

TRUST BOARD MEETING



Date: 19 September 2017

Location: Assembly Hall, Grange Leisure Centre

Start time: 6.30pm or immediately after the conclusion of the AGM

AGENDA			
AGENDA ITEM	FOR NOTING	FOR DISCUSSION	FOR APPROVAL/ DECISION
1. Appointment of office bearers			✓
2. Apologies for Absence / Introductions	✓		
3. Declarations of Interest	✓		
4. Minutes of previous meetings 4.1 Board Meeting: 27 June 2017 4.2 Special Performance & Audit Sub Committee: 6 July 2017 4.3 Performance & Audit Sub Committee: 21 August 2017			✓ ✓ ✓
5. Performance Report April – June 2017			✓
6. Annanhill Park Development Proposals			✓
7. 2016-19 Business Plan Update			✓
8. Chief Executive's Report	✓		
9. AOCB			
10. Dates of Next Meetings: Development Session: 10 October 2017 Performance & Audit Sub-Committee: 13 November 2017 Trust Board Meeting/AGM: 28 November 2017			

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REPORT TO BOARD OF TRUSTEES



PERFORMANCE REPORT APRIL TO JUNE 2017

Date: 19 September 2017

Agenda Item: 5

Report By: John Griffiths, Chief Executive

Summary

This report provides details of the Trusts performance for the period April to June 2017, the first quarter of the 2017/18 financial year. The report shows sound performance across all areas of the Trusts remit.

1. PURPOSE OF REPORT

1.1 The purpose of this report is to provide Trustees with a detailed analysis of Trust performance across a range of headings previously agreed by the Board.

2 BACKGROUND

2.1 The Trusts performance reporting procedures are now well established and are regularly reviewed and updated. This report contains the revised version of the Risk Register previously developed by Trustees. In addition, the Performance Scorecard has been updated and included in the report. Once the Business Plan 2016-19 update has been agreed, the revised version will be included in future performance reports.

3 RESULTS

3.1 The reports key results can be summarised as follows:

3.1.1 BUSINESS PLAN

There has been significant progress towards the achievement of the main objectives of the Business Plan. Targets for Attendances/Visitor numbers will be kept under review to reflect the impact of changes in service delivery.

3.1.2 FINANCE

There are no significant budget variances projected in the April to June quarter.

4 DESIGNATION OF FUNDS

4.1 Trustees will recall that decisions relating to the designation of funds from surpluses were deferred at the last meeting. The decision to introduce incremental price rises for the Youth Theatre necessitated a review of the financial plan for this service and additional costs of £15,000 have been identified for 2017/18, this sum has now been included in the schedule of funds for designation shown below:

Training Funds for 2017/18	£10,000
PFS Equipment – Software Contactless	£10,000
Sport & CV Temp Post	£10,000
Youth Theatre Costs	<u>£15,000</u>
TOTAL	<u>£45,000</u>

REPORT TO BOARD OF TRUSTEES



4.2 These proposals have been considered and approved by the Performance and Audit Sub-Committee.

Recommendation/s:

It is recommended that the Board:

- i. Approve the Performance Report for April to June 2017;
- ii. Approve the designation of funds proposed in the report; and
- iii. Otherwise note the content of this report.

Signature:

A handwritten signature in black ink, appearing to be "J. Bell".

Designation: Chief Executive

Date: 23 August 2017



East Ayrshire Leisure Performs

April 2017 - June 2017



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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 OVERVIEW/HIGHLIGHTS AT APRIL - JUNE 2017
EAST AYRSHIRE LEISURE 1.1	Increase Customer Satisfaction levels	Show annual customer satisfaction improvements each year of Business Plan	<ul style="list-style-type: none"> Customer satisfaction survey completed during this quarter. Dick Institute was shortlisted as <i>Best Family Venue</i> at the Scottish Hospitality Awards 2017. It was also nominated by customers and has been shortlisted as one of Scotland's Six Hidden Gems as one of 28 selected from across Scotland. This initiative is managed by the Society of Antiquaries of Scotland. <p>POSITIVE PERFORMANCE</p>
EAST AYRSHIRE LEISURE 1.2	Increase attendance levels/ticket sales through programme development both in person and online.	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	<ul style="list-style-type: none"> Cultural Services show a 2% increase in visitor performance during Q 1. Highlights of the programme include: Rachel Maclean in the Main Gallery at the Dick Institute, <i>FEED ME</i> is on loan from National Galleries Scotland. Rachel is currently representing Scotland at the Venice Biennale, and featured in BBC1's <i>Portrait of Billy Connolly</i>. <i>A Wooded Land</i> features artworks and collection items from the EAC collection. EAYT performed the High School Musical performance at Palace Complex. The sell out Eddie Reader performance also provided a key highlight at the Palace Complex. The new mobile libraries were launched and have shown an increase in usage. The Bookbug 'Big Giggles' events happened in May and also staged <i>Spy Quest</i> and the Easter Storytelling sessions. Countryside Services figures for Q1 only include the River Ayr Way and Annanhill Golf Course due to the construction work being carried out at Dean Castle Country Park. The visitor figures show a 5.5% fall during this period. Whilst qualitative assessments haven't been carried out during the period, it is likely that large diversions on the South Ayrshire sections of the River Ayr Way are having an impact on the entire route. It is also likely that the works which are scheduled for the golf course from October have resulted in a reduction in season ticket sales. Summer promotions have been organised to try and mitigate against this reduction. Development and implementation of S&CV core activities and programmes for Athletics, Badminton, Fitness, Football and Swimming for children, young

			<p>people and adults delivered across facility remit including Easter programme at selected core sports venues.</p> <ul style="list-style-type: none"> • Induction of Fitness Membership scheme across sports core venue remit • Booking system now live across core sports venue remit with comprehensive training programme in place for staff. • Future Museum continues to perform well in QI with a 32% increase in unique visits due to development work around Burns and Dean Castle. • Eastayrshireleisure.com has experienced a fall in usage of 19% in QI due to the Digital Marketing Officer leaving resulting in decreased online activity. Website is currently being reviewed. <p>POSITIVE PERFORMANCE ATTENDANCE FIGURES HAVE INCREASED BY 1 % ACROSS THE VENUES DURING QUARTER</p>
EAST AYRSHIRE LEISURE I.3	Achieve new quality standards and/or maintain current Accreditation standards	<p>Visit Scotland: 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</p>	<ul style="list-style-type: none"> • A meeting was held with VisitScotland to provide advice on how to achieve 5 star status for Dean Castle and Country Park following the development works. VisitScotland has provided a report which has been developed into an action plan to help us work towards achieving the 5 star standard. • All other venues including the Burns Monument Centre have achieved 4 stars.
		<p>Arts Council England Museum Accreditation: Dean Castle/Baird/Burns House/Dick Institute maintained.</p>	<ul style="list-style-type: none"> • Accreditation maintained for retained museums. Arts Council of England. • £45K Funding bid being prepared to support investment in new Collection Management System – Bid will be completed in 2017.
		<p>Collection Significance: Musical Instrument/Burns Collections maintained.</p>	<ul style="list-style-type: none"> • £60K funding bid to Museums Galleries Scotland is being prepared to support investment in display at Dean Castle which will support wider development. • Significance status maintained across both areas.
		<p>How Good Is Our Public Library Service: 2016/17 – 1 indicator tested; 2017/18 – further 2 indicators tested;</p>	<ul style="list-style-type: none"> • Given changes to Library Service we are discussing suitable timeline for starting review in 2017/18 and possibly linking this with the How Good Is Our Culture and Sport Service emerging guidance from SPORTA.

		2018/19 – further 2 indicators tested.	
		British Computer Society Accreditation: Maintain annual accreditation	<ul style="list-style-type: none"> Review has been carried out by BCSA and have achieved accreditation.
		UKA: Maintain Certification at Ayrshire Athletics Arena	<ul style="list-style-type: none"> UKA declared Ayrshire Athletics Arena is fit for competitions – 20th April. UKA no longer carry out full accreditation programme.
		FIFA: Certification of all Synthetic Grass Pitches	<ul style="list-style-type: none"> Valid certification held for all S&CV Synthetic Grass Pitches
		Maintain status as RLSS Approved Training Centre	<ul style="list-style-type: none"> East Ayrshire Leisure recognised as RLSS Approved Training Centre
		Gain Green Flag award for Dean Castle Country Park and Annanhill Golf Course during life of Business Plan.	<ul style="list-style-type: none"> Assessment scheduled for Dean Castle Country Park in January 2018 Assessment scheduled for Annanhill Golf Course in 2019
		UKactive: achieve membership criteria	<ul style="list-style-type: none"> Ongoing dialogue with UKactive regarding full membership. Membership status to be achieved Mid 2017. <p>POSITIVE PERFORMANCE</p>
EAST AYRSHIRE LEISURE 1.4	Maintain and sustain high level partnerships that support service delivery and improvement.	Maintain current partnership network.	<ul style="list-style-type: none"> Worked with Creative Scotland to support major Nathan Coley commission for 2017. Worked with National Galleries of Scotland to develop Rachel MacLean exhibition for 2017. Landscape Partnership bid has been submitted to Heritage Lottery Fund. This is a partnership led by East Ayrshire Council and includes East Ayrshire Leisure, Forestry Commission Scotland and Central Scotland Green Network Trust. Ongoing work with key partners and sports groups/clubs to grow and develop

			<p>the provision of sporting/physical activity opportunities and events under S&CV.</p> <ul style="list-style-type: none"> • Working in partnership with Kilmarnock Harriers to deliver community athletics programme at the Ayrshire Athletics Arena. Volunteers assist with the delivery of Run, Jump and Throw and Easter holiday programme as well as the promotion of our athletics pathway for children to access club athletics. • Worked in partnership to host the First Tour of Ayrshire with East Ayrshire Council and Golazo. • New partnerships established with Scottish Sporting Futures, Xchange Scotland and NOMADs to support funding for staff training and volunteering opportunities. • New Farm Rainbows and Girl Guides are the newest organisations to join the New Farm Community Sports Hub partnership to support health & physical activity opportunities and participation within the St Joseph's Leisure Centre. • Rock Star Cheerleading are the newest partners to the Stewarton Community Sports Hub. <p>POSITIVE PERFORMANCE</p>
<p>EAST AYRSHIRE LEISURE 1.5</p>	<p>Introduce a system to audit, monitor and improve environmental efficiency across our core facilities</p>	<p>Create annual improvement plan and work with East Ayrshire Council to ensure our venues/facilities meet our environmental objectives.</p>	<ul style="list-style-type: none"> • East Ayrshire Leisure is represented on the East Ayrshire Council Climate Challenge Group who co-ordinate and lead environmental best practice across the service areas. • To further improve efficiency East Ayrshire Leisure have submitted applications challenging the 95% return to sewer charged imposed by Scottish Water for Dean Castle Country Park, Annanhill Golf Course and Doon Valley Leisure Centre. • Raise staff awareness of energy conservation through Desktop Learning. <p>POSITIVE PERFORMANCE</p>

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

ACTION NO	ACTION	TARGET	PROGRESS AT April - June 2017
EAST AYRSHIRE LEISURE 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"> Cultural Services show a 2% increase in visitor performance during Q1. Highlights of the programme include: DO Art at the DI maintains its capacity attendance for art classes. Gaelic visual art classes also going well with partners Onthank Primary School attending monthly sessions. 140 pupils attended tailored Egyptian sessions at the DI which includes visual art, collections and drama. In our libraries we staged Spy Quest, Easter Storytelling and Writers Days, alongside our ever popular Bookbug and ICT classes. Syrian refugee family visit to introduce them to the library. A detailed engagement programme has been planned for the Castle and Dick Institute around the development programme and this has now started. Although general visitor attendance is down by 5.5% within Countryside Services, the Countryside ranger team has focused on raising their profile within schools and engaging with educational establishments across East Ayrshire. Events and activities in this period have also been well attended. Continuation of core programmes and activities (Athletics, Badminton, Fitness, Football and Swimming) under S&CV during April - June March with additional marketing for fitness membership and Easter Programme. New Interaction and play sessions for 0-4yrs introduced at Stewarton Area Centre. Following the success of the first Roon the Toon, a second event was held in June 2017 with an increase in participants taking part and additional support from external sponsors. To further support Roon the Toon 2017 a jogging group and a Strength and Flex fitness class were established to support participation in the run up to the event. Development of East Ayrshires only Handball club within St Joseph’s Leisure Centre.

			<ul style="list-style-type: none"> • In partnership with Scottish Athletics the AAA hosted the 2017 West Districts Championships. • Stewarton Area Centre hosted the first live band concert starring 80's Band The Vapours and local band Dogtooth. • Delivery of RLSS Lifeguard Course at Loudoun Leisure Centre. • Introduction of new weights machine at Doon Valley Leisure Centre has increased gym attendances and membership sales. <p>POSITIVE PERFORMANCE ATTENDANCE / PARTICIPATION FIGURES HAVE INCREASED BY 1 % ACROSS THE VENUES DURING THIS QUARTER</p>
EAST AYRSHIRE LEISURE 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"> • Cultural services has developed a range of engagement programmes around visual art (children's, adult and Gaelic workshops), and museums (Egyptian, Roman and WWII workshops), some of which are income generating. • Cultural Services have submitted an application to EventScotland's Year of Young People 2018 to support a cultural programme led by young people at the Dick Institute. The outcome will be known in October 2017. • Work has started with nurture groups within Stewarton Academy and Grange Academy to develop a programme of outdoor activities aimed at supporting young people who have become disengaged from school. This pilot project has been successful in attracting £1000 from Cashback for Communities Fund • An application for £34,000 has been submitted to Creative Breaks for a residential outdoor learning project aimed at young carers. The decision for this award will be made in September 2017. • 141 weekly sessions are on offer for those age 12 plus to participate in a wide range of sport and fitness activities. Session are delivered directly by East Ayrshire Leisure or in partnership with local sports clubs and organisations.

			<ul style="list-style-type: none"> • Young volunteers from Kilmarnock Harriers given the opportunity to work alongside our Sport and Physical Activity Coaches to assist with the delivery of our community athletics programme as part of their Duke of Edinburgh's Award. <p>POSITIVE PERFORMANCE</p>
EAST AYRSHIRE LEISURE 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"> • 9 students from Willowbank School have successfully completed their John Muir Award • A grant of £10,000 has been received from Awards for All to implement the Growing Memories Project. This involves working with Alzheimer's Scotland to develop a remote volunteering programme for people suffering from dementia. • Cultural Services – Willowbank School took part in the Egyptians programme at the Dick Institute and also took part in library sessions. • Carried out community consultation regarding new play facilities at Dean Castle Country Park in partnership with East Ayrshire Council's Access Design Officer and Jupiter Play DDA specialist. • Ongoing work with EAC Vibrant Communities to provide a community programme for the All Ability Bikes at the Ayrshire Athletics Arena. • S&CV staff working with community groups and schools to provide opportunity for cycling at the AAA through use of the All Ability Bikes for those that have additional support needs. • Concessionary discount on our gym and fitness memberships for adults with a disability, allowing access to our gyms, swimming pools, athletics track and fitness classes for a reduced rate. • The first Frame Football match had taken place at Grange Leisure Centre with Grange Frame Football Club playing against Partick Thistle Frame Football Club from Glasgow. <p>POSITIVE PERFORMANCE</p>

<p>EAST AYRSHIRE LEISURE 2.4</p>	<p>Increase opportunities for/numbers of older people (60+) using our services.</p>	<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"> • Developing programmes with Vibrant Communities team around aspects of library delivery and the Dean Castle project. • Library team delivered Bookbug sessions with Grange young people and Craigie Nursing Home at the Dick Institute. • The Homeworks service continues to increase its reach and numbers continue to grow during this quarter. • Developing a partnership with Alzhemier’s Scotland to engage older people in specific volunteering programmes. • Ongoing Support to Stewarton Walking Football Team with further opportunities to play through participation at national Walking Football Tournament in Glasgow. • Concessionary discount on our gym and fitness memberships for adults over 60 years old, allowing access to our gyms, swimming pools, athletics track and fitness classes for a reduced rate. • Supporting Vibrant Communities deliver a range of exercise and movement classes in Stewarton Area Centre. <p>POSITIVE PERFORMANCE</p>
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STRATEGIC OBJECTIVE THREE – TO ENHANCE EAST AYRSHIRE’S TOURISM OFFER

ACTION NO	ACTION	TARGET	PROGRESS AT April – June 2017
EAST AYRSHIRE LEISURE 3.1	Increase visitor attendance at our key tourist attractions including: 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. 	<ul style="list-style-type: none"> • Event Scotland funding application made for Burns Birthday event in Mauchline. • Major works nearing completion at Dean Castle Country Park and will re open in September. • Dean Castle project is being tendered at present and due for start date of January 2018. <p>POSITIVE PERFORMANCE</p>
EAST AYRSHIRE LEISURE 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"> • East Ayrshire Leisure has provided support to the Irvine Valley Regeneration Group in the organisation of their annual walking festival • Cultural Services is currently working with Kilmarnock Engineering and Science Society to develop an exhibition for the Baird Institute due to open in September. Artwork by Netherthird Primary School will also be exhibited. <p>POSITIVE PERFORMANCE</p>

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

ACTION NO	ACTION	TARGET	PROGRESS AT 30 JUNE 2017
EAST AYRSHIRE LEISURE 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 8 days per annum. • Continue to achieve low levels of formal Grievances 	<ul style="list-style-type: none"> • Employee surveys have been completed during this quarter. • Staff Recognition Award – Our staff recognition scheme has now successfully run over 2 quarters with nominations being made for both external and internal awards; winners have received their certificates and vouchers with accompanying photocalls being used to publicise the scheme. <p>The numbers of nominations have been dwindling and require a push therefore we will continue to promote the scheme utilising various mechanisms.</p> <ul style="list-style-type: none"> • Absence level recorded for the period 1 April – 25 May was 3.37 days. This is primarily due to long term absence. • No Grievance Appeals were held during this period. <p>POSITIVE PERFORMANCE</p>
EAST AYRSHIRE LEISURE 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. • Individual volunteers increase by 2% each year • Volunteer days increased by 2% 	<ul style="list-style-type: none"> • 96 volunteer visits took place at Dean Castle Country Park in Q1, this included 36 people attending a volunteer event as part of National Volunteer Week. • The Dean Castle Country Park Friends Group was launched as part of National Volunteer Week and is scheduled to meet on the first Sunday and Tuesday of each month. • £10,000 was secured from the Heritage Lottery Fund as part of the 2017 year of History, Heritage and Archaeology. This grant will be used to appoint 2 volunteer apprentices who will benefit from training and support in traditional rural skills. • 2 work placements from the Park School spent time at Dean Castle Country Park and Annanhill Golf Course over an 8 week period between April and June

			<ul style="list-style-type: none"> • 16 work placements from Ayrshire College spent 2 weeks with the Estates Team in May 2017. 4 of these placements were at Annanhill Golf Course and the rest at the Country Park. • Cultural Services currently has four active volunteers who assist on a weekly basis with the visual art classes and with EAYT. School placements are supported on an ongoing basis throughout the school year. • 15 people continue to actively volunteer through our highly successful Textile Team based at Dean Castle. • Young Hub Leaders have been volunteering through the Community Sports Hubs (Auchinleck, Grange, St Joseph's, Stewarton and the Academy) supporting clubs/programmes and offering ideas to engage their peers in activities. <p>POSITIVE PERFORMANCE</p>
EAST AYRSHIRE LEISURE 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"> • EAGER timelines are currently being reviewed for 2017/18 to maximise returns and ensure inclusion within future Strategic Training & Development Plan. • Further Seminars on Culture Development have taken place across the organisation, a total of 230 members of staff attended. • Over 200 members of staff have now personally signed up to the pledge from Stonewall Scotland 'No Bystanders Campaign'. • A Seminar and Good Practice Guide for Recruitment & Selection has been developed and is being delivered to staff. • Obtained author rights to develop bespoke e-learning modules on Learn-Pro. • Communication and Human Connection training for our Sport and Physical Activity Coaches provided Education Through Cash Back. <p>POSITIVE PERFORMANCE</p>



FINANCIAL PERFORMANCE TO 30.06.17

Performance & Audit Sub Committee
2017/18 EAST AYRSHIRE LEISURE BUDGET
AS AT 30th JUNE 2017 – QUARTER 1 - PERIOD 3
SIGNIFICANT VARIANCES – ANALYSIS & COMMENTARY

The projected outturn for East Ayrshire Leisure at 30th June 2017 is a projected breakeven position.

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

TABLE A – OVERALL NET POSITION

Revised Actual Exp. To 30/06/16	Actual Out-turn to 31/03/17	Service Division	Annual Estimate 2017/18	Revised Actual Exp. To 30/06/17	Revised Budget To 30/06/17	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/18	Variance (Favourable) / Adverse
129,035	945,325	CHIEF EXECUTIVE & PEOPLE & FINANCE	1,131,880	143,806	184,461	13%	1,126,180	(5,700)
68,540	350,193	MARKETING & DEVELOPMENT	289,890	67,952	54,406	23%	295,590	5,700
440,104	2,150,767	CULTURAL	1,933,300	385,269	390,124	20%	1,948,300	15,000
15,662	71,559	Cultural Management	66,080	13,817	11,276	21%	66,080	0
27,224	143,526	Collection Care	145,350	29,330	29,462	20%	145,350	0
55,649	436,796	Cultural Development	415,270	79,101	86,145	19%	415,270	0
4,609	5,196	Youth Theatre	(5,460)	1,038	3,310	-19%	9,540	15,000
271,694	1,104,708	Libraries	962,260	187,441	200,345	19%	962,260	0
(10,574)	(24,129)	Bar & Catering	(24,600)	(14,030)	(9,647)	57%	(24,600)	0
75,840	413,111	Performing Arts Venues	374,400	88,572	69,233	24%	374,400	0
73,108	756,624	COUNTRYSIDE SERVICES	618,090	86,679	68,489	14%	618,090	0
116,905	557,060	Countryside Development	531,410	108,110	98,767	20%	531,410	0
(43,797)	199,564	Countryside Golf	86,680	(21,432)	(30,278)	-25%	86,680	0
143,499	1,356,821	SPORT & COMMUNITY VENUES	908,170	112,648	243,203	12%	908,170	0
81,365	464,682	Sport & Community Management	427,930	53,828	85,137	13%	427,930	0
3,964	110,620	Area 1	87,750	6,336	10,670	7%	87,750	0
41,899	208,833	Area 2	150,740	20,562	28,108	14%	150,740	0
28,167	210,379	Area 3	228,220	26,664	57,063	12%	228,220	0
43,368	319,201	Area 4	125,460	56,866	74,478	45%	125,460	0
(287)	18,946	Area 5	(38,230)	(5,501)	(9,435)	14%	(38,230)	0
(5,625)	60,327	Football	34,180	1,760	11,020	5%	34,180	0
(49,352)	(36,167)	Community Venues	(107,880)	(47,868)	(13,838)	44%	(107,880)	0
854,285	5,559,730	TOTAL	4,881,330	796,354	940,683	16%	4,896,330	15,000
(1,280,350)	(5,202,840)	Management Fee	(4,755,370)	(1,133,850)	(1,189,791)	24%	(4,755,370)	0
(426,065)	356,890	TOTAL	125,960	(337,496)	(249,108)		140,960	15,000
0	0	Savings Yet to be Identified	(31,530)	0	0		(31,530)	0
(23,430)	(418,650)	Trs From Reserves	(104,430)	(14,429)	0		(119,430)	(15,000)
0	0	Designated Funds	0	0	0		0	0
0	0	Trs To Reserves	10,000	10,000	0		10,000	0
(449,495)	(61,760)	TOTAL (after transfer to reserves)	0	(341,926)	(249,108)		0	0

TABLE B – OVERALL NET POSITION

Revised Actual Exp. To 30/06/16	Actual Out-turn to 31/03/17	Service Division	Annual Estimate 2017/18	Revised Actual Exp. To 30/06/17	Revised Budget To 30/06/17	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/18	Variance (Favourable) / Adverse
(464,885)	(1,796,094)	Income From Charitable Activities	(1,765,910)	(443,410)	(449,436)	25%	(1,755,260)	10,650
(1,280,350)	(5,202,840)	Management Fee	(4,755,370)	(1,133,850)	(1,189,791)	24%	(4,755,370)	0
(1,745,235)	(6,998,934)	TOTAL INCOME	(6,521,280)	(1,577,260)	(1,639,227)	24%	(6,510,630)	10,650
1,060,225	5,364,165	Employee Costs	5,009,340	1,002,421	1,055,475	20%	4,964,140	(45,200)
7,285	40,311	Transport Costs	35,930	7,892	11,724	22%	35,930	0
80,867	716,901	Premises Costs	557,470	27,592	128,558	5%	556,330	(1,140)
167,620	871,977	Supplies & Services	928,330	181,711	170,081	20%	979,020	50,690
0	31,510	Financing Costs	8,090	0	0	0%	8,090	0
0	212,400	Support Costs	0	0	0	0%	0	0
3,173	118,559	Governance Costs	108,080	20,147	24,281	19%	108,080	0
1,319,170	7,355,824	TOTAL RESOURCES EXPENDED	6,647,240	1,239,764	1,390,119	19%	6,651,590	4,350
(426,065)	356,890	NET POSITION	125,960	(337,496)	(249,108)		140,960	15,000
0	0	Savings Yet to be Identified	(31,530)	0	0		(31,530)	0
(23,430)	(418,650)	Trs From Reserves	(104,430)	(14,429)	0		(119,430)	(15,000)
0	0	Designated Funds	0	0	0		0	0
0	0	Trs To Reserves	10,000	10,000	0		10,000	0
(449,495)	(61,760)	TOTAL (after transfer to reserves)	0	(341,926)	(249,108)		0	0

TABLE C – INCOME POSITION

Revised Actual Income To 30/06/16	Actual Out-turn to 31/03/17	Service Division	Annual Estimate 2017/18	Revised Actual Income To 30/06/17	Revised Budget Income To 30/06/17	Actual Income as % of Annual Estimate	Projected Out-turn to 31/03/18	Variance (Favourable) / Adverse
(1,547)	(5,671)	CHIEF EXECUTIVE & PEOPLE & FINANCE	(2,000)	(1,051)	(501)	53%	(2,000)	0
0	(363)	MARKETING & DEVELOPMENT	0	0	0	0%	0	0
(80,184)	(511,406)	CULTURAL	(455,080)	(89,492)	(106,644)	20%	(472,430)	(17,350)
0	0	Cultural Management	(2,180)	0	(2,180)	0%	(2,180)	0
(1,533)	(2,711)	Collection Care	(1,500)	(668)	0	45%	(3,000)	(1,500)
(626)	(2,739)	Cultural Development	(2,590)	(2,389)	(648)	92%	(3,420)	(830)
(5,384)	(35,040)	Youth Theatre	(20,780)	(11,676)	0	56%	(34,800)	(14,020)
(10,630)	(85,359)	Libraries	(70,240)	(7,647)	(6,396)	11%	(70,240)	0
(25,487)	(98,065)	Bar & Catering	(86,000)	(33,505)	(26,660)	39%	(87,000)	(1,000)
(36,523)	(287,491)	Performing Arts Venues	(271,790)	(33,607)	(70,760)	12%	(271,790)	0
(111,227)	(159,441)	COUNTRYSIDE SERVICES	(188,140)	(77,365)	(100,054)	41%	(164,140)	24,000
(12,667)	(38,671)	Countryside Development	(64,130)	(11,240)	(16,130)	18%	(40,130)	24,000
(98,561)	(120,770)	Countryside Golf	(124,010)	(66,125)	(83,924)	53%	(124,010)	0
(271,927)	(1,119,213)	SPORT & COMMUNITY VENUES	(1,120,690)	(275,502)	(242,237)	25%	(1,116,690)	4,000
(20,549)	(54,241)	Sport & Community Management	(81,510)	(33,597)	(17,884)	41%	(81,510)	0
(51,691)	(230,033)	Area 1	(224,550)	(50,060)	(54,883)	22%	(224,550)	0
(18,961)	(76,368)	Area 2	(79,700)	(21,514)	(19,906)	27%	(80,700)	(1,000)
(52,704)	(238,307)	Area 3	(216,580)	(58,800)	(31,399)	27%	(216,580)	0
(23,863)	(87,842)	Area 4	(49,730)	(15,588)	(26,107)	31%	(44,730)	5,000
(50,497)	(256,782)	Area 5	(277,280)	(53,123)	(57,797)	19%	(277,280)	0
(3,307)	(14,975)	Football	(10,840)	(2,539)	(1,409)	23%	(10,840)	0
(50,355)	(160,667)	Community Venues	(180,500)	(40,280)	(32,852)	22%	(180,500)	0
(464,885)	(1,796,094)	TOTAL	(1,765,910)	(443,410)	(449,436)	25%	(1,755,260)	10,650
(1,280,350)	(5,202,840)	Management Fee	(4,755,370)	(1,133,850)	(1,189,791)	24%	(4,755,370)	0
(1,745,235)	(6,998,934)	TOTAL	(6,521,280)	(1,577,260)	(1,639,227)	24%	(6,510,630)	10,650

TABLE D – EXPENDITURE POSITION

Revised Actual Exp. To 30/06/16	Actual Out-turn to 31/03/17	Service Division	Annual Estimate 2017/18	Revised Actual Exp. To 30/06/17	Revised Budget To 30/06/17	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/18	Variance (Favourable) / Adverse
130,582	950,996	CHIEF EXECUTIVE & PEOPLE & FINANCE	1,133,880	144,858	184,962	13%	1,128,180	(5,700)
68,540	350,556	MARKETING & DEVELOPMENT	289,890	67,952	54,406	23%	295,590	5,700
520,288	2,662,173	CULTURAL	2,388,380	474,761	496,768	20%	2,420,730	32,350
15,662	71,559	Cultural Management	68,260	13,817	13,456	20%	68,260	0
28,757	146,237	Collection Care	146,850	29,998	29,462	20%	148,350	1,500
56,277	439,536	Cultural Development	417,860	81,489	86,793	20%	418,690	830
9,992	40,235	Youth Theatre	15,320	12,714	3,310	83%	44,340	29,020
282,324	1,190,068	Libraries	1,032,500	195,088	206,741	19%	1,032,500	0
14,913	73,935	Bar & Catering	61,400	19,475	17,013	32%	62,400	1,000
112,364	700,603	Performing Arts Venues	646,190	122,180	139,993	19%	646,190	0
184,335	916,065	COUNTRYSIDE SERVICES	806,230	164,043	168,543	20%	782,230	(24,000)
129,571	595,731	Countryside Development	595,540	119,351	114,897	20%	571,540	(24,000)
54,764	320,334	Countryside Golf	210,690	44,693	53,646	21%	210,690	0
415,426	2,476,034	SPORT & COMMUNITY VENUES	2,028,860	388,150	485,440	19%	2,024,860	(4,000)
101,914	518,923	Sport & Community Management	509,440	87,425	103,021	17%	509,440	0
55,654	340,653	Area 1	312,300	56,397	65,553	18%	312,300	0
60,859	285,201	Area 2	230,440	42,076	48,014	18%	231,440	1,000
80,872	448,685	Area 3	444,800	85,465	88,462	19%	444,800	0
67,231	407,042	Area 4	175,190	72,454	100,585	41%	170,190	(5,000)
50,210	275,728	Area 5	239,050	47,622	48,362	20%	239,050	0
(2,317)	75,301	Football	45,020	4,299	12,429	10%	45,020	0
1,003	124,500	Community Venues	72,620	(7,588)	19,014	-10%	72,620	0
1,319,170	7,355,824	TOTAL	6,647,240	1,239,764	1,390,119	19%	6,651,590	4,350
		Management Fee						0
1,319,170	7,355,824	TOTAL	6,647,240	1,239,764	1,390,119	19%	6,651,590	4,350

CHIEF EXECUTIVE & PEOPLE & FINANCE SERVICE ANALYSIS

Revised Actual Exp. To 30/06/16	Actual Out-turn to 31/03/17	CHIEF EXECUTIVE & PEOPLE & FINANCE	Annual Estimate 2017/18	Revised Actual Exp. To 30/06/17	Revised Budget To 30/06/17	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/18	Variance (Favourable) / Adverse	Comment
(1,547)	(5,671)	Income From Charitable Activities	(2,000)	(1,051)	(501)	53%	(2,000)	0	
(1,280,350)	(5,202,840)	Management Fee	(4,755,370)	(1,133,850)	(1,189,791)	24%	(4,755,370)	0	
(1,281,897)	(5,208,511)	TOTAL INCOME	(4,757,370)	(1,134,901)	(1,190,292)	24%	(4,757,370)	0	
99,288	647,601	Employee Costs	778,290	122,949	154,153	16%	772,590	(5,700)	Projected variance relates to a vacancy which is currently being advertised.
582	2,821	Transport Costs	2,750	354	690	13%	2,750	0	
14,552	15,263	Premises Costs	17,730	11,473	12,881	65%	17,730	0	
12,988	49,225	Supplies & Services	310,330	7,506	13,789	2%	310,330	0	
0	0	Financing Costs	0	0	0		0	0	
0	212,400	Support Costs	0	0	0		0	0	
3,173	23,686	Governance Costs	24,780	2,576	3,449	10%	24,780	0	
130,582	950,996	TOTAL RESOURCES EXPENDED	1,133,880	144,858	184,962	13%	1,128,180	(5,700)	
(1,151,315)	(4,257,515)	NET POSITION	(3,623,490)	(990,044)	(1,005,330)	27%	(3,629,190)	(5,700)	
0	0	Savings Yet to be Identified	(31,530)	0	0		(31,530)	0	
(2,810)	(172,260)	Trs From Reserves	(90,730)	(730)	0		(90,730)	0	
	0	Designated Funds					0	0	
		Trs To Reserves						0	
(1,154,125)	(4,429,775)	TOTAL (after transfer to reserves)	(3,745,750)	(990,774)	(1,005,330)	26%	(3,751,450)	(5,700)	

MARKETING & DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. To 30/06/16	Actual Out-turn to 31/03/17	MARKETING & DEVELOPMENT	Annual Estimate 2017/18	Revised Actual Exp. To 30/06/17	Revised Budget To 30/06/17	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/18	Variance (Favourable) / Adverse	Comment
0	(363)	Income From Charitable Activities	0	0	0		0	0	
		Management Fee						0	
0	(363)	TOTAL INCOME	0	0	0		0	0	
45,959	247,805	Employee Costs	205,700	49,417	37,866	24%	221,200	15,500	Projected variance relates to responsibility payment during a period of sickness absence cover and maternity leave cover.
0	0	Transport Costs	0	0	0		0	0	
0	0	Premises Costs	0	0	0		0	0	
22,581	97,127	Supplies & Services	79,940	17,639	15,477	22%	70,140	(9,800)	Management action taken to partially offset additional staffing costs
0	0	Financing Costs	0	0	0		0	0	
0	0	Support Costs	0	0	0		0	0	
0	5,625	Governance Costs	4,250	896	1,063	21%	4,250	0	
68,540	350,556	TOTAL RESOURCES EXPENDED	289,890	67,952	54,406	23%	295,590	5,700	
68,540	350,193	NET POSITION	289,890	67,952	54,406	23%	295,590	5,700	
(6,310)	(65,370)	Trs From Reserves	(8,600)	(8,595)	0		(8,600)	0	
		Designated Funds						0	
		Trs To Reserves						0	
62,230	284,823	TOTAL (after transfer to reserves)	281,290	59,357	54,406	21%	286,990	5,700	

CULTURAL SERVICE ANALYSIS

Revised Actual Exp. To 30/06/16	Actual Out-turn to 31/03/17	CULTURAL	Annual Estimate 2017/18	Revised Actual Exp. To 30/06/17	Revised Budget To 30/06/17	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/18	Variance (Favourable) / Adverse	Comment
(80,184)	(511,406)	Income From Charitable Activities	(455,080)	(89,492)	(106,644)	20%	(472,430)	(17,350)	Youth Theatre income projection increased to reflect new Business Plan in addition to favourable movements across cultural.
		Management Fee						0	
(80,184)	(511,406)	TOTAL INCOME	(455,080)	(89,492)	(106,644)	20%	(472,430)	(17,350)	
386,624	1,880,369	Employee Costs	1,727,900	336,892	345,313	19%	1,727,900	0	
2,993	13,428	Transport Costs	13,950	2,276	3,474	16%	13,950	0	
9,633	227,658	Premises Costs	212,370	5,366	47,651	3%	211,230	(1,140)	
121,038	481,342	Supplies & Services	385,110	120,724	89,067	31%	418,600	33,490	Youth Theatre expenditure projection increased to reflect new Business Plan in addition to movements across cultural.
0	7,440	Financing Costs	4,000	0	0	0%	4,000	0	
0	0	Support Costs	0	0	0		0	0	
0	51,936	Governance Costs	45,050	9,503	11,263	21%	45,050	0	
520,288	2,662,173	TOTAL RESOURCES EXPENDED	2,388,380	474,761	496,768	20%	2,420,730	32,350	
440,104	2,150,767	NET POSITION	1,933,300	385,269	390,124	20%	1,948,300	15,000	Relates to Youth Theatre projected position as a result of new Business Plan.
(5,000)	(34,640)	Trs From Reserves	0	0	0		(15,000)	(15,000)	
	0	Designated Funds					0	0	
		Trs To Reserves						0	
435,104	2,116,127	TOTAL (after transfer to reserves)	1,933,300	385,269	390,124	20%	1,933,300	0	

COUNTRYSIDE SERVICE ANALYSIS

Revised Actual Exp. To 30/06/16	Actual Out-turn to 31/03/17	COUNTRYSIDE SERVICES	Annual Estimate 2017/18	Revised Actual Exp. To 30/06/17	Revised Budget To 30/06/17	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/18	Variance (Favourable) / Adverse	Comment
(111,227)	(159,441)	Income From Charitable Activities	(188,140)	(77,365)	(100,054)	41%	(164,140)	24,000	Income targets not being met due to temporary closures at both Annanhill Golf Course and Dean Castle Country Park
		Management Fee						0	
(111,227)	(159,441)	TOTAL INCOME	(188,140)	(77,365)	(100,054)	41%	(164,140)	24,000	
143,387	690,745	Employee Costs	686,960	136,186	143,740	20%	636,960	(50,000)	Managed approach to vacancies to offset reduction in income and to facilitate service review process scheduled for implementation in April 2018
3,525	23,601	Transport Costs	18,280	5,131	7,472	28%	18,280	0	
22,250	77,427	Premises Costs	49,890	5,466	904	11%	49,890	0	
14,363	98,958	Supplies & Services	42,760	16,364	15,364	38%	68,760	26,000	Additional expenditure required to carry out essential maintenance at Dean castle Country Park and Annanhill Golf Course and to provide essential PPE and training to estates team.
0	19,710	Financing Costs	4,090	0	0	0%	4,090	0	
0	0	Support Costs	0	0	0		0	0	
0	5,625	Governance Costs	4,250	896	1,063	21%	4,250	0	
183,525	916,065	TOTAL RESOURCES EXPENDED	806,230	164,043	168,543	20%	782,230	(24,000)	
72,298	756,624	NET POSITION	618,090	86,679	68,489	14%	618,090	0	
0	(31,390)	Trs From Reserves	0	0	0		0	0	
	0	Designated Funds					0	0	
		Trs To Reserves						0	
72,298	725,234	TOTAL (after transfer to reserves)	618,090	86,679	68,489	14%	618,090	0	

SPORT & COMMUNITY VENUES SERVICE ANALYSIS

Revised Actual Exp. To 30/06/16	Actual Out-turn to 31/03/17	SPORT & COMMUNITY VENUES	Annual Estimate 2017/18	Revised Actual Exp. To 30/06/17	Revised Budget To 30/06/17	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/18	Variance (Favourable) / Adverse	Comment
(271,927)	(1,119,213)	Income From Charitable Activities	(1,120,690)	(275,502)	(242,237)	25%	(1,116,690)	4,000	£5k adverse variance relates to income shortfalls at Community Asset Transfer facilities (Muirkirk and Patna Games Halls). £1k grant received Stewarton Area Centre.
		Management Fee						0	
(271,927)	(1,119,213)	TOTAL INCOME	(1,120,690)	(275,502)	(242,237)	25%	(1,116,690)	4,000	
384,966	1,897,646	Employee Costs	1,610,490	356,977	374,403	22%	1,605,490	(5,000)	Favourable variance relates to staffing for Community Asset Transfer facilities
185	461	Transport Costs	950	131	88	14%	950	0	
34,433	396,554	Premises Costs	277,480	5,287	67,122	2%	277,480	0	
(3,349)	145,325	Supplies & Services	110,190	19,479	36,384	18%	111,190	1,000	Purchase of projector at Stewarton Area Centre- externally funded (see Income comment)
0	4,360	Financing Costs	0	0	0		0	0	
0	0	Support Costs	0	0	0		0	0	
0	31,688	Governance Costs	29,750	6,275	7,443	21%	29,750	0	
416,235	2,476,034	TOTAL RESOURCES EXPENDED	2,028,860	388,150	485,440	19%	2,024,860	(4,000)	
144,308	1,356,821	NET POSITION	908,170	112,648	243,203	12%	908,170	0	
(9,310)	(114,990)	Trs From Reserves	(5,100)	(5,104)	0		(5,100)	0	
	0	Designated Funds					0	0	
		Trs To Reserves	10,000	10,000	0		10,000	0	£10k funding received from REF re 2016 Fireworks event
134,998	1,241,831	TOTAL (after transfer to reserves)	913,070	117,544	243,203	13%	913,070	0	

RESERVES AS AT 30 JUNE 2017

TABLE A – Summary

TABLE B – Unuseable Reserves

TABLE C – Allocated Reserves Analysis

TABLE D – Unallocated Reserves - Items for Designation

TABLE A – SUMMARY

UNRESTRICTED RESERVES	2016/17 b/f	2016/17 SURPLUS	BALANCE 31 March 2017	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
FIXED ASSET RESERVE	43,640		43,640	43,640						43,640			
RETAINED RESERVES	250,000		250,000	250,000						250,000			
UNUSEABLE RESERVES (DEPRECIATION RESERVES)	66,860		66,860	66,860		0	0	0	0	66,860			see Table B
ALLOCATED RESERVES	174,720		174,720	174,720		14,429	0	0	0	160,291			see Table C
UNALLOCATED RESERVES	63,304	61,760	125,064	125,064						125,064			
HOLIDAY PAY PROVISION	-92,180		-92,180	-92,180						-92,180			
TOTAL UNRESTRICTED RESERVES	506,344	61,760	568,104	568,104	0	14,429	0	0	0	553,675			
RESTRICTED RESERVES			153,832			(9,128)				162,960			
PENSION RESERVE			(3,607,000)							(3,607,000)			
TOTAL RESERVES			(2,885,064)							(2,890,365)			

TABLE B – Unuseable Reserves

UNUSEABLE RESERVES	2016/17 b/f	2016/17 SURPLUS	BALANCE 31 March 2017	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
Libraries Fit Out - Mauchline	6,220		6,220	6,220						6,220	14 July 2015 Board	Ongoing	Works complete - amount to be drawn down at year end for depreciation. 5 years from 2015/16
Annanhill Golf Course - Staff Welfare Facilities	29,310		29,310	29,310						29,310	19 August 2014 Board	Ongoing	Installation now complete. Depreciation 5 years from 2016/17
Annanhill Golf Course - Maintenance Equipment	24,420		24,420	24,420						24,420	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.
Homewords Van	6,910		6,910	6,910						6,910	7 June 2016 Board	Ongoing	Homewords Van delivered - amount to be drawn down at year end for depreciation. Depreciation 5 years from 2016/17
TOTAL UNUSEABLE RESERVES	66,860	0	66,860	66,860	0	0	0	0	0	66,860			

TABLE C – Allocated Reserves Analysis

ALLOCATED RESERVES	2016/17 b/f	2016/17 SURPLUS	BALANCE 31 March 2017	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
Marketing & Development Staff	42,630		42,630	42,630		8,595				34,035	14 July 2015 Board, updated 1 March 2016 Board	Ongoing	Visual Communications Assistant - Initial 12 months, extended to 18 months; Marketing Co-ordinator (Sport) for 18 months. Redesignate £25k from Marketing Co-ordinator (Sport) to Website Development.
Libraries Fit Out	90,000		90,000	90,000						90,000	14 July 2015 Board	Ongoing	Dick Institute initially £40k + further £40k, Newmilns £10k, Dick Institute due to commence 2017
Sport & CV Staffing	11,500		11,500	11,500		5,104				6,396	1 March 2016 Board	Ongoing	Co-ordinator for 12 months
Annanhill Golf Course - 4th Green	20,000		20,000	20,000						20,000	14 July 2015 Board	Ongoing	Course design and alterations under consideration. Required for 2017/18
Homewords Van Balance	2,500		2,500	2,500						2,500		Ongoing	Redesignated to promotion of new Mobile Libraries
Annanhill Golf Course - Staff Welfare Facilities Balance	7,360		7,360	7,360						7,360		Ongoing	Redesignated to ongoing management arrangements of temporary facilities within Sport & CV
People & Finance Administration Resources	730		730	730		730				0	14 July 2015 Board	Complete	Will be used to support creation of 2 temp Clerical post, who are now in post
TOTAL ALLOCATED RESERVES	174,720	0	174,720	174,720	0	14,429	0	0	0	160,291			

TABLE D – Items for Designation

UNALLOCATED RESERVES		63,304
SURPLUS 2016/17		61,760
REF Award received		10,000
TOTAL UNALLOCATED RESERVES		135,064
Items for Designation		
Training Funds for 2017/18	10,000	
PFS Equipment - Software Contactless	10,000	
Sport & CV Temp Post	10,000	
Youth Theatre Shortfall	15,000	
TOTAL	45,000	
REVISED UNALLOCATED RESERVES		90,064

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 01.04.17	Balance at 30.06.17	Expected Completion Date
Textile Team	Donations	(£771)	(£771)	Ongoing
Creative Place	Creative Scotland/Centerstage/Town Centre Management	(£24,571)	(£24,571)	Mar 2018
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£4,426)	(£4,416)	Ongoing
Wi-Fi	SLIC	(£11,500)	(£11,500)	Aug 2017
Irvine Valley Trails	Renewable Energy Fund	(£59,614)	(£59,614)	Mar 2019
The McKie Collection	Museum Gallery Scotland	(£2,847)	(£2,765)	Jul 2018
Make Some Noise	Creative Scotland	(£17,529)	(£15,359)	Sep 2018
GLAIF 16/17	Bord Na Gaidhlig	(£2,998)	(£2,500)	Dec 2017
I AM HERE	Creative Scotland	(£11,027)	(£1,784)	Jul 2017
Kilmarnock Green Infrastructure	Transport Scotland / Scottish Natural Heritage	(£15,000)	(£15,000)	Mar 2018
River Ayr Way Challenge	Awards For All	(£1,549)	(£1,549)	Ongoing
Wild About the Farm	Groundwork UK (Tesco Bags of Help Scheme)	(£2,000)	(£2,000)	Jan 2018
Bat Bothy	Groundwork UK (Tesco Bags of Help Scheme)	£0	(£2,000)	Mar 2018
Traditional Rural Skills	HLF	£0	(£10,000)	Jul 2018
Growing Memories	Awards for All	£0	(£9,903)	Sept 2018

Textile Team is a team of volunteers that were originally funded by HLF to carry out restoration and repair of textiles. The remaining funding supports the group to continue with its work.

Creative Place is funded from Creative Scotland to bring high quality events and exhibitions to Kilmarnock, supporting regeneration and tourism. This budget will be used to enhance the exhibition programming at The Dick Institute in 2017 with a premier of newly commissioned work by Turner nominated Scottish artist Nathan Coley.

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.

WiFi - additional £11,500 has been awarded from SLIC to complete our library Wifi rollout across our part-time libraries not covered in Phase I of project, including Newmilns, Bellfield and Drongan.

Received funding of £162,000 from the Renewable Energy Fund to appoint a project officer to implement the Irvine Valley Trails Project over a 3 year period.

The McKie Collection funded by Museum Galleries Scotland to support the digitisation of the McKie collection. A new post will be appointed for 18 months to deliver the project.

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.

Gaidhlig Gailearaidhean at the Dick Institute is a new set of visual art workshops led in Gaelic, and funded by Bòrd Na Gaidhlig

I AM HERE is a major retrospective exhibition of European studio jewellery from the Crafts Council in London. The Dick Institute is the only Scottish venue to host the exhibition, and it is funded by Creative Scotland. The significant engagement programme with 600 Primary 7 pupils, is developed and delivered in partnership with the National Museum of Scotland.

Kilmarnock Green Infrastructure Project has received a funding package of £50,000 to design and development stage of the 18 mile cycle route in and around Kilmarnock. A project officer is being recruited for 1 year to take this forward. The initial £15,000 has been received from East Ayrshire Council's Parks Development Fund with the outstanding amount being confirmed from the Central Scotland Green Network Fund.

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. This is scheduled for completion in 2017/18.

As part of a public vote, Wild About the Farm has received £2,000 from the Tesco Bags of Help. This grant will be used to introduce hedges, lades and reed beds into the Urban Farm at Dean Castle Country Park. This work will be carried out with volunteers and students from Ayrshire College.

The Bat Bothy Project has secured £2000 through the Tesco Bags of Help scheme. Working with Xchange Scotland, this unique facility to encourage roosting and hibernating bats with the Country Park will be built by volunteers from across Europe.

As part of the Year of History, heritage and Archaeology, a grant of £10,000 was secured from the Heritage Lottery Fund. This grant will be used to create 2 volunteer apprenticeships, provide a range of rural skills training for volunteers and to purchase tools and equipment to enable traditional rural skills to be carried out at the Country Park.

£9903 has been awarded to East Ayrshire Leisure to develop a remote volunteering project in partnership with Alzheimer's Scotland. This project will provide all the equipment necessary for people suffering from dementia to grow wildflowers within their own homes. These will then be used to create a wildflower meadow at the Country Park. A celebration day will be organised in Summer 2018 where all volunteers and their families will be invited to a tea party at the Country Park.



**EXTERNAL FUNDING
(APRIL - JUNE 2017)**

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 2017/18
Cultural	Tesco Bags of Help - WWI Memorial Artwork (Application approved, final value determined by public vote)	£1,000-£4,000	£0
Countryside	Awards for All - Growing Memories	£9,903	£9,903
Countryside	Cashback for Communities - Youthlink	£1,000	£0
TOTAL		£10,903	£9,903

EXTERNAL FUNDING DECLINED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Sports	Comic Relief - Sport & Physical Activity Coordinator (Female Participation)	£89,000	Declined due to highly competitive fund.
Cultural	SLIC - Make it Now!	£12,750	Application declined as it required more detail as to library input.
TOTAL		£101,750	



OTHER RELEVANT UPDATES

Insurance Claims

Public Liability Claims, 1 claim has been concluded; this was denied. There are currently no live claims for East Ayrshire Leisure.

Employers Liability Claim, 1 claim was received; this is ongoing. No other claims are outstanding.



PERFORMANCE SCORECARD

East Ayrshire Leisure Trust – EPMS Quarterly Indicators – Key ■ (REQUIRES INTERVENTION) ■ (WITHIN TOLERANCE) ■ (POSITIVE PERFORMANCE)

	Indicator	2016/17 Figure	2017/18 Target	Intervention rate	Q1	Actual	Q2	Actual	Q3	Actual	Q4	Actual	2017/18 Actual	Comments
1	East Ayrshire Leisure Trust: Total Income	6,998,934	6,521,280	10%	1,639,227	1,577,260	1,496,458		1,714,817		1,670,778			Variations on Income are to be expected due to cyclical fluctuations, however income is still projecting to 6,520,630
2	East Ayrshire Leisure Trust: Total Expenditure	7,355,824	6,647,240	10%	1,390,119	1,239,764	1,803,877		1,520,793		1,932,451			Variations on Expenditure are to be expected due to cyclical fluctuations, however expenditure is still projecting to 6,661,590
3	Core Services Customer Visits: Culture	523,236	516,072	10%	120,111	122,310	122,541		153,210		120,210			Projection target 17/18 reduced due to closure of 2 libraries and one museum. Performance Q1 increases by 2%
4	Core Services Customer Visits: Sport and Community Venues	812,854	731,734	10%	190,250	189,471	160,981		182,935		197,568			Reduction in 2017/2018 target accounts for the transfer of Golf to Countryside Services and reduced facility remit as a result of CAT.

	Indicator	2016/17 Figure	2017/18 Target	Intervention rate	Q1	Actual	Q2	Actual	Q3	Actual	Q4	Actual	2017/18 Actual	Comments
5	Core Services Customer Visits: Countryside	1,128,868	625,093	10%	58,207	54,996	76,255		280,250		210,381			<p>Target for 2017/18 has been reduced to take account of planned works at Annanhill Golf Course, the closure of Doon Valley Golf Course and the delayed development works at Dean Castle Country Park. The Country Park is scheduled to be reopened in October 2017.</p> <p>Q1 figures are within tolerance but show a slight decline on projections. This could be due to planned disruption at Annanhill and lack of maintenance on the South Ayrshire side of the River Ayr Way.</p>
6	Core Services Customer Visits: Future Museum (Virtual Service)	256,862	256,862	10%	60,831	88,754	64,479		58,121		73,431			<p>Performance Q1 shows a 32% increase due to collection promotion work around Burns and Castle collections.</p>

	Indicator	2016/17 Figure	2017/18 Target	Intervention rate	Q1	Actual	Q2	Actual	Q3	Actual	Q4	Actual	2017/18 Actual	Comments
7	Core Services Customer Visits: eastayrshireleisure.com (Virtual Service)	305,389	303,522	10%	70,537	57,533	81,481		84,161		67,343			Digital Marketing Officer left during this period resulting in a decrease in online activity. We are currently reviewing the website to increase usability.
8	East Ayrshire Leisure Trust: Average days lost per employee	8.45 days	8 days	Over 2 days	2 days	3.37 days	2 days		2 days		2 days			All employees are managed in accordance with East Ayrshire Leisure's Sickness Absence Management. The increase in absence is primarily due to long term absence.



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.	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 • Role of Shadow Implementation Board • 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 planned preventative maintenance programme • 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	2	3	6 RISK APPETITE: OPEN (Financial)	LOW	<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, Data Protection, OSCR, VAT etc.		All Senior Managers	2	4	8 RISK APPETITE: CAUTIOUS (Compliance)	MEDIUM	<ul style="list-style-type: none"> • Dedicated Health & Safety Officer • Partnerships Working Groups • Service Level Agreement • Support from East Ayrshire Council

Risk Register

East Ayrshire Leisure has had a Risk Register in place since its inception in July 2013. However, after consultation with key partners it was decided that a review was necessary to ensure the risks within it were current and truly reflected the Trusts present status.

To enable the Trust to review and develop a more robust Risk Register a seminar was delivered by Scott-Moncrieff, the Board and Senior Management team were present and their views were taken on board.

This seminar produced the overall perceptions of those present and the type of risk in each area of business can be seen below:

- East Ayrshire Leisure is **open** to reputational risk.
- East Ayrshire Leisure is **open** to political risk.
- East Ayrshire Leisure is **open** about financial risk
- East Ayrshire Leisure is **cautious** about compliance risk.
- East Ayrshire Leisure is **open** to operational risk.

7 risks are identified in East Ayrshire Leisure's Risk Register. These can be viewed on the Risk Register Overview Document.

Risk 1 is viewed as a compliance risk and is therefore scored using a Cautious Risk matrix.

Risk 2 is viewed as a reputational risk and is therefore scored using an Open Risk matrix.

Risk 3 is viewed as a reputational risk and is therefore scored using an Open Risk matrix.

Risk 4 is viewed as an operational risk and is therefore scored using an Open Risk matrix.

Risk 5 is viewed as a financial risk and is therefore scored using an Open Risk matrix.

Risk 6 is viewed as an operational risk and is therefore scored using an Open Risk matrix.

Risk 7 is viewed as a compliance risk and is therefore scored using a Cautious Risk matrix.

Therefore there are two distinct Risk Matrices used for scoring each risk on East Ayrshire Leisure's Risk Register these are:

The Open Risk Matrix

Likelihood	5	10	15	20	25
	4	8	12	16	20
	3	6	9	12	15
	2	4	6	8	10
	1	2	3	4	5
	Impact				

The Cautious Risk Matrix

Likelihood	5	10	15	20	25
	4	8	12	16	20
	3	6	9	12	15
	2	4	6	8	10
	1	2	3	4	5
	Impact				

Each risk is scored from 5 to 1 depending on likelihood and impact. For example, if something is very likely to happen it will score 5, whilst if the impact is very low it will score 1. Thereafter, the scores are multiplied to produce an overall risk rating. The score is then compared against the table in the associated Risk Matrix to indicate if it is a high, medium or low risk.

The scores and the Risk Matrix used for each risk can be seen in the table below:

Risk Area	Risk Matrix	Likelihood	Impact	Total	Risk Evaluation
1.	Cautious	4	4	16	High
2.	Open	4	3	12	Medium
3.	Open	3	3	9	Low
4.	Open	3	4	12	Medium
5.	Open	2	3	6	Low
6.	Open	3	2	6	Low
7.	Cautious	2	4	8	Medium

The justification for each risk and how they were scored can be viewed below:

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 the Trust will have to make savings over the period and this will have a significant impact on the current venues we 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 like, St Josephs SGP and the problem with loose tiles in 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, and therefore, have the ability to adjust as required.

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 provision can be met.

Risk Area 7.

This was viewed as a compliance risk as the Trust must adhere to statutory requirements. Although, 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



ANNANHILL PARK AND GOLF COURSE DEVELOPMENT PROJECT

Date: 19 September 2017

Agenda Item: 6

Report By: Anneke Freel, Countryside Services Manager

Summary

This report is to update the Board on proposals that are being developed for Annanhill Park and Golf Course and to seek approval to progress these proposals.

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide Trustees with an outline of the proposals for the development of Annanhill Park and Golf Course and to seek approval to progress with the scheme.

2 BACKGROUND

- 2.1 Over the last 5 years, the communities throughout East Ayrshire have been leading the way in deciding and shaping their own communities. One of the priorities for action within the Kilmarnock action plan is to develop more attractive open spaces and a steering group has been established to take these actions forward. East Ayrshire Leisure has been working with this group and other stakeholders in the town to develop an 18 mile Green Infrastructure Proposal for the whole area that links communities together and provides safe walking and cycling routes between the town centre, our parks and open spaces, our schools and leisure facilities and other places of interest and attractions.
- 2.2 Annanhill Park and Golf Course is a vital component of this network in and around the town. It is currently used by 2 distinct groups; an allotment group who lease the walled garden and the golf club members who use the golf course within the park. Other than these groups, use of the park is very low. The 2 groups who use the park do not connect with each other and use the park for very different purposes. East Ayrshire Leisure has been working with these 2 groups and the local schools to develop a holistic approach to the Park and to encourage wider use.

3 THE PROPOSALS

- 3.1 The proposal is for a 3 year development project for Annanhill Park and Golf Course which will include management of the park for biodiversity and improved community facilities. Appendix 1 shows the existing layout of the park and golf course and appendix 2 shows the concept masterplan for the project.

The overall vision for Annanhill Park and Golf Course is to create a leisure facility which will maximise the opportunities that the site has to encourage the community to participate in, appreciate and value their local greenspace. The project has 4 key objectives:

Creation of a Leisure Park with a range of free activities which meet the needs of the growing local community and attracts visitors to the area

This aim is to provide leisure facilities that will provide for a wide range of audiences and make the park more attractive to locals and visitors. It will include:

- Creation of arrival artwork at key access points

- Signage and art installations
- Interpretation
- Improved access and parking
- Creation of all abilities path network
- Creation of children's cycle challenge course
- Creation of junior golf training course
- Installation of fitness trail
- Upgrade of existing play facilities

Diversifying the management offer of the golf course to be more environmentally friendly, provide more recreational activities and support the local biodiversity action plan

Whilst Annanhill Golf Course is considered to be one of the best laid out municipal courses in the region, it remains fairly exclusive, which in turn leads to friction to the ever increasing community which lives around the course. The intention is to re-align the course to enable greater opportunities for the local community and visitors and to increase the value of the course to a wider audience. It is also planned to take a different approach to the management of the course with a focus on greater biodiversity management. The activities under this aim include:

- Re-alignment of tees and greens to make better use of space and create opportunities for other recreational uses
- Creation of a path network
- Creation of community picnic areas
- Biodiversity enhancements including ponds, hedges, lades and wildflower meadows

Upgrade, extend and redesignate the existing clubhouse to be more inclusive and provide facilities that will support the demands of the park and the educational offer

Again the intention is to break down the traditional barriers that come from the management of a Golf Clubhouse and develop a Centre which supports the wider recreational uses of the park and attracts visitors to the area. The proposals for this new centre include:

- Creation of a school room that can be used by the East Ayrshire Ranger Service, proposed project officer and community groups to work with local schools, volunteers and groups.
- Installation of green technologies to make the building more sustainable
- Upgrade of visitor facilities and remove the 'private members lounge'

Develop a programme of volunteer, education and community activities

The intention of this project is to appoint a project officer to work with the local community to bring value and life back into this park. The focus will be to establish a volunteering programme to carry out a range of traditional rural tasks such as hedge laying, coppicing, pond and lade creation and wildflower meadow management as well as developing a programme of activities. There will be an annual events programme and a focus in youth engagement. The key youth activities will be around outdoor learning and physical activity.

4 FINANCIAL SUMMARY

- 4.1 Specialist landscape and building architects have been appointed to prepare a feasibility study for these proposals and outline costs have been prepared. The following tables summarise the potential costs of the project and the potential funding streams.

Outline Costs	
Project Officer for 3 year period including employment costs	80,772
Upgrade of existing and installation of new park facilities including children's cycle challenge route, fitness trail, upgraded play facilities, grass amphitheatre, junior golf training area, parking, signage, interpretation and community art.	810,950
Re-alignment of golf course to including biodiversity enhancements, all abilities path network, picnic areas, ponds and lades	451,750
New visitor facilities including school / youth room, green technologies, café area and upgrade toilets	1,011,537
Events and Activities	90,000
Fees and contingencies	454,991
Total	2,900,000

Potential Funding Package		
East Ayrshire Leisure (developer contributions received through planned Scottish Water works through golf course)	50,000	Received
ERDF Green Infrastructure Fund	1,500,000	Applications scheduled to be submitted October 2017
East Ayrshire Renewable Energy Fund	600,000	Application submitted with decision expected September 2017
Scottish Power Foundation	250,000	Application submitted with decision expected September 2017
Other sources to be identified	500,000	TBC
Total	2,900,000	

5 NEXT STEPS

- 5.1 In order to move this project forward, there are a number of partnerships and consultations that need to be developed. Initial discussions have taken place with officers within East Ayrshire Council's Outdoor Services. However, as the whole site is owned by East Ayrshire Council and the park, excluding the golf course, remains within their management remit, formal discussions around the development of the site will be required. Subject to successful development of the project and attracting the necessary funding, future management arrangements will need to be agreed.
- 5.2 This project has been developed through discussions with Annanhill Golf Club and the Kilmarnock Action Plan Steering Group. However, there is a need to widen this consultation to other local stakeholders and to the general public. Consultation will include on-line surveys, events at the park and meetings with specific stakeholder groups including the local schools, allotment group and residents.

REPORT TO BOARD OF TRUSTEES



Recommendation/s:

It is recommended that the Board:

- i. Approve the proposed vision for Annanhill Park and Golf Course, subject to adequate external funding being achieved and remit the Countryside Services Manager to develop the plans and report on progress at a future Board meeting; and
- ii. Otherwise note the content of this report.

Signature: Anneke Freel

Designation: Countryside Services Manager

Date: 21 August 2017

APPENDIX I: ANNANHILL PARK AND GOLF COURSE EXISTING LAYOUT

2.0 BASELINE STUDY

2.3

2.3 Existing Conditions - Analysis Plan



APPENDIX I: ANNANHILL PARK AND GOLF COURSE CONCEPT MASTERPLAN

3.1 Annanhill Golf Course & Parkland Concept Development Masterplan



REPORT TO BOARD OF TRUSTEES



BUSINESS PLAN 2016-19 UPDATE

Date: 19 September 2017

Agenda Item: 7

Report By: John Griffiths, Chief Executive

Summary

This report presents an update to the 2016-19 Business Plan for Trustees consideration. The update is required due to the impact of savings requirements and the recent Best Value Review of Culture, Sport and Leisure services. Where necessary targets have been adjusted to ensure that they remain realistic and achievable.

1 PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to present an updated Business Plan 2016-19 for Trustees consideration and approval.

2 BACKGROUND

- 2.1 The Trust's existing Business Plan covers the period April 2016 to March 2019 and includes 3 full financial years. This plan is the Trust's second 3 year Business Plan and forms the basis of the organisation's performance monitoring and reporting using a format that has been developed and revised by Trustees over time.
- 2.2 Recent developments relating to budget reductions and the Best Value Review of Culture, Sport and Leisure have necessitated a review of the current Business Plan to ensure that targets are realistic and achievable, and that the requirements of the Best Value Review are appropriately reflected in the plan priorities. The proposed revised Business Plan would be introduced from October 2017, mid-way through the financial year and would be subject to East Ayrshire Council approval in October 2017.

3 UPDATE BUSINESS PLAN – OCTOBER 2017 TO MARCH 2019

- 3.1 The proposed revised Business Plan is attached as Appendix I to this report. Proposed changes are highlighted for reference. Targets are generally unchanged and remain challenging, but realistic.
- 3.2 While work continues to support the Shadow Integration Board in its work to bring the two existing Trusts together, it is important that East Ayrshire Leisure retains a clear focus on services and the delivery of its own 2016-19 Business Plan.
 - In EAL 1.2 and 2.1 attendance targets at core venues have been retained, however, these targets will remain under review as the impacts of the timing of capital projects, increases in charges and new programme initiatives are felt. Core venues only are included in these targets.
 - In 1.6 reference has now been made to the Best Value Review and the need to support the work required to implement the recommendations of the review. Once integration with the Galleon Centre has been agreed, a further update to the Business Plan will be required.
 - In 4.2.2 the wording has been changed and the target now refers to all Apprenticeships.

REPORT TO BOARD OF TRUSTEES



Recommendation/s:

It is recommended that the Board:

- i. Consider and approve the updated 2016-19 Business Plan; and
- ii. Otherwise note the content of this report.

Signature: 

Designation: Chief Executive

Date: 3 August 2017

BUSINESS PLAN – OCTOBER 2017 UPDATE

STRATEGIC OBJECTIVE ONE – TO BE RECOGNISED AS A PROVIDER OF HIGH QUALITY SERVICES AND FACILITIES THAT ARE WELL USED			
ACTION NO	ACTION	TARGET	PROGRESS OVERVIEW
EAL 1.1	Increase Customer Satisfaction levels	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.	Increase levels of attendance/ticket sales by 5% at core venues over the term of the business plan. Continue to invest in programme development. Increase online visitor usage by 2% each year of Business Plan	
EAL 1.3	Achieve new quality standards and/or maintain current Accreditation standards	Visit Scotland: 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	
		Arts Council England Museum Accreditation: Dean Castle/Baird/Doon Valley/Burns House/Dick Institute maintained.	
		Collection Significance: Musical Instrument/Burns Collections maintained.	
		How Good Is Our Public Library Service: 2016/17 – 1 indicator tested; 2017/18 – further 2 indicators tested; 2018/19 – further 2 indicators tested.	
		British Computer Society Accreditation: Maintain annual accreditation	

		UKA: Maintain Certification at Ayrshire Athletics Arena	
		FIFA: Certification of all Synthetic Grass Pitches	
		Maintain status as RLSS Approved Training Centre	
		Gain Green Flag award for Dean Castle Country Park and Annanhill Golf Course during life of Business Plan.	
		UKactive: achieve membership criteria	
EAL 1.4	Maintain and sustain high level partnerships that support service delivery and improvement.	Maintain current partnership network.	
EAL 1.5	Introduce a system to audit, monitor and improve environmental efficiency across our core facilities	Create annual improvement plan and work with East Ayrshire Council to ensure our venues/facilities meet our environmental objectives.	
EAL 1.6	Implement the recommendations of the Best Value Review	Full implementation of recommendations, including financial savings requirement by 2020/21.	

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

ACTION NO	ACTION	TARGET	PROGRESS OVERVIEW
EAL 2.1	Increase general participation /attendance levels across core venues and service areas	<ul style="list-style-type: none"> • Increase participation/ attendance levels by 5% at core venues over the term of the Business Plan. 	
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 	
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. 	
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. 	

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

ACTION NO	ACTION	TARGET	PROGRESS OVERVIEW
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/ Eventscotland to support our programmes.	
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.	

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

ACTION NO	ACTION	TARGET	PROGRESS OVERVIEW
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 8 days per annum. • Continue to achieve low levels of formal Grievances 	
EAL 4.2	Increase the number of volunteering, placement and apprenticeship opportunities.	<ul style="list-style-type: none"> • 6 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. 	
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 	

REPORT TO BOARD OF TRUSTEES



CHIEF EXECUTIVE'S REPORT

Date: 19 September 2017

Agenda Item: 8

1. PURPOSE

1.1 The purpose of this report is to provide the Board with updates on key issues that may not be covered by other agenda items.

2. UPDATES

2.1 BEST VALUE REVIEW

2.1.1 Initial meetings have been held with David Carey who has been seconded from the Galleon Centre to East Ayrshire Council to lead on the implementation of the recommendations of the Best Value Review. These meetings have focused on information gathering regarding East Ayrshire Leisure, particularly with regard to performance, financial management, range of facilities and services, and staff structure.

2.2 INTERNAL AUDIT

2.2.1 Timelines relating to the 2017/18 programme have been agreed with Internal Audit and are as follows:-

Audit Plan 2017/18	Timelines
Advisory – Programme Planning	Qrt 2 (July – Sept 17)
Location Audit – Loudoun Leisure Centre	Qrt 2 (July – Sept 17)
Advisory – Review of Governance Arrangements	Qrt 3 (Oct – Dec 17)
Advisory – Repair/Maintenance Monitoring arrangements	Qrt 4 (Jan – March 18)

2.3 YOUTH THEATRE

2.3.1 The revised format for Youth Theatre has now been advertised and have several more weeks to confirm the final numbers. At the time of writing we have the following numbers booked for the sessions: 20 – 5-7year olds, 37 – 8-11year olds, 37 – 12-19 year olds. We have now achieved the numbers required and have successfully recruited the new session staff, for both director and assistant post and this will be confirmed ahead of the new season.

2.4 DCCP PROJECT

2.4.1 East Ayrshire Council has agreed an acceleration programme with the contractors working on the Country Park Development Project. This has led to significant progress on implementation of works. Completion is now scheduled for 24th September with handover to East Ayrshire Leisure on 25th September.

2.4.2 The fire and light event has now been branded as 'Illuminight – see Dean Castle Country Park in a new light' with its own website, facebook and twitter sites. The event was officially launched on the

REPORT TO BOARD OF TRUSTEES



1st August with huge interest, particularly through social media and tickets went on sale on the 4th August. The event is now scheduled to run from the 25th October until the 19th November. The VIP and press night has been arranged for Thursday 26th October.

2.5 FORTHCOMING EVENTS

2.5.1 Confirmation has now been received that the Grand Hall will host BBC Question Time on 2 November 2017. This will be the only Scottish venue in the Autumn season of the show.

2.6 CULTURE DEVELOPMENT SESSIONS

2.6.1 Throughout the period January – June 230 members of staff, including those on the bank register, attended Culture Development sessions offered by the Training and Development Officer. These half day sessions allowed staff the opportunity to discuss their views on the strengths and development needs of East Ayrshire Leisure and offer some suggestions as to the way forward.

2.6.2 Those who attended the sessions were also introduced to Stonewall Scotland's No Bystanders Pledge which serves to encourage all staff to challenge social exclusion and discrimination. In addition to the Chief Executive, over 200 of our employees have personally signed up to the pledge to date. That can only serve to make East Ayrshire Leisure a safe, friendly and welcoming place to be.

2.7 BARCLAY REVIEW OF NON-DOMESTIC RATES

2.7.1 The Barclay Report was published in August attracting national publicity. The review contains a package of recommendations relating to changes in how Non-Domestic Rate Relief is applied in Scotland. Included in the report is a recommendation that Arm's Length External Organisations (ALEOs) with charitable status should cease to benefit from non-domestic rate relief from April 2018. This was an unexpected inclusion as there had been no consultation with Leisure Trusts during the development of the review.

2.7.2 To date, the Scottish Government has not published its response to the report. Should the report be accepted and its recommendations be implemented there would be a significant financial impact on the cost of operating Leisure facilities in East Ayrshire as business rate relief is in place for many buildings operated by East Ayrshire Leisure.

2.7.3 A copy of the statement released by SPORTA, the umbrella organisation for Leisure Trusts in the UK, is attached for information. Further information will be provided at the Board meeting, if available.

Recommendation/s:

It is recommended that the Board:

- i. Notes the updates provided by the Chief Executive.

Signature:

A handwritten signature in black ink, appearing to be "J. Allan", written over a light blue horizontal line.

Designation: Chief Executive

Date: 31 August 2017

REPORT TO BOARD OF TRUSTEES



PRESS STATEMENT – FOR IMMEDIATE RELEASE

THURSDAY 23 AUGUST 2017

STATEMENT – RESPONSE TO PUBLICATION OF BARCLAY REPORT

Robin Strang, Chairman of the organisation representing Scotland's sport, leisure and culture trusts, Sporta Scotland, has warned the Scottish Government of closures of public facilities if recommendations to change the status of non-domestic rates relief in the Barclay Report are implemented.

He stated: 'If the Scottish Government act on the recommendation to remove charitable tax relief from trusts many thousands of people in our communities will lose their only connection to physical activity and social inclusion.

'Sport, leisure and culture services and facilities have been under enormous pressure over the past 20 years due to rising fuel, energy and staff costs, ageing buildings and growing demand, while budgets have been falling. Councils have acted to save many of these services and facilities by creating charitable trusts, not only to save money in rates relief, but also to introduce a more streamlined, efficient approach to running mostly non-profitable facilities, from leisure centres to schools, libraries to parks, but also a widening range of youth and adult learning and care services.

'The trusts have not only kept these facilities open and services running but have grown many of them in partnership with their communities. By finding every possible route to becoming more efficient trusts have also reduced the levels of council funding over ten years. But to achieve that they have become very tight ships, in many areas reducing opening hours and becoming more commercially aware, and ten years of cutting have left little room for more savings, other than closure.

'If the rules change and councils become liable for six and seven-figure tax bills, the Scottish Government has to understand that the only option left to councils and trusts will be to close many libraries, museums, leisure centres, pools, parks and town and community halls.'

The impact on the physical and mental health of Scotland's people, and the government's attempts to improve health and wellbeing, he stated, would be significant. Mr Strang added: 'The range of facilities and services that charitable trusts now operate on behalf of the public are not luxuries for people - these are valuable lifelines for people of all ages struggling with physical and mental health issues.

'The health of the Scottish population is a major concern and trusts are playing an increasing role in partnership with our local authorities, the Scottish Government, NHS Scotland and a wide variety of bodies to turn around worrying trends. With an ageing population forecast to treble in the coming decades that remains a major challenge.

'Trusts have taken on that challenge with investment shifted from the active to the millions of people who struggle to access physical activity – from parent-and-baby and single parent classes to teenage girls, people with long-term physical and mental health problems to the older population who spend long periods in hospital simply due to falls. Working with sportscotland, we now operate many in-school and after-school clubs, stepping in where changes in teaching practise and staff shortages have reduced activity levels in our children.

'We are seeing real improvements in physical, social and mental health and wellbeing. High Life Highland, for example, has worked with local NHS and partners across the Highlands on a falls prevention scheme in care homes, day care and community settings which aims to significantly reduce bed-blocking and save the NHS millions of pounds every year.

'Glasgow Life have developed fantastic programmes targeting deprived parts of the city and re-establishing community projects, again geared towards saving the taxpayer millions in GP and hospital time and space, and

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treatments, and improving social inclusion. Edinburgh Leisure have developed innovative programmes with NHS Lothian to support people in need; North Lanarkshire Leisure are tackling gang fighting and anti-social behaviour, reducing costs in the emergency services; Active Stirling are leading the way with social isolation and walking groups; Sport Aberdeen has made a huge difference to looked-after children as well as cancer patients in new initiatives; and West Lothian Leisure is one of many trusts committed to turning around our obesity epidemic.

'There is a real success story growing across Scotland's charitable trusts – which now manage over 80 percent of Scotland's publicly-funded sport, leisure and culture services - but, if implemented, the Barclay Report's attempt to ensure a "level playing field" with private operators will bring an axe to much of that. Public leisure and cultural services are generally not profitable - even the busiest swimming pool does not make a profit due to modern-day energy and staffing costs - but the small profits trusts can gain from running gyms or cafes are invested directly into maintaining those services.

'We are focused on improving the health and wellbeing of Scotland's people, and charitable trusts are the best route we have found to achieving that in a country with small population centres. We urge the Scottish Government to reject this recommendation from the Barclay Report for the good of our nation's health.'

Ends.