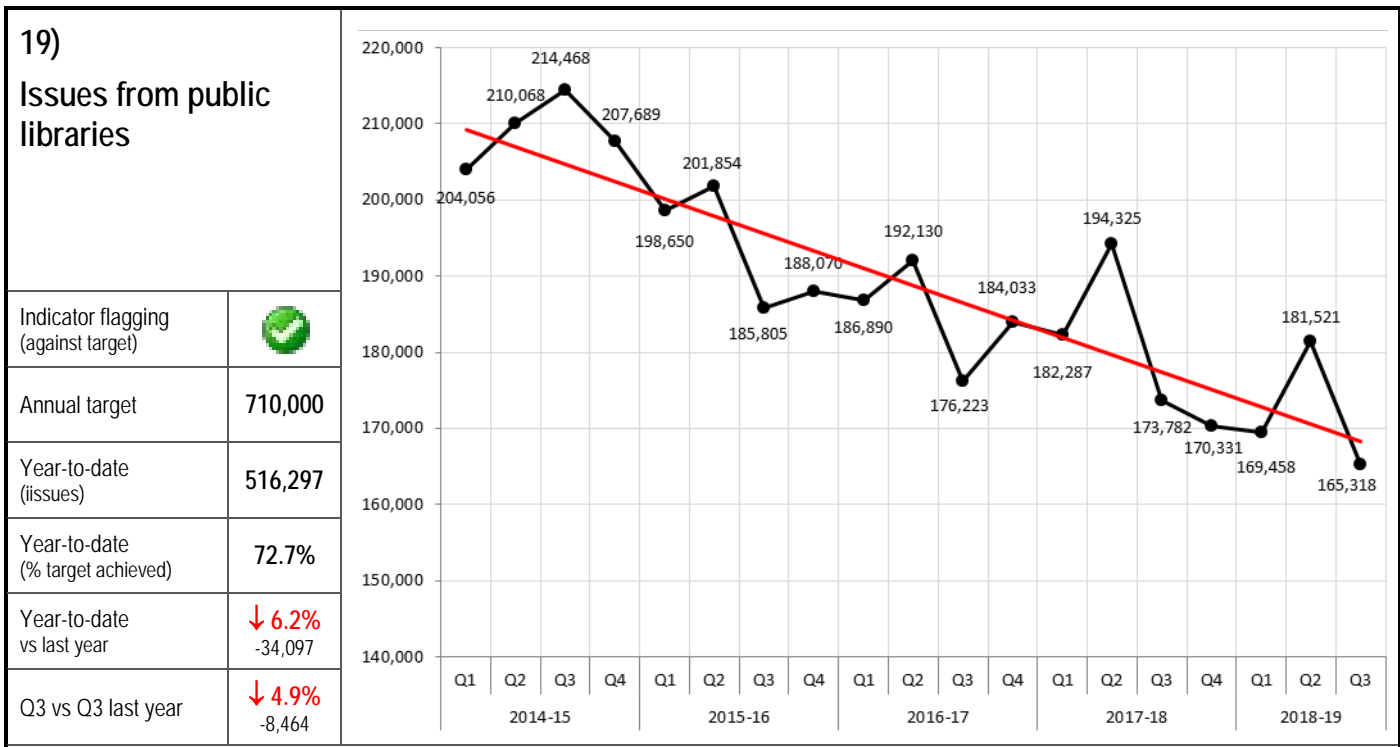
18)
Active borrowers at public libraries

Indicator flagging (against target)	
Annual target	26,000
Year-to-date (active borrowers)	24,783
Year-to-date (% target achieved)	95.3%
Year-to-date vs last year	↓ 4.6% -1,200
Q3 vs Q3 last year	↓ 4.6% -1,200



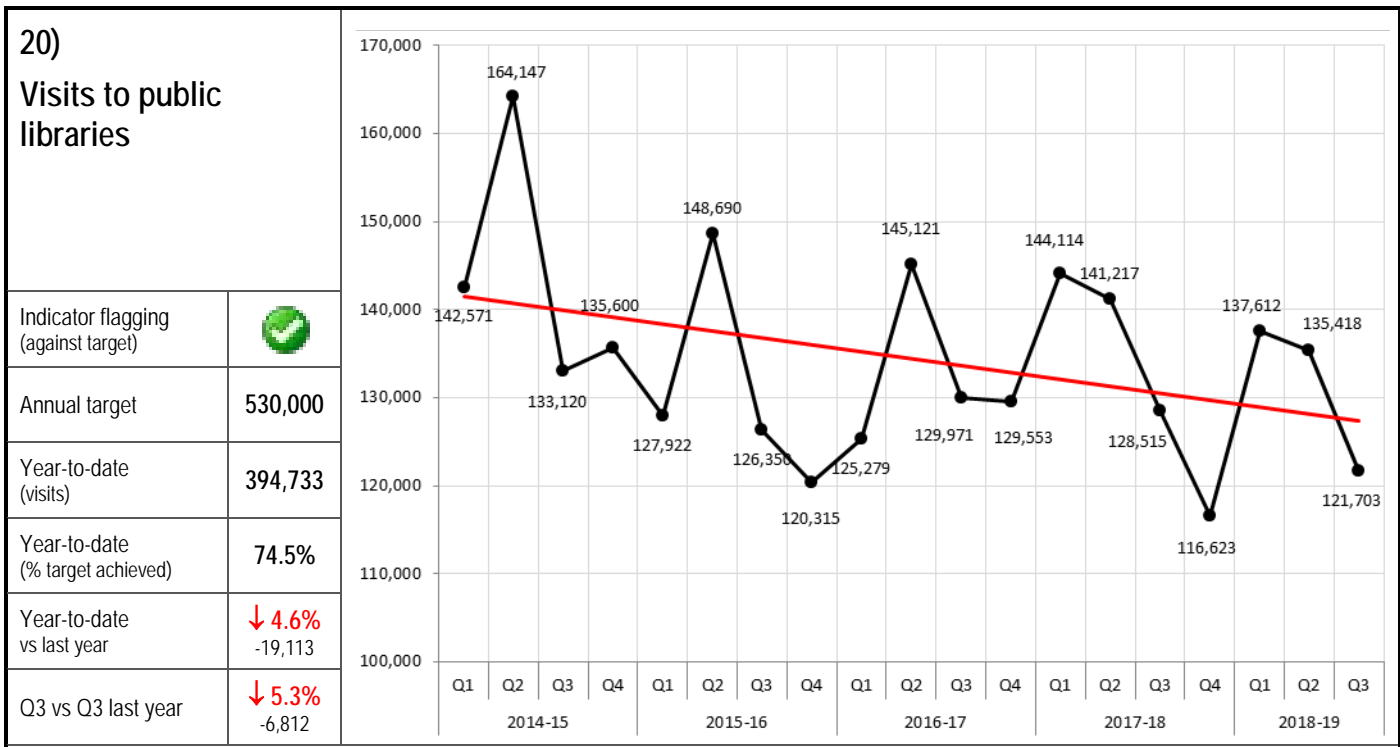
Current performance

- Overall there were 24,783 active borrowers at the end of Q3 this year, split as follows:
 - 19,884 adult active borrowers
 - 4,309 junior active borrowers
 - 590 active digital borrowers
- At the end of Q3, this indicator is 4.6% below the annual target. It is unlikely to achieve target at the year-end but is expected to remain within 5% of the annual target of 26,000.
- There have been decreases in both visits and issues, particularly in November, and this has had an impact on the number of active borrowers.



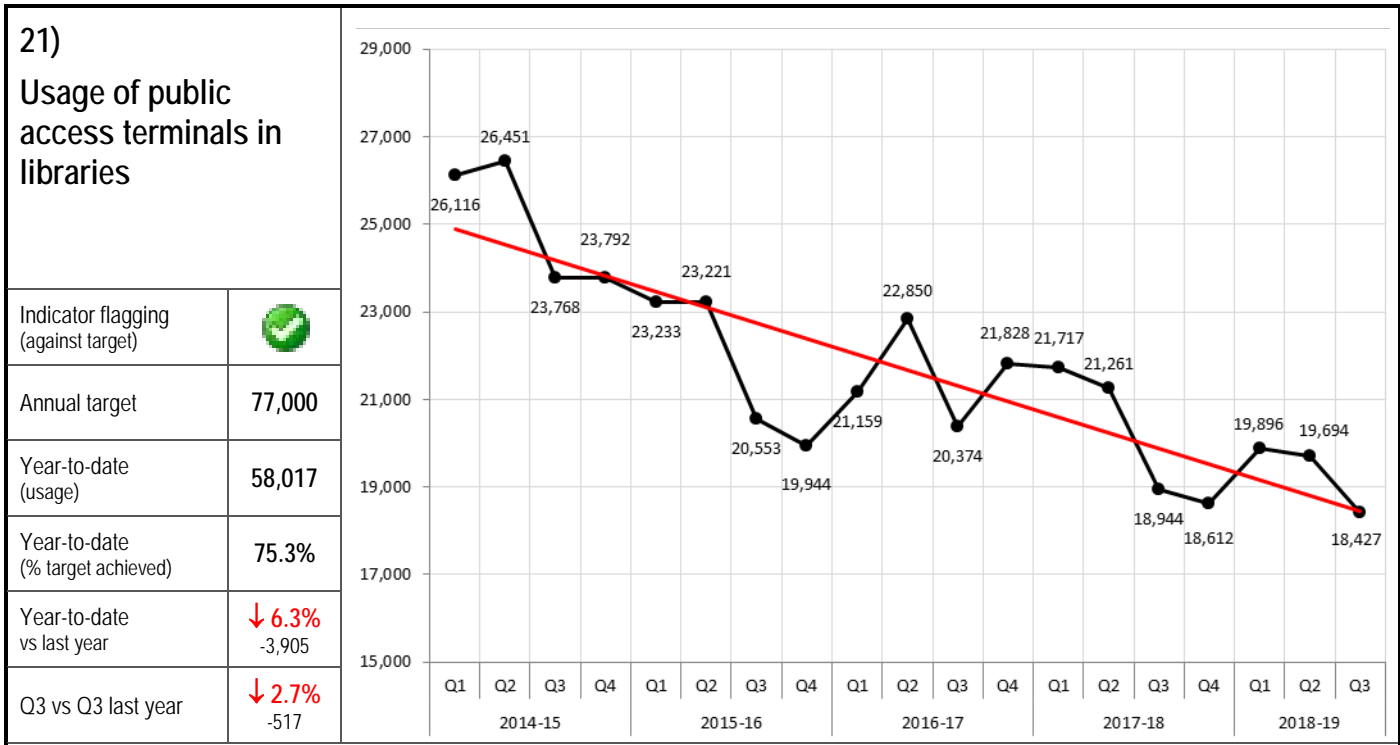
Current performance

- Q3 issues were 165,318, which is short of the target of 177,500 by 12,182 (-6.8%). This figure is also 8,464 issues lower than last year's Q3, with the greatest fall happening in November.
- Year-to-date performance at the end of Q3 is 6.2% lower (-34,097 issues) compared to the same period last year. This indicator should achieve close to target if the current performance continues and is green-flagged at this time.
- Q3 issues for each of the library are as follows:-
 - Bonnybridge: -6.7% (-635 issues)
 - Bo'ness: -2.0% (-289 issues)
 - Denny: +4.3% (+585 issues)
 - Falkirk: -12.8% (-4,333 issues)
 - Grangemouth: -6.9% (-1,338 issues)
 - Larbert: -8.8% (-2,854 issues)
 - Meadowbank: -3.9% (-1,012 issues)
 - Slamannan: -15.2% (-159 issues)
 - EBooks/Digital Resources: +50.0% (+2,250 issues)



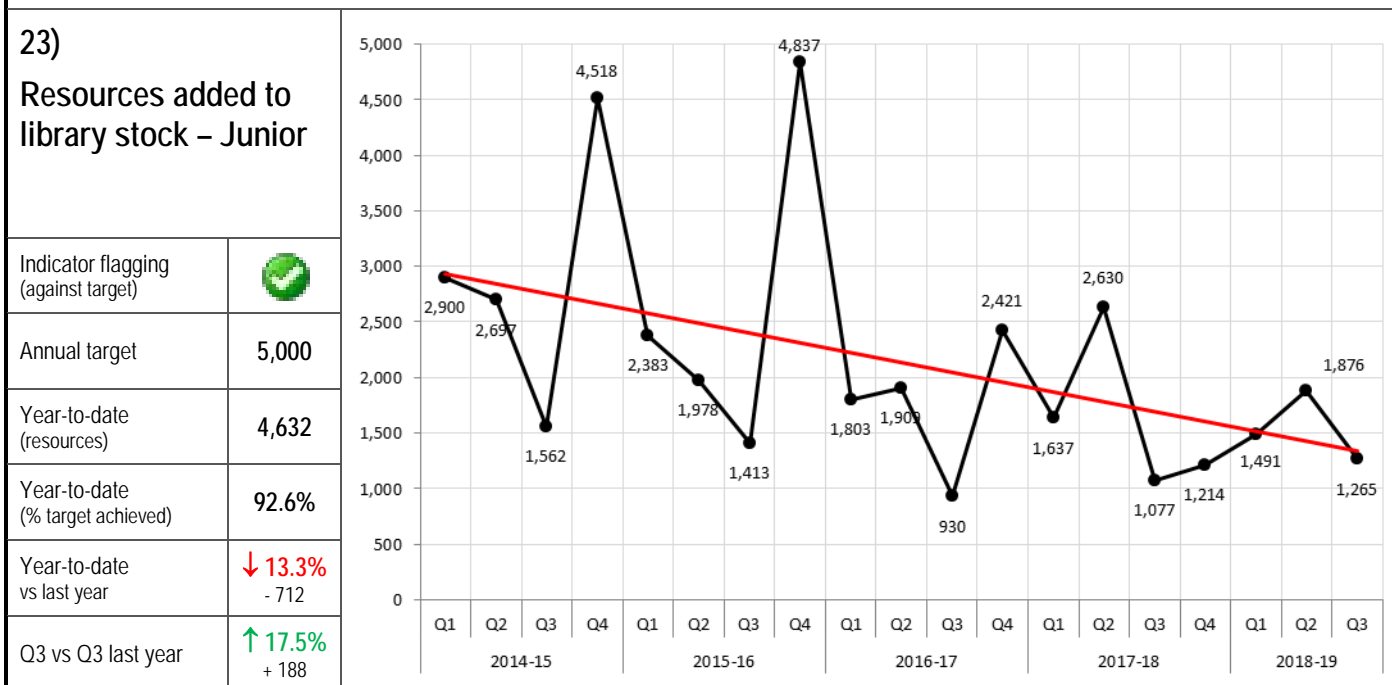
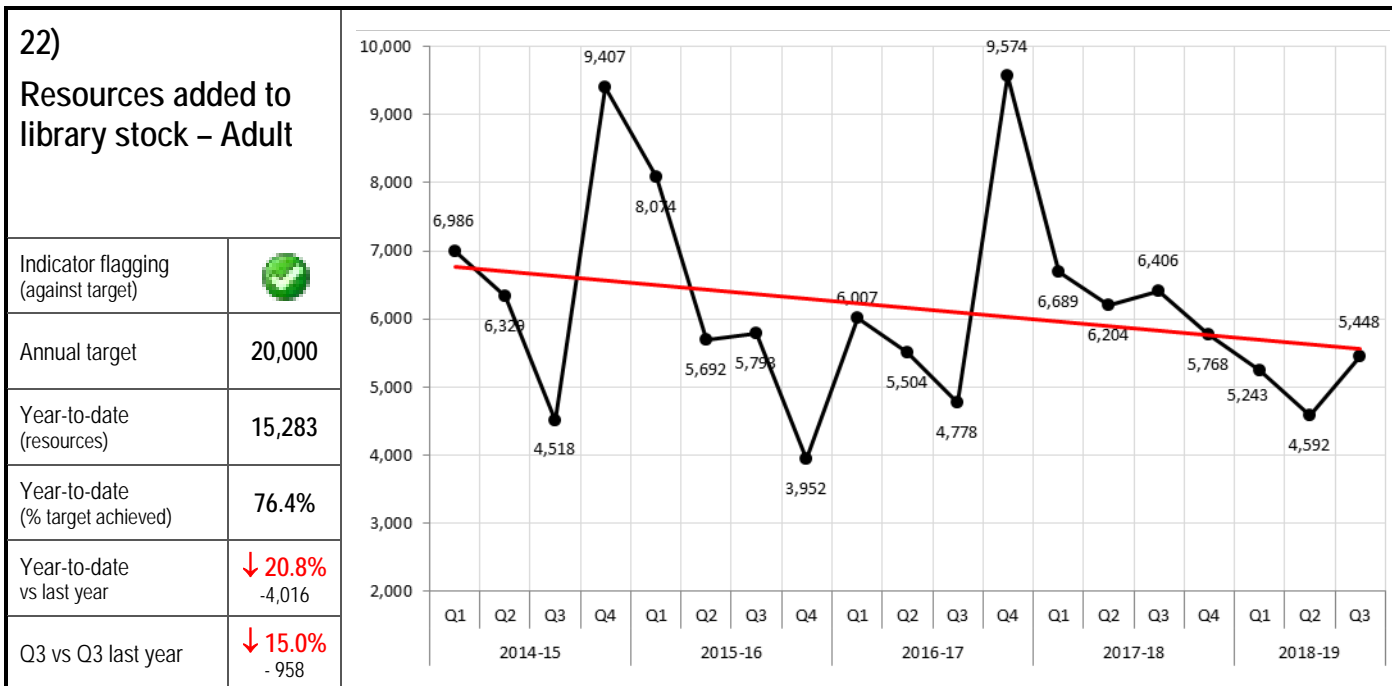
Current performance

- Q3 visits to Falkirk area libraries combined decreased by 5.3%, equating to 6,812 fewer visits compared to the same period last year of which 5,193 were at Falkirk Library.
- This was 10,797 short of this quarter's target.
- The largest fall was in November with most of the decrease occurring in Falkirk Library.
- End of Q3 visits totalled 394,733, a 4.6% drop (-19,113 visits) compared to the same period last year, while 74.5% of the annual target has now been achieved and on target to achieve close to target at year-end.
- Q3 visits per library compared to the same period last year:
 - Bonnybridge: -0.4% (-32 visits)
 - Bo'ness: -2.6% (-281 visits)
 - Denny: +19.7% (+2,554 visits)
 - Falkirk: -18.1% (-5,193 visits)
 - Grangemouth: -5.8% (-986 visits)
 - Larbert: -3.1% (-702 visits)
 - Meadowbank: -7.1% (-1,914 visits)
 - Slamannan: -13.9% (-258 visits)
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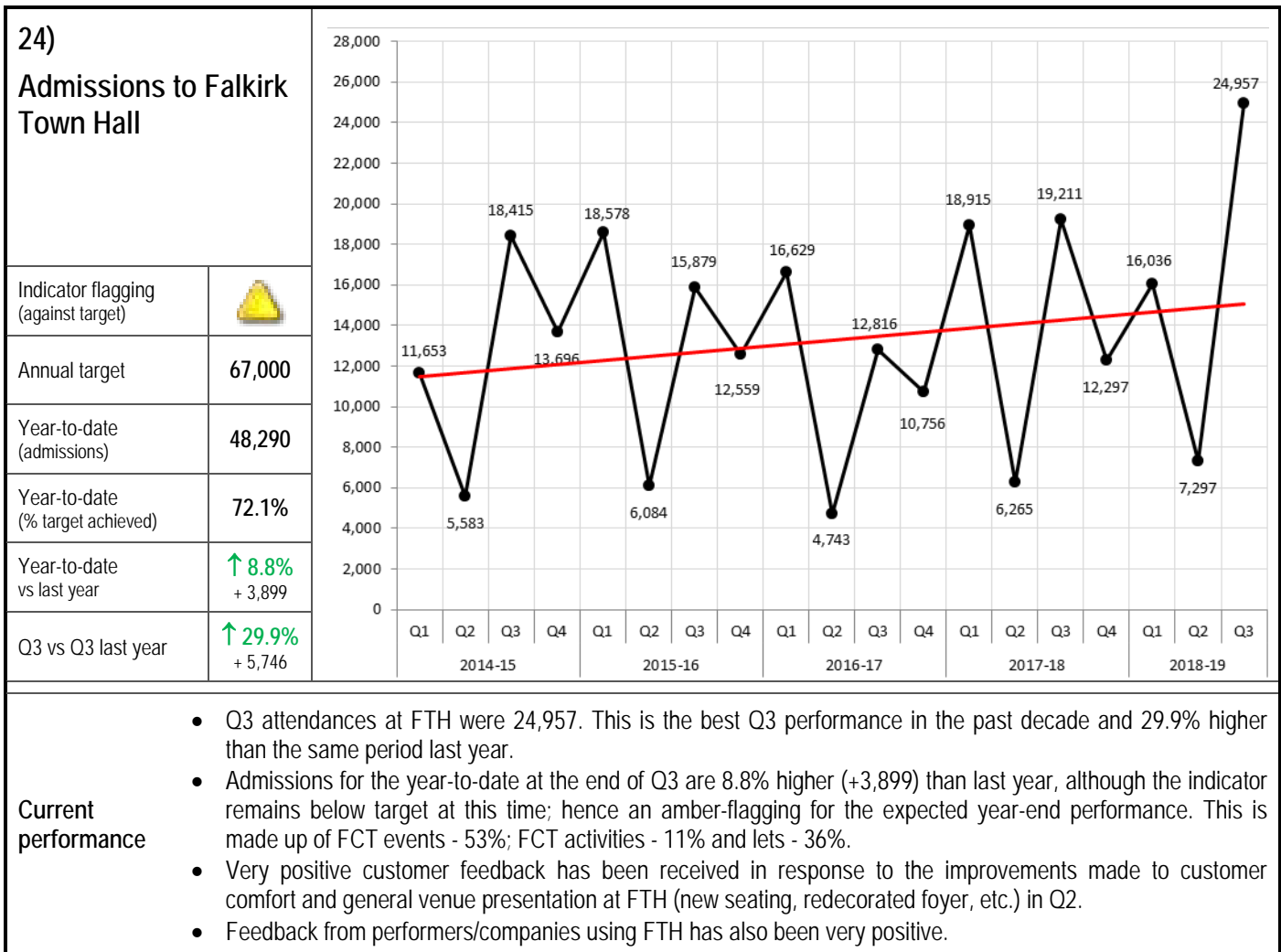
Current performance

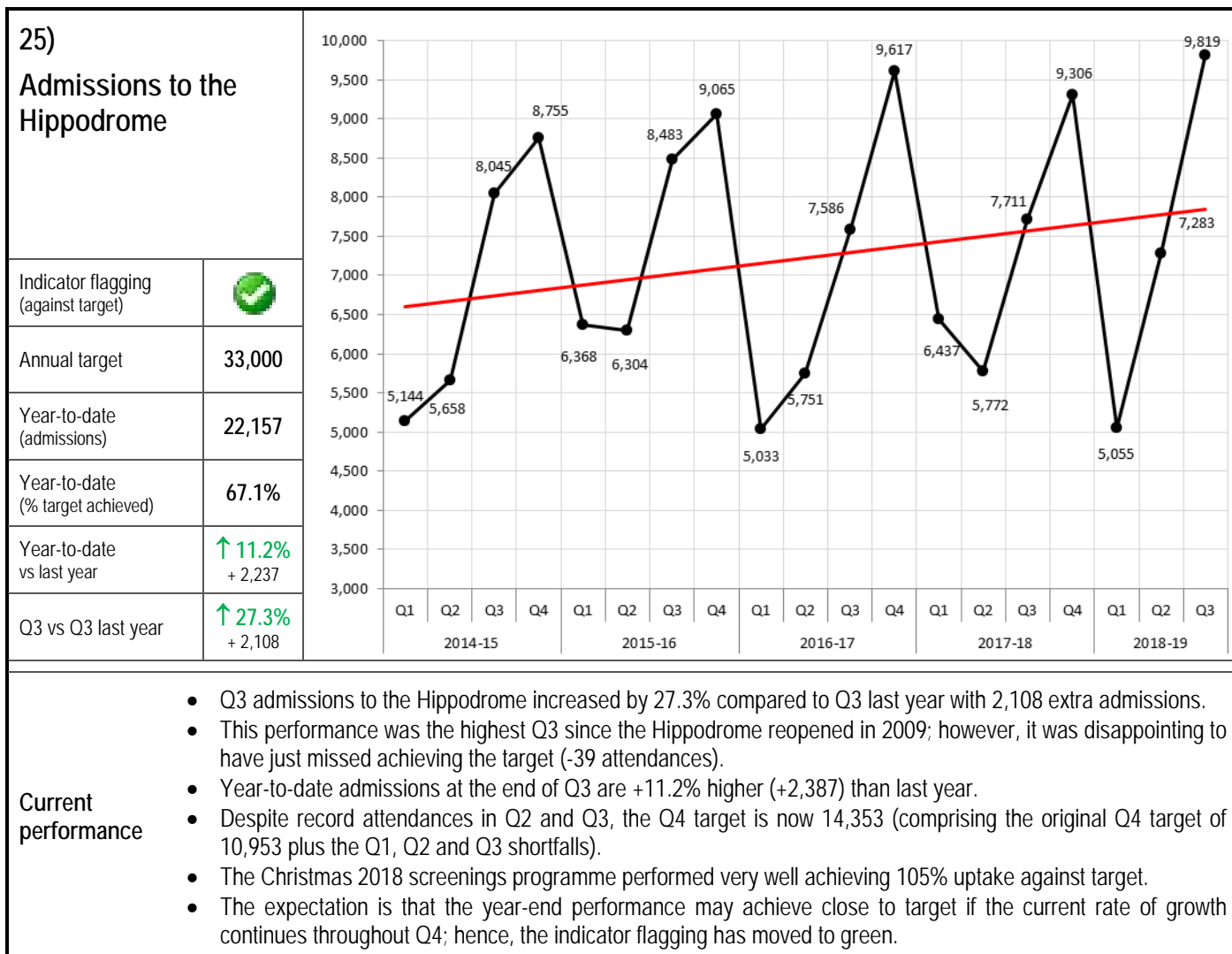
- Q3 performance decreased by 2.7% equating to 517 fewer uses of the public access PCs and library Wi-Fi, compared to the same quarter last year.
- Total usage at end-Q3 totalled 58,017, a 6.3% decrease (-3,905 uses) than the same period last year.
- 75.3% of the annual target was achieved at the end of Q2, exceeding the quarterly target set, and is on track to achieve close to the annual target at the year-end.
- Q3 usage per library compared to the same period last year:
 - Bonnybridge: -14.7% (-517 uses)
 - Bo'ness: +30.2% (+427uses)
 - Denny: +12.7% (+196uses)
 - Falkirk: -11.2% (-781 uses)
 - Grangemouth: -11.1% (-389 uses)
 - Larbert: +8.8% (+199 uses)
 - Meadowbank: -1.9% (-38 uses)
 - Slamannan: +30.9% (+34 uses)

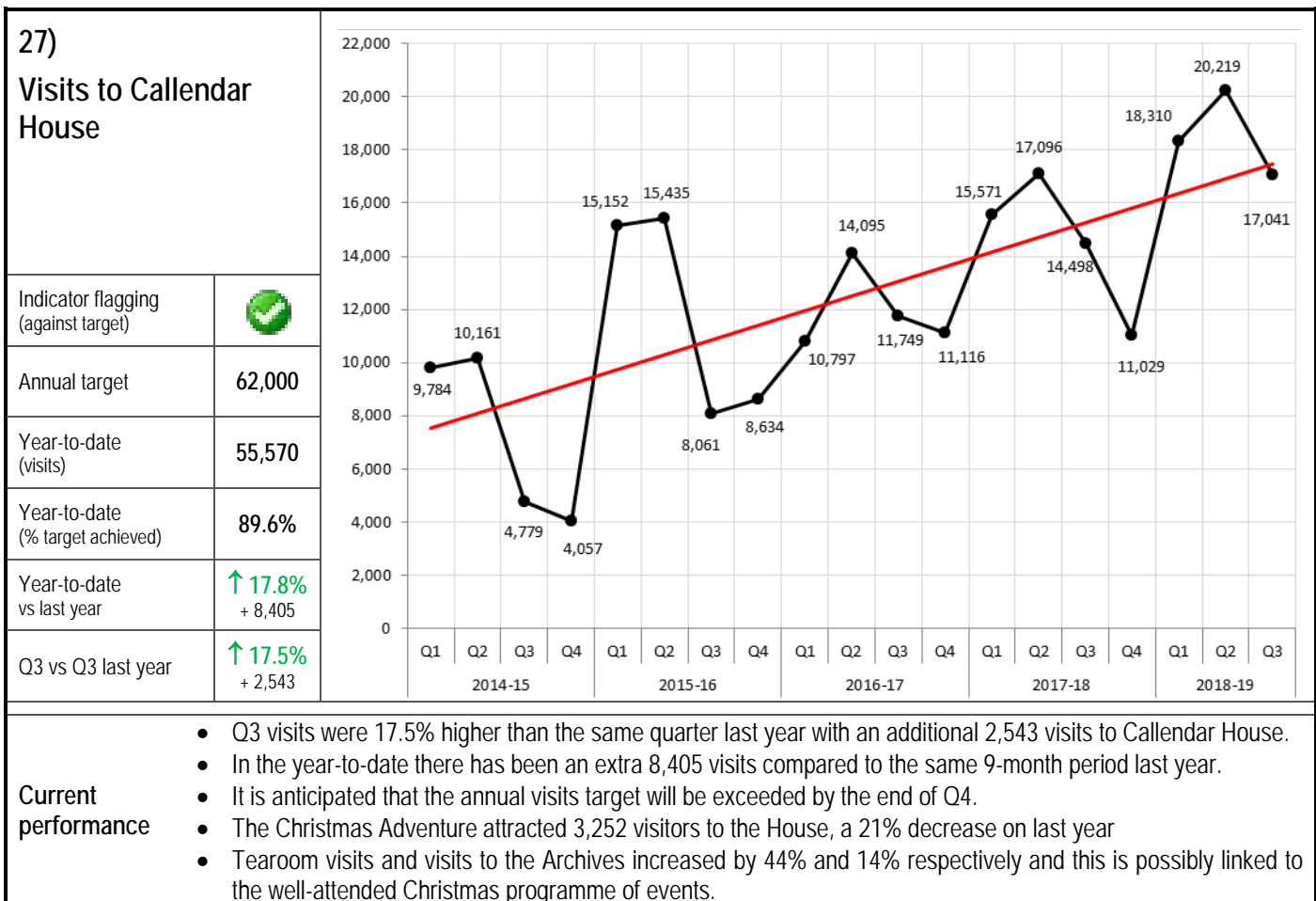
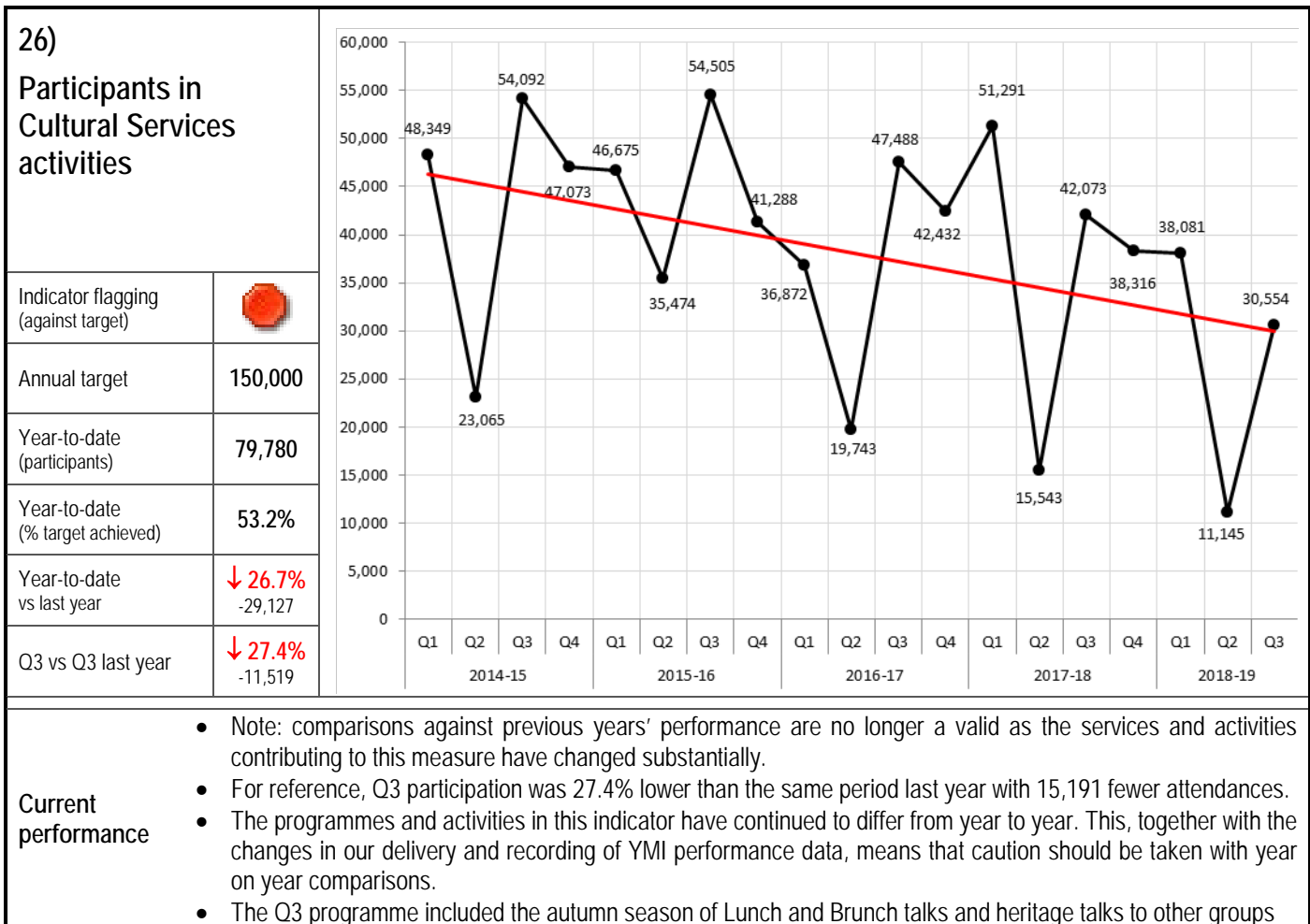


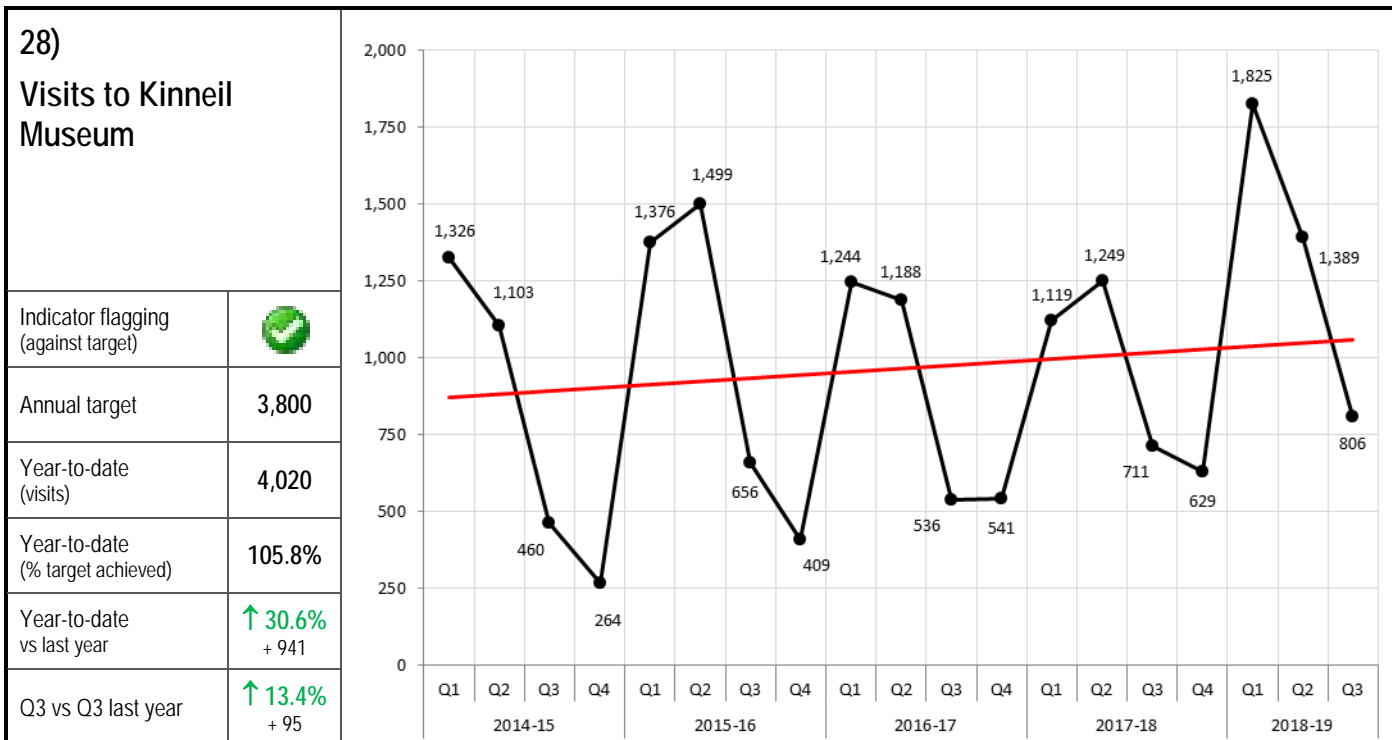
Current performance

- Adult additions to stock were 15.0% lower than Q3 last year, equating to 958 fewer new stock items being purchased.
- Junior additions to stock were 17.5% higher, with 188 more items were added to the junior stock.
- Both indicators remain on track to achieve close to or exceed target at year-end if the current rate of change continues throughout the year.



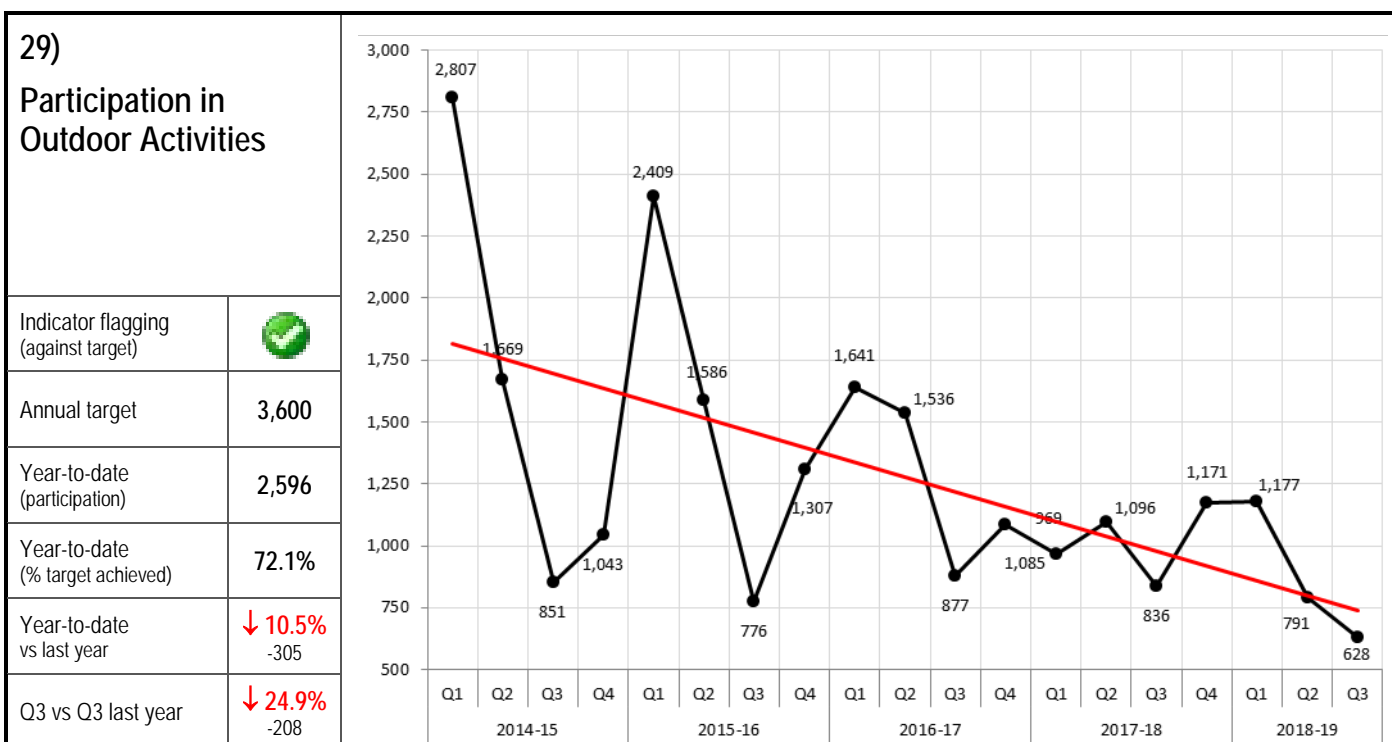






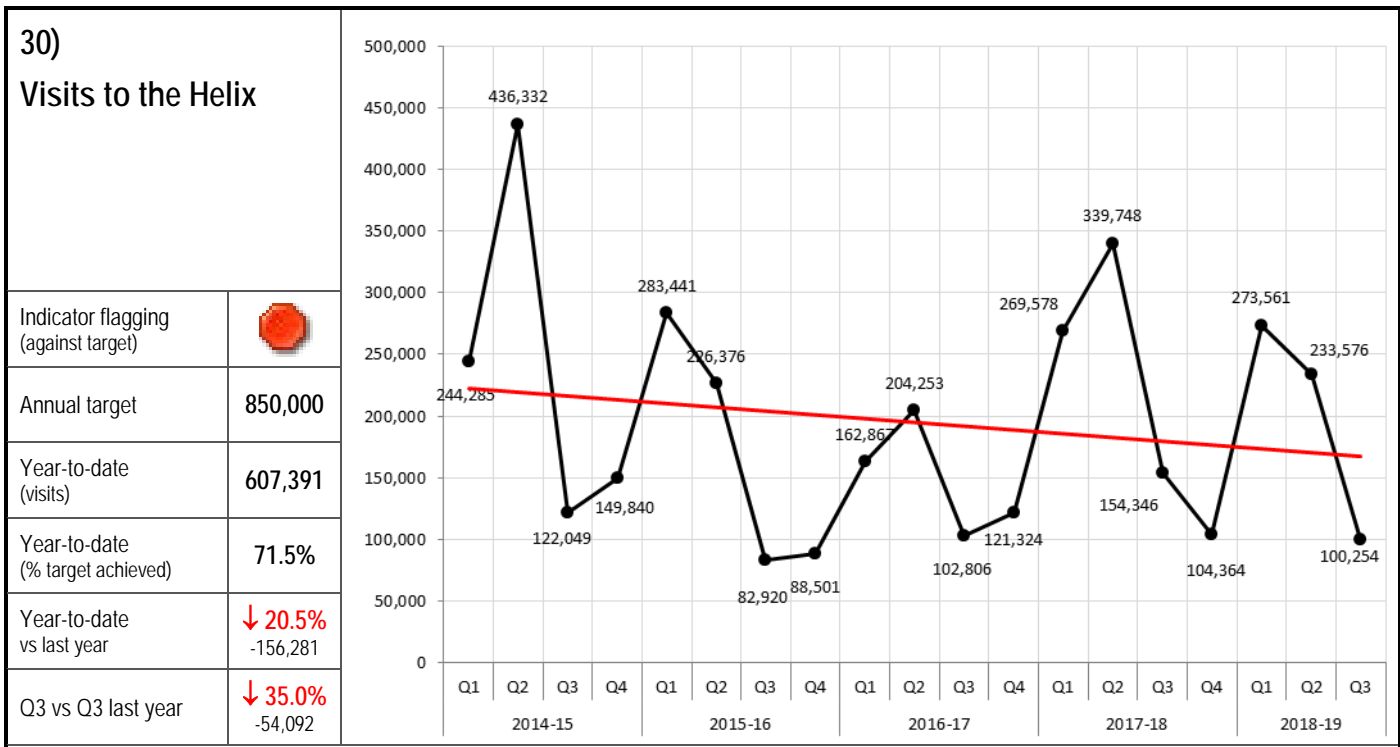
Current performance

- Q3 visits were 13.4% higher than the same quarter last year with an additional 95 visits.
- Kinneil Museum has exceeded its annual visitor target by the end of Q3, with visits in the year-to-date being 30.6% higher than last year.



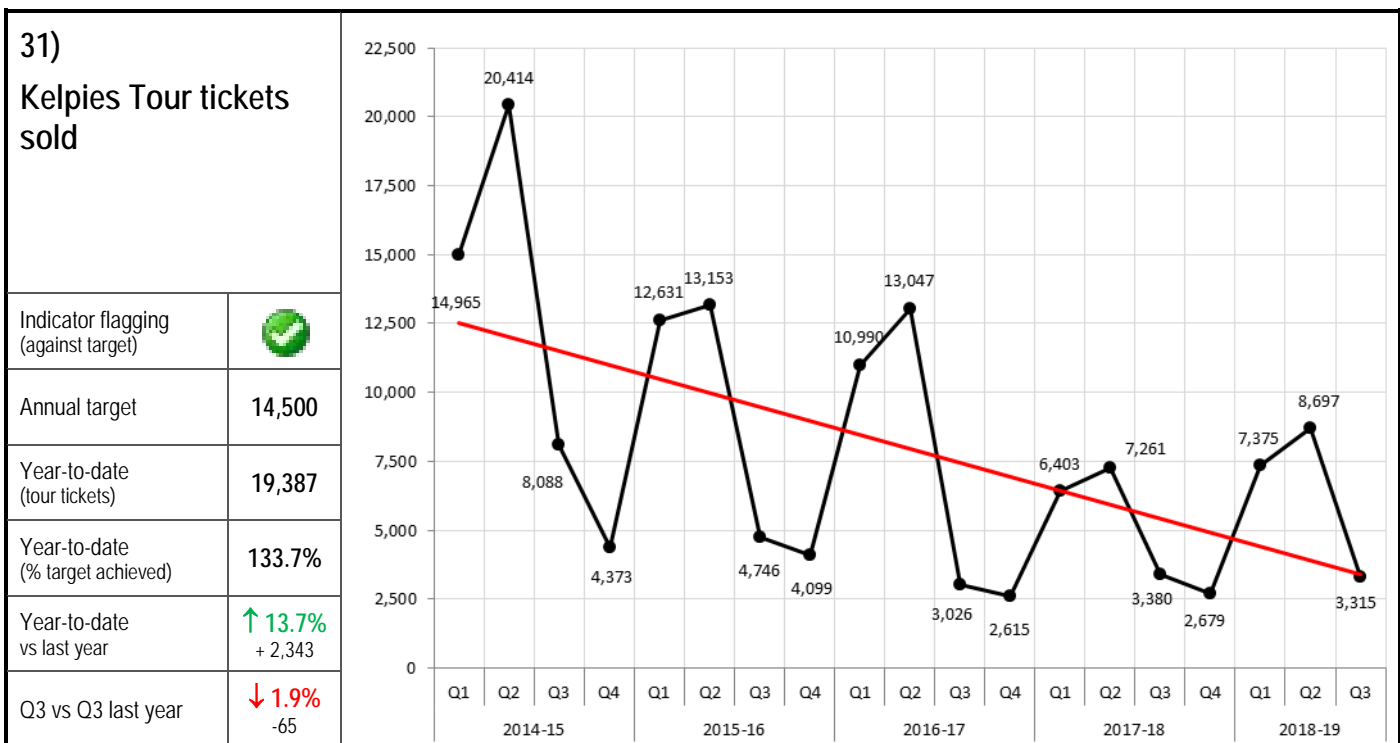
Current performance

- Overall participant numbers for Q3 were down by 24.9% on last year due to the uncertainty over the future of the service and consequent effect on programming and bookings.
- There have been reductions in the number of Education participants and the number of Community Adult sessions with the result that overall participant numbers are lower.
- There was a 27% increase in the number of Education days delivered compared to Q3 last year



Current performance


- We are aware of ongoing issues with the Park footfall counters. Comparing other data sources: visitor centre footfall counter, pedestrian crossing, car parking numbers and ticketed events, we know the park counters are not recording visitor numbers accurately. Work is in progress to resolve the issues to ensure accurate data is provided. As such, although the graph does show a 50,000 fewer visitors comparable data (in particular, customer income) suggests we are inline with last year.

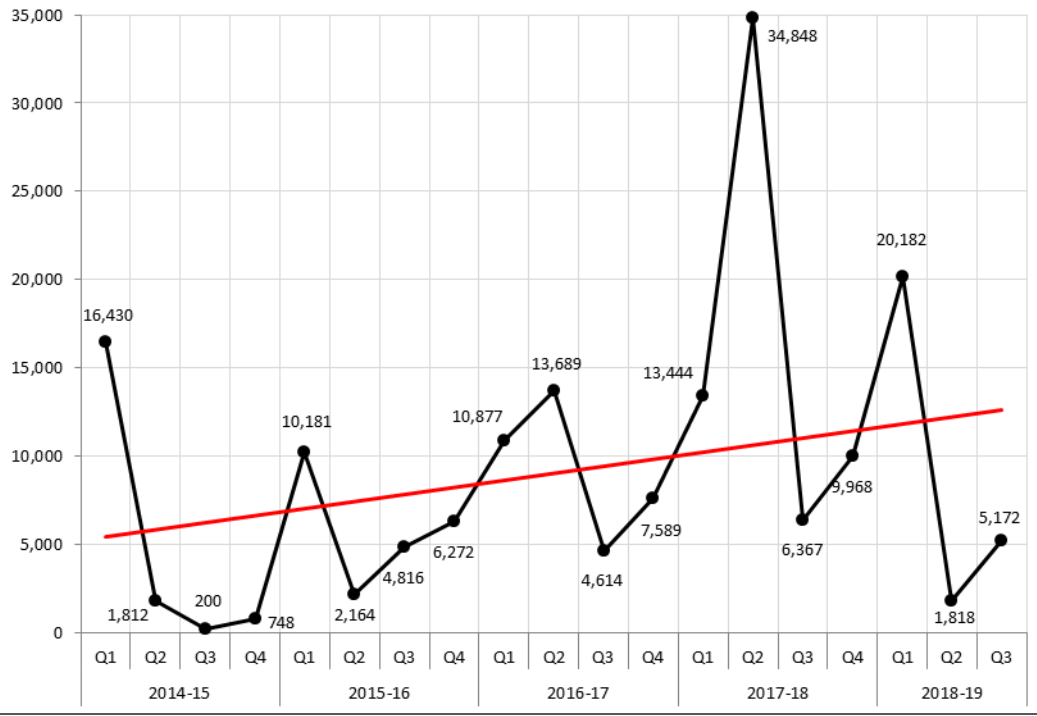


Current performance

- Tours are down against target for the same quarter last year, although December did perform better than last year.
- The introduction of 'children go free' has reduced the rate of decline.

32)
Participants in
programmed activity
at the Helix

Indicator flagging (against target)	
Annual target	38,000
Year-to-date (participants)	27,172
Year-to-date (% target achieved)	71.5%
Year-to-date vs last year	↓ 50.3% -27,487
Q3 vs Q3 last year	↓ 18.8% -1,195



Current
performance

- Due to a reduced programme of external events in Q3 the participation numbers against Q3 of 2017-18 was anticipated to be lower.

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%	4.17%	4.05%	n/a		
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	10.8% equates to 59 staff		
Number of Accidents involving staff and customers	318	352	367	89	102	124		
Number of complaints and formal enquiries received and dealt with	122	104	89	14	14	11		
Number of sessions on Trust website	708,341	730,900	754,109	194,120	207,016	199,151		

Sickness Absence

Figures to end-Q3 were not available at time of reporting. 4.05% of working days were lost due to sickness absence during Q2 18-19 (July-September), an increase on the same period last year (3.25%) and slightly higher than the Trust's target of under 4.00%. It should be noted that last year's figures were among the lowest 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 at end-Q3 2017-18 of 10.8% was slightly higher than at end-Q3 last year (9.1%) indicating a small increase in staff turnover. Cumulatively to end-Q3, this corresponds to 59 leavers and includes: 41 resignations, 9 end of temporary contract, 1 retirement, 1 death in service and 6 for other reasons.

The Trust's headcount at 31st December 2018 was 490 employees, working a total of 11,972 hours per week. This equates to 326 FTE (full-time equivalent) staff. The headcount is split between 172 full-time and 318 part-time staff, with 442 positions being permanent and the remaining 48 temporary positions.

Accidents Reported

A total of 124 accidents involving staff and customers were reported to the Trust's Health, Safety and Risk Management Group during Q3 18-19, an increase of 61 (+96.7%) compared to the same period last year. Of these accidents, 117 involved members of the public and customers, with 7 accidents involving staff.

Complaints Received

11 complaints and formal enquiries were received and dealt with during Q3 17-18 with all being dealt with at Frontline Resolution and none requiring further investigation. This was 4 fewer complaints received than the same period last year.

Website Performance

Trust website sessions during the quarter were 199,151 an increase of 23,823 compared to the same period last year (+13.6% hits). These website visits were carried out by 100,580 unique public visitors with 82,720 of these visitors (82.2%) being new visitors to the website. It is anticipated the launch of the Trust's new website will drive further increased use of the Trust's website.