

# SPECIAL PERFORMANCE & AUDIT SUB COMMITTEE



Date: 14 March 2016

Location: Ayrshire Athletics Arena

Start time: 6pm

<b>AGENDA</b>			
<b>AGENDA ITEM</b>	<b>FOR NOTING</b>	<b>FOR DISCUSSION</b>	<b>FOR APPROVAL/ DECISION</b>
<b>1. Apologies for Absence</b>	✓		
<b>2. Declarations of Interest</b>	✓		
<b>3. Notes of Previous Meeting - 9 February 2016</b>	✓		
<b>4. Performance Monitoring and Reporting 2016-19, including Risk Register and Internal Audit Programme</b>		✓	
<b>5. AOCB</b>			
<b>6. Dates of Next Meetings: Trust Board: 19 April 2016 Performance &amp; Audit Sub Committee: 23 May 2016</b>			

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# PERFORMANCE & AUDIT SUB COMMITTEE



## PERFORMANCE MONITORING AND REPORTING 2016-19, INCLUDING RISK REGISTER AND INTERNAL AUDIT PROGRAMME

Date: 14 March 2016

Agenda Item: 4

Report by: John Griffiths, Chief Executive

### Summary

This report provides information regarding performance reporting to allow Trustees to consider their requirements for the 3 year period of the new 2016-19 Business Plan.

## 1. BACKGROUND

- 1.1 The new Business Plan presents an opportunity to review how the Trust Board monitors performance at a strategic level, and how the organisation's Risk Register and Internal Audit Programme integrate with, and reflect, the priorities of the Business Plan.
- 1.2 Current procedures for Performance Monitoring have been in place since July 2013 when East Ayrshire Leisure was formed. Performance reports contain a wide range of information which has developed over time. These reports are considered quarterly and form the basis of the Annual Report. The Risk Register is included in the quarterly Performance Report and is updated as required. The Internal Audit Programme is considered and approved annually, and the findings of Internal Audit reports are submitted to the Performance and Audit Sub-Committee.
- 1.3 Performance reporting in the first three years of the Trust's operation has reflected the need to assist Trustees in gaining knowledge of how the Trust operates and the wide range of services it delivers. Now that the Trust Board is well established, it would be appropriate to move to a more strategic approach to performance monitoring, focusing on the Action Plan included in the new Business Plan. In tandem with this revised approach, it would also be appropriate to ensure that the Risk Register reflects the most significant risks to the satisfactory delivery of the Action Plan outcomes. In addition, the Internal Audit Programme should utilise audit resources to examine key aspects of services rather than routine procedures such as cash handling, which are now reviewed in-house.
- 1.4 Ideally there will be a strong link between the Business Plan, the Risk Register and the Internal Audit Programme, and Trustees should adopt a high level strategic role in monitoring the performance of the Trust using the information provided in a significantly revised quarterly performance report.

## 2. CONSIDERATIONS

- 2.1 In order to implement this updated approach, it is important that Trustees carefully consider the information that they require to effectively monitor the performance of the Trust.
- 2.2 Using the information currently provided in quarterly performance reports such as a base for consideration, it is proposed that the following changes are considered:
  - Financial Performance                      Information included but prioritised/reduced.
  - External Funding                              Included, related to progress with Action Plan outcomes.

- Attendances Cumulative attendance figures included in the Electronic Performance Monitoring System, groupings to be agreed.
- People Absence figure included in Action Plan.
- Customers Current information replaced by updates in Action Plan and, where appropriate, in Chief Executive's report.
- Forthcoming Business Initiatives Removed
- Risk Register Included in new format and linked to Action Plan.
- Capital Programme Projects Removed – updated as required in Action Plan or Chief Executive's report.
- Forthcoming Event Programme Removed
- Action Plan Enhanced format introducing links to Risk Register.
- Health and Safety Removed – information to be reported by exception in the Chief Executive's report.

2.3 If agreed by Trustees, the content of the new quarterly report would therefore include:

- 1) Action Plan progress report – revised format
- 2) Financial Performance – detail to be agreed
- 3) Risk Register

The draft template for the revised report is included as Appendix I.

2.4 In addition, it would be possible to make use of the Council's Electronic Performance Monitoring System to give a high level summary of performance. Early discussions with Council officials have suggested that performance information for the following indicators could be included in EPMS reports.

- Net Promoter Score for services – linked to customer satisfaction
- Attendance figures grouped into:
  - Culture
  - Libraries
  - Sport and Community Venues
  - Countryside Services
  - Future Museum Visits
- Budget variation across the whole Trust i.e. our projected out-turn position.

## 3 CONSIDERATIONS – RISK REGISTER

- 3.1 The revised Risk Register should focus on those issues that could prevent the Trust from delivering the outcomes specified in the Business Plan Action Plan. The current Risk Register format has been updated and the risks linked to the Business Plan Action Plan. See draft at Appendix I.

## 4 CONSIDERATIONS – INTERNAL AUDIT PROGRAMME

- 4.1 Discussions have taken place with our Internal Auditor, East Ayrshire Council's Chief Auditor, and it has been agreed that the focus will move away from facility or procedure based audits, and move to an audit programme that effectively supports service development and delivery linked to the Business Plan Action Plan and the Risk Register. While the full Internal Audit Programme has not been agreed yet, the following follow up audits are required in 2016/17:

- Hospitality Service – Palace Theatre/Grand Hall
- Location Audit – Auchinleck Leisure Centre
- Box Office and Booking System

- 4.2 If Trustees have any suggestions for Internal Audit work based on the new Business Plan, these can be considered for inclusion in the final programme which will be submitted to the Board for approval.

## 5 CONCLUSIONS

- 5.1 The new Business Plan presents an opportunity to review performance reporting requirements and to ensure that the Risk Register and Internal Audit Programme are fully integrated with the Business Plan Action Plan, and in doing so ensure that Trustees have all the information they need to effectively monitor performance at a strategic level. This report is intended to support discussion at the meeting, and draft documentation included with this report will be updated following discussions for approval at the next Board meeting.

### Recommendation/s:

It is recommended that Trustees:

- i. Consider the information and ideas included in this report;
- ii. Remit to the Chief Executive to develop revised performance reporting arrangements to be submitted to the Trust Board for approval; and
- iii. Otherwise note the content of this report.

Signature:



Designation: Chief Executive

Date: 8 March 2016

## APPENDICES

Appendix I – Draft Template for East Ayrshire Leisure Performs 2016-19



# East Ayrshire Leisure Performs 2016-19

## DRAFT TEMPLATE FOR DISCUSSION



**Progress Against 2016-19 Action Plan..... Page 2**

**Financial Performance..... Page 11**

- Income & Expenditure - by Service

**Performance Scorecard..... Page 25**

**Risk Register..... Page 26**



# **PROGRESS AGAINST 2016-19 ACTION PLAN**

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

<b>ACTION NO</b>	<b>ACTION</b>	<b>BASELINE</b>	<b>TARGET</b>	<b>OUTCOME</b>	<b>RISKS</b>	<b>FREQ. OF REPORTS</b>	<b>PROGRESS</b>
EAL 1.1	Increase Customer Satisfaction levels	<ul style="list-style-type: none"> <li>• Carry out baseline survey across core venues during Sept/Oct 2016</li> </ul>	Show annual customer satisfaction improvements each year of Business Plan	Enhanced reputation and repeat visits to/usage of our facilities/services	1, 3, 4, 5, 6, 7, 8, 10	Annual	
EAL 1.2	Increase attendance levels/ticket sales through programme development both in person and online.	<ul style="list-style-type: none"> <li>• Xxx attendance 2015/16</li> <li>• Xxxx ticket sales 2015/16</li> <li>• xxx visits to <a href="http://www.futuremuseum.co.uk">www.futuremuseum.co.uk</a></li> <li>• xxx visits to <a href="http://www.eastayrshireleisure.com">www.eastayrshireleisure.com</a></li> </ul>	Increase levels of attendance and ticket sales by 1% each year of business plan. Continue to invest in programme development. Increase online visitor usage by 2% each year of Business Plan	Increase number of people using service and increase income streams to support programme.	1, 2, 5, 6, 7, 10	6 month	
EAL 1.3	Achieve new quality standards and/or maintain current Accreditation standards	<b>2014/15 Visit Scotland:</b> 4 star: Doon Valley Museum 3 star: Dick Institute 4 star: Baird Institute 4 star: Dean Castle and Country Park 4 star: Burns House Museum	<b>Visit Scotland:</b> 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	Achieve/maintain 4/5 star rating for all of our cultural/heritage attractions during life of business plan.	1, 3, 4, 5, 6, 7, 8, 10	Annual	
		<b>Arts Council England Museum Accreditation:</b> Dean Castle/Baird Inst/Doon Valley/Burns House/Dick Institute	<b>Arts Council England Museum Accreditation:</b> Dean Castle/Baird/Doon Valley/Burns House/Dick Institute maintained.	Maintain our museum Accreditation standard for each facility demonstrating high quality service.	Annual		
		<b>Collection Significance:</b> Musical Instrument/Burns Collections	<b>Collection Significance:</b> Musical Instrument/Burns Collections maintained.	Maintain our Collection Significance status for Dean Castle musical instrument collections and Burns collections demonstrating national importance of collection.	Annual		



		<p><b>How Good Is Our Public Library Service (HGIOPLS):</b> working towards introducing to service.</p>	<p><b>HGIOPLS:</b> 2016/17 – 1 indicator tested; 2017/18 – further 2 indicators tested; 2018/19 – further 2 indicators tested.</p>	<p>Demonstrate continuous improvement across service area</p>		<p>Annual cycle of inspections and reports</p>	
		<p><b>British Computer Society Audit (BCSA)</b> accredited</p>	<p><b>BCSA: Maintain accreditation</b></p>	<p>Continue to deliver European Computer Driver Licence (ECDL0 across our libraries.</p>		<p>Annual</p>	
		<p><b>UKA Classification I</b> (Ayrshire Athletics Arena)</p>	<p><b>UKA:</b> Maintain Certification at Ayrshire Athletics Arena</p>	<p>Achieve/maintain accreditation for Sports Venues during life of business plan.</p>		<p>5 years</p>	
		<p><b>FIFA Quality Concept</b> For Football Turf 1 Star</p>	<p><b>FIFA:</b> Certification of all Synthetic Grass Pitches</p>	<p>Demonstrating quality of facility and programme delivery.</p>		<p>4 years</p>	
		<p><b>RLSS Approved Training Centre</b></p>	<p>Maintain status as <b>RLSS</b> Approved Training Centre</p>	<p>Demonstrate that we meet industry standards</p>		<p>Annual</p>	
		<p><b>Green Flag:</b> working towards achieving.</p>	<p>Gain <b>Green Flag</b> award for Dean Castle Country Park and Annanhill Golf Course during life of Business Plan.</p>	<p>Demonstrate that we meet high environmental standards across our key areas of green space.</p>		<p>Annual</p>	
		<p><b>UKactive:</b> Working towards membership</p>	<p>UKactive: achieve membership criteria</p>	<p>Demonstrate that the facilities meet industry standards.</p>		<p>Annual</p>	

EAL 1.4	Maintain and sustain high level partnerships that support service delivery and improvement.	Creative Scotland, HLF, BIG Lottery, Scottish Library & Information Council, Scottish Natural Heritage, Sportscotland, National Governing Bodies of Sport, Sporta Sports Council, National Museums and Galleries Scotland, Museums Galleries Scotland, Historic Environment Scotland, Tate , Future Museum, Culture Republic.	Maintain current partnership network.	Maintains our reputation as a high profile/quality service provider across cultural/countryside/sport	1, 2, 6, 7, 8, 10	Annual	
EAL 1.5	Introduce a system to audit, monitor and improve environmental efficiency across our core facilities	2016/17 monitor to provide baseline information	Create annual improvement plan and work with East Ayrshire Council to ensure our venues/facilities meet our environmental objectives.	Facilities/venues continue to provide a high quality visitor experience, whilst also being environmentally friendly.	1, 6, 8, 10	Annual	

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

ACTION NO	ACTION	BASELINE	TARGET	OUTCOME	RISKS	FREQ. OF REPORT	PROGRESS
EAL 2.1	Increase general participation /attendance levels across service areas	<ul style="list-style-type: none"> <li>2015/16 as baseline</li> </ul>	<ul style="list-style-type: none"> <li>Increase participation levels by 1% each year during life of business plan.</li> </ul>	Participatory programmes provide positive mental and physical wellbeing outcomes.	1, 2, 5, 6, 7, 8, 10	Annual	
EAL 2.2	Increase opportunities for/numbers of young people (12-25) using our services.	<ul style="list-style-type: none"> <li>2016/17 survey commissioned to determine baseline usage.</li> <li>X partnerships currently in place (2015/16 Baseline)</li> <li>X number of initiatives in place to support access for young people. (2015/16 Baseline)</li> <li>Introduce project based impact assessments for each new project to create baseline.</li> </ul>	<ul style="list-style-type: none"> <li>Increase by 1% each year number of young people using our service areas.</li> <li>Raise £50K external funding during life of Business Plan to support programmes aimed at young people.</li> <li>Maintain and develop 2 partnerships/initiatives each year to support young people centred programmes.</li> <li>Offer reduced cost/free access to facility/project use for targeted groups of young people.</li> <li>Carry out project surveys to measure behavioural change impact in 2016/17/18/19</li> </ul>	<p>Programmes provide positive mental and physical wellbeing outcomes.</p> <p>Young people become more active participants/ visitors to/users of East Ayrshire Leisure facilities/programmes.</p>		Annual and on conclusion of projects	

EAL 2.3	Maximise access to our facilities and programmes for people with physical, sensory or learning disabilities.	<ul style="list-style-type: none"> <li>• Develop improvement plans for our facilities by 2016/17</li> <li>• Audit all marketing/publicity materials 2016/17</li> </ul>	<ul style="list-style-type: none"> <li>• Apply audit findings where appropriate, in 2017/18/19</li> <li>• Support people using our facilities/programmes with mixed ability needs.</li> </ul>	Increase opportunities for people with physical, sensory or learning disabilities to participate in programmes and/or to visit our venues/become more active.	1, 2, 4, 5, 6, 7, 8, 10	Annual and on conclusion of projects	
EAL 2.4	Increase opportunities for/numbers of older people (60+) using our services.	<ul style="list-style-type: none"> <li>• Commission survey to determine baseline usage 2016/17</li> </ul>	<ul style="list-style-type: none"> <li>• Increase by 1% attendance by older people at our programmes and facilities.</li> <li>• Ensure we have programmes that are attractive to older users.</li> <li>• Carry out sample surveys to measure behavioural change impact in 2016/17/18/19</li> <li>• Develop and maintain partnerships each year to support older people centred programmes.</li> </ul>	<p>Programmes provide positive mental and physical wellbeing outcomes.</p> <p>Older people become more active participants/ visitors to/users of East Ayrshire Leisure facilities/programmes.</p>	1, 2, 5, 6, 7, 8, 10	Annual and on conclusion of projects	

**STRATEGIC OBJECTIVE THREE – TO ENHANCE EAST AYRSHIRE’S TOURISM OFFER**

ACTION NO	ACTION	BASELINE	TARGET	OUTCOME	RISKS	FREQ. OF REPORT	PROGRESS
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"> <li>2015/16 as baseline</li> </ul>	<ul style="list-style-type: none"> <li>Increase levels of attendance and ticket sales by 1% each year of Business Plan. Continue to invest in programme development.</li> <li>Develop cultural/countryside and sport tourism packages with Visit Scotland/EAC to promote our venues/events.</li> <li>Submit external funding to support tourism development across our facilities/venues.</li> <li>Maintain and develop partnership working with Visit Scotland/ EventsScotland to support our programmes.</li> </ul>	<p>Increase number of people using service and increase income streams to support programme.</p> <p>Raise the profile of the area and create sense of place and pride.</p> <p>Improve our tourism infrastructure and special event programme.</p> <p>Increased number of Sports Events across priority areas including Athletics</p>	1, 2, 5, 6, 7, 8, 10	6 month	
EAL 3.2	Work with local groups to add value to the tourism offer.	<ul style="list-style-type: none"> <li>4 groups worked with in 2015/16</li> </ul>	<ul style="list-style-type: none"> <li>Work with 4 groups each year to support community development and to harness local knowledge.</li> </ul>	Increase engagement with East Ayrshire’s history and add value to collections and future exhibitions.	1, 2, 7, 8, 10	Annual	

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

ACTION NO	ACTION	BASELINE	TARGET	OUTCOME	RISKS	FREQ. OF REPORT	PROGRESS
EAL 4.1	Increase levels of staff satisfaction from 2016/17 baseline.	<ul style="list-style-type: none"> <li>• 2016/17 introduce staff satisfaction survey.</li> <li>• 4% absence levels in 2015/16</li> <li>• Low levels of formal Grievances submitted by staff</li> </ul>	<ul style="list-style-type: none"> <li>• Respond to survey findings.</li> <li>• Maintain constructive relationship with Trade Union – 6 meetings annually.</li> <li>• Increase the use of EAGER working towards 85% uptake by 2018/19.</li> <li>• Maintain absence to below acceptable level of 4%</li> <li>• Continue to achieve low levels of formal Grievances</li> </ul>	Staff feel valued and are happy at work. East Ayrshire Leisure is perceived as being a positive, creative and empowering employer.	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	Annual / quarterly	
EAL 4.2	Increase the number of volunteering, placement and apprenticeship opportunities.	<ul style="list-style-type: none"> <li>• Establish 16/17 as baseline year</li> </ul>	<ul style="list-style-type: none"> <li>• 6 Modern Apprenticeships during life of Business Plan subject to funding.</li> <li>• 10 work placements during life of Business Plan</li> <li>• 3 interns during life of Business Plan.</li> <li>• Volunteers increase by 2% each year.</li> </ul>	<p>East Ayrshire Leisure is regarded as being an employer of choice for young people, with career progression opportunities.</p> <p>East Ayrshire Leisure is seen as being a valued destination by students and partner organisations.</p> <p>People see East Ayrshire Leisure as a volunteer destination.</p>	1, 2, 8, 10	Annual	

EAL 4.3	Advance staff through training and development	<ul style="list-style-type: none"> <li>• Establish baseline 15/16</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the use of EAGER working towards 85% uptake</li> <li>• Develop training matrix for all service areas</li> <li>• Develop bespoke e-learning modules and training courses</li> <li>• Adopt volunteering policy allowing employees the opportunity to volunteer with external organisations</li> </ul>	Staff feel valued and acknowledge investment in their professional development.	1, 7, 8, 10	Annual	
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# FINANCIAL PERFORMANCE



**Performance & Audit Sub Committee**  
**2015/16 EAST AYRSHIRE LEISURE BUDGET**  
**AS AT 31<sup>st</sup> DECEMBER – PERIOD 9**  
**SIGNIFICANT VARIANCES – ANALYSIS & COMMENTARY**

The projected outturn for East Ayrshire Leisure at 31<sup>st</sup> December 2015 is a favourable surplus of £191,180 and it is envisaged that this will be utilised to assist in the management of the 2016/17 budget and to facilitate delivery of future service provision and development initiatives. 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 31/12/14	Actual Out-turn to 31/03/15	Service Division	Annual Estimate 2015/16	Revised Actual Exp. To 31/12/15	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/16	Variance (Favourable) / Adverse
<b>406,880</b>	<b>753,228</b>	<b>CHIEF EXECUTIVE &amp; CENTRAL SUPPORT</b>	<b>680,700</b>	<b>389,421</b>	<b>57%</b>	<b>572,390</b>	<b>(108,310)</b>
<b>228,424</b>	<b>315,864</b>	<b>MARKETING &amp; DEVELOPMENT</b>	<b>314,980</b>	<b>254,916</b>	<b>81%</b>	<b>330,500</b>	<b>15,520</b>
<b>2,220,683</b>	<b>3,032,847</b>	<b>CULTURAL &amp; COUNTRYSIDE</b>	<b>3,219,750</b>	<b>2,145,972</b>	<b>67%</b>	<b>3,116,360</b>	<b>(103,390)</b>
50,295	74,834	Cultural & Countryside Management	65,840	51,228	78%	67,640	1,800
206,814	289,320	Collection Care	302,940	192,182	63%	292,940	(10,000)
248,002	375,042	Cultural Development	456,630	288,623	63%	437,630	(19,000)
343,690	498,470	Countryside Development	499,510	354,198	71%	499,510	0
1,002,822	1,397,370	Libraries	1,543,040	992,425	64%	1,429,490	(113,550)
(7,772)	(11,243)	Bar & Catering	(19,550)	(16,732)	86%	(17,090)	2,460
376,832	409,054	Palace Complex	371,340	284,048	76%	406,240	34,900
<b>998,139</b>	<b>1,614,272</b>	<b>SPORT &amp; COMMUNITY VENUES</b>	<b>1,755,330</b>	<b>940,418</b>	<b>54%</b>	<b>1,745,330</b>	<b>(10,000)</b>
389,386	562,258	Sport & Community Management	580,450	349,761	60%	551,780	(28,670)
41,407	95,174	Area 1 (incl AAA)	120,520	59,847	50%	125,520	5,000
98,688	138,830	Area 2 (incl Bellfield CC)	105,260	69,093	66%	150,080	44,820
195,725	266,982	Area 3 (incl Auchinleck/Loudoun)	312,510	189,581	61%	289,600	(22,910)
151,827	262,314	Area 4 (incl Mauchline GH)	308,420	155,873	51%	267,650	(40,770)
20,122	(1,877)	Area 5 (incl Grange/St Josephs)	8,570	7,632	89%	18,570	10,000
57,657	172,836	Golf	162,180	89,104	55%	184,030	21,850
43,327	117,755	Community Venues	157,420	19,525	12%	158,100	680
<b>3,854,126</b>	<b>5,716,211</b>	<b>TOTAL</b>	<b>5,970,760</b>	<b>3,730,728</b>	<b>62%</b>	<b>5,764,580</b>	<b>(206,180)</b>
<b>(4,446,960)</b>	<b>(6,109,380)</b>	<b>Management Fee</b>	<b>(5,917,180)</b>	<b>(4,496,420)</b>	<b>76%</b>	<b>(5,917,180)</b>	<b>0</b>
<b>(592,834)</b>	<b>(393,169)</b>	<b>TOTAL</b>	<b>53,580</b>	<b>(765,692)</b>		<b>(152,600)</b>	<b>(206,180)</b>
<b>0</b>	<b>0</b>	<b>Trs From Reserves</b>	<b>(53,580)</b>	<b>(53,580)</b>		<b>(53,580)</b>	<b>0</b>
<b>0</b>	<b>21,620</b>	<b>Designated Funds</b>	<b>0</b>	<b>0</b>		<b>15,000</b>	<b>15,000</b>
<b>0</b>	<b>80,000</b>	<b>Trs To Reserves</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>(592,834)</b>	<b>(291,549)</b>	<b>TOTAL (after transfer to reserves)</b>	<b>0</b>	<b>(819,272)</b>		<b>(191,180)</b>	<b>(191,180)</b>

**TABLE B – OVERALL NET POSITION**

Revised Actual Exp. To 31/12/14	Actual Out-turn to 31/03/15	Service Division	Annual Estimate 2015/16	Revised Actual Exp. To 31/12/15	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/16	Variance (Favourable) / Adverse
(1,309,962)	(2,203,986)	Income From Charitable Activities	(1,760,730)	(1,356,548)	77%	(1,807,383)	(46,653)
(4,446,960)	(6,109,380)	Management Fee	(5,917,180)	(4,496,420)	76%	(5,917,180)	0
(5,756,922)	(8,313,366)	<b>TOTAL INCOME</b>	<b>(7,677,910)</b>	<b>(5,852,968)</b>	<b>76%</b>	<b>(7,724,563)</b>	<b>(46,653)</b>
3,874,724	5,316,121	Employee Costs	5,575,970	3,855,099	69%	5,328,350	(247,620)
34,159	62,278	Transport Costs	68,360	31,914	47%	75,970	7,610
420,515	900,560	Premises Costs	986,120	403,871	41%	1,008,070	21,950
748,574	1,112,843	Supplies & Services	988,260	726,269	73%	1,037,043	48,783
0	34,920	Financing Costs	0	0	0%	6,900	6,900
0	212,400	Support Costs	0	0	0%	0	0
86,116	281,075	Governance Costs	112,780	70,123	62%	115,630	2,850
<b>5,164,088</b>	<b>7,920,197</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>7,731,490</b>	<b>5,087,276</b>	<b>66%</b>	<b>7,571,963</b>	<b>(159,527)</b>
(592,834)	(393,169)	<b>NET POSITION</b>	<b>53,580</b>	<b>(765,692)</b>		<b>(152,600)</b>	<b>(206,180)</b>
0	0	Trs From Reserves	(53,580)	(53,580)		(53,580)	0
0	21,620	Designated Funds	0	0		15,000	15,000
0	80,000	Trs To Reserves	0	0		0	0
(592,834)	(291,549)	<b>TOTAL (after transfer to reserves)</b>	<b>0</b>	<b>(819,272)</b>		<b>(191,180)</b>	<b>(191,180)</b>

**TABLE C – INCOME POSITION**

Revised Actual Income To 31/12/14	Actual Out-turn to 31/03/15	Service Division	Annual Estimate 2015/16	Revised Actual Income To 31/12/15	Actual Income as % of Annual Estimate	Projected Out-turn to 31/03/16	Variance (Favourable) / Adverse
(1,938)	(260,701)	<b>CHIEF EXECUTIVE &amp; CENTRAL SUPPORT</b>	(2,000)	(5,259)	263%	(7,100)	(5,100)
0	(1,500)	<b>MARKETING &amp; DEVELOPMENT</b>	0	(1,560)		(1,560)	(1,560)
(308,742)	(574,542)	<b>CULTURAL &amp; COUNTRYSIDE</b>	(495,670)	(405,325)	82%	(559,883)	(64,213)
	0	Cultural & Countryside Management	0	0		0	0
(33,031)	(38,544)	Collection Care	(4,950)	(7,013)	142%	(7,015)	(2,065)
(29,188)	(32,319)	Cultural Development	(21,710)	(41,497)	191%	(41,498)	(19,788)
(61,966)	(68,080)	Countryside Development	(53,130)	(54,483)	103%	(60,680)	(7,550)
(45,426)	(112,444)	Libraries	(106,490)	(49,773)	47%	(107,970)	(1,480)
(30,599)	(48,970)	Bar & Catering	(66,400)	(70,093)	106%	(84,000)	(17,600)
(108,532)	(274,185)	Palace Complex	(242,990)	(182,465)	75%	(258,720)	(15,730)
<b>(999,282)</b>	<b>(1,367,242)</b>	<b>SPORT &amp; COMMUNITY VENUES</b>	<b>(1,263,060)</b>	<b>(944,405)</b>	<b>75%</b>	<b>(1,238,840)</b>	<b>24,220</b>
(21,426)	(35,987)	Sport & Community Management	(57,910)	(37,513)	65%	(57,910)	0
(152,381)	(246,243)	Area 1 (incl AAA)	(240,090)	(171,170)	71%	(235,090)	5,000
(94,946)	(103,709)	Area 2 (incl Bellfield CC)	(88,570)	(58,596)	66%	(72,750)	15,820
(129,890)	(197,125)	Area 3 (incl Auchinleck/Loudoun)	(196,130)	(163,830)	84%	(216,130)	(20,000)
(97,332)	(128,701)	Area 4 (incl Mauchline GH)	(107,250)	(75,134)	70%	(96,860)	10,390
(152,931)	(236,538)	Area 5 (incl Grange/St Josephs)	(231,550)	(158,007)	68%	(216,550)	15,000
(231,975)	(237,553)	Golf	(156,560)	(157,536)	101%	(157,750)	(1,190)
(118,401)	(181,386)	Community Venues	(185,000)	(122,618)	66%	(185,800)	(800)
<b>(1,309,962)</b>	<b>(2,203,985)</b>	<b>TOTAL</b>	<b>(1,760,730)</b>	<b>(1,356,548)</b>	<b>77%</b>	<b>(1,807,383)</b>	<b>(46,653)</b>
<b>(4,446,960)</b>	<b>(6,109,380)</b>	<b>Management Fee</b>	<b>(5,917,180)</b>	<b>(4,496,420)</b>	<b>76%</b>	<b>(5,917,180)</b>	<b>0</b>
<b>(5,756,922)</b>	<b>(8,313,365)</b>	<b>TOTAL</b>	<b>(7,677,910)</b>	<b>(5,852,968)</b>	<b>76%</b>	<b>(7,724,563)</b>	<b>(46,653)</b>

**TABLE D – EXPENDITURE POSITION**

Revised Actual Exp. To 31/12/14	Actual Out-turn to 31/03/15	Service Division	Annual Estimate 2015/16	Revised Actual Exp. To 31/12/15	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/16	Variance (Favourable) / Adverse
408,819	1,013,929	<b>CHIEF EXECUTIVE &amp; CENTRAL SUPPORT</b>	682,700	394,680	58%	579,490	(103,210)
228,424	317,364	<b>MARKETING &amp; DEVELOPMENT</b>	314,980	256,475	81%	332,060	17,080
2,529,424	3,607,391	<b>CULTURAL &amp; COUNTRYSIDE</b>	3,715,420	2,551,297	69%	3,676,243	(39,177)
50,295	74,834	Cultural & Countryside Management	65,840	51,228	78%	67,640	1,800
239,845	327,864	Collection Care	307,890	199,195	65%	299,955	(7,935)
277,190	407,361	Cultural Development	478,340	330,121	69%	479,128	788
405,656	566,550	Countryside Development	552,640	408,681	74%	560,190	7,550
1,048,248	1,509,814	Libraries	1,649,530	1,042,199	63%	1,537,460	(112,070)
22,826	37,728	Bar & Catering	46,850	53,361	114%	66,910	20,060
485,364	683,240	Palace Complex	614,330	466,513	76%	664,960	50,630
1,997,421	2,981,515	<b>SPORT &amp; COMMUNITY VENUES</b>	3,018,390	1,884,823	62%	2,984,170	(34,220)
410,814	598,245	Sport & Community Management	638,360	387,274	61%	609,690	(28,670)
193,788	341,417	Area 1 (incl AAA)	360,610	231,018	64%	360,610	0
193,634	242,539	Area 2 (incl Bellfield CC)	193,830	127,690	66%	222,830	29,000
325,614	464,108	Area 3 (incl Auchinleck/Loudoun)	508,640	353,411	69%	505,730	(2,910)
249,157	391,015	Area 4 (incl Mauchline GH)	415,670	231,007	56%	364,510	(51,160)
173,053	234,661	Area 5 (incl Grange/St Josephs)	240,120	165,640	69%	235,120	(5,000)
289,633	410,389	Golf	318,740	246,640	77%	341,780	23,040
161,728	299,141	Community Venues	342,420	142,143	42%	343,900	1,480
5,164,088	7,920,199	<b>TOTAL</b>	7,731,490	5,087,276	66%	7,571,963	(159,527)
		Management Fee					0
5,164,088	7,920,199	<b>TOTAL</b>	7,731,490	5,087,276	66%	7,571,963	(159,527)

## CHIEF EXECUTIVE & CENTRAL SUPPORT SERVICE ANALYSIS

Revised Actual Exp. To 31/12/14	Actual Out-turn to 31/03/15	CHIEF EXECUTIVE & CENTRAL SUPPORT	Annual Estimate 2015/16	Revised Actual Exp. To 31/12/15	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/16	Variance (Favourable) / Adverse	Comment
(1,938)	(260,701)	Income From Charitable Activities	(2,000)	(5,259)	263%	(7,100)	(5,100)	Favourable variance mainly relates to Bank Interest Received
(4,446,960)	(6,109,380)	Management Fee	(5,917,180)	(4,496,420)	76%	(5,917,180)	0	
(4,448,898)	(6,370,081)	<b>TOTAL INCOME</b>	(5,919,180)	(4,501,679)	76%	(5,924,280)	(5,100)	
341,053	442,106	Employee Costs	548,070	328,730	60%	483,430	(64,640)	Discussions are underway with East Ayrshire Council to review the SLA and it is envisaged that additional costs may be required as we identify different ways of operating.
0		Transport Costs	0	0		0	0	
21,523	7,655	Premises Costs	11,300	11,175	99%	11,600	300	
27,527	66,662	Supplies & Services	101,250	36,563	36%	59,530	(41,720)	Discussions are underway with East Ayrshire Council to review the SLA and it is envisaged that additional costs may be required as we identify different ways of operating.
		Financing Costs	0	0		0	0	
	212,400	Support Costs	0	0		0	0	
18,716	289,607	Governance Costs	22,080	18,213	82%	24,930	2,850	
<b>408,819</b>	<b>1,018,430</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>682,700</b>	<b>394,680</b>	<b>58%</b>	<b>579,490</b>	<b>(103,210)</b>	
(4,040,079)	(5,351,651)	<b>NET POSITION</b>	(5,236,480)	(4,106,999)	78%	(5,344,790)	(108,310)	
	(4,500)	Trs From Reserves					0	
		Designated Funds					0	
	80,000	Trs To Reserves					0	
(4,040,079)	(5,276,151)	<b>TOTAL (after transfer to reserves)</b>	(5,236,480)	(4,106,999)	78%	(5,344,790)	(108,310)	

## MARKETING & DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. To 31/12/14	Actual Out-turn to 31/03/15	MARKETING & DEVELOPMENT	Annual Estimate 2015/16	Revised Actual Exp. To 31/12/15	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/16	Variance (Favourable) / Adverse	Comment
0	(1,500)	Income From Charitable Activities	0	(1,560)		(1,560)	(1,560)	
		Management Fee					0	
0	(1,500)	<b>TOTAL INCOME</b>	0	(1,560)		(1,560)	(1,560)	
140,987	200,215	Employee Costs	230,970	172,390	75%	230,970	0	
		Transport Costs	0	0		0	0	
		Premises Costs	0	0		0	0	
87,437	127,148	Supplies & Services	84,010	84,085	100%	101,090	17,080	Additional marketing activities undertaken to widen audience reach and establish brand recognition
		Financing Costs	0	0		0	0	
		Support Costs	0	0		0	0	
		Governance Costs	0	0		0	0	
<b>228,424</b>	<b>327,363</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>314,980</b>	<b>256,475</b>	<b>81%</b>	<b>332,060</b>	<b>17,080</b>	
<b>228,424</b>	<b>325,863</b>	<b>NET POSITION</b>	<b>314,980</b>	<b>254,916</b>	<b>81%</b>	<b>330,500</b>	<b>15,520</b>	
	(10,000)	Trs From Reserves	(33,140)	(33,140)		(33,140)	0	
	21,620	Designated Funds					0	
		Trs To Reserves					0	
<b>228,424</b>	<b>337,483</b>	<b>TOTAL (after transfer to reserves)</b>	<b>281,840</b>	<b>221,776</b>	<b>79%</b>	<b>297,360</b>	<b>15,520</b>	

## CULTURAL & COUNTRYSIDE SERVICE ANALYSIS

Revised Actual Exp. To 31/12/14	Actual Out-turn to 31/03/15	CULTURAL & COUNTRYSIDE	Annual Estimate 2015/16	Revised Actual Exp. To 31/12/15	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/16	Variance (Favourable) / Adverse	Comment
(308,742)	(574,542)	Income From Charitable Activities	(495,670)	(405,325)	82%	(559,883)	(64,213)	General performance improvement across income generating activities
		Management Fee					0	
(308,742)	(574,542)	<b>TOTAL INCOME</b>	<b>(495,670)</b>	<b>(405,325)</b>	<b>82%</b>	<b>(559,883)</b>	<b>(64,213)</b>	
1,872,877	2,553,410	Employee Costs	2,679,710	1,875,865	70%	2,510,380	(169,330)	<p>Major savings have accrued due to Service Review, which although not implemented at this time, will be for 1st April 2016. Examples of non-recurring savings include:</p> <ul style="list-style-type: none"> <li>• Closure of three libraries has been projected to save 35K on Staff costs till March 2016</li> <li>• Reduced spend on national Insurance and Super-annuation costs of 70K at Libraries; £12k Collection care/Countryside</li> <li>• Casual Staff special pay reduces across Libraries by 22K</li> <li>• Cultural Development saving of 38K due to staff leaving and delay in reappointing.</li> <li>• Staff leaving in libraries has meant our basic pay costs have reduced by approx. 40K and in addition a vacant post has accrued £45K savings</li> </ul>



21,238	32,134	Transport Costs	46,680	22,068	47%	36,640	(10,040)	Reduced mobile library operations due to ongoing maintenance issues.
127,455	323,591	Premises Costs	401,250	166,971	42%	422,500	21,250	Additional landscape costs at country park - £8K • Allocated £7.5k to Dick Institute. This will help us to achieve increased grading from 3 – 4 stars.
474,155	688,871	Supplies & Services	542,780	462,533	85%	654,823	112,043	Spend on health and safety equipment for Palace - 11K • Increase software licencing for Libraries by 15k (new management system) • Increase new book purchase by 15k. • Collection Care allocated 10K to upgrade www.futuremuseum.co.uk. • Allocated 10K for Palace signage upgrade. • Implementation of Housebound service £3K • Upgrade our bank on monitors for exhibition display at Cultural Development 8K • 3k purchase of additional fridges/ice machine for bars.
	34,920	Financing Costs	0	0		6,900	6,900	• Quad bike depreciation costs 3.4K for DCCP • Housebound van projection of 3.5K for Libraries
		Support Costs	0	0		0	0	
33,700	45,913	Governance Costs	45,000	23,860	53%	45,000	0	
<b>2,529,425</b>	<b>3,678,839</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>3,715,420</b>	<b>2,551,297</b>	<b>69%</b>	<b>3,676,243</b>	<b>(39,177)</b>	
<b>2,220,683</b>	<b>3,104,297</b>	<b>NET POSITION</b>	<b>3,219,750</b>	<b>2,145,972</b>	<b>67%</b>	<b>3,116,360</b>	<b>(103,390)</b>	
	<b>(71,450)</b>	<b>Trs From Reserves</b>	<b>(11,240)</b>	<b>(11,240)</b>		<b>(11,240)</b>	<b>0</b>	
		<b>Designated Funds</b>					<b>0</b>	
		<b>Trs To Reserves</b>					<b>0</b>	
<b>2,220,683</b>	<b>3,032,847</b>	<b>TOTAL (after transfer to reserves)</b>	<b>3,208,510</b>	<b>2,134,732</b>	<b>67%</b>	<b>3,105,120</b>	<b>(103,390)</b>	

## SPORT & COMMUNITY VENUES SERVICE ANALYSIS

Revised Actual Exp. To 31/12/14	Actual Out-turn to 31/03/15	SPORT & COMMUNITY VENUES	Annual Estimate 2015/16	Revised Actual Exp. To 31/12/15	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/16	Variance (Favourable) / Adverse	Comment
(999,282)	(1,367,242)	Income From Charitable Activities	(1,263,060)	(944,405)	75%	(1,238,840)	24,220	
		Management Fee					0	
(999,282)	(1,367,242)	<b>TOTAL INCOME</b>	<b>(1,263,060)</b>	<b>(944,405)</b>	<b>75%</b>	<b>(1,238,840)</b>	<b>24,220</b>	Reduction in synthetic grass pitch booking at Grange Leisure Centre by Kilmarnock Football Club and reduction in lets within Community Venues including Darvel Town Hall and Bellfield Community Centre
1,519,807	2,120,390	Employee Costs	2,117,220	1,478,114	70%	2,103,570	(13,650)	Reduction in delivery of programmes/activities during the festive period.
12,921	29,916	Transport Costs	21,680	9,846	45%	39,330	17,650	Costs related to golf course equipment repairs and winter overhaul prior to new season commencing. Also includes an amount to cover any additional security measures required after break in
271,537	569,542	Premises Costs	573,570	225,725	39%	573,970	400	
159,455	230,162	Supplies & Services	260,220	143,087	55%	221,600	(38,620)	Comprehensive servicing of gym equipment in 2014/2015 with limited repairs in 2015/2016. Management actions taken in regards to renewal of sports equipment and hiring of equipment by users and groups.
		Financing Costs	0	0		0	0	
		Support Costs	0	0		0	0	
33,700	45,004	Governance Costs	45,700	28,051	61%	45,700	0	
<b>1,997,420</b>	<b>2,995,014</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>3,018,390</b>	<b>1,884,823</b>	<b>62%</b>	<b>2,984,170</b>	<b>(34,220)</b>	
<b>998,138</b>	<b>1,627,772</b>	<b>NET POSITION</b>	<b>1,755,330</b>	<b>940,418</b>	<b>54%</b>	<b>1,745,330</b>	<b>(10,000)</b>	
	(13,500)	Trs From Reserves	(9,200)	(9,200)		(9,200)	0	
		Designated Funds				15,000	15,000	relating to Annanhill Equipment
		Trs To Reserves					0	
<b>998,138</b>	<b>1,614,272</b>	<b>TOTAL (after transfer to reserves)</b>	<b>1,746,130</b>	<b>931,218</b>	<b>53%</b>	<b>1,751,130</b>	<b>5,000</b>	

## RESERVES

<b>BALANCE SHEET AS AT 31 MARCH 2015</b>										
Fixed Asset Reserve	52,360									
Current Asset Reserve	<u>754,380</u>									
Unrestricted Reserves		806,740								
Restricted Reserves		78,409								
Pension Reserve		(2,682,000)								
<b>TOTAL RESERVES</b>		<b><u>(1,796,851)</u></b>								
<b>ALLOCATION OF UNRESTRICTED RESERVES</b>										
	31 MAR 15	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES	
FIXED ASSET RESERVE	52,360					52,360				
RETAINED RESERVES	400,000					400,000	Financial Reserves Policy 26 February 2014			
COMMITTED RESERVES:-										
Central Support Administration Resources	20,000					20,000	14 July 2015 Board	Ongoing	Will be used to support creation of 2 * temp Clerical post for 6 months	
Marketing & Development Staff	45,380			33,140		12,240	14 July 2015 Board	Ongoing	Staff extended until 31st March 16	
Marketing - Additional Facilities	7,000					7,000	14 July 2015 Board	Ongoing	Focus on Auchinleck Boswell marketing initially, approx 1k spend committed	
Graphic Design Support	20,000					20,000	14 July 2015 Board	Ongoing	Will be used to support creation of Visual Communications Assistant - 1yr post to be advertised late Oct 15	

Libraries Fit Out	60,000			60,000	14 July 2015 Board	Ongoing	Dick Institute £40k, Newmilns £10k, Mauchline £10k
Wi-Fi Provision - Phase I	56,000	32340		23,660	14 July 2015 Board	Ongoing	Wifi roll out currently in place and due for completion end of November
Palace Theatre - stage hoist repair/upgrade	22,000	11240		10,760	14 July 2015 Board	Ongoing	Hoist now commissioned
Dick Institute/Palace Complex Programme Development	10,000			10,000	14 July 2015 Board	Ongoing	Programme Planned for January/February/March aimed at young people and day time use.
DCCP Security Fence	15,000	15000		0	14 July 2015 Board	Cancelled	The fence will not now be required as this will form part of contractors compound during works period.
Annanhill Golf Course - Staff Welfare Facilities	38,000			38,000	19 August 2014 Board	Ongoing	Expected completion date Feb 2016
Annanhill Golf Course - 4th Green	20,000			20,000	14 July 2015 Board	Ongoing	Course design and alterations under consideration
Annanhill Golf Course - Maintenance Equipment	26,000			26,000	14 July 2015 Board, updated 13 Oct 2015	Ongoing	Fairways machine delivered. Will be drawn down at year end to cover depreciation.
Fireworks Display	15,000	9200		5,800	14 July 2015 Board	Complete	Contribution required £9,200 balance released as uncommitted
Fireworks Display		5800		-5,800			
TOTAL COMMITTED RESERVES	354,380			253,460			
UNCOMMITTED RESERVES		-20800		20,800			£15k from DCCP Security Fence + £5,800 from Fireworks
UNRESTRICTED RESERVES	806,740			726,620			
RESTRICTED RESERVES	78,409	(1,178)	3,023	13780			62,784
PENSION RESERVE	(2,682,000)			(2,682,000)			
TOTAL RESERVES	(1,796,851)			(1,892,596)			

## GENERAL PROJECTS

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

<b>Project</b>	<b>Partners</b>	<b>Balance b/f 01.04.15</b>	<b>Balance at 31.12.15</b>	<b>Expected Completion Date</b>
Textile Team	Donations	(£1,114)	(£677)	Ongoing
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£4,586)	(£4,586)	Ongoing
Scotland Creates	National Museums Scotland	(£15,325)	(£15,325)	Ongoing
Still Future II	Creative Scotland	£0	(£7,500)	Sept 2016

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.

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.

Scotland Creates (Legacy of Lace) received funding from National Museums Scotland on behalf of the Esmee Fairbairn Foundation, to engage young people in museums through development of exhibitions and associated events. This project is ongoing

Still Future II is new exhibition featuring the work of nine Scottish artists. It has received funding from Creative Scotland and will result in a major new exhibition at the Dick during January 2016.



**PERFORMANCE SCORECARD**  
**TO BE INCLUDED IF REQUIRED BY TRUSTEES**



# **RISK REGISTER**

## **RISK MANAGEMENT**

East Ayrshire Leisure will manage risk in a proactive manner by prioritising areas of concern and addressing them on an ongoing basis. The Board reviews its Risk Register on a regular basis with the Register submitted for approval annually and then monitored through the quarterly performance reporting process.

**Risk** - this column lists areas of major concern for East Ayrshire Leisure that could damage its credibility or its ability to trade.

**Risk rating** - this column records the rating placed on each risk, this is judged according to current knowledge and experience that the assessor has in the area of concern and may be altered once specialists in the specific field have been consulted, The score should range from 0 (lowest risk) to 5 (highest risk). Risk ratings should consider both the likelihood and impact of the risk.

**Priority** - the assessor should indicate whether actions on the risk are urgent or not using the indicators of **high, medium or low**.

**Reason for risk rating and priority** - the assessor should explain why the risk exists and if appropriate why the Priority indicator has been assessed at the level set against each risk.

**Information** - The assessor should identify systems and processes that are in place to reduce the risk and/or weaknesses that enhance the risk and any associated actions that can/will be put in place.



<b>RISK</b>	<b>Risk Rating</b> 0 (Low) to 5 (High)	<b>Priority</b> (High, Medium, Low)	<b>Reason for Risk Rating and Priority.</b>	<b>Information</b>
<b>1.</b> Reduction in service payments from EAC	5	H	<p>This is an area of high risk as the Council, which provides the service payments to the Trust, is under severe pressure to reduce its overall spend. The priority is high as the Trust would need to take action if the Council reduces its funding.</p> <p>Closure of local facilities due to reduced funding may impact of Strategic Objective 1 and 2 of the Business Plan as targets groups will incur additional cost when they are required to travel to venues which may impact on their ability to attend facilities. Subsequently, a drop in attendance may reflect in income shortfalls that in turn, will affect the Trusts ability to invest in development opportunities.</p>	<ul style="list-style-type: none"> <li>• The Trust has limited resources available to it and would find it difficult to identify alternative funding sources or generate additional income to offset any reductions in Council funding.</li> <li>• Funding regularly reviewed by Trust Board and continuous dialogue with East Ayrshire Council.</li> <li>• The Board has carried out detailed service reviews and has submitted savings proposals to meet the Council targets.</li> </ul>
<b>2.</b> Falling income levels due to the economic climate, or any other reason.	2	M	<p>The overall risk rating for this area is Low/Medium as the Trust has reviewed and realigned its income targets and sets pricing annually to ensure they can cope with market pressures. The priority is medium as charges can be reviewed relatively easily if a particular difficulty is identified.</p>	<ul style="list-style-type: none"> <li>• The Trust will have the ability to develop new income streams and review charging policies.</li> <li>• The Trust has a dedicated marketing team to support service development and delivery.</li> <li>• East Ayrshire Council and East Ayrshire Leisure have historically charged at the lower end for services in comparison with many other Scottish Leisure service providers and steep increases may have an adverse effect on the reputation of the Trust and customer</li> </ul>

<b>RISK</b>	<b>Risk Rating</b> 0 (Low) to 5 (High)	<b>Priority</b> (High, Medium, Low)	<b>Reason for Risk Rating and Priority.</b>	<b>Information</b>
				numbers.
<b>3.</b> Health and Safety Legislation, Standards and Procedures	2	M	The risk is low/medium risk as the Trust has a good Health and Safety record. It is a medium priority as pressures placed on the Council's Safety Team may affect the amount of time dedicated to the Trust, but the Trusts Health and Safety Officer (Properties) is continually gaining knowledge and expertise that will offset any shortfall in support.	<ul style="list-style-type: none"> <li>Trust has its own Health and Safety Manager (Properties) supported by EAC Health and Safety Team and adhere to the Council's safety standards. Managers trained to IOSH Managing Safely standard.</li> <li>East Ayrshire Leisure have initiated regular 6 weekly Health &amp; Safety meetings attended by the Chief Executive, EAC's Safety Advisor and key managers. The forum discusses key Health &amp; Safety issues with a view to reducing risk wherever it is identified.</li> </ul>
<b>4.</b> Protection of children and vulnerable adults	2	L	This is a Low/medium risk as there are systems in place such as Protection of Vulnerable Groups checks and stringent conditions of let in place. However, an adverse incident would damage the Trust's reputation. The priority is low due to the fact that there have been no major incidents in facilities and the Trust is in the process of reviewing and updating its Safeguarding policy and procedures.	<ul style="list-style-type: none"> <li>Staff undergo Disclosure checks and spot checks are made on the documentation held by individuals/groups leasing facilities.</li> <li>Staff undergo PVG check and training and support from Council officials is available.</li> </ul>
<b>5.</b> Loss or damage to historic collections or buildings	4	H	This is a high risk as the materials held and the historic buildings managed by the trust have immeasurable historic and cultural value. Loss or irreparable damage to this stock would	<ul style="list-style-type: none"> <li>The Trust has dedicated manager in place to ensure the collection and estate is managed appropriately.</li> <li>The Trust has an SLA with the Council and</li> </ul>

<b>RISK</b>	<b>Risk Rating</b> 0 (Low) to 5 (High)	<b>Priority</b> (High, Medium, Low)	<b>Reason for Risk Rating and Priority.</b>	<b>Information</b>
			have severe implications for the credibility of the Trust. It is of high priority that this area is addressed as current condition of buildings can be problematic.	<ul style="list-style-type: none"> <li>• repairs are prioritised.</li> <li>• Contractors carry appropriate insurance.</li> </ul>
<b>6.</b> Loss of buildings or facilities due to bad weather, maintenance issues or any other cause	3	L	This area is a medium risk although there have been instances where facilities have been closed, for example the SGP at Stewarton Sports Centre employees are better able to deal with the onset of bad weather and the closure of the SGP at St Joseph's due to construction issues, as the Trust has enough capacity to relocate customers. This is a low priority to the Trust as it has limited resources to counteract any service shortfall, albeit it can seek financial compensation.	<ul style="list-style-type: none"> <li>• Most buildings are able to withstand poor weather. Maintenance standards are generally acceptable.</li> <li>• Some facilities have recurring problems during poor weather.</li> <li>• Repairs and maintenance programmes are the responsibility of the Council and have to be prioritised.</li> <li>• As a third party in schools etc. the Trust is limited in the amount of pressure it can apply to situations. For example, St Josephs and the Grange Leisure Centres.</li> <li>• Each building has a snow and ice plan.</li> </ul>
<b>7.</b> Failure to effectively Market, Promote and Programme facilities and activities	4	H	This is an area of high risk and high priority. If Marketing programmes are ineffective the Trust will be unable to deliver the strategic priorities identified in the Business Plan and there will be a negative impact on income levels and attendances.	<ul style="list-style-type: none"> <li>• The Marketing and Development team has had temporary additional resources allocated to it.</li> <li>• The Marketing Plan will be updated to reflect the new Business Plan.</li> </ul>
<b>8.</b> Failure to develop a workforce that is appropriately skilled, trained and	3	M	This is an area of medium risk and medium priority. It is essential that staff are well trained and motivated, without this it is	<ul style="list-style-type: none"> <li>• The new Training and Development Officer will improve aspects of support for staff.</li> </ul>

<b>RISK</b>	<b>Risk Rating</b> 0 (Low) to 5 (High)	<b>Priority</b> (High, Medium, Low)	<b>Reason for Risk Rating and Priority.</b>	<b>Information</b>
motivated.			unlikely that the Trust will be able to deliver strategic objectives in the new Business Plan.	<ul style="list-style-type: none"> <li>Recruitment issues will decrease as the Trust moves to its core facility remit.</li> </ul>
<b>9.</b> Failure to deliver the Community Asset Transfer/Asset Rationalisation programmes.	4	H	This is an area of high risk and high priority as the programmes now have completion dates linked to the achievement of savings targets by the Trust.	<ul style="list-style-type: none"> <li>The CAT/AR programmes are led by East Ayrshire Council and it is the Council that makes the final decisions regarding the future of facilities.</li> <li>A temporary staff structure is in place to allow the Trust to support the CAT/AR programmes and deliver event strategies for all buildings temporarily in the Trust's remit.</li> </ul>
<b>10.</b> Failure to prioritise tasks and workload.	4	H	Staff workloads are challenging as the Trust continues to develop. In order to achieve stated outcomes, staff must prioritise effectively.	<ul style="list-style-type: none"> <li>Changes to staff structures, agreed by the Board, should assist in addressing workload issues.</li> <li>Staff will require support to prioritise workload.</li> </ul>