

PERFORMANCE & AUDIT SUB COMMITTEE



Date: 14 November 2016

Location: Reception Room, Grand Hall

Start time: 6pm

AGENDA			
AGENDA ITEM	FOR NOTING	FOR DISCUSSION	FOR APPROVAL/ DECISION
1. Apologies for Absence	✓		
2. Declarations of Interest	✓		
3. Notes of Previous Meeting – 23 August 2016	✓		
4. Performance Report July – Sept 2016			✓
5. AOCB			
6. Dates of Next Meetings: Trust Board: 29 November 2016 Performance & Audit Sub Committee: 13 February 2017			

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PERFORMANCE REPORT JULY - SEPTEMBER 2016

Date: 14 November 2016

Agenda Item: 4

Report By: John Griffiths, Chief Executive

Summary

This report provides the Board with a summary of the performance of Trust services for the period July to September 2016 and highlights any significant aspects of performance for Trustees' consideration.

1. BACKGROUND

1.1 The attached East Ayrshire Leisure Performance report presents an overview of the Trust's performance for the period July to September 2016.

2 REPORT HIGHLIGHTS/ISSUES

2.1 ACTION PLAN PROGRESS

2.1.1 Significant progress has been made towards the achievement of action plan objectives, programme development activities have been particularly successful in maintaining attendance figures. An indication of performance against targets is now included for each action.

2.2 FINANCIAL PERFORMANCE

2.2.1 A surplus of £52,230 is currently projected and it is envisaged that this amount will be utilised to assist in the management of the £141,090 2016/17 budget savings yet to be identified.

2.3 PERFORMANCE SCORECARD

2.3.1 The EPMS Performance Scorecard shows expected levels of performance across the main measured priorities. There are two indicators showing as Red – Action Required, and these relate to overall expenditure to date and attendances at Sport and Community Venues.

2.4 RISK REGISTER

2.4.1 There are no issues relating to Risk Register. An updated Risk Register developed through discussions with Trustees at the session held on 26 October will be included in future Performance reports.

2.5 ADDITIONAL INFORMATION

2.5.1 In accordance with previous discussions, detailed information regarding Health & Safety, Attendances and Absence levels is now be available via the Trustees' portal.

2.5.2 Further information regarding the financial performance of the Hospitality Service is included as Appendix I to the performance report as previously requested.

Recommendation/s:

It is recommended that the Sub-Committee:

- i. Approve the East Ayrshire Leisure Performance report for July to September 2016; and
- ii. Otherwise note the content of this report.

Signature:



Designation: Chief Executive

Date: 3 November 2016



East Ayrshire Leisure Performs

July - September 2016



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- Income & Expenditure - by Service

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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 30 SEPT 2016
EAL 1.1	Increase Customer Satisfaction levels POSITIVE PERFORMANCE:	Show annual customer satisfaction improvements each year of Business Plan	<ul style="list-style-type: none"> Market Research consultant appointed October 2016
EAL 1.2	Increase attendance levels/ticket sales through programme development both in person and online. WITHIN TOLERANCE: ATTENDANCE FIGURES HAVE INCREASED BY 1% ACROSS THE VENUES DURING SIX MONTHS.	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"> Wide range of exhibitions/events/activities delivered across the Trust that have helped to support an increase in attendance during the quarter from previous year across all areas of operation. Examples include ‘Art of Collection’; ‘Angels ,Myths and Fables’ ; ‘Cumnock 2016’ and ‘Industry and Heritage’ exhibitions; Bookbug events across Libraries; ‘Our Ladies of Perpetual Succour’ and ‘Democracy’ at the Palace Theatre; Countryside Summer Programme; DCCP Pet Show; The River Ayr Way Challenge and the DCCP Harvest Festival £40K Funding bid being prepared to support design upgrade of www.futuremuseum.co.uk with project partners – Bid will be completed October 2016. £200K funding bid to Ayrshire Leader submitted for Love Cumnock, 2 year project to support the Cumnock Library, Cumnock Town Hall and Baird Institute programmes. Future Museum (www.futuremuseum.co.uk) visits have increased by 5% during the six month period. East Ayrshire Leisure.com visits have fallen by 7% during the six month period.
EAL 1.3	Achieve new quality standards and/or maintain current Accreditation standards POSITIVE PERFORMANCE	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	<ul style="list-style-type: none"> Dick Institute awarded 4 star grading. (upgraded from 3 star) Palace and Grand Hall awarded 4 star grading (new rating)

		<p>Arts Council England Museum Accreditation: Dean Castle/Baird/Doon Valley/Burns House/Dick Institute maintained.</p>	<ul style="list-style-type: none"> £45K Funding bid being prepared to support investment in new Collection management System – Bid will be completed October 2016
		<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.
		<p>How Good Is Our Public Library Service: 2016/17 – 1 indicator tested; 2017/18 – further 2 indicators tested; 2018/19 – further 2 indicators tested.</p>	<ul style="list-style-type: none"> Programme under review by national library group.
		<p>British Computer Society Accreditation: Maintain annual accreditation</p>	<ul style="list-style-type: none"> Accreditation achieved in April 2016 for 2016/17.
		<p>UKA: Maintain Certification at Ayrshire Athletics Arena</p>	<ul style="list-style-type: none"> Date for re-assessment May 2017
		<p>FIFA: Certification of all Synthetic Grass Pitches</p>	<ul style="list-style-type: none"> East Ayrshire Council arranging certification.
		<p>Maintain status as RLSS Approved Training Centre</p>	<ul style="list-style-type: none"> Working towards external verification process and will be completed by March 2017 as RLSS now complete external verifications every 18 months instead of 12 months.
		<p>Gain Green Flag award for Dean Castle Country Park and Annanhill Golf Course during life of Business Plan.</p>	<ul style="list-style-type: none"> Assessment scheduled for Dean Castle Country Park in July 2017 Assessment scheduled for Annanhill Golf Course in 2018
		<p>UKactive: achieve membership criteria</p>	<ul style="list-style-type: none"> UKactive membership status achieved. East Ayrshire Leisure now an employer partner with the Chartered Institute for the Management of Sport and Physical Activity

EAL 1.4	<p>Maintain and sustain high level partnerships that support service delivery and improvement.</p> <p>POSITIVE PERFORMANCE</p>	Maintain current partnership network.	<ul style="list-style-type: none"> • In discussions with University West of Scotland and Ayrshire College to set up formal partnerships across several areas of operation including, Marketing, Libraries, Countryside and Cultural. Formal agreement has now been reached with Ayrshire College to operate the practical aspects of their horticultural and arboricultural courses from DCCP. Students will begin on site on 24th October. • Local Record Centre Partnership has been established with North and South Ayrshire Councils to develop an on-line biological record centre for the region • Future Museum partnership will be expanded to include Inverclyde Council. • Marketing team - new partnership with Ayrshire College's IT department working with students on App development and data analysis
EAL 1.5	<p>Introduce a system to audit, monitor and improve environmental efficiency across our core facilities</p> <p>POSITIVE PERFORMANCE</p>	Create annual improvement plan and work with East Ayrshire Council to ensure our venues/facilities meet our environmental objectives.	<ul style="list-style-type: none"> • A process has been established to ensure gas and electricity meter readings are gathered for all facilities. Reports are collated and any issues are raised with the Team Leaders. • Reduce energy costs by utilising the following: <ul style="list-style-type: none"> (a) Audit – Ensure the accuracy of energy costs (b) Monitor – Examine energy use to detect and prevent waste (c) Improve – Increase the efficiency of energy use

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

ACTION NO	ACTION	TARGET	PROGRESS AT 30 SEPT 2016
EAL 2.1	<p>Increase general participation /attendance levels across service areas</p> <p>WITHIN TOLERANCE: ATTENDANCE / PARTICIPATION FIGURES HAVE INCREASED BY 1% ACROSS THE VENUES DURING SIX MONTHS</p>	<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"> Wide range of exhibitions/events/activities and workshop related activity delivered across the Trust that have helped to support an increase in attendance/participation during the quarter across all areas of operation. Created new workshop and education focus around our core venues resulting in more opportunities for participation Examples include using Thursday evenings as a key event day in Cultural venues; family events at the Baird, Writers’ Days, Summer Reading Challenge events and Visual Art and Performing Arts workshop focus at Dick Institute, Palace and Cumnock. New Countryside Conservation Group has been established at DCCP and meets weekly. Sports activity programme offering reviewed with new activities on offer including summer programme which was delivered at 10 Sport and Community Venues with over 10,000 attendances recorded over 6 weeks. Working in partnership with the Kilmarnock Harriers and EAC Vibrant Communities to co-ordinate and deliver East Ayrshire Schools Cross Country event and Primary School Sportshall Athletics competition at the Ayrshire Athletics Arena. Both programmes offer a pathway to club athletics at the AAA. To meet customer demand, two new children’s football classes were introduced at Stewarton Sports Centre, with Auchinleck Leisure Centre now offering Rookie Lifeguard and Loudoun Leisure Centre now offering bootcamp style fitness sessions. Promotional packages undertaken to increase summer programme attendances including 15,000 brochures distributed to schools and at major events, advertising within Primary Times and other publications distributed at the Open, radio campaigns £30K Funding bid submitted to Scottish Library and information Council was unsuccessful and will resubmit when library redevelopment takes place at the Dick Institute.

EAL 2.2	<p>Increase opportunities for/numbers of young people (12-25) using our services.</p> <p>POSITIVE PERFORMANCE</p>	<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"> • New programme focus aimed at engaging this age range through Noise, Gaelic Project, Youth Theatre and Ayrshire Youth Arts Network project raising in total £23K. • Cumnock Youth Arts network workshops and events have helped to support a targeted programme of young people's theatre and performance. It has attracted 526 young people. • Minecraft workshops were introduced across the library network and are now a regular feature of our programme. • 126 weekly sessions are on offer for those age 12 plus to participate in a wide range of sport and fitness activities. Sessions are delivered directly by East Ayrshire Leisure or in partnership with local sports clubs and organisations. • 4 new activities delivered at Loudoun Leisure Centre, Doon Leisure Centre, and Stewarton Sports Centre. Boxercise, Rookie Lifeguard, Piyo and yoga.
EAL 2.3	<p>Maximise access to our facilities and programmes for people with physical, sensory or learning disabilities.</p> <p>POSITIVE PERFORMANCE</p>	<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"> • Working with Willowbank School to develop an outdoor learning area within Dean Castle Country Park which has been specifically adapted for mixed ability needs and will be used to support young people achieve a John Muir Award. A funding application of £2K has been submitted to the Greggs Foundation for this project. • Dean Castle awarded £1.5M from HLF towards the modernisation and restoration project. • Working in partnership with the Ayrshire Sportsability charity to deliver the annual week-long Sportsability Games at the Ayrshire Athletics Arena for children and adults with physical, sensory and learning disabilities.
EAL 2.4	<p>Increase opportunities for/numbers of older people (60+) using our services.</p> <p>POSITIVE PERFORMANCE</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 	<ul style="list-style-type: none"> • New Homewords service now fully operational and is working with 150 individuals and 5 care homes in the first two months of operation. • Worked with History group in Cumnock for regular programme of talks at The Baird and also at Doon Valley Museum. • Worked with Cumnock Action Plan group to develop the Love Cumnock bid for Ayrshire Leader. • Working extensively with groups across Palace and Grand Hall and libraries supporting 60+ programmes. Examples include Opportunities In Retirement

		Communities.	<p>groups, Chit Chat Clubs, IT workshops across library network.</p> <ul style="list-style-type: none"> New adult badminton games session available at Stewarton Sports Centre, offering coaching and gameplay and pilot walking football sessions now in place for over 50s
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STRATEGIC OBJECTIVE THREE – TO ENHANCE EAST AYRSHIRE’S TOURISM OFFER

ACTION NO	ACTION	TARGET	PROGRESS AT 30 SEPT 2016
EAL 3.1	<p>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</p> <p>POSITIVE PERFORMANCE: ATTENDANCE FIGURES HAVE INCREASED BY 5% IN THE FIRST SIX MONTHS FOR THE LISTED VENUES AND IS ON TARGET</p>	<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. 	<ul style="list-style-type: none"> Worked with EAC Tourism Officer on various projects and will integrate this work into East Ayrshire’s Tourism Action Plan. Dean Castle awarded £1.5M from HLF towards the modernisation and restoration project. Submitted a £200k bid to Ayrshire LEADER for the development of the Rural Life Centre at DCCP and £90k to the Scottish Rural Development Programme as contribution to the DCCP Green Network Strategy Continuing to invest in programme development to ensure we have high quality exhibitions and events in our venues. Examples include ‘Art of Collection’; ‘Angels, Myths and Fables’; ‘Cumnock 2016’ and ‘Industry and Heritage’ exhibitions. ‘Our Ladies of Perpetual Succour’ and ‘Democracy’ at the Palace Theatre; Marketing attendance at Tourism Industry Leader Group, sitting on branding and marketing sub-groups. Attending EAC’s Tourism Advisory Group meetings Attending EAC’s Corporate Events Working Groups meetings EventScotland bid for Year of Heritage for October was unsuccessful but project has received support from Creative Scotland so will take place in 2017.
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 	<ul style="list-style-type: none"> Worked with Dalmellington Community Council, Irvine Valley Regeneration Partnership and Kilmaurs Community Council in the organisation of the

	<p>POSITIVE PERFORMANCE</p>	<p>harness local knowledge.</p>	<p>Annick Valley, Irvine Valley and Dalmellington Walking Festivals which attracted over 1200 over the 3 weekends.</p> <ul style="list-style-type: none"> • The Dunaskin Heritage Trust has been supported through a programme of Countryside Ranger led walks from April to October. • Cumnock History Group, Mauchline Burns Club, Doon Valley Community Council to add value to our heritage offer. • Working with the Kilmarnock Action Plan Group to develop a programme of events towards the end of October • Worked with Cumnock Action Plan group to develop the Love Cumnock bid to Ayrshire Leader. • EAL is represented on the Kilmarnock Town Centre Stakeholder Group to develop a programme of improvements and activities that will contribute to the tourism offer in Kilmarnock • Worked with the Irvine Valley Regeneration Partnership to carry out community consultation exercises to inform the Irvine Valley Trails Project.
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STRATEGIC OBJECTIVE FOUR – TO BE RECOGNISED AS AN EMPLOYER OF CHOICE

ACTION NO	ACTION	TARGET	PROGRESS AT 30 SEPT 2016
EAL 4.1	Increase levels of staff satisfaction from 2016/17 baseline. POSITIVE PERFORMANCE	<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"> • Market Research consultant appointed October 2016 • Staff Recognition Award report approved by Board. To be implemented following discussion with the Union re sponsorship of awards. • Absence level recorded for July – Sept was 1.76 days. This is primarily due to long term absence. Staff are supported through regular contact and employees are referred to Occupational Health where appropriate. • One formal grievance was considered by the Appeals Panel which was not upheld.
EAL 4.2	Increase the number of volunteering, placement and apprenticeship opportunities. POSITIVE PERFORMANCE	<ul style="list-style-type: none"> • 6 Modern Apprenticeships during life of Business Plan subject to funding. • 10 work placements during life of Business Plan • 3 interns during life of Business Plan. • Volunteers increase by 2% each year. 	<ul style="list-style-type: none"> • 1 young person has been on work placement at Dean Castle Country Park in Q2. This young person is now keen to pursue a career in countryside management and is planning to enrol at SRUC in the future. • Between July and September, 41 volunteers took part in activities within the Country Park. • Youth Theatre maintains 3 volunteers. • Textile Team at Castle 10-16 volunteers. • 14 week volunteer placement facilitated at the Ayrshire Athletics Arena.
EAL 4.3	Advance staff through training and development POSITIVE PERFORMANCE	<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"> • The Training & Development Officer commenced on 24th October 2016. • A number of Hot desks have been made available to make sure everyone has access to training modules. • A bespoke “Managing Your Budget” training session is currently being developed for leisure staff. • A Training Matrix that identifies mandatory training has been developed for all service areas

			<ul style="list-style-type: none">• Bespoke e-learning module covering customer care, in conjunction with EAC and is now live and being rolled out to staff.• Membership of the Scottish Council for Voluntary Organisations has been approved
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FINANCIAL PERFORMANCE TO 30.09.16

Performance & Audit Sub Committee
2016/17 EAST AYRSHIRE LEISURE BUDGET
AS AT 30th SEPTEMBER 2016 – PERIOD 6
SIGNIFICANT VARIANCES – ANALYSIS & COMMENTARY

The projected outturn for East Ayrshire Leisure at 30th September 2016 is a favourable surplus of £52,230 and it is envisaged that this will be utilised to assist in the management of the £141,090 2016/17 budget savings yet to be identified.

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 30/09/15	Actual Out-turn to 31/03/16	Service Division	Annual Estimate 2016/17	Revised Actual Exp. To 30/09/16	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/17	Variance (Favourable) / Adverse
253,090	775,751	CHIEF EXECUTIVE & PEOPLE & FINANCE	766,170	377,398	49%	726,560	(39,610)
155,873	345,452	MARKETING & DEVELOPMENT	315,520	166,766	53%	315,520	0
1,203,272	2,518,146	CULTURAL	2,137,930	1,087,347	51%	2,137,930	0
34,725	70,265	Cultural Management	68,260	37,801	55%	68,260	0
68,005	143,656	Collection Care	149,250	68,570	46%	148,250	(1,000)
212,464	453,715	Cultural Development	427,230	177,642	42%	425,230	(2,000)
665,240	1,451,445	Libraries	1,116,440	583,393	52%	1,116,440	0
(10,878)	(19,642)	Bar & Catering	(18,600)	(7,732)	42%	(23,600)	(5,000)
233,716	418,707	Palace Complex	395,350	227,673	58%	403,350	8,000
275,861	563,385	COUNTRYSIDE DEVELOPMENT	569,470	285,538	50%	569,470	0
550,428	1,588,451	SPORT & COMMUNITY VENUES	1,681,670	668,458	40%	1,669,050	(12,620)
236,842	485,694	Sport & Community Management	536,360	271,733	51%	536,360	0
19,567	81,988	Area 1	93,040	37,812	41%	93,040	0
62,169	222,808	Area 2	201,540	82,710	41%	192,700	(8,840)
101,126	194,799	Area 3	237,730	116,207	49%	237,730	0
118,554	308,712	Area 4	348,530	146,017	42%	345,620	(2,910)
10,986	12,474	Area 5	360	22,691	6303%	5,360	5,000
16,371	173,073	Golf	149,880	68,555	46%	149,880	0
17,833	87,453	Football	67,020	5,186	8%	67,020	0
(33,020)	21,450	Community Venues	47,210	(82,453)	-175%	41,340	(5,870)
2,438,524	5,791,185	TOTAL	5,470,760	2,585,507	47%	5,418,530	(52,230)
(3,015,200)	(6,001,620)	Management Fee	(5,092,410)	(2,551,030)	50%	(5,092,410)	0
(576,676)	(210,435)	TOTAL	378,350	34,477		326,120	(52,230)
0	0	Savings Yet to be Identified	(141,090)	0		(141,090)	0
0	(150,860)	Trs From Reserves	(237,260)	(87,260)		(237,260)	0
0	99,150	Designated Funds	0	0		0	0
0	0	Trs To Reserves	0	0		0	0
(576,676)	(262,145)	TOTAL (after transfer to reserves)	0	(52,783)		(52,230)	(52,230)

TABLE B – OVERALL NET POSITION

Revised Actual Exp. To 30/09/15	Actual Out-turn to 31/03/16	Service Division	Annual Estimate 2016/17	Revised Actual Exp. To 30/09/16	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/17	Variance (Favourable) / Adverse
(848,935)	(1,892,014)	Income From Charitable Activities	(1,771,220)	(830,934)	47%	(1,689,560)	81,660
(3,015,200)	(6,001,620)	Management Fee	(5,092,410)	(2,551,030)	50%	(5,092,410)	0
(3,864,135)	(7,893,634)	TOTAL INCOME	(6,863,630)	(3,381,964)	49%	(6,781,970)	81,660
2,546,503	5,303,196	Employee Costs	5,366,320	2,745,180	51%	5,259,730	(106,590)
23,160	50,596	Transport Costs	53,910	15,860	29%	56,430	2,520
256,263	893,142	Premises Costs	835,600	208,974	25%	837,060	1,460
414,251	1,097,759	Supplies & Services	869,980	383,501	44%	839,200	(30,780)
0	18,630	Financing Costs	8,090	18,523	229%	8,090	0
0	212,400	Support Costs	0	0	0%	0	0
47,282	107,476	Governance Costs	108,080	44,404	41%	107,580	(500)
3,287,459	7,683,199	TOTAL RESOURCES EXPENDED	7,241,980	3,416,441	47%	7,108,090	(133,890)
(576,676)	(210,435)	NET POSITION	378,350	34,477		326,120	(52,230)
0	0	Savings Yet to be Identified	(141,090)	0		(141,090)	0
0	(150,860)	Trs From Reserves	(237,260)	(87,260)		(237,260)	0
0	99,150	Designated Funds	0	0		0	0
0	0	Trs To Reserves	0	0		0	0
(576,676)	(262,145)	TOTAL (after transfer to reserves)	0	(52,783)		(52,230)	(52,230)

TABLE C – INCOME POSITION

Revised Actual Income To 30/09/15	Actual Out-turn to 31/03/16	Service Division	Annual Estimate 2016/17	Revised Actual Income To 30/09/16	Actual Income as % of Annual Estimate	Projected Out-turn to 31/03/17	Variance (Favourable) / Adverse
(3,193)	(8,171)	CHIEF EXECUTIVE & PEOPLE & FINANCE	(2,000)	(3,162)	158%	(5,300)	(3,300)
0	(1,560)	MARKETING & DEVELOPMENT	0	(30)		0	0
(165,866)	(507,893)	CULTURAL	(456,590)	(160,167)	35%	(469,350)	(12,760)
	0	Cultural Management	0	0		0	0
(1,533)	(1,783)	Collection Care	(1,500)	(1,533)		(2,000)	(500)
(18,309)	(57,147)	Cultural Development	(23,370)	(15,154)	65%	(25,630)	(2,260)
(37,460)	(102,845)	Libraries	(79,930)	(21,253)	27%	(79,930)	0
(38,515)	(87,951)	Bar & Catering	(80,000)	(39,890)	50%	(85,000)	(5,000)
(70,049)	(258,167)	Palace Complex	(271,790)	(82,336)	30%	(276,790)	(5,000)
(49,144)	(59,188)	COUNTRYSIDE DEVELOPMENT	(58,080)	(27,027)	47%	(37,520)	20,560
(630,731)	(1,315,202)	SPORT & COMMUNITY VENUES	(1,254,550)	(640,549)	51%	(1,177,390)	77,160
(7,221)	(60,900)	Sport & Community Management	(41,510)	(22,374)	54%	(41,510)	0
(100,753)	(214,392)	Area 1	(212,670)	(107,170)	50%	(212,670)	0
(42,214)	(104,750)	Area 2	(113,580)	(40,379)	36%	(63,310)	50,270
(94,979)	(223,649)	Area 3	(194,300)	(102,365)	53%	(194,300)	0
(49,586)	(111,727)	Area 4	(118,290)	(44,326)	37%	(91,300)	26,990
(94,988)	(238,809)	Area 5	(249,540)	(108,252)	43%	(249,540)	0
(153,015)	(159,940)	Golf	(131,500)	(116,783)	89%	(131,500)	0
(15,862)	(18,265)	Football	(12,660)	(9,028)	71%	(12,660)	0
(72,115)	(182,770)	Community Venues	(180,500)	(89,872)	50%	(180,600)	(100)
(848,935)	(1,892,014)	TOTAL	(1,771,220)	(830,934)	47%	(1,689,560)	81,660
(3,015,200)	(6,001,620)	Management Fee	(5,092,410)	(2,551,030)	50%	(5,092,410)	0
(3,864,135)	(7,893,634)	TOTAL	(6,863,630)	(3,381,964)	49%	(6,781,970)	81,660

TABLE D – EXPENDITURE POSITION

Revised Actual Exp. To 30/09/15	Actual Out-turn to 31/03/16	Service Division	Annual Estimate 2016/17	Revised Actual Exp. To 30/09/16	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/17	Variance (Favourable) / Adverse
256,283	783,922	CHIEF EXECUTIVE & PEOPLE & FINANCE	768,170	380,560	50%	731,860	(36,310)
155,873	347,012	MARKETING & DEVELOPMENT	315,520	166,796	53%	315,520	0
1,369,139	3,026,038	CULTURAL	2,594,520	1,247,514	48%	2,607,280	12,760
34,725	70,265	Cultural Management	68,260	37,801	55%	68,260	0
69,539	145,439	Collection Care	150,750	70,103	47%	150,250	(500)
230,774	510,862	Cultural Development	450,600	192,797	43%	450,860	260
702,700	1,554,288	Libraries	1,196,370	604,646	51%	1,196,370	0
27,636	68,309	Bar & Catering	61,400	32,158	52%	61,400	0
303,765	676,875	Palace Complex	667,140	310,009	46%	680,140	13,000
325,005	622,574	COUNTRYSIDE DEVELOPMENT	627,550	312,565	50%	606,990	(20,560)
1,181,158	2,903,653	SPORT & COMMUNITY VENUES	2,936,220	1,309,006	45%	2,846,440	(89,780)
244,063	546,594	Sport & Community Management	577,870	294,107	51%	577,870	0
120,321	296,379	Area 1	305,710	144,982	47%	305,710	0
104,383	327,558	Area 2	315,120	123,089	39%	256,010	(59,110)
196,105	418,448	Area 3	432,030	218,572	51%	432,030	0
168,139	420,439	Area 4	466,820	190,343	41%	436,920	(29,900)
105,973	251,283	Area 5	249,900	130,943	52%	254,900	5,000
169,386	333,013	Golf	281,380	185,338	66%	281,380	0
33,695	105,718	Football	79,680	14,215	18%	79,680	0
39,094	204,221	Community Venues	227,710	7,418	3%	221,940	(5,770)
3,287,459	7,683,199	TOTAL	7,241,980	3,416,441	47%	7,108,090	(133,890)
		Management Fee					0
3,287,459	7,683,199	TOTAL	7,241,980	3,416,441	47%	7,108,090	(133,890)

CHIEF EXECUTIVE & PEOPLE & FINANCE SERVICE ANALYSIS

Revised Actual Exp. To 30/09/15	Actual Out-turn to 31/03/16	CHIEF EXECUTIVE & PEOPLE & FINANCE	Annual Estimate 2016/17	Revised Actual Exp. To 30/09/16	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/17	Variance (Favourable) / Adverse	Comment
(3,193)	(8,171)	Income From Charitable Activities	(2,000)	(3,162)	158%	(5,300)	(3,300)	Favourable variance mainly relates to Bank Interest Received.
(3,015,200)	(6,001,620)	Management Fee	(5,092,410)	(2,551,030)	50%	(5,092,410)	0	
(3,018,393)	(6,009,791)	TOTAL INCOME	(5,094,410)	(2,554,192)	50%	(5,097,710)	(3,300)	
220,672	474,746	Employee Costs	665,970	300,548	45%	630,160	(35,810)	Favourable variance has arisen due to delays in filling vacancies
0	0	Transport Costs	2,750	1,185		2,750	0	
11,178	15,861	Premises Costs	14,750	14,366	97%	14,750	0	
19,469	54,599	Supplies & Services	61,620	20,059	33%	61,620	0	
0	0	Financing Costs	0	0		0	0	
0	212,400	Support Costs	0	0		0	0	
4,964	26,316	Governance Costs	23,080	44,402	192%	22,580	(500)	
256,283	783,922	TOTAL RESOURCES EXPENDED	768,170	380,560	50%	731,860	(36,310)	
(2,762,110)	(5,225,869)	NET POSITION	(4,326,240)	(2,173,632)	50%	(4,365,850)	(39,610)	
		Savings Yet to be Identified	(141,090)	0		(141,090)	0	
		Trs From Reserves	(157,440)	(7,440)		(157,440)	0	
	4,500	Designated Funds				0	0	
		Trs To Reserves					0	
(2,762,110)	(5,221,369)	TOTAL (after transfer to reserves)	(4,624,770)	(2,181,072)	47%	(4,664,380)	(39,610)	

MARKETING & DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. To 30/09/15	Actual Out-turn to 31/03/16	MARKETING & DEVELOPMENT	Annual Estimate 2016/17	Revised Actual Exp. To 30/09/16	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/17	Variance (Favourable) / Adverse	Comment
0	(1,560)	Income From Charitable Activities	0	(30)		0	0	
		Management Fee					0	
0	(1,560)	TOTAL INCOME	0	(30)		0	0	
113,515	236,089	Employee Costs	231,510	121,053	52%	231,510	0	
		Transport Costs	0	0		0	0	
		Premises Costs	0	0		0	0	
42,358	110,923	Supplies & Services	84,010	45,743	54%	84,010	0	
		Financing Costs	0	0		0	0	
		Support Costs	0	0		0	0	
		Governance Costs	0	0		0	0	
155,873	347,012	TOTAL RESOURCES EXPENDED	315,520	166,796	53%	315,520	0	
155,873	345,452	NET POSITION	315,520	166,766	53%	315,520	0	
	(45,380)	Trs From Reserves	(26,410)	(26,410)		(26,410)	0	
		Designated Funds					0	
		Trs To Reserves					0	
155,873	300,072	TOTAL (after transfer to reserves)	289,110	140,356	49%	289,110	0	

CULTURAL SERVICE ANALYSIS

Revised Actual Exp. To 30/09/15	Actual Out-turn to 31/03/16	CULTURAL	Annual Estimate 2016/17	Revised Actual Exp. To 30/09/16	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/17	Variance (Favourable) / Adverse	Comment
(165,866)	(507,893)	Income From Charitable Activities	(456,590)	(160,167)	35%	(469,350)	(12,760)	Improved income projections due to Hospitality (£5K), Palace (£5K) and Cultural Development (£2.75K).
		Management Fee					0	
(165,866)	(507,893)	TOTAL INCOME	(456,590)	(160,167)	35%	(469,350)	(12,760)	
1,004,668	2,067,341	Employee Costs	1,809,630	936,296	52%	1,830,630	21,000	Increased Bank staff cost projections at Cumnock Town Hall (£8K) and Palace Complex (£7K) and Cultural Development (£6K) are due to staff absence and service redesign not being fully implemented. It is also linked to increased income generation and attendances.
6,053	13,711	Transport Costs	19,950	4,800	24%	19,950	0	
88,156	281,111	Premises Costs	266,410	41,000	15%	266,410	0	
253,502	628,248	Supplies & Services	456,530	246,893	54%	448,290	(8,240)	Managed reduction in reduced expenditure to offset increased bank staff costs.
	1,890	Financing Costs	4,000	18,523		4,000	0	
		Support Costs	0	0		0	0	
16,761	33,737	Governance Costs	38,000	2	0%	38,000	0	
1,369,140	3,026,038	TOTAL RESOURCES EXPENDED	2,594,520	1,247,514	48%	2,607,280	12,760	
1,203,274	2,518,145	NET POSITION	2,137,930	1,087,347	51%	2,137,930	0	
	(83,630)	Trs From Reserves	(13,220)	(13,220)		(13,220)	0	
	38,650	Designated Funds				0	0	
		Trs To Reserves					0	
1,203,274	2,473,165	TOTAL (after transfer to reserves)	2,124,710	1,074,127	51%	2,124,710	0	

COUNTRYSIDE SERVICE ANALYSIS

Revised Actual Exp. To 30/09/15	Actual Out-turn to 31/03/16	COUNTRYSIDE DEVELOPMENT	Annual Estimate 2016/17	Revised Actual Exp. To 30/09/16	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/17	Variance (Favourable) / Adverse	Comment
(49,144)	(59,188)	Income From Charitable Activities	(58,080)	(27,027)	47%	(37,520)	20,560	Reduction in projected income due to the closure of the Country Park buildings from September 2016 leading to reduced income from catering and retail sales.
		Management Fee					0	
(49,144)	(59,188)	TOTAL INCOME	(58,080)	(27,027)	47%	(37,520)	20,560	
245,162	461,683	Employee Costs	501,240	261,809	52%	487,410	(13,830)	Favourable variance has arisen due to delays in filling vacancies.
8,907	20,160	Transport Costs	15,530	6,700	43%	18,050	2,520	Projection based on 2015/16 figures to take account of general increases in fuel and transport costs
36,524	64,685	Premises Costs	53,370	25,010	47%	59,640	6,270	Projection based on 2015/16 out turn
30,014	67,558	Supplies & Services	48,820	19,045	39%	33,300	Managed (15,520)	Reduction in supplies and services expenditure due to closure of Country Park buildings from September 2016.
	4,090	Financing Costs	4,090	0	0%	4,090	0	
		Support Costs	0	0		0	0	
4,398	4,398	Governance Costs	4,500	0	0%	4,500	0	
325,005	622,574	TOTAL RESOURCES EXPENDED	627,550	312,565	50%	606,990	(20,560)	
275,861	563,386	NET POSITION	569,470	285,538	50%	569,470	0	
		Trs From Reserves	0	0		0	0	
		Designated Funds				0	0	
		Trs To Reserves					0	
275,861	563,386	TOTAL (after transfer to reserves)	569,470	285,538	50%	569,470	0	

SPORT & COMMUNITY VENUES SERVICE ANALYSIS

Revised Actual Exp. To 30/09/15	Actual Out-turn to 31/03/16	SPORT & COMMUNITY VENUES	Annual Estimate 2016/17	Revised Actual Exp. To 30/09/16	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/17	Variance (Favourable) / Adverse	Comment
(630,731)	(1,315,202)	Income From Charitable Activities	(1,254,550)	(640,549)	51%	(1,177,390)	77,160	Adverse variance relates to the ongoing implementation of the Community Asset Transfer rationalisation programme by East Ayrshire Council and reduction of income at Muirkirk Games Hall and Patna Game Hall.
		Management Fee					0	
(630,731)	(1,315,202)	TOTAL INCOME	(1,254,550)	(640,549)	51%	(1,177,390)	77,160	
962,484	2,063,335	Employee Costs	2,157,970	1,125,473	52%	2,080,020	(77,950)	Favourable variance relates to the ongoing implementation of the Community Asset Transfer rationalisation programme by East Ayrshire Council, with additional costs within bank relating to staff cover for absence.
8,200	16,725	Transport Costs	15,680	3,175	20%	15,680	0	
120,406	531,486	Premises Costs	501,070	128,597	26%	496,260	(4,810)	Favourable variance relates to the ongoing implementation of the Community Asset Transfer rationalisation programme by East Ayrshire Council.
68,909	236,431	Supplies & Services	219,000	51,760	24%	211,980	(7,020)	Favourable variance relates to the ongoing implementation of the Community Asset Transfer rationalisation programme by East Ayrshire Council
0	12,650	Financing Costs	0	0		0	0	
0		Support Costs	0	0		0	0	
21,159	43,026	Governance Costs	42,500	0	0%	42,500	0	
1,181,158	2,903,653	TOTAL RESOURCES EXPENDED	2,936,220	1,309,006	45%	2,846,440	(89,780)	
550,427	1,588,451	NET POSITION	1,681,670	668,458	40%	1,669,050	(12,620)	
	(21,850)	Trs From Reserves	(40,190)	(40,190)		(40,190)	0	
	56,000	Designated Funds				0	0	
		Trs To Reserves					0	
550,427	1,622,601	TOTAL (after transfer to reserves)	1,641,480	628,268	38%	1,628,860	(12,620)	

RESERVES AS AT 30 SEPTEMBER 2016

TABLE A – Summary

TABLE B – Unuseable Reserves

TABLE C – Allocated Reserves Analysis

TABLE A – SUMMARY

UNRESTRICTED RESERVES	2014/15 b/f	2015/16 SURPLUS	BALANCE 31 March 2016	PROPOSED DRAWDOWN	Q1	Q2	BALANCE	APPROVAL	STATUS	NOTES
FIXED ASSET RESERVE	48,000		48,000				48,000			
RETAINED RESERVES	400,000		400,000	150,000			250,000			
UNUSEABLE RESERVES (DEPRECIATION RESERVES)	63,820	30,000	93,820		0		93,820			see Table B
ALLOCATED RESERVES	123,260	289,150	412,410	0	23,430	63,830	325,150			see Table C
UNALLOCATED RESERVES	20,804	42,140	62,944				62,944			
HOLIDAY PAY PROVISION		-92,180	-92,180				-92,180			
TOTAL UNRESTRICTED RESERVES	655,884	269,110	924,994	150,000	23,430	63,830	687,734			
RESTRICTED RESERVES			73,199		(11,206)		84,405			
PENSION RESERVE			-800,000				(800,000)			
TOTAL RESERVES			198,193				(27,861)			

TABLE B – Unuseable Reserves

UNUSEABLE RESERVES	2014/15 b/f	2015/16 SURPLUS	BALANCE 31 March 2016	PROPOSED DRAWDOWN	Q1	Q2	BALANCE	APPROVAL	STATUS	NOTES
Libraries Fit Out - Mauchline	8,110		8,110				8,110	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	38,000	6,000	44,000				44,000	19 August 2014 Board	Ongoing	Installation now complete. Depreciation 5 years from 2016/17
Annanhill Golf Course - Maintenance Equipment	17,710	15,000	32,710				32,710	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		9,000	9,000				9,000	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	63,820	30,000	93,820	0	0	0	93,820			

TABLE C – Allocated Reserves Analysis

ALLOCATED RESERVES	2014/15 b/f	2015/16 SURPLUS	BALANCE 31 March 2016	PROPOSED DRAWDOWN	Q1	Q2	BALANCE	APPROVAL	STATUS	NOTES
People & Finance Administration Resources	20,000		20,000			4450	15,550	14 July 2015 Board	Ongoing	Will be used to support creation of 2 * temp Clerical post. Recruitment has taken place, now in post
People & Finance Security		4,500	4,500		2,810	180	1,510	7 June 2016 Board	Ongoing	Fortress Security Alarm
Marketing - Additional Facilities	7,000		7,000				7,000	14 July 2015 Board	Ongoing	Initial work for Auchinleck Boswell Centre is complete. Funding to be allocated to market research consultant in line with Business Plan strategic objectives.
Marketing & Development Staff	20,000	81,000	101,000		6,310	20100	74,590	14 July 2015 Board, updated 1 March 2016 Board	Ongoing	Visual Communications Assistant - Initial 12 months, extended to 18 months; Digital Marketing Officer for 18 months; Marketing Co-ordinator (Sport) for 18 months
Libraries Fit Out	50,000	40,000	90,000				90,000	14 July 2015 Board	Ongoing	Dick Institute initially £40k + further £40k, Newmilns £10k, Dick Institute due to commence Jan 2017
Wi-Fi Provision - Phase I	2,300	4,650	6,950			4560	2,390	14 July 2015 Board, updated 7 June 2016 Board	Ongoing	Wifi roll out currently in place. Additional funding now provided to ensure all libraries are covered by external funding. Upgrade of Burns House Museum to be completed.

ALLOCATED RESERVES	2014/15 b/f	2015/16 SURPLUS	BALANCE 31 March 2016	PROPOSED DRAWDOWN	Q1	Q2	BALANCE	APPROVAL	STATUS	NOTES
Dick Institute/Palace Complex Programme Development	3,960		3,960				3,960	14 July 2015 Board	Ongoing	Programme took place January/February/March aimed at young people and day time use. Further programme planned in coming months.
Libraries		15,000	15,000			3660	11,340	7 June 2016 Board	Ongoing	SIRSI Upgrade
Homewords Van		5,000	5,000				5,000	7 June 2016 Board	Ongoing	Homewords Van Fit out
Palace Complex		5,000	5,000		5,000		0	7 June 2016 Board	Complete	Floor Machine @ Grand Hall
Sport & CV Saffing		99,000	99,000		9,310	16610	73,080	1 March 2016 Board	Ongoing	Team Leader for 18 months + Co-ordinator for 12 months
Annanhill Golf Course - 4th Green	20,000		20,000				20,000	14 July 2015 Board	Ongoing	Course design and alterations under consideration. Required for 2017/18
Annanhill Security Measures		15,000	15,000			14270	730	7 June 2016 Board	Complete	Works complete - awaiting confirmation of final invoice
AAA Pole Vault		20,000	20,000			20000	0	7 June 2016 Board	Complete	No longer required - redesignated to Fireworks Display until REF funding confirmed
Fireworks Display 2016						-20000	20,000		Ongoing	Redesignated to Fireworks Display until REF funding confirmed
TOTAL ALLOCATED RESERVES	123,260	289,150	412,410	0	23,430	63,830	325,150			

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 01.04.16	Balance at 30.09.16	Expected Completion Date
Textile Team	Donations	(£677)	(£677)	Ongoing
Unsigned Unlimited	Creative Scotland	£1,639	£1,639	July 2016
Creative Place	Creative Scotland/Centerstage/Town Centre Management	(£24,571)	(£24,571)	March 2017
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£4,506)	(£4,506)	Ongoing
Scotland Creates	National Museums Scotland	(£15,325)	(£15,325)	March 2017
Wi-Fi	SLIC	(£11,500)	(£11,500)	March 2017
Still Future II	Creative Scotland	(£4,307)	(£2,185)	Sept 2016
Countryside Festival	Awards For All	(£1,549)	(£1,549)	Sept 2016
The McKie Collection	Museum Gallery Scotland	(£10,175)	(£10,036)	July 2017
Read Write Count	SLIC	(£2,228)	(£539)	June 2016
Make Some Noise	Creative Scotland	£0	(£14,579)	Sept 2018
GLAIF 16/17	Bord Na Gaidhlig	£0	(£2,800)	Sept 2017
I AM HERE	Creative Scotland	£0	(£6,000)	July 2017

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.

Unsigned Unlimited is project funded by Creative Scotland to help young people to network and perform and learn about the music industry. The young people in the project often feature in our event programme. Final report submitted, awaiting balance of funding.

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.

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.

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.

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.

The 2015 East Ayrshire Countryside Festival received £10,000 from Awards for All to promote healthy outdoor activities throughout East Ayrshire. The project included a number of structured walks, walking festivals, cycling events, evening talks and large scale community events. The aim of the project was to target community integration and promote sustainable healthy lifestyles. The Countryside Festival attracted over 5,000 participants over a 4 week period. The 2015 Countryside Festival had an underspend of £1549. It has been agreed with Awards for All that this money will not be returned but will be used to invest in the River Ayr Way signage programme.

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.

Read Write Count – Scotland wide initiative to improve literacy and numeracy skills for young people. Project funded by SLIC.

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.



**EXTERNAL FUNDING
(JULY – SEPTEMBER 2016)**

**EXTERNAL FUNDING APPROVED APPLICATIONS
INCLUDED IN EAST AYRSHIRE LEISURE ACCOUNTS**

(* denotes funding not available to East Ayrshire Council)

Section	Name of Funding Provider and Project	Value of Funding/Support	Received in 2016/17
Cultural	I AM HERE - Creative Scotland	£8,000	£6,000
TOTAL		£8,000	£6,000

**EXTERNAL FUNDING APPROVED APPLICATIONS
NOT INCLUDED IN EAST AYRSHIRE LEISURE ACCOUNTS**

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Cultural	DCCP - Heritage Lottery Fund	£1,500,000	will be paid to EAC
TOTAL		£1,500,000	

EXTERNAL FUNDING DECLINED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Cultural	Gaelic Visual Art Workshops - Creative Scotland	£3,948	Declined due to unspecified artists facilitating workshops
Countryside	Minibeast Mountain - Greggs Environmental Foundation	£2,000	Declined due to highly competitive fund.
Countryside	DCCP Urban Farm Project - Tesco Bags of Help	£10,000	Declined due to highly competitive fund. Have been invited to resubmit in November 2016.
Countryside	Outdoor Learning Workshop - Community Cashback Scheme	£150,000	Declined due to highly competitive fund.
Countryside	Kay Park Pond Restoration - Esmee Fairbairn	£40,000	Declined due to highly competitive fund. However discussions with EAC have identified alternative funding.
Cultural	Dick Institute WWI Centenary with Nathan Coley - Event Scotland	£23,972	Declined due to highly competitive fund.
Cultural	Creative Space - SLIC	£33,000	Application declined but invited to resubmit once Dick Institute has been developed.
TOTAL		£262,920	



PERFORMANCE SCORECARD

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

	Indicator	2015/16 Figure	2016/17 Target	Inter-vention rate	Q1	Actual	Q2	Actual	Q3	Actual	Q4	Actual	Comments
1	East Ayrshire Leisure Trust: Total Income	7,893,634	6,863,630	10%	1,711,130	1,745,235	1,717,500	1,636,729	1,717,500		1,717,500		Variances on Income are to be expected due to cyclical fluctuations, however income is still projecting to 6,781,970
2	East Ayrshire Leisure Trust: Total Expenditure	7,683,199	7,241,980	10%	1,789,760	1,319,170	1,817,400	2,097,271	1,817,410		1,817,410		Variances on Expenditure are to be expected due to cyclical fluctuations, however expenditure is still projecting to 7,108,090
3	Core Services Customer Visits: Culture	518,759	506,070	10%	127,617	148,990	121,657	112,660	138,529		118,267		Attendance across cultural venues are showing a 7% fall from Q2 target. Six monthly figures show a 5% increase. The Q2 fall is due to reduced number of shows at the Palace and Grand Hall during Summer months from previous years. Part-time libraries have shown a reduction in attendance with all other libraries, arts and museum venues performing well with most showing increases from previous year.

	Indicator	2015/16 Figure	2016/17 Target	Intervention rate	Q1	Actual	Q2	Actual	Q3	Actual	Q4	Actual	Comments
4	Core Services Customer Visits: Sport and Community Venues	792,551	815,666	10%	205,690	210,269	194,500	164,125	220,633		220,633		All core venues show an increase in attendances compare to the same period last year with the exception of Annanhill Course and St Joseph's Leisure Centre. Poor weather has impacted on course conditions. PEACE Child Care summer booking did not take place with over 5,000 attendance lost for the same period 2015/2016. Q1 & Q2 combined are showing a 6% reduction in attendances. Profiling exercises to be undertaken with anticipated increased attendances during Q3 and Q4.
5	Core Services Customer Visits: Countryside	1,457,102	1,053,010	10%	472,974	477,689	511,662	531,456	34,268		34,106		Due to the restricted access to Dean Castle Country Park between October 2016 and March 2017, it is anticipated that visits will be out with the 10% intervention with a reduction in countryside visits in 2016/17.

	Indicator	2015/16 Figure	2016/17 Target	Intervention rate	Q1	Actual	Q2	Actual	Q3	Actual	Q4	Actual	Comments
6	Core Services Customer Visits: Future Museum (Virtual Service)	225,692	230,206	10%	63,440	60,831	55,634	64,479	62,256		48,876		Future museum is now 8 years old and the partnership is looking to develop a funding package to refresh design and keep it a dynamic, must-go-to heritage website.
7	Core Services Customer Visits: eastayrshireleisure.com (Virtual Service)	291,736	297,571	10%	69,050	62,078	79,994	76,918	82,673		65,855		Within tolerance
8	East Ayrshire Leisure Trust: Average days lost per employee	5.86 days	8 days	Over 2 days	2 days	1.54 days	2 days	1.76 days	2 days		2 days		All employees are managed in accordance with East Ayrshire Leisure's Sickness Absence Management Policy.



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.

RISK	Risk Rating 0 (Low) to 5 (High)	Priority (High, Medium, Low)	Reason for Risk Rating and Priority.	Information
1. 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"> • 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. • Funding regularly reviewed by Trust Board and continuous dialogue with East Ayrshire Council.
2. 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"> • The Trust will have the ability to develop new income streams and review charging policies. • The Trust has a dedicated marketing team to support service development and delivery. • East Ayrshire Council and East Ayrshire Leisure have historically charged at the lower end for services in comparison

RISK	Risk Rating 0 (Low) to 5 (High)	Priority (High, Medium, Low)	Reason for Risk Rating and Priority.	Information
				with many other Scottish Leisure service providers and steep increases may have an adverse effect on the reputation of the Trust and customer numbers.
3. 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"> • 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. • East Ayrshire Leisure have initiated regular 6 weekly Health & Safety meetings attended by the Chief Executive, EAC's Safety Advisor and key managers. The forum discusses key Health & Safety issues with a view to reducing risk wherever it is identified.
4. 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	<ul style="list-style-type: none"> • Staff undergo Disclosure checks and spot checks are made on the documentation held by individuals/groups leasing facilities. • Staff undergo PVG check and training

RISK	Risk Rating 0 (Low) to 5 (High)	Priority (High, Medium, Low)	Reason for Risk Rating and Priority.	Information
			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.	and support from Council officials is available.
5. 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 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"> • The Trust has dedicated manager in place to ensure the collection and estate is managed appropriately. Effective security and inventory control measures are in place across the Museums Service. • The Trust has an SLA with the Council and repairs are prioritised. • Contractors carry appropriate insurance.
6. 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,	<ul style="list-style-type: none"> • Most buildings are able to withstand poor weather. Maintenance standards are generally acceptable. • Some facilities have recurring problems during poor weather. • Repairs and maintenance programmes are the responsibility of the Council and have to be prioritised.

RISK	Risk Rating 0 (Low) to 5 (High)	Priority (High, Medium, Low)	Reason for Risk Rating and Priority.	Information
			albeit it can seek financial compensation.	<ul style="list-style-type: none"> 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. Each building has a snow and ice plan.
7. 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"> The Marketing and Development team has had temporary additional resources allocated to it. The Marketing Plan will be updated to reflect the new Business Plan.
8. Failure to develop a workforce that is appropriately skilled, trained and motivated.	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 unlikely that the Trust will be able to deliver strategic objectives in the new Business Plan.	<ul style="list-style-type: none"> The new Training and Development Officer will improve aspects of support for staff. Recruitment issues will decrease as the Trust moves to its core facility remit.
9. 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"> 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.

RISK	Risk Rating 0 (Low) to 5 (High)	Priority (High, Medium, Low)	Reason for Risk Rating and Priority.	Information
				<ul style="list-style-type: none"> • 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.
10. 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"> • Changes to staff structures, agreed by the Board, should assist in addressing workload issues. • Staff will require support to prioritise workload.