

TRUST BOARD MEETING



Date: 3 December 2019

Location: Visitor Centre, DCCP, Kilmarnock

Start time: 11.30am

AGENDA			
AGENDA ITEM	FOR NOTING	FOR DISCUSSION	FOR APPROVAL/ DECISION
1. Apologies for Absence / Introductions	✓		
2. Declarations of Interest	✓		
3. Minutes of previous meetings 3.1 Board Meeting: 27 September 2019			✓
4. Management Review This is a restricted document and not for onward circulation			✓
5. Voluntary Severance Report This is a restricted document and not for onward circulation			✓
6. Performance Report July - September 2019			✓
7. Strategic Document and Delivery Plan			✓
8. AOCB			
9. Dates of Next Meetings: Performance & Audit Sub-Committee: 11 February 2020 Trust Board: 25 February 2020			

For further information please contact: Anneke Freel, Chief Officer
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REPORT TO BOARD OF TRUSTEES



PERFORMANCE REPORT JULY TO SEPTEMBER 2019

Date: 3 December 2019

Agenda Item: 6

Report by: Anneke Freel, Chief Officer

I PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide Trustees with a detailed analysis of Trust performance for the period July to September 2019, the second quarter of the 2019/20 financial year. The report projects an adverse variance and a favourable position in attendances for Q2.

2 BACKGROUND

- 2.1 The Trust's performance reporting procedures are now well established and are regularly reviewed and updated. The Performance Scorecard has been updated and included in this report. The Risk Register is also included with no updates proposed at this time.

3 RESULTS

3.1 BUSINESS PLAN

The report highlights significant progress towards achieving the goals and targets of the 2018/19 Business Plan which has been extended to cover the period 2019/20. This extension was agreed to allow a review of facilities and the management structure to inform the new business plan which will be implemented from April 2020. A wide range of programming and marketing activities have been implemented during the quarter with the aim of generating income and/or attendances.

Attendance at venues had an overall increase of 9.8% for Q2. This varies across service areas as detailed within the report and is mainly due to increased visitor numbers at Dean Castle Country Park where visitor numbers are beginning to return to pre-development recorded visits.

3.2 FINANCE

An adverse variance of £12,360 position is projected in the report and the full details for each service area are included in the report. The adverse position is related mainly to the café at Dean Castle Country Park and Annanhill Golf Course. These areas of the business need to be re-established following major development projects that had a significant impact on service. Managers across the service areas are working on proposals to minimise this variance. As it stands, this variance could be met by unallocated reserves.

3.3 INTERNAL AUDIT

The internal audit plan was approved at the Board meeting on the 11th February 2019. Since this approval was given, arrangements within the catering service at Dean Castle Country Park have changed and it is not deemed the right time to carry out advisory work around catering across the Trust. This exercise will be carried out to inform the next stage of Transformation for the Trust as we consider hospitality in its entirety. In order to prepare for the review of the Service Level Agreement with East Ayrshire Council, it is more appropriate to carry out advisory work linked to the collections policy and collections agreement.

REPORT TO BOARD OF TRUSTEES



Recommendation/s:

It is recommended that the Sub-Committee:

- i. Consider and approve the Performance Report for July to September 2019;
- ii. Approve the amendment to the 2019-20 Internal Audit Plan
- iii. Otherwise note the content of this report.

Signature:

A handwritten signature in black ink, appearing to read "Anneke Freckel".

Designation: Chief Officer

Date: 29 October 2019

East Ayrshire Leisure Performs

July - September 2019



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PROGRESS AGAINST 2016-19 ACTION PLAN

Key: RED (REQUIRES INTERVENTION) AMBER (WITHIN TOLERANCE) GREEN (POSITIVE PERFORMANCE)

STRATEGIC OBJECTIVE ONE – TO BE RECOGNISED AS A PROVIDER OF HIGH QUALITY SERVICES AND FACILITIES THAT ARE WELL USED

ACTION NO	ACTION	TARGET	PROGRESS (green/amber/red)	ACTION PLAN
EAL 1.1	Increase Customer Satisfaction levels	<ul style="list-style-type: none"> Show annual customer satisfaction improvements each year of Business Plan 		
EAL 1.2	Increase attendance levels/ticket sales through programme development both in person and online.	<ul style="list-style-type: none"> Increase levels of attendance/ticket sales by 5% over the term of the business plan. Continue to invest in programme development. Increase online visitor usage by 2% each year of Business Plan 	<u>Culture and Community Services</u> <ul style="list-style-type: none"> Attendance and ticket sales have decreased by 10% (93,838 actual – 104,233 target). This is due to fall in usage during quieter summer period across performing arts venues. Programme highlights are detailed in the highlights section. Future Museum unique visits have shown a 8% reduction on target (45,849 actual – 50,000 target). 	<ul style="list-style-type: none"> Continue to invest in programme and marketing of events that capture both visitors and residents' imagination. Prepare Museum Galleries Scotland funding bid with futuremuseum.co.uk partners for October.
			<u>Sport and Fitness</u> <ul style="list-style-type: none"> Sport & Fitness Q2 attendance projection achieved. (Target =138,852 Actual = 142,706) 371 members signed up to Sport and Fitness Direct Debit Memberships- July - September. 	<ul style="list-style-type: none"> Ongoing development and implementation of Sport and Fitness core activities and programmes for children, young people and adults delivered across facility remit.
			<u>Countryside and Outdoor Activities</u> <ul style="list-style-type: none"> Overall attendance and ticket sales have increased by 16.7% against 19/20 target (571,211 = actual; 489,156 = target) 	<ul style="list-style-type: none"> Dean Castle Country Park saw an increase in visitor numbers this summer against the projections for the year. Annanhill Golf Course saw a reduction against target. Management interventions through increased marketing

				introduction of new programmes is being developed for the winter season and for 2020/21.
			<u>Overall Attendance Target</u>	
			<ul style="list-style-type: none"> Q2 saw an overall increase in projected targets of 9.8% (projected = 751,319; actual = 824,830) 	
			<u>Corporate Services</u>	
EAL 1.3	Achieve new quality standards and/or maintain current Accreditation standards	Visit Scotland: <ul style="list-style-type: none"> 4 star: Doon Valley Museum 4 star: Dick Institute 4 star: Baird Institute 4/5 star: Dean Castle and Country Park 4 star: Burns House Museum 	<ul style="list-style-type: none"> No Change 	<ul style="list-style-type: none"> Assessments scheduled for 2019/20
		Arts Council England Museum Accreditation: <ul style="list-style-type: none"> Dean Castle/Baird/Doon Valley/Burns House/Dick Institute maintained. 	<ul style="list-style-type: none"> No Change 	
		Collection Significance: <ul style="list-style-type: none"> Musical Instrument/Burns Collections maintained. 	<ul style="list-style-type: none"> No Change 	
		How Good Is Our Public Library Service: <ul style="list-style-type: none"> 2016/17 – 1 indicator tested 2017/18 – further 2 indicators tested 2018/19 – further 2 indicators tested. 	<ul style="list-style-type: none"> No Change 	

		British Computer Society Accreditation: <ul style="list-style-type: none"> Maintain annual accreditation 	<ul style="list-style-type: none"> No Change 	
		UKA: <ul style="list-style-type: none"> Maintain Certification at Ayrshire Athletics Arena 	<ul style="list-style-type: none"> No Change 	
		FIFA: <ul style="list-style-type: none"> Certification of all Synthetic Grass Pitches 	<ul style="list-style-type: none"> No Change 	
		RLSS: <ul style="list-style-type: none"> Maintain Approved Training Centre status 	<ul style="list-style-type: none"> No Change 	
		Green Flag: <ul style="list-style-type: none"> Gain award for Dean Castle Country Park Gain award for Annanhill Golf Course 	<ul style="list-style-type: none"> No Change 	<ul style="list-style-type: none"> Assessments scheduled for 2019/20
EAL 1.4	Maintain and sustain high level partnerships that support service delivery and improvement.	<ul style="list-style-type: none"> Maintain current partnership network. 	<ul style="list-style-type: none"> On target with quarter highlights detailed below 	<ul style="list-style-type: none"> Develop formal partnership with Kilmarnock Harriers and Kilmarnock Football Club
EAL 1.5	Introduce a system to audit, monitor and improve environmental efficiency across our core facilities	<ul style="list-style-type: none"> Create annual improvement plan and work with East Ayrshire Council to ensure our venues/facilities meet our environmental objectives. 	<ul style="list-style-type: none"> On target and monitored through the Climate Change Report 	<ul style="list-style-type: none"> Ensure environmental efficiency is incorporated into the facility review

STRATEGIC OBJECTIVE TWO – TO ENHANCE PEOPLE'S HEALTH AND WELLBEING THROUGH PARTICIPATION

ACTION NO	ACTION	TARGET	PROGRESS	ACTION PLAN
EAL 2.1	Increase general participation /attendance levels across service areas	<ul style="list-style-type: none"> ▪ Increase participation/ attendance levels by 5% over the term of the Business Plan. 	<ul style="list-style-type: none"> ▪ As outlined in 1.2 above 	<ul style="list-style-type: none"> ▪ Continue to invest in programme and marketing of events that capture both visitors and residents imagination.
EAL 2.2	Increase opportunities for/numbers of young people (12-25) using our services.	<ul style="list-style-type: none"> ▪ Increase by 1% each year number of young people using our service areas. ▪ Raise £50K external funding during life of Business Plan to support programmes aimed at young people. ▪ Maintain and develop 2 partnerships/initiatives each year to support young people centred programmes e.g. EASC Affiliated Sports Clubs, Youth Arts Network, Vibrant Communities. ▪ Offer reduced cost/free access to facility/project use for targeted groups of young people. ▪ Carry out project surveys to measure behavioural change impact in 2016/17/18/19 	<ul style="list-style-type: none"> ▪ On target with quarter highlights detailed below 	
EAL 2.3	Maximise access to our facilities and programmes for people with physical, sensory or learning disabilities.	<ul style="list-style-type: none"> ▪ Apply audit findings where appropriate, in 2017/18/19 ▪ Support people using our facilities/ programmes with mixed ability needs. 	<ul style="list-style-type: none"> ▪ On target with quarter highlights detailed below 	
EAL 2.4	Increase opportunities for/numbers of older people (60+) using our services.	<ul style="list-style-type: none"> ▪ Increase attendance by older people by 1% each year. ▪ Ensure we have programmes that are attractive to older users. ▪ Carry out sample surveys to measure behavioural change impact in 2016/17/18/19 ▪ Develop and maintain partnerships each year to support older people centred programmes e.g. NHS Ayrshire & Arran, Vibrant Communities. 	<ul style="list-style-type: none"> ▪ On target with quarter highlights detailed below 	<ul style="list-style-type: none"> ▪ Developing programmes with Vibrant Communities team around “Back To Work” in our Libraries and the programme delivery and the Dean Castle project.

STRATEGIC OBJECTIVE THREE – TO ENHANCE EAST AYRSHIRE'S TOURISM OFFER

ACTION NO	ACTION	TARGET	PROGRESS	ACTION PLAN
EAL 3.1	Increase visitor attendance at our key tourist attractions: Dick Institute, Dean Castle & Country Park, Baird Institute, Doon Valley Museum, Burns House Museum & Library, River Ayr Way, Palace & Grand Hall Complex and Cumnock Town Hall	<ul style="list-style-type: none"> ▪ Increase levels of visitor attendance in line with targets set in local Tourism Strategies. ▪ Develop cultural/countryside and sport tourism packages with Visit Scotland/EAC to promote our venues/events. ▪ Submit external funding bids to support tourism development across our facilities/venues. ▪ Maintain and develop partnership working with Visit Scotland/ EventsScotland to support our programmes. 	<u>Cultural and Community Services</u> <ul style="list-style-type: none"> ▪ Quarter 2 – attendance to tourism venues has decreased by 10% (65,076 actual – 73,625 target). This is due to the reduced usage of Palace and Grand Hall Complex during summer period. 	<ul style="list-style-type: none"> ▪ Continue to invest in programmes and marketing around key venues.
			<u>Countryside and Outdoor Activities</u> <ul style="list-style-type: none"> ▪ Quarter 2 – attendance to tourism venues, has increase by 17.7% against Q2 targets (target = 467,793; actual = 550,662) 	
EAL 3.2	Work with local groups to add value to the tourism offer.	<ul style="list-style-type: none"> ▪ Work with 4 groups each year to support community development and to harness local knowledge. 	<ul style="list-style-type: none"> ▪ On target with highlights detailed in table below 	

STRATEGIC OBJECTIVE FOUR – TO BE RECOGNISED AS AN EMPLOYER OF CHOICE

ACTION NO	ACTION	TARGET	PROGRESS	ACTION PLAN
EAL 4.1	Increase levels of staff satisfaction from 2016/17 baseline.	<ul style="list-style-type: none"> Respond to survey findings. Maintain constructive relationship with Trade Union – 6 meetings annually. Maintain absence to below acceptable level of 2 days per quarter Continue to achieve low levels of formal Grievances 	<p><u>Corporate Services</u></p> <ul style="list-style-type: none"> Staff have been asked to put forward their ideas/suggestions on how we can make further improvements to the organisation overall and hence contribute to increased satisfaction rates. The feedback will be incorporated into an action plan. East Ayrshire Leisure has built an effective working relationship with Trade Union, meetings will now take place quarterly with the option to hold a Special Meeting if required. Absence level recorded for the period 24 June to 15 September was 1.47 days. No grievances were undertaken during this period. 	
EAL 4.2	Increase the number of volunteering, placement and apprenticeship opportunities.	<ul style="list-style-type: none"> 6 Modern Apprenticeships during life of Business Plan subject to funding. 10 work placements during life of Business Plan 3 interns during life of Business Plan. Volunteers increase by 2% each year. 	<ul style="list-style-type: none"> On target with quarter highlights detailed below 	<ul style="list-style-type: none"> Monitor the apprenticeships with CBC during the life of the Dean Castle project. Manage interns during life of the Dean Castle project. Work with East Ayrshire Council to support the modern

				apprentices appointed to maintain the strategic path network
EAL 4.3	Advance staff through training and development	<ul style="list-style-type: none"> ▪ Increase the use of EAGER working towards 95% coverage for permanent staff. ▪ Develop training matrix for all service areas ▪ Develop bespoke e-learning modules and training courses ▪ Adopt volunteering policy allowing employees the opportunity to volunteer with external organisations 	<ul style="list-style-type: none"> ▪ On target 	

QUARTER 2 HIGHLIGHTS

Culture and Community services

Performing Arts Venues

- East Ayrshire Youth Theatre Summer school took place during August with over 30 young people taking part and performing the Fame Jr musical. The Palace also hosted its annual 'Sneaky Peak' Edinburgh festival preview comedy show. Highlights included Mark Nelson and Craig Hill. The popular Milkshake Live also took place presenting a spectacular musical for young people. In Cumnock we hosted successful Mary Poppins musical theatre workshops and various other family shows.
- During September we have had sell out shows for the Scottish farmer comedian, Jim Smith and near sell out in Cumnock for Only Fools and Boycie.

Arts/ Museums/ Libraries Development

- The Printed Line exhibition from the Arts Council collection took place during the Summer at the Dick Institute, featuring work from internationally renowned artists from across the generations. It was supported by family days and workshops.
- The Summer Reading Challenge took place across all our libraries and featured a Space Chase theme. This was used to help support Illuminight.
- Imprint opened during early September with the renowned map maker Mick Ashworth. A full programme takes us through to end of October.
- At the Burns Monument Centre we ran a range of highly successful local and family history research workshops.
- The Baird Institute hosted the Potters Craft exhibition, featuring work from our Cumnock Ware collection alongside ceramic objects from other cultures from our extensive collections. This again was supported by family days and workshops. During September we opened with the Discovering Ancient Egyptian exhibition, a partnership with ourselves and National Museums of Scotland.
- Running alongside our programmes are increasingly varied workshop programmes that are accessible to all ages. These run across all our library and museums venues and provide a rich source of learning from 3 to 83 year olds.

Collection Care

- The Dean Castle restoration and refurbishment project is now underway with a wide range of workshop programmes designed to engage visitors of all ages. During this period we have hosted four successful events at the Dick Institute which have attracted approximately 40 people at each event. This team continue to support the collection care and development policy and ensure our displays and collections are developed and looked after.

Libraries

- The libraries continue to offer a wide range of services to the communities of East Ayrshire. Increasingly they are being used as a venue for groups to meet. We have established 'Chit Chat' clubs and other types of groups to support literature development in most of our libraries. Books remain at the centre of our offer and numbers using the service continue to grow.
- Job clubs, hearing loss clubs and other self-help groups have also been introduced and are in place across several libraries.
- We have introduced a Gaelic section in the Dick Library and also host a regular Gaelic support group.

Community Venues

- Our five community venues are flourishing and are continuing to offer excellent facilities, attracting a wide range of new users. New programmes are being planned for Stewarton, which will be confirmed shortly.
- We continue to support a wide range of community groups through our venues and work closely with them to support their aims and objectives.

Countryside and Outdoor Activities

Outdoor Activity Development

- To celebrate the Scottish Open we offered a Buy one Get One Free offer at Annanhill Golf Course
- Annanhill Summer Golf Camps proved extremely popular with parents and children and an additional camp was provided to meet demand. 34 children attended across the 2 weeks.
- 17 golfers took advantage of our Golf Master Classes held at Annanhill Golf Course in July, receiving golf tuition from East Ayrshire Leisure's Golf Pro.
- Holiday Athletics Camps and Outdoor Sports Camp were held at the Ayrshire Athletics Arena with 189 youngsters over the summer period.
- Dean Castle Country Park now hosts its own weekly 5km Park Run, which is free to participate in and with an average of 150 people taking part on a weekly basis.
- The River Ayr Way challenge had over 100 runners and 20 teams. The addition of Wi-Fi Chip timing is very professional and means we can track runners in remote areas.
- The Cairn table hill race had its highest number of runners in 10 years and some sponsorship from local businesses. Donsport Cumnock and Keystore Muirkirk

Countryside Development

- The Growing Memories, a partnership project with Alzheimer Scotland involving those living with dementia growing wildflower plug plants at home for planting in the park had its celebration event in July.
- In August, the park hosted its fourth international volunteer workcamp at the Treehouse residential centre. There were participants from Czech Republic, France, Germany, Italy and Spain. Two local volunteers also took part as camp leaders to gain leadership and group management skills.
- In September, the Survey Volunteers' programme concluded for the year with hedgerow, bumblebee and butterfly surveys. Ayrshire College Social Studies students also started their volunteering sessions with us, which will be weekly until December.
- Good turn outs for the outdoor fest/walkfests in Irvine, Doon and Annick
- We continue to support Playday. The 'Bushcraft Set' had a hammock, pickled animals and Firelighting with even the fire service having a go!

Visitor Development

- Working in partnership with EAL Library Service we offered all children who complete this summer's reading challenge- 'Space Chase' a free child ticket for Illuminight for the Preview Night on Wed 23 Oct.
- Live music sessions held this summer at the DCCP Visitor Centre offering a range of original music and acoustic sets.
- New additions to our Urban Farm with 11 piglets born this summer.
- DCCP visitors now have the opportunity to feed the Deer at the park, which is proving very popular.
- We celebrated the start of the harvest season at the DCCP with our own Autumn Fest event. Offering live music, scarecrow competition (space themed linking to this year's Illuminight event), outdoor sports, nature activities with the Countryside Rangers and local craft fair.

Green Infrastructure Development

- Modern Apprentices have continued to support the Access Maintenance team with this.
- McGowans Environmental Engineering Ltd confirmed as the preferred bidder for Work Package 1 of the Irvine Valley Trails Project. The delivery of a new path from Darvel to Loudoun Hill.
- IH Borland Ltd confirmed as the preferred bidder for Work Package 3 of the Irvine Valley Trails Project. Landscaping works adjacent to a riverside path.
- Partnership working with Sustrans in progressing the Kilmarnock Green Infrastructure Project. Community Consultation has continued through survey forms.

Estates Development

- Routine summer ground maintenance continued across Annanhill Golf Course, Ayrshire Athletic Arena and Dean Castle Country Park during the quarter. It was a very wet three month period resulting in a need to continually vary grass mowing regimes in order to avoid surface damage from grass cutting machinery.
- An extensive programme of pro-coring and top dressing was undertaken across Annanhill Golf Course
- Machinery demonstrators (ride on mower, tractor and utility vehicle) were sourced and used at Annanhill Golf Club and Dean Castle Country Park in order to inform specifications for the replacement of machinery.

Sport & Fitness

Fitness Memberships continues to support key strategic objectives with the following sales reported for Q2.

- Increase opportunities for/numbers of older people (60+) using our services. 15 memberships.
- Maximise access to our facilities and programmes for people with physical, sensory or learning disabilities. 5 memberships.
- Increased participation- Gold 54 memberships, Junior 18 Memberships
- Increase opportunities for/numbers of young people (12-25) 164 youth memberships
- Increase levels of staff satisfaction. 34 staff memberships.

Fitness Programming

- East Ayrshire Leisure worked in partnership with Dalmellington Primary School to develop Family Fitness. This was a fantastic opportunity for local families to spend quality time with their children whilst getting involved in exercise. The sessions are free to all pupils from nursery to P7 and are taking place during September and October, they are tailored to the individuals attending the sessions to ensure it was accessible for everyone. Stewarts Fruit and Veg of Dalmellington donated fresh fruit pots for all the families taking part. Participants commented “exercise made so much easier” “absolutely loved the session, so much fun” “we had a fab time altogether having fun and getting fit” “great to see the kids smiling whilst exercising”

Coaching Programme

- 8109 children aged between 2-14 years attended the Sports Coaching programmes for Athletics, Badminton, Football, Gymnastics and Activity Clubs.

Venue Development and Partnerships

- Partnership with EAC Vibrant Communities CHIP continues to develop. CHIP Activity classes will be returning to S&F venues during 2019/2020 with S&F working on plans to implement a GP Referral Programme for physical activity across key venues commencing October 2019.
- Sport and Fitness continue to develop relationship within Scottish Leisure Networking Group with representation at the annual conference. Greig Russell has been voted in as Vice Chairman for the Scottish Leisure Networking Group
- The team have been working closely with East Ayrshire Council for venue refurbishment plans for swimming pools and sports centres and have been engaging with customers and clubs where there has been an impact in service delivery due to closures.
- The pool closures at Doon Valley Leisure Centre and Loudoun Leisure Centre have allowed us to enter a partnership with Scottish Swimming to implement the new national swimming pathway. Extensive training to support staff with the transition to the new qualification has been coordinated with 24 staff identified to attend.
- Following the completion of the Synthetic Grass Pitches at William McIlvanney and handover of the facilities to EAC for East Ayrshire Leisure to manage and operate, S&F have entered into a partnership arrangement with both Kilmarnock Football Club and Kilmarnock Ladies Football Club for exclusive use.
- 24 of our Swimming Instructors attended Scottish Swimming's newly launched Swimming Teachers Qualification (SSTQ) over the summer holidays to prepare them for the launch of our new Learn to Swim programme in October. This training was included as part of our partnership agreement, which will also include a further 12 CPD days over the next 3 years. The feedback from the course was very positive and even the more experienced instructors within our workforce felt that they had developed new skills, which they would take back to their programmes.
- Auchinleck Leisure Centre has set up a partnership with Daldorch House to provide a safe environment for young people with autism to enjoy swimming. It has been so well received that Tommy Harkness, Sports Venue Officer, was personally invited to the launch of their new “transitional house” in Mauchline where the residents are now residing in a more family environment rather than the rigidity of a residential school. Tommy has now had contact from other campus co-ordinators at the main school asking him to contact them in regards to future bookings and is also looking to take the leisure team down to the main school on a training exercise to see how the carers work with the young people they look after, which he thinks will be of great benefit to the staff.
- As part of our implementation plan for the launch of the new “Learn to Swim” programme, we hosted drop in sessions across the swimming pools to give individuals the opportunity to come along and find out more about the changes that will be implemented. The sessions were well attended with some good discussions not only about the “Learn to Swim” programme but the venues in general, with some really positive feedback being received.
“My whole experience with the centre and all my interactions with all the staff has been so positive. My son loves his swimming lessons and is improving so much. He is so much more confident in the water. All the workers deserve a medal.”
“The swimming lessons are great and the children get plenty of encouragement staff are brilliant with the children.”

Corporate Services Updates

Insurance Claims

Public Liability	1 claim remains ongoing
Employers' Liability	2 claims remains ongoing
Motor Claim	1 claim was received and settled

Gifts & Hospitality

Date Received	Name	From	Nature of Hospitality/Gift
21/08/19	Interim Chief Officer	Newmilns Festival Weekend	2 tickets to Newmilns Festival Weekend

Customer Complaints

During the July-September period we had 807,755 visitors/attendees at our venues. 186 comments were received and logged by the Marketing & Development Team; 8 of these were complaints, and were categorised as follows:

Category	No Received	Stage 1 / 2	Status
Building Maintenance	1	Stage 1	Resolved
Countryside Maintenance	2	Stage 1	Resolved
		Stage 2	Resolved
Equipment / Resources	1	Stage 1	Resolved
Events/Activities/Classes	2	Stage 1	Resolved
Other (DCCP Cafe)	1	Stage 2	Resolved
Staff	1	Stage 1	Resolved

Audit Plan 2019/20

The Performance & Audit Sub-Committee approved the Internal Audit Plan for 2019/20 at their meeting on 11 February 2019. The audit plan included advisory work relating to the Visitor Centre Café however, following the Board meeting on the 29th January, Trustees were advised that a new partnership arrangement with East Ayrshire Council's catering service is being considered. This arrangement will provide support and access to well-established systems and processes. Given this change, the Senior Interim Officer and Senior Managers felt it would be beneficial to postpone the review until the new arrangement has been established.

The following programme is now submitted for consideration and approval:-

Audit Plan	Timelines
Advisory – Review collection policy and agreement	Qtr 4 (Jan – Mar)

Location Audit - McIlvanney Leisure Centre

A site audit was undertaken at William McIlvanney Leisure Centre by our Business Support Officer to ascertain whether internal controls were being followed through staff awareness and compliance with policies and procedures. The Team Leader was informed of the date and time of the visit and the key areas being audited; Cash Handling, Safe Management, Key Security, Inventory and Booking System Processes.

Six Medium Priority Recommendations were made in the report submitted to the facility Team Leader, five of which have already been addressed and fully implemented, with one in progress, to be fully implemented by end October 2019.

Museum & Galleries Tax Relief

Museum & Galleries Tax Relief (MGTR) provides a tax break or a cash repayment for charities that are engaged in maintaining a museum or gallery. The relief is designed to recognise the unique cultural value that museums and galleries bring to the UK and encourage greater and more diverse exhibitions.

A review of expenditure has been undertaken and a claim has been submitted to HMRC for 2017-18 totaling £18k, if successful we will receive a tax refund in the near future. This rebate will be ring-fenced to support future exhibition development and help us to continue to commission/develop high profile exhibitions in line with the aims and objectives of the scheme.

A Working Group was developed to ensure a robust process was developed, it is expected that the 18/19 claim will be prepared for the end of December for inclusion in the 18/19 corporation tax return.

FORTHCOMING PROGRAMME OF EVENTS & ACTIVITIES

	Oct-Dec 2019	Jan-Mar 2020
Palace	LMS Show – Footloose Lloyd Cole Singing I'm no a Billy he's a Tim Martin Daniels Whitney – Queen of the Night Imprint Shows Clybourne park – palace EAYT –The Addams family Duke Of Edinburgh Awards Panto - Cinderella	January - Maintenance & Inspections - Liam Dolan Show February - Various Shows March - Various shows including DanceFest, KAOS
Grand Hall	Rule the Work Take That Tribute Wet Wet Wet Neil Oliver	January - Maintenance & Inspections Twin Atlantic - March
Cumnock TH	Cumnock Tryst Show CASS Show Camps Panto Only Fools & Boycie – John Challis The Big Snowy Show	
Community Venues	Tbc - Hosting Of Authors/Talks As Part Of Library Imprint 2019 The Big Snowy Show	
DCCP	Have A Go Outdoor Festival Winter Fest Pop Up Restaurants School Holiday Programme Illuminight with Lidl Christmas Storytelling	
Golf	School Holiday Programme	
AAA	East Ayrshire School Sportshall Athletics Championships East Ayrshire Schools Cross Country Ayrshire Schools Cross Country School Holiday Programme	

Countryside	<p>Doon Valley Outdoor Festival</p> <p>Annick Valley Outdoor Festival</p> <p>River Ayr Way Challenge</p>	
Libraries	<p>Imprint Book Festival</p> <p>Libraries Week</p> <p>Book Week Scotland</p> <p>Killie Comic Con</p>	<p>February - First Minister's Reading Challenge</p> <p>March - World Book Day</p> <p>March/April - Bookbug School Gifting Events</p> <p>April - World Book Night</p>
Dick Institute	<p>DC Comics Exhibition</p> <p>Romans Schools Week</p> <p>WWII Schools Week</p> <p>Dean Castle Collections At The Dick Institute</p>	<p>January - April Exhibition / Grayson Perry</p> <p>February - May - EAC Schools Exhibition & Event</p> <p>March - Ancient Egyptians Schools Week</p> <p>April - Knights and Castles Schools Week</p> <p>Ongoing - Dean Castle Collections at the Dick Institute</p>
Baird	<p>Discovering Ancient Egypt</p>	<p>January - April - Exhibition/Castles in a Landscape</p>
BMC		
Burns House		
Castle		
Sport	<p>Sport and Fitness Class Offering across 6 sites</p> <p>Learn to Swim Programme including Pre-school, Child and Adult.</p> <p>Rookie Lifeguard Programme</p> <p>New sports coaching programme in place across 7 sites.</p> <p>Kid's Activity Sessions in place across 6 sites.</p>	<p>New fitness programme across key venues including targeted January promotion.</p> <p>New sports coaching programme across key venue remit</p> <p>Kid's activity session recommencing following Christmas period.</p>

Auchinleck LC	Swimming Teacher Course	Development of Learn 2 Swimming programme under direct debit scheme. Ongoing development of childrens activities.
Doon Valley LC	Family Fitness Sessions	Ongoing development to fitness programme and activities under fitness memberships. Development of swimming lesson programme under direct debit scheme Ongoing development of childrens activities. Hill Billy 10K
Grange LC	Badminton, Gymnastics and Handball Competitions	Junior Handball Championships Adult Handball Championships Ongoing development of childrens activities.
Hunter FS	Tot's activity sessions running throughout each week.	Continuation of Tot's activity sessions
Loudoun LC	Dance Programme	Ongoing development of fitness programme and activities under fitness membership. Development of Learn 2 Swimming programme under direct debit scheme. Ongoing development of childrens activities.
St Josephs LC	Residents & Tenants Association	Ongoing engagement with EASC Community Sports Clubs under Hub model
Stewarton SC	Cycle Race Sports Centre Improvements New pitch lights for the synthetic grass pitch Gym refurbishment programme	Ongoing development of fitness programme and activities under fitness memberships Ongoing development of childrens activities Rebrand of Stewarton Sports Centre
William McIlvanney LC	Opening of Synthetic Grass Pitch	Ongoing development of fitness programme and activities under fitness membership. Pipeband Championships



FINANCIAL PERFORMANCE

TO 30.09.19

Performance & Audit Sub Committee
2019/20 EAST AYRSHIRE LEISURE BUDGET
AS AT 30th September 2019 – QUARTER 2 - PERIOD 6
SIGNIFICANT VARIANCES – ANALYSIS & COMMENTARY

The projected outturn for East Ayrshire Leisure at 30th September 2019 is an adverse position of £12,360 which can be met from Unallocated Reserves. Management will continue to monitor and implement action to minimise adverse position.

Detailed explanation of variances can be found within individual Service Analysis.

There are further variances within Income and Expenditure, these are closely monitored and managed within the Service - detailed analysis provided below.

TABLE A – Overall Net Position (including Income/Expenditure) for East Ayrshire Leisure analysed by Service Area

TABLE B – Overall Net Position (including Income/Expenditure) for East Ayrshire Leisure analysed by Subjective Level

TABLE C – Income Position for East Ayrshire Leisure analysed by Service Area

TABLE D – Expenditure Position for East Ayrshire Leisure analysed by Service Area

ANNUAL BUDGET –Table below provides detail of Annual Budget showing the impact of 2019/20 savings approved at 4 June 2019 Board.

Service Division	Annual Budget 2019/20	Annual Budget 2019/20 Qtr 1	Annual Budget 2019/20 Qtr 2	Annual Budget 2019/20 Qtr 3	Annual Budget 2019/20 Qtr 4	Comments
CORPORATE SERVICES	1,488,860	1,175,630	1,181,630			
CULTURAL	1,972,130	2,008,660	2,013,320			
COUNTRYSIDE & OUTDOOR ACTIVITIES	831,920	884,430	933,570			
SPORT & FITNESS	439,830	519,860	537,640			
TOTAL	4,732,740	4,588,580	4,666,160			
Management Fee	(4,732,740)	(4,556,230)	(4,619,640)			
Reserves		(32,350)	(46,520)			
TOTAL	0	0	0	0	0	

Venues Allocated to Sport Areas:-

Area 1 St Josephs Leisure Centre, Stewarton Sports Centre, William McIlvanney Campus
Area 2 Grange Leisure Centre, Hunter Fitness Suite, Mauchline Games Hall
Area 3 Auchinleck Leisure Centre, Doon Valley Leisure Centre, Loudoun Leisure Centre

TABLE A – OVERALL NET POSITION

Revised Actual Exp. To 30/09/18	Actual Out-turn to 31/03/19	Service Division	Annual Estimate 2019/20	Revised Actual Exp. To 30/9/19	Revised Budget To 30/9/19	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/20	Variance (Favourable) / Adverse
518,509	1,293,036	CORPORATE SERVICES	1,181,630	562,847	574,198	0	1,125,430	(56,200)
81,717	165,741	Chief Executive & Board	124,950	52,663	64,768	42%	110,880	(14,070)
299,293	811,307	People & Finance	755,280	350,151	359,050	46%	716,900	(38,380)
137,498	315,989	Marketing & Development	301,400	160,033	150,380	53%	297,650	(3,750)
1,133,274	2,224,246	CULTURAL	2,013,320	1,015,128	1,059,485	50%	2,050,820	37,500
35,725	74,222	Cultural Management	75,640	37,692	37,610	50%	75,640	0
71,098	145,710	Collection Care	152,150	75,906	77,016	50%	151,930	(220)
234,075	476,884	Arts/Libraries/Museum Development	475,120	227,524	242,822	48%	477,100	1,980
(8,636)	(4,259)	Youth Theatre	(5,290)	(5,786)	(8,570)	109%	(5,290)	0
510,992	979,416	Libraries	957,590	453,561	472,590	47%	938,470	(19,120)
1,894	(25,485)	Hospitality	(35,020)	(14,135)	(9,102)	40%	(35,020)	0
219,506	409,399	Performing Arts Venues	340,060	176,864	230,454	52%	338,650	(1,410)
110,208	259,891	Community Venues	226,710	102,945	100,753	45%	222,980	(3,730)
(41,588)	(91,532)	Community Lettings & Co-Managed Centres - Lets	(173,640)	(39,443)	(84,088)	23%	(113,640)	60,000
442,562	914,504	COUNTRYSIDE & OUTDOOR ACTIVITIES	933,570	471,808	350,848	51%	954,850	21,280
118,685	248,459	Countryside & Outdoor Activities Management	372,920	150,742	181,040	40%	311,310	(61,610)
209,889	466,977	Countryside Development	474,960	240,226	225,612	51%	465,770	(9,190)
113,988	188,148	Outdoor Activities	117,260	66,543	(9,863)	57%	206,780	89,520
0	10,919	Countryside Hospitality	(31,570)	14,297	(45,941)	-45%	(29,010)	2,560
347,610	695,641	SPORT & FITNESS	537,640	373,071	317,530	69%	547,420	9,780
142,267	314,723	Sport & Fitness Management	352,980	152,346	173,501	43%	309,640	(43,340)
46,050	54,178	Area 1	(49,020)	45,536	(7,454)	-93%	(4,870)	44,150
34,101	78,995	Area 2	9,750	42,316	30,477	434%	7,240	(2,510)
116,322	231,729	Area 3	221,440	130,374	118,516	59%	232,920	11,480
8,870	16,017	Temporary Facilities	2,490	2,499	2,490	0%	2,490	0
2,441,954	5,127,428	TOTAL	4,666,160	2,422,854	2,302,061	52%	4,678,520	12,360
(2,254,950)	(4,829,955)	Management Fee	(4,619,640)	(2,314,808)	(2,347,878)	50%	(4,619,640)	0
187,004	297,473	TOTAL	46,520	108,046	(45,817)		58,880	12,360
0	0	Savings Yet to be Identified	0	0	0		0	0
(53,700)	(190,830)	Trs From Reserves	(46,520)	(46,520)	(46,520)		(46,520)	0
0	0	Designated Funds	0	0	0		0	0
0	0	Trs To Reserves	0	0	0		0	0
133,304	106,643	TOTAL (after transfer to reserves)	0	61,526	(92,337)		12,360	12,360

TABLE B – OVERALL NET POSITION

Revised Actual Exp. To 30/09/18	Actual Out-turn to 31/03/19	Service Division	Annual Estimate 2019/20	Revised Actual Exp. To 30/9/19	Revised Budget To 30/9/19	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/20	Variance (Favourable) / Adverse
(720,858)	(2,090,693)	Income From Charitable Activities	(2,488,620)	(1,011,437)	(1,210,084)	41%	(2,305,760)	182,860
(2,254,950)	(4,829,955)	Management Fee	(4,619,640)	(2,314,808)	(2,347,878)	50%	(4,619,640)	0
(2,975,808)	(6,920,648)	TOTAL INCOME	(7,108,260)	(3,326,245)	(3,557,962)	47%	(6,925,400)	182,860
2,411,478	5,151,221	Employee Costs	5,335,740	2,551,317	2,649,608	48%	5,149,790	(185,950)
17,962	38,257	Transport Costs	39,750	16,000	16,894	40%	31,240	(8,510)
211,391	649,869	Premises Costs	571,330	210,390	236,048	37%	594,910	23,580
496,415	1,032,941	Supplies & Services	1,075,320	610,235	555,095	57%	1,073,280	(2,040)
0	31,510	Financing Costs	8,090	0	0	0%	8,090	0
0	187,400	Support Costs	0	0	0	0%	0	0
25,566	126,923	Governance Costs	124,550	46,349	54,500	37%	126,970	2,420
3,162,812	7,218,121	TOTAL RESOURCES EXPENDED	7,154,780	3,434,291	3,512,145	48%	6,984,280	(170,500)
187,004	297,473	NET POSITION	46,520	108,046	(45,817)		58,880	12,360
0	0	Savings Yet to be Identified	0	0	0		0	0
(53,700)	(190,830)	Trs From Reserves	(46,520)	(46,520)	(46,520)		(46,520)	0
0	0	Designated Funds	0	0	0		0	0
0	0	Trs To Reserves	0	0	0		0	0
133,304	106,643	TOTAL (after transfer to reserves)	0	61,526	(92,337)		12,360	12,360

TABLE C – INCOME POSITION

Revised Actual Income To 30/09/18	Actual Out-turn to 31/03/19	Service Division	Annual Estimate 2019/20	Revised Actual Income To 30/9/19	Revised Budget Income To 30/9/19	Actual Income as % of Annual Estimate	Projected Out-turn to 31/03/20	Variance (Favourable) / Adverse
(5,491)	(8,650)	CORPORATE SERVICES	(2,000)	(2,512)	(1,002)	126%	(4,600)	(2,600)
0	0	Chief Executive & Board	0	0	0		0	0
(4,813)	(7,238)	People & Finance	(2,000)	(1,881)	(1,002)	94%	(3,100)	(1,100)
(678)	(1,412)	Marketing & Development	0	(631)	0		(1,500)	(1,500)
(309,689)	(1,022,609)	CULTURAL	(1,048,750)	(437,127)	(448,177)	42%	(1,048,300)	450
0	0	Cultural Management	0	0	0	0%	0	0
(7,666)	(16,721)	Collection Care	(2,610)	(7,906)	(2,180)	303%	(11,030)	(8,420)
(31,044)	(43,020)	Arts/Libraries/Museum Development	(29,080)	(22,773)	(10,402)	78%	(39,050)	(9,970)
(26,778)	(51,396)	Youth Theatre	(49,650)	(23,791)	(28,990)	48%	(49,650)	0
(27,152)	(67,733)	Libraries	(68,150)	(28,834)	(34,150)	42%	(68,670)	(520)
(43,177)	(147,822)	Hospitality	(173,040)	(64,587)	(78,998)	37%	(173,040)	0
(86,707)	(487,682)	Performing Arts Venues	(454,560)	(194,928)	(153,337)	43%	(488,120)	(33,560)
(37,075)	(83,552)	Community Venues	(90,900)	(48,104)	(49,576)	53%	(97,980)	(7,080)
(50,091)	(124,683)	Community Lettings & Co-Managed Centres - Lets	(180,760)	(46,204)	(90,544)	26%	(120,760)	60,000
(115,008)	(318,803)	COUNTRYSIDE & OUTDOOR ACTIVITIES	(446,980)	(222,690)	(319,180)	50%	(362,290)	84,690
0	0	Countryside & Outdoor Activities Management	0	0	0		0	0
(38,586)	(71,266)	Countryside Development	(51,100)	(22,026)	(30,450)	43%	(44,550)	6,550
(76,421)	(225,820)	Outdoor Activities	(239,880)	(128,975)	(180,720)	54%	(193,800)	46,080
0	(21,717)	Countryside Hospitality	(156,000)	(71,688)	(108,010)	46%	(123,940)	32,060
(290,671)	(740,631)	SPORT & FITNESS	(990,890)	(349,109)	(441,725)	35%	(890,570)	100,320
0	(379)	Sport & Fitness Management	0	(608)	0		(610)	(610)
(101,128)	(274,103)	Area 1	(433,870)	(138,194)	(191,072)	32%	(378,070)	55,800
(79,622)	(194,104)	Area 2	(239,600)	(88,393)	(106,301)	37%	(220,790)	18,810
(109,921)	(272,045)	Area 3	(317,420)	(121,913)	(144,352)	38%	(291,100)	26,320
0	0	Temporary Facilities	0	0	0		0	0
(720,858)	(2,090,693)	TOTAL	(2,488,620)	(1,011,437)	(1,210,084)	41%	(2,305,760)	182,860
(2,254,950)	(4,829,955)	Management Fee	(4,619,640)	(2,314,808)	(2,347,878)	50%	(4,619,640)	0
(2,975,808)	(6,920,648)	TOTAL	(7,108,260)	(3,326,245)	(3,557,962)	47%	(6,925,400)	182,860

TABLE D – EXPENDITURE POSITION

Revised Actual Exp. To 30/09/18	Actual Out-turn to 31/03/19	Service Division	Annual Estimate 2019/20	Revised Actual Exp. To 30/9/19	Revised Budget To 30/9/19	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/20	Variance (Favourable) / Adverse
523,999	1,301,686	CORPORATE SERVICES	1,183,630	565,359	575,200	48%	1,130,030	(53,600)
81,717	165,740	Chief Executive & Board	124,950	52,663	64,768	42%	110,880	(14,070)
304,106	818,545	People & Finance	757,280	352,032	360,052	46%	720,000	(37,280)
138,176	317,401	Marketing & Development	301,400	160,664	150,380	53%	299,150	(2,250)
1,442,963	3,246,856	CULTURAL	3,062,070	1,452,255	1,507,662	47%	3,099,120	37,050
35,725	74,222	Cultural Management	75,640	37,692	37,610	50%	75,640	0
78,764	162,431	Collection Care	154,760	83,812	79,196	54%	162,960	8,200
265,119	519,904	Arts/Libraries/Museum Development	504,200	250,297	253,224	50%	516,150	11,950
18,142	47,137	Youth Theatre	44,360	18,004	20,420	41%	44,360	0
538,144	1,047,149	Libraries	1,025,740	482,396	506,740	47%	1,007,140	(18,600)
45,071	122,337	Hospitality	138,020	50,452	69,896	37%	138,020	0
306,212	897,081	Performing Arts Venues	794,620	371,791	383,791	47%	826,770	32,150
147,282	343,443	Community Venues	317,610	151,049	150,329	48%	320,960	3,350
8,503	33,151	Community Lettings & Co-Managed Centres - Lets	7,120	6,760	6,456	95%	7,120	0
557,570	1,233,306	COUNTRYSIDE & OUTDOOR ACTIVITIES	1,380,550	694,498	670,028	50%	1,317,140	(63,410)
118,685	248,459	Countryside & Outdoor Activities Management	372,920	150,742	181,040	40%	311,310	(61,610)
248,476	538,243	Countryside Development	526,060	262,252	256,062	50%	510,320	(15,740)
190,409	413,968	Outdoor Activities	357,140	195,518	170,857	55%	400,580	43,440
0	32,636	Countryside Hospitality	124,430	85,985	62,069	69%	94,930	(29,500)
638,281	1,436,272	SPORT & FITNESS	1,528,530	722,179	759,255	47%	1,437,990	(90,540)
142,267	315,102	Sport & Fitness Management	352,980	152,954	173,501	43%	310,250	(42,730)
147,177	328,281	Area 1	384,850	183,730	183,618	48%	373,200	(11,650)
113,724	273,099	Area 2	249,350	130,709	136,778	52%	228,030	(21,320)
226,242	503,773	Area 3	538,860	252,287	262,868	47%	524,020	(14,840)
8,870	16,017	Temporary Facilities	2,490	2,499	2,490	100%	2,490	0
3,162,812	7,218,121	TOTAL	7,154,780	3,434,291	3,512,145	48%	6,984,280	(170,500)
		Management Fee						0
3,162,812	7,218,121	TOTAL	7,154,780	3,434,291	3,512,145	48%	6,984,280	(170,500)

CORPORATE SERVICES ANALYSIS

Revised Actual Exp. To 30/09/18	Actual Out-turn to 31/03/19	CORPORATE SERVICES	Annual Estimate 2019/20	Revised Actual Exp. To 30/9/19	Revised Budget To 30/9/19	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/20	Variance (Favourable) / Adverse	Comment
(5,491)	(8,650)	Income From Charitable Activities	(2,000)	(2,512)	(1,002)	126%	(4,600)	(2,600)	Projected additional income from Marketing activities
(2,254,950)	(4,829,955)	Management Fee	(4,619,640)	(2,314,808)	(2,347,878)	50%	(4,619,640)	0	
(2,260,441)	(4,838,605)	TOTAL INCOME	(4,621,640)	(2,317,319)	(2,348,880)	50%	(4,624,240)	(2,600)	
443,988	915,052	Employee Costs	939,480	405,688	466,398	43%	883,280	(56,200)	Projected saving due to temporary arrangements following retiral of Chief Executive and further vacancies which are not being filled at this time.
621	1,815	Transport Costs	2,750	901	1,378	33%	2,750	0	
3,431	8,295	Premises Costs	16,510	5,652	2,254	34%	16,510	0	
66,385	157,984	Supplies & Services	192,380	140,879	96,696	73%	192,560	180	Additional spend through Marketing offset by additional income.
0	0	Financing Costs	0	0	0		0	0	
0	187,400	Support Costs	0	0	0		0	0	
9,574	31,140	Governance Costs	32,510	12,238	8,474	38%	34,930	2,420	
523,999	1,301,686	TOTAL RESOURCES EXPENDED	1,183,630	565,359	575,200	48%	1,130,030	(53,600)	
(1,736,441)	(3,536,919)	NET POSITION	(3,438,010)	(1,751,961)	(1,773,680)	51%	(3,494,210)	(56,200)	
		Savings Yet to be Identified						0	
(22,410)	(65,250)	Trs From Reserves	(34,350)	(34,350)	(34,350)		(34,350)	0	
		Designated Funds						0	
		Trs To Reserves						0	
(1,758,851)	(3,602,169)	TOTAL (after transfer to reserves)	(3,472,360)	(1,786,311)	(1,808,030)	51%	(3,528,560)	(56,200)	

CULTURAL SERVICE ANALYSIS

Revised Actual Exp. To 30/09/18	Actual Out-turn to 31/03/19	CULTURAL	Annual Estimate 2019/20	Revised Actual Exp. To 30/9/19	Revised Budget To 30/9/19	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/20	Variance (Favourable) / Adverse	Comment
(309,689)	(1,022,609)	Income From Charitable Activities	(1,048,750)	(437,127)	(448,177)	42%	(1,048,300)	450	Community Lettings and Co-managed venues has carried a historic financial impact to the Trust. Anticipated shortfall this year is £60K. This will require a joint approach from EAC and EAL to agree a final solution. This adverse variance has been offset by increased income projections across Performing Arts and Community Venues and prudent financial management across service areas.
		Management Fee						0	
(309,689)	(1,022,609)	TOTAL INCOME	(1,048,750)	(437,127)	(448,177)	42%	(1,048,300)	450	
977,938	2,098,054	Employee Costs	1,998,310	1,000,988	987,381	50%	2,022,920	24,610	Increased bank costs linked to increased income.
5,863	13,482	Transport Costs	12,590	6,212	6,308	49%	10,870	(1,720)	
120,295	373,801	Premises Costs	346,970	126,055	148,529	36%	356,880	9,910	Increased costs due to flooring replacement commitment at Palace foyer £10K
331,949	687,955	Supplies & Services	636,690	296,520	333,686	47%	640,940	4,250	Increased costs due to museum refurbishment commitment at Dick Institute £10K
0	7,440	Financing Costs	4,000	0	0	0%	4,000	0	
0	0	Support Costs	0	0	0		0	0	
6,917	66,123	Governance Costs	63,510	22,480	31,758	35%	63,510	0	
1,442,963	3,246,856	TOTAL RESOURCES EXPENDED	3,062,070	1,452,255	1,507,662	47%	3,099,120	37,050	
1,133,274	2,224,246	NET POSITION	2,013,320	1,015,128	1,059,485	50%	2,050,820	37,500	
(13,360)	(86,590)	Trs From Reserves	(4,000)	(4,000)	(4,000)		(4,000)	0	
		Designated Funds					0	0	
		Trs To Reserves						0	
1,119,914	2,137,656	TOTAL (after transfer to reserves)	2,009,320	1,011,128	1,055,485	50%	2,046,820	37,500	

COUNTRYSIDE & OUTDOOR ACTIVITIES SERVICE ANALYSIS

Revised Actual Exp. To 30/09/18	Actual Out-turn to 31/03/19	COUNTRYSIDE & OUTDOOR ACTIVITIES	Annual Estimate 2019/20	Revised Actual Exp. To 30/9/19	Revised Budget To 30/9/19	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/20	Variance (Favourable) / Adverse	Comment
(115,008)	(318,803)	Income From Charitable Activities	(446,980)	(222,690)	(319,180)	50%	(362,290)	84,690	Adverse variance predominantly relates to income shortfalls at Annanhill Golf Course £73k, Treehouse Residential Centre £7k and DCCP Café £32k partially offset by additional income generated by Events £25k
		Management Fee						0	
(115,008)	(318,803)	TOTAL INCOME	(446,980)	(222,690)	(319,180)	50%	(362,290)	84,690	
427,852	882,524	Employee Costs	1,033,130	494,235	516,612	48%	943,130	(90,000)	Favourable variance relates to staff vacancies. £15k staffing saving is projected for the DCCP café but offset by agency costs of £20k through Supplies and Services.
11,478	22,890	Transport Costs	24,410	8,887	9,208	36%	17,620	(6,790)	
64,082	189,319	Premises Costs	158,270	53,080	63,274	34%	172,250	13,980	Adverse variance relates mainly to treeworks at DCCP.
47,246	96,936	Supplies & Services	143,750	131,085	72,482	91%	163,150	19,400	Adverse variance relates mainly to additional spend relating to agency staff at the DCCP café.
0	24,070	Financing Costs	4,090	0	0	0%	4,090	0	
0	0	Support Costs	0	0	0		0	0	
6,911	17,568	Governance Costs	16,900	7,210	8,452	43%	16,900	0	
557,570	1,233,306	TOTAL RESOURCES EXPENDED	1,380,550	694,498	670,028	50%	1,317,140	(63,410)	
442,562	914,504	NET POSITION	933,570	471,808	350,848	51%	954,850	21,280	
(1,250)	(22,310)	Trs From Reserves	(8,170)	(8,170)	(8,170)		(8,170)	0	
		Designated Funds					0	0	
		Trs To Reserves						0	
441,312	892,194	TOTAL (after transfer to reserves)	925,400	463,638	342,678	50%	946,680	21,280	

SPORT & FITNESS SERVICE ANALYSIS

Revised Actual Exp. To 30/09/18	Actual Out-turn to 31/03/19	SPORT & FITNESS	Annual Estimate 2019/20	Revised Actual Exp. To 30/9/19	Revised Budget To 30/9/19	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/20	Variance (Favourable) / Adverse	Comment
(290,671)	(740,631)	Income From Charitable Activities	(990,890)	(349,109)	(441,725)	35%	(890,570)	100,320	Adverse variance relates to shortfalls across indoor hall hire, swimming lessons, supervised children's activities and membership income, partially offset by securing new income from Kilmarnock Football Club for William McIlvanney synthetic grass pitch.
		Management Fee						0	
(290,671)	(740,631)	TOTAL INCOME	(990,890)	(349,109)	(441,725)	35%	(890,570)	100,320	
561,700	1,255,591	Employee Costs	1,364,820	650,406	679,217	48%	1,300,460	(64,360)	Favourable variance relates to management action in regard to bank staff budgets to partially offset the projected income shortfall position.
0	70	Transport Costs	0	0	0		0	0	
23,582	78,454	Premises Costs	49,580	25,603	21,991	52%	49,270	(310)	
50,836	90,066	Supplies & Services	102,500	41,751	52,231	41%	76,630	(25,870)	Favourable variance relates to management action in regard to general expenditure budgets to partially offset the projected income shortfall position.
0	0	Financing Costs	0	0	0		0	0	
0	0	Support Costs	0	0	0		0	0	
2,162	12,091	Governance Costs	11,630	4,420	5,816	38%	11,630	0	
638,281	1,436,272	TOTAL RESOURCES EXPENDED	1,528,530	722,179	759,255	47%	1,437,990	(90,540)	
347,610	695,641	NET POSITION	537,640	373,071	317,530	69%	547,420	9,780	
(16,680)	(16,680)	Trs From Reserves	0	0	0		0	0	
		Designated Funds					0	0	
		Trs To Reserves						0	
330,930	678,961	TOTAL (after transfer to reserves)	537,640	373,071	317,530	69%	547,420	9,780	

RESERVES AS AT 30 September 2019

TABLE A – Summary

TABLE B – Unusable Reserves

TABLE C – Allocated Reserves Analysis

TABLE A – Summary

UNRESTRICTED RESERVES	2018/19 b/f	2018/19 DEFICIT	BALANCE 31 March 2019	APPROVED ALLOCATIONS	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	NOTES
FIXED ASSET RESERVE	34,920		34,920		34,920						34,920	
RETAINED RESERVES	210,000		210,000		210,000						210,000	
UNUSABLE RESERVES (DEPRECIATION RESERVES)	28,380		28,380		28,380		0	0	0	0	28,380	see Table B
ALLOCATED RESERVES	18,000	36,350	54,350	8,170	62,520		32,350	14,170	0	0	16,000	see Table C
UNALLOCATED RESERVES REIMBURSEMENT FROM CULTURAL SERVICES (Redundancy costs temporarily funded from Reserves 18/19)	162,984	-142,993	19,991	-8,170	11,821 13,380						11,821 13,380	
HOLIDAY PAY PROVISION	(92,180)	31,306	(60,874)		-60,874						(60,874)	
TOTAL UNRESTRICTED RESERVES	362,104	-75,337	286,767	0	300,147	0	32,350	14,170	0	0	253,627	
RESTRICTED RESERVES			100,494				-375	1,661			99,208	
PENSION RESERVE			(1,625,000)								(1,625,000)	
TOTAL RESERVES			(1,237,739)								(1,272,165)	

TABLE B – Unusable Reserves

UNUSABLE RESERVES	2018/19 b/f	2018/19 DEFICIT	BALANCE 31 March 2019	Reallocation to Unallocated - Board 27/11/18	REVISED BALANCE	PROPOSED DRAWDOWN	Q 1	Q 2	Q 3	Q 4	BALANCE	APPROVAL	STATUS	NOTES
Libraries Fit Out - Mauchline	2,440		2,440		2,440						2,440	14 July 2015 Board	Ongoing	Works complete - amount to be drawn down at year end for depreciation. 5 years from 2015/16 to 2019/20
Annanhill Golf Course - Staff Welfare Facilities	14,650		14,650		14,650						14,650	19 August 2014 Board	Ongoing	Installation now complete. Depreciation 5 years from 2016/17 to 2020/21
Annanhill Golf Course - Maintenance Equipment	7,840		7,840		7,840						7,840	14 July 2015 Board, updated 13 Oct 2015	Ongoing	Fairways machine now in use. Will be drawn down at year end to cover depreciation. 5 years from 2015/16 to 2019/20
Homewords Van	3,450		3,450		3,450						3,450	7 June 2016 Board	Ongoing	Homewords Van delivered - amount to be drawn down at year end for depreciation. Depreciation 5 years from 2016/17 to 2020/21
TOTAL UNUSABLE RESERVES	28,380	0	28,380		28,380		0	0	0	0	28,380			

TABLE C – Allocated Reserves Analysis

ALLOCATED RESERVES	2018/19 b/f	2018/19 DEFICIT	BALANCE 31 March 2019	APPROVED ALLOCATIONS	REVISED BALANCE	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
Website Development	15,470		15,470		15,470	6,000	6000			3,470	19 Sept 2017 Board	Ongoing	Redesignate £25k from Marketing Co-ordinator (Sport) to Website Development - launched Aug 2019. Balance allocated to Intranet Development
Libraries Fit Out	1,550		1,550		1,550					1,550	14 July 2015 Board	Ongoing	Dick Institute initially £40k + further £40k, Newmilns £10k, Dick Institute due to commence 2018. £10k allocated to Newmilns reallocated to Unallocated Board 27 Nov 18. DI Project almost complete - additional £3k reallocated to Unallocated Board 26 Feb 19.
CS Miscellaneous Expenditure	980		980		980					980	5 June 2018 Board	Ongoing	Should be complete by the end of the year
Dower House Upgrades		10,000	10,000		10,000					10,000	4 June 2019 Board	Ongoing	
Nouveau (Postcode & Bank checker)		4,000	4,000		4,000	4,000				0	4 June 2019 Board	Complete	
IT Upgrade costs		22,350	22,350		22,350	22,350				0	4 June 2019 Board	Complete	
Redundancy Costs			0	8,170	8,170		8,170			0	4 June 2019 Board	Complete	
TOTAL ALLOCATED RESERVES	18,000	36,350	54,350	8,170	62,520	32,350	14,170	0	0	16,000			

GENERAL PROJECTS

General Projects are multi-annual projects involving funding from external partners. These projects are not included in the Financial Monitoring reports.

Project	Partners	Balance b/f 01.04.19	Balance at 30.09.19	Expected Completion Date
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£4,234)	(£4,222)	Ongoing
Make Some Noise	Creative Scotland	(£10,550)	(£9,095)	Jun 2019
Kilmarnock Green Infrastructure	Sustrans	(£15,000)	(£14,955)	Ongoing
River Ayr Way	Awards For All	(£1,549)	£0	Sep 2019
Museums Database	Museum Gallery Scotland	(£8,480)	(£9,450)	Dec 2019
Gaelic Visual Arts	Bord Na Gaidhlig	(£4,982)	£0	Sep 2019
Digital Storyteller in Residence	Scottish Book Trust	(£6,552)	(£2,974)	Ongoing
Nature Therapy Breaks	Shared Care Scotland	(£5,432)	(£5,432)	Mar 2020
Natural Leaders	Scottish National Heritage	£0	(£2,009)	Sep 2020
Irvine Valley Trails 2019 onwards	LCTT, Transport Scotland, EAC Renewable Energy Fund	(£43,715)	(£43,715)	Jun 2020
Logan Centre (Ringfenced)	Three Village Centre (Limited Company & Charity)	£0	(£7,356)	Ongoing

Ayrshire Libraries Forum is a network partnership of the three Ayrshire councils, Ayrshire NHS, school, prison and higher education libraries to be used towards the upkeep of Ayrshire Working Lives website.

Make Some Noise is a music project funded by Creative Scotland and aimed at young people in a foster, looked-after, kinship or young caring environment and designed to help build self-esteem and provide a range of creative learning opportunities.

Kilmarnock Green Infrastructure - The design and feasibility work has been completed for the Kilmarnock Green Infrastructure Project. The stage 2 submission of £320k has been made to Sustrans for further design work for a multi-million pound application later in the year. A Project

Board, chaired by East Ayrshire Leisure, has been established to oversee the development and implementation of this 18 mile cycle route project for Kilmarnock made up of officers from East Ayrshire Leisure, East Ayrshire Council and Ayrshire Roads Alliance.

Following the completion of the Countryside Festival in 2015, there was an outstanding balance of £1,549 from the Awards for All grant. Awards for All have agreed that this money can be retained and used as part of the funding package for the upgraded River Ayr Way Signage and Interpretation project. The outstanding balance has now been used for phase I of the signage renewal programme for the section from Muirkirk to Glenbuck Heritage Village.

Museums Database - East Ayrshire Leisure cares for approximately 250,000 objects within the museums it manages on behalf of East Ayrshire Council. Currently these collections are documented on a mixture of ageing and basic database systems. As we progress through the actions outlined within our Accreditation plan, including a full, basic inventory of all collections, plus our work with our Recognised collections, it is clear that we require a modern, future-proof database for use across the museum service, with opportunities for working with external partners in a more co-ordinated and efficient way. The total project cost is £21,600, of which Museums Galleries Scotland has awarded 75% of project costs. The task to procure, install and begin to populate the new database will be complete by the project end-date of 31 Dec 2019.

Gaelic Visual Arts - The Dick Institute's *Gaidhlig Gailearaidhean* will see a second series of workshops facilitated in Gaelic in the galleries, aimed at promoting the use of Gaelic and the development of Gaelic language skills utilising visual arts and culture. Monthly workshops take place with Gaelic Artist Eoghann MacColl and young Gaelic speakers from the Mcllvanney Campus. The project also supports one apprentice placement from the Mcllvanney Campus. Funded by Bord Na Gaidhlig and Creative Scotland.

Digital Storyteller in Residence – East Ayrshire is one of only five funded Storyteller residencies across Scotland. The project seeks to work with people facing social isolation for whatever reason, to encourage participation in and the use of digital platforms to tell their own personal story. The project funds a full time storyteller in residence based at the Dick Institute but working across the region. The Arts, Libraries and Museums Development team are the lead applicant with partners in Kilmarnock Station Railway Heritage Trust and Vibrant Communities. The project is funded by the Scottish Book Trust and runs for nine months.

Nature Therapy Breaks - Funding has been secured from Shared Care Scotland to offer free residential respite experiences for young people who have care responsibilities for family members. 2 weekend sessions will be offered to 20 young people identified in partnership with East Ayrshire Carers.

The Natural Leaders project is well underway with work beginning on key openspaces with Auchinleck, Doon and Kilmarnock Academy. This project aims to develop Local Nature Reserves which can be used by the community and as an outdoor learning resource.

All funding is in place for the Irvine Valley Trails Project and contractors have been appointed to begin work on the first phase.

Logan Centre (Ringfenced) – Funding allocated to EA Leisure for future disbursement to Logan area.



**EXTERNAL FUNDING
(JULY – SEPTEMBER 2019)**

EXTERNAL FUNDING APPROVED APPLICATIONS

(* denotes funding not available to East Ayrshire Council)

Section	Name of Funding Provider and Project	Value of Funding/Support	Received in 2019/20
Cultural	EventScotland - Burns Birthday in Mauchline	£5,000	£0
Countryside	Ecorys UK - International Countryside in Finland 14-18 October 2019	£435	£0
Cultural	Scottish Book Trust - Book Week Scotland	£750	£750
Sport	Access to Work - Sport Office Adaptions	£1,488	£0
TOTAL		£7,673	£750

EXTERNAL FUNDING NOT INCLUDED IN EAST AYRSHIRE LEISURE ACCOUNTS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Countryside	Sustrans Community Link - Kilmarnock Green Infrastructure (stage I)	£24,566	Paid to EAC
TOTAL		£24,566	£0



PERFORMANCE SCORECARD

EALT PI Report

Generated on: 29 October 2019 12:14

Cannot group these rows by Theme

Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon
EALT1 Average Days Lost per Employee	1.47	2	↓	↑	<p>All employees are managed in accordance with East Ayrshire Leisure's Sickness Absence Management Policy.</p> <p>Work days lost are primarily linked to short term absence, top 3 absence categories are:-</p> <p>Operations/Recovery/Treatments</p> <p>Other</p> <p>Stress – Personal</p>	<p>EALT1 Average Days Lost per Employee</p> <p>Quarters — Target (Quarters)</p>	🟢
EALT4 Culture	93,838	104,233	↓	↓	<p>• Attendance and ticket sales have decreased by 10% (93,838 actual – 104,233 target). This is due to fall in usage during quieter summer period across performing arts venues and also profiling for these venues. Last quarter attendance was up 10%.</p>	<p>EALT4 Culture</p> <p>Quarters — Target (Quarters)</p>	🟡

Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon
EALT5 Sport and Community Venues	142,706	138,852	↓	↓		<p>EALT5 Sport and Community Venues</p> <p>■ Quarters — Target (Quarters)</p>	✅
EALT6 Countryside	571,211	489,156	↑	↑		<p>EALT6 Countryside</p> <p>■ Quarters — Target (Quarters)</p>	✅

Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon																																
EALT7 Future Museum (Virtual Service)	45,849	50,000	↓	↓	<ul style="list-style-type: none">Future Museum unique visits have shown a 8% reduction on target (45,849 actual – 50,000 target). We are currently preparing a funding bid with partners for design update. we also have a range of projects linked to Dean Castle that will increase usage in the coming months.	<p>EALT7 Future Museum (Virtual Service)</p> <table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>60,829</td></tr><tr><td>Q2 2016/17</td><td>58,124</td></tr><tr><td>Q3 2016/17</td><td>60,829</td></tr><tr><td>Q4 2016/17</td><td>60,829</td></tr><tr><td>Q1 2017/18</td><td>60,829</td></tr><tr><td>Q2 2017/18</td><td>60,829</td></tr><tr><td>Q3 2017/18</td><td>60,829</td></tr><tr><td>Q4 2017/18</td><td>60,829</td></tr><tr><td>Q1 2018/19</td><td>60,829</td></tr><tr><td>Q2 2018/19</td><td>46,013</td></tr><tr><td>Q3 2018/19</td><td>58,206</td></tr><tr><td>Q4 2018/19</td><td>54,542</td></tr><tr><td>Q1 2019/20</td><td>48,349</td></tr><tr><td>Q2 2019/20</td><td>45,849</td></tr></tbody></table>	Quarter	Value	Q1 2016/17	60,829	Q2 2016/17	58,124	Q3 2016/17	60,829	Q4 2016/17	60,829	Q1 2017/18	60,829	Q2 2017/18	60,829	Q3 2017/18	60,829	Q4 2017/18	60,829	Q1 2018/19	60,829	Q2 2018/19	46,013	Q3 2018/19	58,206	Q4 2018/19	54,542	Q1 2019/20	48,349	Q2 2019/20	45,849	⚠		
Quarter	Value																																						
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Q2 2019/20	45,849																																						
EALT8 Eastayshireleisure.com (Virtual Service)	77,665	79,507	↑	↑		<p>EALT8 Eastayshireleisure.com (Virtual Service)</p> <table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>62,078</td></tr><tr><td>Q2 2016/17</td><td>76,916</td></tr><tr><td>Q3 2016/17</td><td>81,398</td></tr><tr><td>Q4 2016/17</td><td>85,107</td></tr><tr><td>Q1 2017/18</td><td>57,533</td></tr><tr><td>Q2 2017/18</td><td>60,323</td></tr><tr><td>Q3 2017/18</td><td>68,568</td></tr><tr><td>Q4 2017/18</td><td>69,591</td></tr><tr><td>Q1 2018/19</td><td>74,168</td></tr><tr><td>Q2 2018/19</td><td>77,949</td></tr><tr><td>Q3 2018/19</td><td>91,246</td></tr><tr><td>Q4 2018/19</td><td>76,495</td></tr><tr><td>Q1 2019/20</td><td>76,976</td></tr><tr><td>Q2 2019/20</td><td>77,665</td></tr><tr><td>Q3 2019/20</td><td>77,665</td></tr></tbody></table>	Quarter	Value	Q1 2016/17	62,078	Q2 2016/17	76,916	Q3 2016/17	81,398	Q4 2016/17	85,107	Q1 2017/18	57,533	Q2 2017/18	60,323	Q3 2017/18	68,568	Q4 2017/18	69,591	Q1 2018/19	74,168	Q2 2018/19	77,949	Q3 2018/19	91,246	Q4 2018/19	76,495	Q1 2019/20	76,976	Q2 2019/20	77,665	Q3 2019/20	77,665	⚠
Quarter	Value																																						
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PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only

Long Term Trends	
	Improving
	No Change
	Getting Worse

Short Term Trends	
	Improving
	No Change
	Getting Worse



RISK REGISTER

Risk Register

No.	Risk	Strategic Objective	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
1	There will be a 20% reduction in funding received from East Ayrshire Council, resulting in a reduction in service provision and a requirement to generate more income from services.	1,2,3,4	Chief Executive	4	4	16 RISK APPETITE: CAUTIOUS (Compliance)	HIGH	<ul style="list-style-type: none"> Communication with East Ayrshire Council allowing forward planning to ensure that service provision meets the requirements of the main funding provider. Best Value Review Implementation PR; communications with staff and customers
2	There is a risk of not being able to maintain high quality services because of a lack of funding, resulting in a failure to invest, loss of staff, a reduction in staff commitment and damage to East Ayrshire Leisure's reputation.	1,2,3,4	All Senior Manager	4	3	12 RISK APPETITE: OPEN (Reputation)	MEDIUM	<ul style="list-style-type: none"> Business Planning Positive Public Relations Equipment Replacement Policy Continued dialogue with Council Employee Recognition Scheme EAGER - ongoing training and development of staff
3	There is a risk partners and external stakeholders do not see East Ayrshire Leisure as a partner of choice because of a lack of resources invested in partnership activity, resulting in a failure to deliver Business Plan targets and the loss of external funding.	1,2,3,4	All Senior Managers	3	3	9 RISK APPETITE: OPEN (Reputation)	LOW	<ul style="list-style-type: none"> Service reviews Positive Public Relations Service Level Agreements/Contracts

No.	Risk	Strategic Objective	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
4	There is a risk that buildings are not at the standard required or operating efficiently in terms of environmental sustainability due to a lack of capital investment or maintenance, resulting in a reduction in facilities, loss of income, the inability to market services, inability to respond to impacts of climate change or weather and the loss of services.	1,2,3,4	All Senior Managers	3	4	12 RISK APPETITE: OPEN (Operation)	MEDIUM	<ul style="list-style-type: none"> Regular communication with the Council Business Continuity Plan Regular Workplace inspections and reviews Fire Risk Assessments Established repairs reporting system Proposed Asset Management Plan (EAC) Capital Improvement Plan Environmental Management, Monitoring and reporting
5	There is a risk that East Ayrshire Leisure does not take commercial opportunities because staff are not able to identify and take these opportunities, resulting in lost revenue streams, perceptions of poor service and the failure to be aligned with market demands.	1,2,3,4	All Senior Managers	4	3	12 RISK APPETITE: OPEN (Financial)	MEDIUM	<ul style="list-style-type: none"> Attendance at Events Recruitment and Selection procedure EAGER reviews Training and development programme

No.	Risk	Strategic Objective	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
6	There is a risk that East Ayrshire Leisure does not have the right people with the right skills in the right places because of the failure to adapt/train existing staff, not recruiting the right people and not motivating its workforce. This would result in poor services, lack of customer engagement, failure to cross-sell and a loss of income.	1,2,3,4	All Senior Managers	3	2	6 RISK APPETITE: OPEN (Operation)	LOW	<ul style="list-style-type: none"> • Training and development • Ongoing review of Training matrices • Induction Process • Eager Reviews • Recruitment and selection procedure • Effective communication with staff
7	There is a risk that East Ayrshire Leisure will not comply with legislation standards and fail to meet the requirements of Health & Safety, GDPR, OSCR, VAT etc.		All Senior Managers	2	4	8 RISK APPETITE: CAUTIOUS (Compliance)	MEDIUM	<ul style="list-style-type: none"> • Partnerships Working Groups • Service Level Agreement • Support from East Ayrshire Council

Risk Register

Risk Area 1

This risk was viewed as a compliant risk as East Ayrshire Leisure has to operate within the financial parameters that on the whole are decided by the Council. It has been well documented that East Ayrshire Leisure will have a reduction in funding from East Ayrshire Council and this will have a significant impact on the current venues we currently manage.

Risk Area 2

This risk was viewed as an operational risk a reduction in available finance's and continued savings may impact on the quality of services the Trust provides.

Risk Area 3

This risk was viewed as reputational; however the likelihood of it having a severe impact on the relationship we have with our partners is considered low as we have strong links with them and are able to adapt and negotiate change.

Risk Area 4

This area is viewed as operational risk as an inability to maintain buildings can have a significant effect on the provision of service. This has occurred in a few cases for example, St Josephs SGP and the problem with loose tiles in our swimming pools.

Risk Area 5

This area was viewed as a financial risk, but the Trust will take opportunities to increase income as opportunities arise.

Risk Area 6

This area is viewed as an operational risk and the impact of this is low as the Trust has systems in place to ensure the ongoing demands of employees can be met.

Risk Area 7

This was viewed as a compliance risk as the Trust must adhere to statutory requirements. The Trust has many controls in place and the likelihood of a failure is low, however, the repercussions could have a significant impact.

REPORT TO BOARD OF TRUSTEES



FINALISED STRATEGIC VISION AND DELIVERY PLAN

Date: 3 December 2019

Agenda Item: 7

Report by: Anneke Freel, Chief Officer

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to present to the Board a finalised 10 year Strategic Vision 2020-30 and a 2 year Delivery Plan for the period 2020-22.

2. STRATEGIC VISION 2020-2030

- 2.1 The draft strategic document provides a 10 year vision for East Ayrshire Leisure that provides strong and ambitious objectives, outlines clear timescales for delivery and sets a strategic direction that will develop the Trust into a more independent, resilient, innovative and inclusive organisation. Within this 10 year period, East Ayrshire Leisure will continue to grow as a leisure provider, facilitator and partner that is recognised on both a local and national stage.

To be successful in our ambitions collectively we plan to:

- To work more closely with local communities and our customers to deliver services that are valued and embedded in local life;
- To engage with local and national partners to develop collaborative approaches to service design that enhance the opportunities for leisure across East Ayrshire;
- To develop facilities that are of a high quality and to support partners across the third, public and private sector in doing the same;
- To contribute to local and national agendas through the provision of an innovative programme that encourages East Ayrshire to flourish;
- To value our people, recognise their skills and talents and empower them to be solution focused;
- To integrate commercialisation and sustainability into our business model in its widest sense to explore more efficient working practices, governance and leadership arrangements and to look to the market place for inspiration
- To be a responsible member of the community that supports a sense of place and adopts environmental best practice.

- 2.2 In 2018, we launched our 'Exchange' Programme with a full staff engagement day. This provided all employees the opportunity to see what we deliver across all of our service areas. 'Exchange' was expanded in 2019 and became the vehicle for all of our staff and customer engagement. In 2019, 'Exchange' has so far included:

- Full staff engagement day
- On-line customer survey
- Extended Management Team Programme
- Leadership and Management Development Programme
- Trustee Development Sessions

- Venue Visits
- Focus Groups

2.3 'Exchange' has led to the development of our Vision, Mission Statement and our Values. It has also been clear from each of the activities within the 'Exchange' programme that we have very clear themes that need to guide our work. These will be our guiding principles for the period 2020 to 2030 and are listed below:

- Sharing Our Vision
- Leisure at the Heart of Every Community
- Living your Best Life
- Investing in our people and Embracing our Values
- Creating a Solid Foundation for Growth
- Protecting our Environment

3. FINALISED DELIVERY PLAN 2020-2022

3.1 The extended management team has translated the findings from 'Exchange' into a 2 year delivery plan which clearly outlines the priorities for the period 2020-22 that will support the implementation of our vision. The delivery plan sets out our priority actions, who will be the East Ayrshire Leisure lead officer, who will be involved in implementation, the timescales that we will work towards and the outputs that we expect to achieve. This plan will form the basis of quarterly and annual reports to the Board of Trustees and will be reported annually to East Ayrshire Council.

4. PROGRAMME FOR PUBLICATION

4.1 The following programme is being proposed to ensure that the strategic vision and 2 year delivery plan fully represents East Ayrshire Leisure:

Date tbc	Workshop as part of Corporate Services full team meeting
3 rd December 2019	Presentation of final draft to East Ayrshire Leisure Board of Trustees for approval
17 th December 2019	Presentation to East Ayrshire Council
January 2020	Workshops with all employees
February 2020	Publication and promotion of Strategic Vision 2020-2030 and 2 year Delivery Plan 2020-2022.

Recommendation/s:

It is recommended that the Board of Trustees:

- Approve the final Strategic Vision 2020-30 and Delivery Action Plan 2020-22;
- Remit the Senior Management Team to carry out publication and promotional activities; and
- Otherwise note the content of the paper

REPORT TO BOARD OF TRUSTEES



Signature: *Anneke Freck*

Designation: Chief Officer

Date: 26 November 2019



CORPORATE DELIVERY PLAN 2020 - 2022

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Our Vision, Mission & Values



VISION

"Always with a focus on continuous improvement, we will deliver inclusive, sustainable and accessible services to enable our communities and visitors to live their best life"



MISSION

In order to engage our people, partners and communities we will ensure:

the creation of real and sustainable partnerships

that we deliver services which meet the needs of our communities

that we invest in, and empower our people



VALUES

Being **honest** and demonstrating **integrity** at all times

Engaging and **inclusive** with our people, partners and communities

Striving for continuous improvement by being **ambitious** and **aspirational** in all that we do

Taking **responsibility** and being **accountable** for our organisation and our service delivery

East Ayrshire Leisure is an organisation that aspires to the highest standards in everything that we do. This is why we have adopted the following values that will be embedded into our organisation through all of our service delivery, customer and partner engagement and our staff recognition, development and training:

Our Strategic Delivery Themes



Sharing Our Vision



Investing in Our People and Embracing our Values



Leisure at the Heart of Every Community



Creating a Solid Foundation for Growth



Living Your Best Life




Protecting our Environment





Sharing Our Vision


East Ayrshire Leisure will be widely recognised and acclaimed as a leisure provider that is firmly committed to listening to our customers, local residents, visitors and partners and developing facilities and services that meet their needs. In order to achieve this theme, we have established the following Strategic Objectives:


- 1 To create a programme of community engagement activities which include consultations with our customers and potential customers about existing and future facilities and services and to adopt a positive approach to feedback.
- 2 Ensure our use of creative marketing led activities effectively promote our high quality services, maximised customer engagement and make a real difference to how people view East Ayrshire Leisure Trust.
- 3 To work collaboratively with key partners and stakeholders in the development of programmes and activities whilst exploring innovative delivery models which ensure best value for our customers.
- 4 To introduce customer service related performance targets


SHARING OUR VISION		
To create a programme of community engagement activities which includes consultations with our customers and potential customers about existing and future facilities and services and to adopt a positive approach to feedback.		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will introduce 'Customer Exchange' evenings at key venues to ensure that customers have the opportunity to discuss the priorities for facilities and services</p> <p><u>Who will take the lead for EAL?</u> Head of Corporate Services</p> <p><u>Who will we work with?</u> Relevant Development Manager Relevant Development Officer Venue teams Relationship and Business Development Manager</p> <p><u>How long will it take?</u> Start in November 2020 and biannually afterwards</p>	<ul style="list-style-type: none"> Organise 2 customer exchange evenings each year at key venues 	
Being honest and demonstrating integrity at all times	Engaging and inclusive with our people, partners and stakeholders	
Striving for continuous improvement by being ambitious and aspirational in all that we do	Taking responsibility and being accountable for our organisation and our service delivery	


SHARING OUR VISION		
To create a programme of community engagement activities which includes consultations with our customers and potential customers about existing and future facilities and services and to adopt a positive approach to feedback.		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will be represented on appropriate community forums including community sports hubs, community councils and community action plan steering groups</p> <p><u>Who will take the lead for EAL?</u> Head of Corporate Services</p> <p><u>Who will we work with?</u> Relevant Development Manager Relevant Development Officer Venue teams Relationship and Business Development Manager</p> <p><u>How long will it take?</u> Start in November 2020 and biannually afterwards</p>	<ul style="list-style-type: none"> Attend meetings of appropriate community groups or where relevant topics are on the agenda 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery

SHARING OUR VISION		
Ensure our use of creative marketing led activities effectively promote our high quality services, maximised customer engagement and make a real difference to how people view East Ayrshire Leisure Trust.		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will develop a Plan which complements our Strategic Objectives, utilising the full marketing mix and ensuring tailored campaigns are created.</p> <p><u>Who will take the lead for EAL?</u> Relationship and Business Development Manager</p> <p><u>Who will we work with?</u> Extended Management Team East Ayrshire Council Communications Team</p> <p><u>How long will it take?</u> April 2020 with ongoing implementation and review</p>	<ul style="list-style-type: none"> • Design a Communications Strategy • Priorities for each are of our organisation will be identified and timetabled biannually • Campaigns for each project will be created, implemented and monitored • A digital marketing strategy will be developed to ensure maximum reach and continuous digital development • A press and PR strategy will be developed to maximise coverage locally, nationally and through specialist press to drive visitor/audience growth • Design, develop and deliver detailed evaluation strategy for all areas of trust. 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery

SHARING OUR VISION		
To work collaboratively with key partners and stakeholders in the development of programmes and activities, whilst exploring innovative delivery models which ensure best value for our customers		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will develop a collaborative working arrangement with East Ayrshire Vibrant Communities to explore potential shared services, partnership working and innovation in delivery</p> <p><u>Who will take the lead for EAL?</u> Sports Development Manager</p> <p><u>Who will we work with?</u> East Ayrshire Vibrant Communities Leisure Development Manager</p> <p><u>How long will it take?</u> December 2020</p>	<ul style="list-style-type: none"> Establish a working group with key colleagues that meets quarterly to ensure collaboration in programming. 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery

SHARING OUR VISION		
To work collaboratively with key partners and stakeholders in the development of programmes and activities, whilst exploring innovative delivery models which ensure best value for our customers		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will work with key partners to develop a Cultural Strategy for East Ayrshire</p> <p><u>Who will take the lead for EAL?</u> Cultural Development Manager</p> <p><u>Who will we work with?</u> Community and Performing Arts Development Manager Relevant Development Officers Creative Scotland National Museums Scotland VisitScotland SLIC Scottish Book Trust EventScotland EAC Tourism Officer Community and private partners</p> <p><u>How long will it take?</u> March 2021</p>	<ul style="list-style-type: none"> Establish a working group with all key stakeholders represented Develop a region wide document that sets a shared set of objectives, performance indicators and monitoring systems and outlines an agreed direction of the sector. Maintain and develop futuremuseum.co.uk partnership increasing visits to site of 2% every 2 years Work with Creative Scotland/Museum Galleries Scotland/Heritage Fund/Scottish Libraries Information Council/Arts Council England to support our programmes, generating funding for service development and maintaining accreditation status 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery

SHARING OUR VISION		
To work collaboratively with key partners and stakeholders in the development of programmes and activities, whilst exploring innovative delivery models which ensure best value for our customers		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will develop a formal collaborative arrangement with the Kilmarnock Leisure Centre Trust</p> <p><u>East Ayrshire Leisure Lead for EAL?</u> Chief Officer</p> <p><u>Who will we work with?</u> Galleon Centre General Manager East Ayrshire Council Community Leisure UK</p> <p><u>How long will it take?</u> April 2021</p>	<ul style="list-style-type: none"> Reviewed existing services to reduce duplication and identify areas of best practice 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery

SHARING OUR VISION		
To introduce customer service related performance targets		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will review our customer service standards and charter and customer feedback forms introducing key customer performance targets which we will measure monitor and report on annually.</p> <p><u>Who will take the lead for EAL?</u> Head of Corporate Services</p> <p><u>Who will we work with?</u> Corporate Services Extended Management Team Customers and Partners</p> <p><u>How long will it take?</u> By December 2020 and first annual reporting by December 2021</p>	<ul style="list-style-type: none"> • Benchmark customer service performance targets, identifying a range of relevant targets • Establish focus groups of customer and key partners in order to identify 3 key customer performance targets • Review customer service standards, customer charter and customer feedback forms • Measure, monitor and report on key performance indicators annually 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery



Leisure at the Heart of Every Community

East Ayrshire Leisure will continue to provide high quality leisure facilities that are relevant and modern and will support other leisure providers in ensuring that leisure is truly at the heart of every community regardless of who the provider is. In order to achieve this theme, we have established the following Strategic Objectives:

1


To work with community, local authority and private providers to develop a Facility Development and Investment Strategy that identifies all leisure provision throughout East Ayrshire and maximises the opportunities for our communities to participate in leisure activity


2


To work with partners to explore funding opportunities for refurbishment and development of leisure facilities


3


To work with East Ayrshire Council in reviewing and refining repair and maintenance plans and schedules for all facilities within our remit which include an annual programme of planned maintenance and decoration


LEISURE AT THE HEART OF EVERY COMMUNITY		
To work with community, local authority and private providers to develop a Facility Development and Investment Strategy that identifies all leisure provision throughout East Ayrshire and maximises the opportunities for our communities to participate in leisure activity		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will use the information from the Facility Audit 2019/20 to develop a Facility and Investment Strategy</p> <p><u>Who will take the lead for EAL?</u> Chief Officer</p> <p><u>Who will we work with?</u> Development Managers East Ayrshire Council Facility and Property Management Private and Community Partners</p> <p><u>How long will it take?</u> March 2021</p>	<ul style="list-style-type: none"> Carry out community consultation on the Leisure Facility Audit 2019/20 Use community feedback to develop an action plan for leisure facilities in East Ayrshire Agree a Facility and Investment Strategy for all leisure facilities Develop and agree a maintenance programme for each venue/facility 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery


LEISURE AT THE HEART OF EVERY COMMUNITY		
To work with community, local authority and private providers to develop a Facility Development and Investment Strategy that identifies all leisure provision throughout East Ayrshire and maximises the opportunities for our communities to participate in leisure activity		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will continue to invest in our significant cultural built environment assets (Dick Institute, Dean Castle, Baird Institute, Burns House Museum, Palace Theatre) to ensure all venues maintain at least four star Visit Scotland status</p> <p><u>Who will take the lead for EAL?</u> Chief Officer</p> <p><u>Who will we work with?</u> Relevant Development Managers East Ayrshire Council Facility and Property Management Private and Community Partners</p> <p><u>How long will it take?</u> December 2020</p>	<ul style="list-style-type: none"> Identify full venue costs associated with maintaining VisitScotland status. Identify capital costs required to develop the cultural built environment assets to ensure they are maintained at the level required. 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery


LEISURE AT THE HEART OF EVERY COMMUNITY		
To work with community, local authority and private providers to develop a Facility Development and Investment Strategy that identifies all leisure provision throughout East Ayrshire and maximises the opportunities for our communities to participate in leisure activity		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will work with local partners to develop an options appraisal for the future of Auchinleck Leisure Centre</p> <p><u>Who will take the lead for EAL?</u> Chief Officer</p> <p><u>Who will we work with?</u> Sport Development Manager Property and Estates Development Manager East Ayrshire Council Facility and Property Management Private and Community Partners</p> <p><u>How long will it take?</u> June 2020</p>	<ul style="list-style-type: none"> Identify full venue costs associated with the development of Auchinleck Leisure Centre as a standalone venue including staffing, services etc. Identify capital costs required to develop Auchinleck Leisure Centre as a standalone venue including separation of boiler and pool plant, floodlit car parking etc. Develop an options appraisal that identifies various options for the future of the leisure centre 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery


LEISURE AT THE HEART OF EVERY COMMUNITY		
To work with community, local authority and private providers to develop a Facility Development and Investment Strategy that identifies all leisure provision throughout East Ayrshire and maximises the opportunities for our communities to participate in leisure activity		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will work with East Ayrshire Council on the development of Doon Leisure Centre as part of the new school development at Doon Academy</p> <p><u>Who will take the lead for EAL?</u> Chief Officer</p> <p><u>Who will we work with?</u> Sport Development Manager Property and Estates Development Manager East Ayrshire Council Facility and Property Management East Ayrshire Council Education Services Private and Community Partners</p> <p><u>How long will it take?</u> March 2022</p>	<ul style="list-style-type: none"> Develop an options appraisal that identifies opportunities for leisure provision within the proposed Doon Academy Learning Campus Attend project board meetings to ensure that community leisure requirements are represented 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery


LEISURE AT THE HEART OF EVERY COMMUNITY		
To work with community, local authority and private providers to develop a Facility Development and Investment Strategy that identifies all leisure provision throughout East Ayrshire and maximises the opportunities for our communities to participate in leisure activity		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will work with East Ayrshire Council to carry out a review of all synthetic and grass and pitches and pavilions as well as a floodlight replacement programme</p> <p><u>Who will take the lead for EAL?</u> Property and Estates Development Manager</p> <p><u>Who will we work with?</u> Sports Development Manager East Ayrshire Council Facility and Property Management Private and Community Partners East Ayrshire Vibrant Communities East Ayrshire Outdoor Services</p> <p><u>How long will it take?</u> March 2022</p>	<ul style="list-style-type: none"> Establish a working group to review existing facilities and user information Develop an action plan that identifies development and investment opportunities for sports pitches over a 10 year period Develop opportunities for alternative and innovative use of pitches and pavilions where appropriate 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery


LEISURE AT THE HEART OF EVERY COMMUNITY		
To work with community, local authority and private providers to develop a Facility Development and Investment Strategy that identifies all leisure provision throughout East Ayrshire and maximises the opportunities for our communities to participate in leisure activity		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will develop an Improvement Plan for Ayrshire Athletics Arena that includes an extension to the outdoor spectator area at Ayrshire Athletics Arena to enhance the facility and attract National Athletics Events</p> <p><u>Who will take the lead for EAL?</u> Sport Development Manager</p> <p><u>Who will we work with?</u> Property and Estates Development Manager EAC Facility and Property Management Kilmarnock Harriers Private and Community Partners Scottish Athletics SportsScotland</p> <p><u>How long will it take?</u> March 2022</p>	<ul style="list-style-type: none"> • Liaise with key partners to develop a costed specification for spectator and other facilities at Ayrshire Athletics Arena • Submit funding applications • Develop a sponsorship package • Increase spectator seating capacity by 50% • Work with Scottish Athletics and Kilmarnock Harriers to attract 2 national events to complement the local and regional programme of athletics events at the AAA 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery

LEISURE AT THE HEART OF EVERY COMMUNITY		
To work with partners to explore funding opportunities for refurbishment and development of leisure facilities		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will continue to implement the East Ayrshire Strategic Route Network</p> <p><u>Who will take the lead for EAL?</u> Leisure Development Manager</p> <p><u>Who will we work with?</u> Green Infrastructure Development Officer EAC Outdoor Services/ Planning Ayrshire Roads Alliance EAC Vibrant Communities Landowners Community Representatives Neighbouring Local Authorities</p> <p><u>How long will it take?</u> March 2022</p>	<ul style="list-style-type: none"> Implement a 40km paths network in the Irvine Valley Develop and implement phase 2 (detailed design) of the Kilmarnock Green Infrastructure Project by July 2020 Secure funding for phase 3 (capital implementation) of the Kilmarnock Green Infrastructure Project by December 2020 Deliver programmed actions supporting development of the 22km Kilmarnock Green Infrastructure Project by March 2022 Oversee implementation of the Doon Valley Way and the Lugar Water Trail as part of the Coalfield Communities Landscape Partnership 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery

LEISURE AT THE HEART OF EVERY COMMUNITY		
To work with partners to explore funding opportunities for refurbishment and development of leisure facilities		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> To develop a masterplan for the development of the Palace Theatre and Grand Hall Complex and submit funding bids to implement the masterplan</p> <p><u>East Ayrshire Leisure Lead for EAL?</u> Chief Officer</p> <p><u>Who will we work with?</u> Community and Performing Arts Development Manager Property and Estates Development Manager East Ayrshire Council Facility and Property Management National Lottery Historic Environment Scotland Centrestage Complex staff and users</p> <p><u>How long will it take?</u> March 2022</p>	<ul style="list-style-type: none"> • Develop a masterplan for the Palace Theatre and Grand Hall complex • Submit external funding bids • Develop community engagement and activity plan • Commission a consultant for detailed design 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery

LEISURE AT THE HEART OF EVERY COMMUNITY		
To work with East Ayrshire Council in reviewing and refining repair and maintenance plans and schedules for all facilities within our remit which include an annual programme of planned maintenance and decoration		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will develop a management plan for Annanhill Golf Course that maximises customer experience whilst protecting and enhancing nature conservation</p> <p><u>Who will take the lead for EAL?</u> Property and Estates Development Manager</p> <p><u>Who will we work with?</u> Estates Development Officer EAC Outdoor Services Annanhill Golf Club Annanhill Allotment Group</p> <p><u>How long will it take?</u> July 2022</p>	<ul style="list-style-type: none"> • Development of a community engagement/consultation plan • Development of a maintenance and repair programme • Production of a costed programme of improvements • Adoption of a 5 year management plan for the integrated site which includes parkland and golf course • Submit Greenflag Award application 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery

LEISURE AT THE HEART OF EVERY COMMUNITY		
To work with East Ayrshire Council in reviewing and refining repair and maintenance plans and schedules for all facilities within our remit which include an annual programme of planned maintenance and decoration		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will review the Dean Castle Country Park management plan to ensure a that visitors continue to enjoy the country park whilst protecting and enhancing nature conservation</p> <p><u>Who will take the lead for EAL?</u> Property and Estates Development Manager</p> <p><u>Who will we work with?</u> Leisure Development colleagues Cultural Development colleagues Estates Development Officer Friends of the Dean</p> <p><u>How long will it take?</u> July 2022</p>	<ul style="list-style-type: none"> • Development of a community engagement/consultation plan • Development of a maintenance and repair programme • Production of a costed programme of improvements • Adoption of a 5 year management plan for the integrated site which includes parkland and golf course • Greenflag Award achieved 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery


LEISURE AT THE HEART OF EVERY COMMUNITY		
To work with East Ayrshire Council in reviewing and refining repair and maintenance plans and schedules for all facilities within our remit which include an annual programme of planned maintenance and decoration		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will develop a maintenance and development plan for the River Ayr Way</p> <p><u>Who will take the lead for EAL?</u> Leisure Development Manager</p> <p><u>Who will we work with?</u> Green Infrastructure Development Officer / Countryside Development Officer South Ayrshire Council VisitScotland SNH EAC Tourism Officer</p> <p><u>How long will it take?</u> March 2022</p>	<ul style="list-style-type: none"> • Development of a community engagement/consultation plan • Development of a maintenance and repair programme • Production of a costed programme of improvements • Adoption of a 5 year maintenance and development plan for the River Ayr Way 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery





Living Your Best Life


East Ayrshire Leisure will contribute to improving the enjoyment, quality of life, health and wellbeing of communities and visitors to East Ayrshire through an innovative, welcoming and ambitious programme of cultural, sport and outdoor activities. In order to achieve this theme, we have established the following Strategic Objectives:


- 1 To support the development of sustainable pathways that encourage lifelong participation in leisure activities
- 2 To contribute to a programme of high profile regional and national events, exhibitions, programmes and projects, that are ambitious and outward facing, whilst maximising the impact on our customers and visitors
- 3 To develop activities and services that contribute to the Scottish Government's aspirations for 'A Healthy and Active Nation' and 'A Creative, Open and Connected Nation' and that ensure that East Ayrshire Leisure is at the heart of future trends and initiatives


LIVING YOUR BEST LIFE		
To support the development of sustainable pathways that encourage lifelong participation in leisure activities		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will develop an EAL specific cultural engagement strategy to outline our commitment to lifelong participation in visual and performing arts, libraries, museums and performing arts</p> <p><u>Who will take the lead for EAL?</u> Cultural Development Manager</p> <p><u>Who will we work with?</u> Community and Performing Arts Development Manager Relevant Development Officers Corporate Services Community and private partners</p> <p><u>How long will it take?</u> March 2021</p>	<ul style="list-style-type: none"> Establish a number of cultural engagement working groups to work on each area of engagement; Develop an engagement strategy which outlines sustained engagement programmes such as Bookbug, E-books, reader development strategies; digital initiatives and participatory arts activities; Include the Education Attainment Challenge Framework and other school facing activities and monitor related active involvement; Align the above to a shared set of objectives, performance indicators and monitoring systems in relation to all cultural engagement activities 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery


LIVING YOUR BEST LIFE		
To support the development of sustainable pathways that encourage lifelong participation in leisure activities		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will continue to programme high quality outward facing cultural programmes that profile East Ayrshire as a must visit destination.</p> <p><u>Who will take the lead for EAL?</u> Cultural Development Manager</p> <p><u>Who will we work with?</u> Relevant Development Officers EAC Tourism Officer EAC Town Centre Regeneration Manager Community and private partners</p> <p><u>How long will it take?</u> March 2021</p>	<ul style="list-style-type: none"> Establish a number of programming working groups to weave together the diverse cultural threads that form the fabric of East Ayrshire's cultural programme; Deliver a rolling two year visual art exhibition and event plan which delivers high impact/profile programmes that capture the imagination and helps to grow visitor/audience numbers by 1% over 2 years. Support community partners in the delivery of their cultural events including work with event organisers such as the Boswell Book Festival and the Cumnock Tryst. 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery


LIVING YOUR BEST LIFE		
To support the development of sustainable pathways that encourage lifelong participation in leisure activities		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will continue offer a varied programme of events and activities across our performing arts venues and extend the programme to community venues</p> <p><u>Who will take the lead for EAL?</u> Community and Performing Arts Development Manager</p> <p><u>Who will we work with?</u> Relevant Development Officers Centrestage and other local amateur companies and local promoters Community partners National and International promoters</p> <p><u>How long will it take?</u> March 2021 with ongoing implementation and review</p>	<ul style="list-style-type: none"> • Deliver a programming policy which supports an innovative programme of dance, music and drama across all community and performing arts venues • Support community partners in the delivery of their performing arts workshops and programmes • Provide youth theatre opportunities for young people from 5 – 18 years • Present 2 EAYT productions each year. 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery


LIVING YOUR BEST LIFE		
To support the development of sustainable pathways that encourage lifelong participation in leisure activities		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will complete the refurbishment and restoration of Dean Castle and establish the importance of the re-opening of the newly refurbished venue</p> <p><u>Who will take the lead for EAL?</u> Chief Officer</p> <p><u>Who will we work with?</u> Cultural Development Manager Relevant Development Officers EAC Tourism Officer EAC Town Centre Regeneration Manager Community and private partners</p> <p><u>How long will it take?</u> March 2022</p>	<ul style="list-style-type: none"> • Deliver the five year plan which forms part of the funded programme commitment. • Carry out detailed evaluation plan linked to the funded programme. • Relaunch Dean Castle in 2021 • Maintain current standard of collection care and meet our Accreditation/Recognition commitments. 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery


LIVING YOUR BEST LIFE		
To support the development of sustainable pathways that encourage lifelong participation in leisure activities		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will prepare an East Ayrshire Aquatics Strategy</p> <p><u>Who will take the lead for EAL?</u> Sports Development Manager</p> <p><u>Who will we work with?</u> Relevant Development Officers Scottish Swimming Swimming Teachers Association The Kilmarnock Leisure Centre Trust Visions Leisure Centre New Cumnock Outdoor Swimming Pool EAC Vibrant Communities EAC Education Services Community Swimming Clubs</p> <p><u>How long will it take?</u> March 2022</p>	<ul style="list-style-type: none"> Establish a Swimming Development working group with all key stakeholders represented Develop an district wide aquatics strategy which sets a shared set of objectives, performance indicators and monitoring systems in relation to all aquatics sports and activities Increase 'Learn to Swim' membership by 10% Introduce our Rookie Lifeguard programme into 2 schools each year Provide internal and external opportunities for training and recruitment of Scottish Swimming Tutors 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery


LIVING YOUR BEST LIFE		
To support the development of sustainable pathways that encourage lifelong participation in leisure activities		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will develop a Community Golf Development Plan to encourage participation school, community and club golf</p> <p><u>Who will take the lead for EAL?</u> Sports Development Manager</p> <p><u>Who will we work with?</u> Activity and Coaching Dev. Officer Community Sport Dev. Officer East Ayrshire Council Education Services East Ayrshire Vibrant Communities Scottish Golf East Ayrshire Golf Partnership Private and Community Partners</p> <p><u>How long will it take?</u> March 2022</p>	<ul style="list-style-type: none"> Establish a working group with key stakeholders and establish a regular meeting schedule Develop a Golf Development Plan which sets a shared set of objectives, performance indicators and monitoring systems in relation to school, community and club golf Increase golf membership by 2% each year using 2019 as a baseline 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery


LIVING YOUR BEST LIFE		
To support the development of sustainable pathways that encourage lifelong participation in leisure activities		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will develop a Sports Coaching Strategy that will identify the progression from grassroots activity to club participation for priority sports and will introduce foundation skills for priority sports, coach education and employment</p> <p><u>Who will take the lead for EAL?</u> Sports Development Manager</p> <p><u>Who will we work with?</u> Activity and Coaching Development Officers EAC Vibrant Communities East Ayrshire Sports Council EAC Education Services Community Sports Clubs National Governing Bodies SportsScotland</p> <p><u>How long will it take?</u> March 2022</p>	<ul style="list-style-type: none"> Establish a Coaching Development working group with all key stakeholders represented Develop an district wide sports coaching strategy which sets a shared set of objectives, performance indicators and monitoring systems in relation to all sports and activities Develop a subsidised coach education programme with integrated volunteer hours Introduce a coaching programme with 3 annual blocks for each priority sport Develop a partnership with each club associated with priority sport 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery


LIVING YOUR BEST LIFE		
To support the development of sustainable pathways that encourage lifelong participation in leisure activities		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will develop a plan for Outdoor Learning that introduces young people to outdoor, experiential learning</p> <p><u>Who will take the lead for EAL?</u> Leisure Development Manager</p> <p><u>Who will we work with?</u> Countryside Dev. Officer Countryside Rangers EAC Vibrant Communities EAC Education Services Community groups</p> <p><u>How long will it take?</u> August 2020</p>	<ul style="list-style-type: none"> • Increase participation in outdoor learning activities by 5% based on 2019 figures as a baseline • Organise an annual outdoor learning school holiday programme • Participate annually in Playday • Support 3 schools each year in the development of outdoor learning initiatives 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery


LIVING YOUR BEST LIFE		
To support the development of sustainable pathways that encourage lifelong participation in leisure activities		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will develop a Recreation Plan for East Ayrshire which will promote walking, cycling and other outdoor pursuits throughout East Ayrshire</p> <p><u>Who will take the lead for EAL?</u> Leisure Development Manager</p> <p><u>Who will we work with?</u> Green Infrastructure Dev. Officer Countryside Dev. Officer EAC Vibrant Communities Kilmarnock Active Travel Hub Ayrshire Roads Alliance EAC Outdoor Services EAC Planning and Economic Dev. Local Landowners</p> <p><u>How long will it take?</u> March 2022</p>	<ul style="list-style-type: none"> Carry out a review of existing Core Path Network Implementation of a community engagement/consultation plan Development of an East Ayrshire Recreation Plan for the period 2020 – 2025 which details Core Paths, Local Path Networks, Hill Paths, Water Access Routes and key Recreation Sites 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery


LIVING YOUR BEST LIFE		
To contribute to a programme of high profile regional and national events/exhibitions, programmes and projects, that are ambitious and outward facing, whilst maximising the impact on our customers and visitors		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will continue to attract local and national sporting events to our community sporting events</p> <p><u>Who will take the lead for EAL?</u> Sports Development Manager</p> <p><u>Who will we work with?</u> Relevant Development Officer Corporate Services Venue staff East Ayrshire Council Community and Private Partners</p> <p><u>How long will it take?</u> Ongoing</p>	<ul style="list-style-type: none"> Attract 4 new events to our community sports venues each year 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery


LIVING YOUR BEST LIFE		
To contribute to a programme of high profile regional and national events/exhibitions, programmes and projects, that are ambitious and outward facing, whilst maximising the impact on our customers and visitors		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will continue to work on an innovative programme to raise the profile of the Grand Hall as a regional and national venue for large scale music events and programmes</p> <p><u>Who will take the lead for EAL?</u> Community and Performing Arts Development Manager</p> <p><u>Who will we work with?</u> Relevant Development Officer Corporate Services National and Regional music promoters National Events Companies Local promoters Community groups</p> <p><u>How long will it take?</u> Ongoing</p>	<ul style="list-style-type: none"> Organise at least 2 large scale events annually Represent East Ayrshire Leisure at relevant trade fairs and conferences 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery


LIVING YOUR BEST LIFE		
To contribute to a programme of high profile regional and national events/exhibitions, programmes and projects, that are ambitious and outward facing, whilst maximising the impact on our customers and visitors		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will continue work with Imagine Theatre on a collaborative approach to Pantomime production</p> <p><u>Who will take the lead for EAL?</u> Community and Performing Arts Development Manager</p> <p><u>Who will we work with?</u> Relevant Development Officer Corporate Services Venue staff Imagine Theatre</p> <p><u>How long will it take?</u> Annually</p>	<ul style="list-style-type: none"> Formalise a co-production plan with Imagine Theatre for 2020-22 Present an annual pantomime performance including: 2020: Aladdin 2021: Snow White 2022: Peter Pan (tbc) Increase income by 3% and reduce subsidy by 3% by the end of the plan period using 2019 as a baseline Organise annual pantomime educational workshop 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery

LIVING YOUR BEST LIFE		
To contribute to a programme of high profile regional and national events and exhibitions that are ambitious and outward facing		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> To host Illuminight with Lidl at Dean Castle Country Park for the 4th year</p> <p><u>East Ayrshire Leisure Lead?</u> Leisure Development Manager</p> <p><u>Who will we work with?</u> Relevant Development Managers Unique Events Corporate Services EAC Events and Resilience Officer Ayrshire College</p> <p><u>How long will it take?</u> October 2020</p>	<ul style="list-style-type: none"> • Increase in attendances by 10% with 2019 as baseline • Increase in profit by 3% with 2019 as baseline • 3 sponsors engaged in event • £10k external funds to enhance creative • 10 student placements • 10 volunteers 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery

LIVING YOUR BEST LIFE		
To contribute to a programme of high profile regional and national events/exhibitions, programmes and projects, that are ambitious and outward facing, whilst maximising the impact on our customers and visitors		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will enhance and develop our annual running programme that introduces people to running, provides a progressive pathway and attracts national competitors to East Ayrshire</p> <p><u>Who will take the lead for EAL?</u> Leisure Development Manager</p> <p><u>Who will we work with?</u> Sport Development Manager Corporate Services Relevant Development Officers Venue staff East Ayrshire Council Kilmarnock Harriers Community and Private Partners</p> <p><u>How long will it take?</u> Ongoing</p>	<ul style="list-style-type: none"> • Increase participation in Cairn Table Race, K12/24 and River Ayr Way Challenge by 5% based on 2019 figures as a baseline • Deliver a 'Couch to 5k' and '10 weeks to 10k' progressive running programme • Support Kilmarnock Harriers in the development of the annual 'Roon the Toon' 10k event • Support Dean Castle Country Park Run Group in the delivery of the weekly parkrun programme • Support community groups in the development of annual community running events 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery

LIVING YOUR BEST LIFE		
To contribute to a programme of high profile regional and national events/exhibitions, programmes and projects, that are ambitious and outward facing, whilst maximising the impact on our customers and visitors		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will work with partners to develop a programme of activities that will celebrate the 2020 Summer Olympics</p> <p><u>Who will take the lead for EAL?</u> Sports Development Manager</p> <p><u>Who will we work with?</u> Relevant Development Officers Corporate Services Venue staff East Ayrshire Vibrant Communities East Ayrshire Education Services Ayrshire College Community and Private Partners</p> <p><u>How long will it take?</u> May 2020</p>	<ul style="list-style-type: none"> Establish a working group with multi-agency representatives Submit external funding applications to support programme of activities Develop and implement a programme of events and activities Include activities that promote 2 'Fringe' sports from the Summer Olympics 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery

LIVING YOUR BEST LIFE		
To develop activities and services that contribute to the Scottish Government's aspirations for 'A Healthy and Active Nation' and 'A Creative, Open and Connected Nation' and that ensure that East Ayrshire Leisure is at the heart of future trends and initiatives		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will encourage community participation in fitness through the introduction of a GP Referral Scheme and a programme of fitness classes and activities</p> <p><u>Who will take the lead?</u> Sports Development Manager</p> <p><u>Who will we work with?</u> Fitness Development Officer Corporate Services NHS Ayrshire and Arran EAC Vibrant Communities Kilmarnock Leisure Centre Trust Fitness Training Scotland</p> <p><u>How long will it take?</u> April 2020 with ongoing implementation and review</p>	<ul style="list-style-type: none"> • Organise 4 'come and try' fitness open days at each community sports facility each year • Increase participation in fitness classes by 10% by 2022 • Develop a partnership with Kilmarnock Leisure Centre Trust to jointly promote and develop fitness activities • Develop a GP Referral Fitness Pathway to support customer progression • Introduce Personal Training sessions to 5 community sports venues • Provide opportunities for employees to progress to level 3 personal training/fitness 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery


LIVING YOUR BEST LIFE		
To develop activities and services that contribute to the Scottish Government's aspirations for 'A Healthy and Active Nation' and 'A Creative, Open and Connected Nation' and that ensure that East Ayrshire Leisure is at the heart of future trends and initiatives		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will provide experiential learning opportunities for young people through our Treehouse Residential Centre</p> <p><u>Who will take the lead?</u> Leisure Development Manager</p> <p><u>Who will we work with?</u> Relevant Development Officers Corporate Services NHS Ayrshire and Arran EAC Vibrant Communities EAC Education Services Community groups</p> <p><u>How long will it take?</u> March 2022</p>	<ul style="list-style-type: none"> Promote the services offered through the residential centre to East Ayrshire Headteachers Work with community groups to raise the profile of the residential centre Organise 5 week long residential, experiential programmes each year 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery





Investing in our People and Embracing our Values


East Ayrshire Leisure will be an employer that encourages all employees and volunteers to be fully engaged in the operation and development of our business and where opportunities are provided for them to realise their potential. In order to achieve this theme, we have established the following Strategic Objectives:


- 1 To develop and embed a People Strategy so that employees at all levels are engaged and can contribute to the business
- 2 To offer work placements, volunteering and apprenticeships
- 3 To integrate our values into all aspects of our business including Review and Development programme, recruitment, training and meetings. To focus on skills, knowledge and experience in the development of our business and to ensure we invest in industry specialist training which is tailored to meet the needs of our programmes
- 4 To ensure that our board of trustees reflects the community we serve and the need to be both a charitable and commercial organisation.

INVESTING IN PEOPLE AND EMBRACING OUR VALUES		
To develop and embed a People Strategy so that employees at all levels are engaged and can contribute to the business.		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will design and implement a People Strategy that will support and facilitate the delivery of operational objectives</p> <p><u>Who will take the lead for EAL?</u> Head of Corporate Services</p> <p><u>Who will we work with?</u> Training and Engagement Officer East Ayrshire Council External training providers Trade Unions</p> <p><u>How long will it take?</u> December 2020 and ongoing implementation and review</p>	<ul style="list-style-type: none"> • Development of an Equality and Diversity Statement • Implementation of an Organisational Development Framework • Review and enhance the existing Staff Reward and Recognition Scheme celebrating a minimum of 8 individuals/teams each year • Design a training and development programme which is tailored to meet the needs of the organisation. • Develop a new review and development programme linked to strategic themes and organisational values 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery

INVESTING IN PEOPLE AND EMBRACING OUR VALUES		
To develop and embed a People Strategy so that employees at all levels are engaged and can contribute to the business.		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will embed and develop our 'Exchange' programme in all forums and structures for communication</p> <p><u>Who will take the lead for EAL?</u> Head of Corporate Services</p> <p><u>Who will we work with?</u> Relationship and Business Development Manager</p> <p><u>How long will it take?</u> April 2020 and ongoing implementation and review</p>	<ul style="list-style-type: none"> • Implement an annual programme of staff and team meetings • Organise an annual staff event • Produce 4 staff newsletters each year • Develop and enhance the staff intranet • Introduce a programme of Chief Officer engagement sessions • Co-ordinate a series of working groups to review and develop key business areas 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery

INVESTING IN PEOPLE AND EMBRACING OUR VALUES		
To offer work placements, volunteering and apprenticeships		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will develop a Volunteer Strategy We will develop a Volunteer Strategy that will allow employees and the community to engage in volunteering opportunities</p> <p><u>Who will take the lead?</u> Leisure Development Manager</p> <p><u>Who will we work with?</u> Green Infrastructure Dev. Officer Volunteer Development Officer Training and Engagement Officer EAC Outdoor Services EAC Vibrant Communities</p> <p><u>How long will it take?</u> March 2022</p>	<ul style="list-style-type: none"> Recruit 2 modern apprentices each year of the plan and support apprentices to achieve SVQ qualifications Develop a Community Path Warden Scheme and recruit 3 volunteer path wardens each year Develop and deliver a programme of mentoring and training Organise 4 volunteering events each year Continue to support Dean Castle Textile Team Develop a Volunteer Strategy which identifies opportunities for: <p>Regular volunteer placements Community volunteer events School work experience Modern apprenticeships Employee volunteering days</p>	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery

INVESTING IN PEOPLE AND EMBRACING OUR VALUES		
To integrate our values into all aspects of our business including Review and Development programme, recruitment, training and meetings. To focus on skills, knowledge and experience in the development of our business and to ensure we invest in industry specialist training which is tailored to meet the needs of our programmes		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will review our annual employee review process and develop a Review and Development Programme that ensures BEST practice across all of our service areas.</p> <p><u>Who will take the lead?</u> Head of Corporate Services</p> <p><u>Who will we work with?</u> Training and Engagement Officer Extended Management Team</p> <p><u>How long will it take?</u> March 2022</p>	<ul style="list-style-type: none"> • Review the existing annual employee review programme • Develop a new review and development programme linked to strategic themes and organisational values • Implement a training programme for all employees to ensure engagement in review and development 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery


INVESTING IN PEOPLE AND EMBRACING OUR VALUES 4		
To ensure that our board of trustees reflects the community we serve and the need to be both a social and commercial organisation.		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will designate Trustees as ambassadors for key areas of the business</p> <p><u>Who will take the lead for EAL?</u> Chief Officer</p> <p><u>Who will we work with?</u> Board of Trustees Extended Management Team Training and Engagement Officer</p> <p><u>How long will it take?</u> April 2020</p>	<ul style="list-style-type: none"> Nominate Trustees as business ambassadors Implement a training programme for Trustees and agree an annual programme of engagement 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery





Creating a Solid Foundation for Growth


East Ayrshire Leisure will achieve continuous improvement in the operation of the Trust and will focus on developing and challenging existing and new business opportunities in order to fulfil our strategic and charitable objectives. In order to achieve this theme, we have established the following Strategic Objectives:


- 1 To review and continually improve and enhance our systems and processes to ensure that they are effective and appropriate in the transformation of our business.
- 2 To develop a collaborative approach with relevant partners to explore wider opportunities that fit within the Trust's vision & values and to explore opportunities to share resources across all of our services internally and with key stakeholders
- 3 To maximise the return from commercial opportunities, especially around retail, hospitality and membership packages, so that we are in a position to fulfil our charitable obligations and become a sustainable organisation.
- 4 To develop an effective performance management framework.


CREATING A SOLID FOUNDATION FOR GROWTH		
To review and continually improve and enhance our systems and processes to ensure they are effective and appropriate in the transformation of our business.		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will develop and maintain robust health and safety and risk management processes to ensure that our people and customers are in a safe environment</p> <p><u>Who will take the lead for EAL?</u> Head of Corporate Services</p> <p><u>Who will we work with?</u> Property and Estates Development Manager East Ayrshire Council Health and Safety Officers Extended Management Team</p> <p><u>How long will it take?</u> September 2020 with ongoing implementation and review</p>	<ul style="list-style-type: none"> Review the remit of the Health and Safety Working group to ensure it meets the needs of the organisation. Ensure that Health and Safety is a standard item on all team meetings Continue to record and review all incidents/near misses across the organisation Review Health & Safety Standards and Protocols 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery


CREATING A SOLID FOUNDATION FOR GROWTH		
To review and continually improve and enhance our systems and processes to ensure they are effective and appropriate in the transformation of our business.		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> To review and continually improve and enhance our information technology infrastructure and operations and to embrace digital technology</p> <p><u>Who will take the lead for EAL?</u> Head of Corporate Services</p> <p><u>Who will we work with?</u> Extended Management Team East Ayrshire Council IT External system providers</p> <p><u>How long will it take?</u> March 2022</p>	<ul style="list-style-type: none"> • Review wifi across all our venues • Review and develop our box office and booking system and operations to enhance the customer journey • Review and development of website • Develop stock and ordering system to streamline processes 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery


CREATING A SOLID FOUNDATION FOR GROWTH		
To review and continually improve and enhance our systems and processes to ensure they are effective and appropriate in the transformation of our business.		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will review, develop and maintain robust financial processes to ensure financial sustainability of our organisation</p> <p><u>Who will take the lead for EAL?</u> Head of Corporate Services</p> <p><u>Who will we work with?</u> Senior Management Team East Ayrshire Council Financial Services East Ayrshire Council Internal Audit External Auditors</p> <p><u>How long will it take?</u> April 2020 with ongoing review and monitoring</p>	<ul style="list-style-type: none"> • Design Financial Strategy • Unqualified external audit • Implement annual internal audit plan and identify improvements • Achieve identified savings targets • Annual review and development of charging schedule • Review of accountancy bulletins and protocols 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery


CREATING A SOLID FOUNDATION FOR GROWTH		
To review and continually improve and enhance our systems and processes to ensure they are effective and appropriate in the transformation of our business.		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will carry out a review of income and expenditure across all cost centre and expenditure codes to streamline financial monitoring and reporting</p> <p><u>Who will take the lead for EAL?</u> Head of Corporate Services</p> <p><u>Who will we work with?</u> Extended Management Team East Ayrshire Council Financial Services East Ayrshire Council Internal Audit External Auditors</p> <p><u>How long will it take?</u> April 2020 with ongoing review and monitoring</p>	<ul style="list-style-type: none"> Updated financial reporting to reflect organisation and management review Streamlined Coding Structure with a 15% reduction in financial coding 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery

CREATING A SOLID FOUNDATION FOR GROWTH		
To develop a collaborative approach with relevant partners to explore wider opportunities that fit within the Trust's vision & values and to explore opportunities to share resources across all of our services internally and with key stakeholders		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will review the existing Service Level Agreement with East Ayrshire Council to ensure high quality service delivery</p> <p><u>Who will take the lead for EAL?</u> Chief Officer</p> <p><u>Who will we work with?</u> Senior Management Team East Ayrshire Council Legal Services Manager East Ayrshire Council EAL Liaison Officer</p> <p><u>How long will it take?</u> July 2020</p>	<ul style="list-style-type: none"> Revised Service Level Agreement for the period 2020 - 2025 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery

CREATING A SOLID FOUNDATION FOR GROWTH		
To develop a collaborative approach with relevant partners to explore wider opportunities that fit within the Trust's vision & values and to explore opportunities to share resources across all of our services internally and with key stakeholders		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will develop partnerships and collaborative working arrangements with partners and key stakeholders</p> <p><u>Who will take the lead for EAL?</u> Chief Officer</p> <p><u>Who will we work with?</u> Extended Management Team East Ayrshire Education Services Community and Private Partners</p> <p><u>How long will it take?</u> March 2022</p>	<ul style="list-style-type: none"> Identify and explore all opportunities to promote full East Ayrshire Leisure offering Establish a liaison group at shared sites to ensure cross service promotion and integrated working arrangements 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery

CREATING A SOLID FOUNDATION FOR GROWTH		
To develop a collaborative approach with relevant partners to explore wider opportunities that fit within the Trust's vision & values and to explore opportunities to share resources across all of our services internally and with key stakeholders		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will create a programme of internal and external review, analysing both customer and staff satisfaction levels, highlighting areas of success and identifying areas for development</p> <p><u>Who will take the lead for EAL?</u> Head of Corporate Services</p> <p><u>Who will we work with?</u> Extended Management Team VisitScotland</p> <p><u>How long will it take?</u> April 2020 with ongoing implementation and review</p>	<ul style="list-style-type: none"> Continue our VistScotland Accreditation Scheme (twice-yearly visits to venues) Mystery shopping carried out annually Staff satisfaction surveys carried out every two years Development Plans produced from each review undertaken Review and development of customer feedback 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery

CREATING A SOLID FOUNDATION FOR GROWTH		
To maximise the return from commercial opportunities, especially around retail, hospitality and membership packages, so that we are in a position to fulfil our charitable obligations.		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will identify areas for growth across all areas of the Trust with a focus on retail, hospitality, membership and other key business areas.</p> <p><u>Who will take the lead for EAL?</u> Head of Corporate Services</p> <p><u>Who will we work with?</u> Extended Management Team EAC Transformation Team East Ayrshire Council On-site services EAC Economic Development External companies and businesses</p> <p><u>How long will it take?</u> December 2020 with ongoing implementation and review</p>	<ul style="list-style-type: none"> • Development of a Retail Strategy to identify opportunities across venues and organisational areas • Development of a range of membership packages • Development of a Hospitality Plan which identifies opportunities for bars, cafes, vending and event catering • Development of a 'Big Ideas' process to encourage employees to identify new business initiatives and to ensure that projects are monitored from initial stages to final evaluation • Identify a 'Big Ideas' panel to reflect on submissions and provide timeous feedback and to refer selected ideas for implementation, monitoring and reporting. 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery


CREATING A SOLID FOUNDATION FOR GROWTH 4		
To develop an effective performance management framework.		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will create a robust performance framework and systems which will support all staff to successfully implement delivery planning priorities and improve workplace performance</p> <p><u>Who will take the lead for EAL?</u> Head of Corporate Services</p> <p><u>Who will we work with?</u> Extended Management Team</p> <p><u>How long will it take?</u> By October 2020 with first reporting on progress by October 2021</p>	<ul style="list-style-type: none"> • Implement a workplace framework which will facilitate a positive performance climate • Design and Implement a revised Review and Development Framework linking workplace performance to business planning priorities • Design and introduce a revised recruitment process based upon workplace values • Set and meet challenging financial targets and build sufficient reserves. • Design and implement key quality indicators in order to measure the quality of our performance • Review, measure , monitor and report upon key performance indicators • Measure monitor and report upon business planning priorities. 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery





Protecting Our Environment

East Ayrshire Leisure will be committed to environmental best practice and will use resources as efficiently and effectively as possible in the operation of our business. We will also explore new opportunities to promote sustainability and biodiversity. In order to achieve this theme, we have established the following Strategic Objectives:

- 1 To prepare and adopt a Climate Change Declaration on an annual basis which audits our carbon footprint and outlines priorities for carbon reduction
- 2 To adopt the principles of VisitScotland's Green Tourism Business Scheme to reduce the environmental impact of our business
- 3 To implement a Sustainable Transport Strategy which encourages active travel in all our operations and with our staff and customers

PROTECTING OUR ENVIRONMENT I		
To prepare and adopt a Climate Change Declaration on an annual basis which audits our carbon footprint and outlines priorities for carbon reduction		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will publish an annual Climate Change Declaration that outlines our carbon footprint and our priorities for carbon reduction</p> <p><u>Who will take the lead for EAL?</u> Property and Estates Development Manager</p> <p><u>Who will we work with?</u> Extended Management Team Corporate Services EAC Property and Facilities Management</p> <p><u>How long will it take?</u> April each year</p>	<ul style="list-style-type: none"> • Develop a monitoring system to carry out regular monitoring electricity, gas, water and other utility use • Report on annual carbon use by April of each year • Develop an annual action plan to identify measures to reduce carbon use and improve environmental efficiency. 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery

PROTECTING OUR ENVIRONMENT		
To adopt the principles of VisitScotland's Green Business Scheme to reduce the environmental impact of our business		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will participate in the VisitScotland Green Business Scheme to reduce the impact our organisation has on the environment</p> <p><u>Who will take the lead for EAL?</u> Property and Estates Development Manager</p> <p><u>Who will we work with?</u> Extended Management Team Corporate Services VisitScotland East Ayrshire Council Property and Facility Management Services</p> <p><u>How long will it take?</u> March 2022</p>	<ul style="list-style-type: none"> • Organise a liaison meeting with VisitScotland to identify key actions for inclusion within the Green Business Scheme • Develop an action plan to adopt the principles of the Green Business Scheme • Apply for accreditation within the scheme • Apply for Green Business Accreditation 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery

PROTECTING OUR ENVIRONMENT		
To implement a Sustainable Transport Strategy which encourages active travel in all our operations and with our staff and customers		
Delivery	What SMART Outputs will be achieved	What are we Achieving
<p><u>What action will we take?</u> We will develop an organisational wide Sustainable Transport Strategy and embed the principles of Active and Sustainable Travel throughout our organisation, projects and programmes</p> <p><u>Who will take the lead for EAL?</u> Head of Corporate Services</p> <p><u>Who will we work with?</u> Extended Management Team Ayrshire Roads Alliance Kilmarnock Active Travel Hub Sustrans Keep Scotland Beautiful Transport Scotland</p> <p><u>How long will it take?</u> March 2022</p>	<ul style="list-style-type: none"> Establish a working group and agree a set of objectives and actions for the development of the strategy Develop a Sustainable Transport Strategy which includes priorities for active travel including travel to work and travel for work, as well as opportunities for customers to access our facilities using sustainable transport choices. Carry out a programme of staff awareness sessions Reduce staff mileage by 5% 	
Being honest and demonstrating integrity at all times		Engaging and inclusive with our people, partners and stakeholders
Striving for continuous improvement by being ambitious and aspirational in all that we do		Taking responsibility and being accountable for our organisation and our service delivery

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