

# PERFORMANCE & AUDIT SUB COMMITTEE



Date: 16 November 2017

Location: St Joseph's Leisure Centre

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 - 21 August 2017</b>	✓		
<b>4. Performance Report July - September 2017</b>			✓
<b>5. Staff Recognition Awards</b> This is a restricted document and not for onward circulation			✓
<b>6. AOCB</b>			
<b>7. Dates of Next Meetings:</b> <b>Trust Board:</b> 28 November 2017 <b>Performance &amp; Audit Sub Committee:</b> 12 February 2018			

For further information please contact: John Griffiths, Chief Executive  
Email: [John.griffiths@east-ayrshire.gov.uk](mailto:John.griffiths@east-ayrshire.gov.uk) Tel: 01563 554710

# PERFORMANCE & AUDIT SUB COMMITTEE



## PERFORMANCE REPORT JULY TO SEPTEMBER 2017

Date: 16 November 2017

Agenda Item: 4

Report By: John Griffiths, Chief Executive

### Summary

This report provides details of the Trust's performance for the period July to September 2017, the second quarter of the 2017/18 financial year. The report shows sound performance across all areas of the Trusts remit.

### 1. PURPOSE OF REPORT

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

### 2 REPORT HIGHLIGHTS

#### 2.1 BUSINESS PLAN PROGRESS

2.1.1 Positive progress has been achieved across most indicators, however, there has been a reduction in recorded attendances compared to targets, this is mainly due to facility maintenance closures.

#### 2.2 FINANCIAL PERFORMANCE

2.2.1 Financial performance is on target with a breakeven position projected at year end.

#### 2.3 PERFORMANCE SCORECARD

2.3.1 The reduction in attendances against target is reflected in the Scorecard position.

2.3.2 Plans to upgrade the website are in hand and this should address functionality and ease of use issues.

2.3.3 Long term absences have resulted in an absence figure that is above the threshold level.

#### 2.4 RISK REGISTER

2.4.1 The Risk Register has been updated following discussions at the September Board meeting.

### Recommendation/s:

It is recommended that the Sub-Committee:

- i. Approve the Performance Report for July to September 2017; and
- ii. Otherwise note the content of this report.

# PERFORMANCE & AUDIT SUB COMMITTEE



Signature: 

Designation: Chief Executive

Date: 6 November 2017



# East Ayrshire Leisure Performs

## July - September 2017



<b>Progress Against 2016-19 Action Plan.....</b>	<b>Page 2</b>
<b>Financial Performance.....</b>	<b>Page 15</b>
▪ Income & Expenditure - by Service	
<b>Other Relevant Updates.....</b>	<b>Page 36</b>
<b>Performance Scorecard.....</b>	<b>Page 38</b>
<b>Risk Register.....</b>	<b>Page 42</b>



# 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 JULY - SEPTEMBER 2017
EAST AYRSHIRE LEISURE 1.1	Increase Customer Satisfaction levels	Show annual customer satisfaction improvements each year of Business Plan	<ul style="list-style-type: none"> <li>• Dick Institute was shortlisted as <i>Best Family Venue</i> at the Scottish Hospitality Awards 2017. It was also nominated by customers and has been shortlisted as one of Scotland's Six Hidden Gems as one of 28 selected from across Scotland. This initiative is managed by the Society of Antiquaries of Scotland.</li> <li>• Dean Castle Country Park was shortlisted as <i>Best Family Day Out</i> at the Scottish Hospitality Awards 2017</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>
EAST AYRSHIRE LEISURE 1.2	Increase attendance levels/ticket sales through programme development both in person and online.	Increase levels of attendance/ticket sales by 5% over the term of the business plan. Continue to invest in programme development. Increase online visitor usage by 2% each year of Business Plan	<ul style="list-style-type: none"> <li>• Cultural Services - Performance Q2 decreases by 14% due to Dean Castle closure caused by ongoing stonework issues and also lower usage of Cumnock Town Hall from EAC based hires. Muirkirk Library is now closed and Whattriggs Library moved during this period. Next year we will also revise quarter profiling. Highlights of the programme include:</li> <li>• Rachel Maclean in the Main Gallery at the Dick Institute. <i>A Wooded Land</i> featured artworks and collection items from the EAC collection. A major new installation by Nathan Coley was commissioned for the main gallery in September.</li> <li>• Summer Reading challenge took place across all libraries and award ceremonies took place at the Dick and Auchinleck libraries. Tom Russell event took place in Auchinleck and libraries continued developing an increasingly varied event programme. E books have been procured and will be launched in December.</li> <li>• Performing Arts Venues summer period is the quietest of the year but the Palace did host another successful Pre-Edinburgh Sneaky Peak weekend in July and welcomed Loudoun Musical Society with fantastic production of Jesus Christ Superstar. In September the Palace hosted the premiere of Rapture Theatre Company's Streetcar Named Desire tour which has been critically acclaimed. The Grand Hall rocked with 1,300 visitors for The Libertines in</li> </ul>

			<p>September which was hectic but great night for the bar. Cumnock Town Hall played host to the opening night of the Cumnock Tryst which was nearly at capacity.</p> <ul style="list-style-type: none"> <li>• Countryside Services figures for Q2 only include the River Ayr Way and Annanhill Golf Course due to the construction work being carried out at Dean Castle Country Park. The visitor figures show less than 0.5% fall during this period. These figures are positive given the works that are scheduled for the golf course, the diversions that are in place on the South Ayrshire side of the River Ayr Way and the wet summer.</li> <li>• The Countryside Summer Programme was well attended with 1151 attending 13 events in July and August</li> <li>• S&amp;CV Q2 performance down 19.4% against projected target- (31,265 attendances) Reduction relates to facility closures due to swimming pool maintenance- Auchinleck and Doon, closure of SGP at Grange for replacement and fewer external event bookings.</li> <li>• Ongoing development and implementation of S&amp;CV core activities and programmes for Athletics, Badminton, Fitness, Football and Swimming for children, young people and adults delivered across facility remit including Easter programme at selected core sports venues.</li> <li>• Fitness Memberships sales are up 91% in Q2 compared to last year</li> <li>• Future Museum continues to perform well in Q2 with a 32% increase in unique visits due to development work around Burns and Dean Castle.</li> <li>• Visits to Eastayrshireleisure.com have been declining. Website is currently being reviewed and some improvements have already been implemented to help improve the online customer experience.</li> </ul> <p><b>REQUIRES INTERVENTION</b>  <b>ATTENDANCE FIGURES HAVE DECREASED BY 15 % ACROSS THE VENUES DURING QUARTER</b></p>
--	--	--	--



EAST AYRSHIRE LEISURE 1.3	Achieve new quality standards and/or maintain current Accreditation standards	<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 4 star: Ayrshire Athletics Arena	<ul style="list-style-type: none"> <li>First time certification for the Ayrshire Athletics Arena. 4 star accreditation achieved on the 5<sup>th</sup> September.</li> </ul>
		<b>Arts Council England Museum Accreditation:</b> Dean Castle/Baird/Burns House/Dick Institute maintained.	<ul style="list-style-type: none"> <li>Accreditation maintained for retained museums. Arts Council of England.</li> <li>£40K Funding bid submitted to support investment in new Collection Management System</li> </ul>
		<b>Collection Significance:</b> Musical Instrument/Burns Collections maintained.	<ul style="list-style-type: none"> <li>£60K funding bid to Museums Galleries Scotland is being prepared to support investment in display at Dean Castle which will support wider development.</li> <li>Significance status maintained across both areas.</li> </ul>
		<b>How Good Is Our Public Library Service:</b> 2016/17 – 1 indicator tested; 2017/18 – further 2 indicators tested; 2018/19 – further 2 indicators tested.	<ul style="list-style-type: none"> <li>Given changes to Library Service we are discussing suitable timeline for starting review in 2017/18 and possibly linking this with the How Good Is Our Culture and Sport Service emerging guidance from SPORTA.</li> </ul>
		<b>British Computer Society Accreditation: Maintain annual accreditation</b>	<ul style="list-style-type: none"> <li>Review has been carried out by BCSA and have achieved accreditation.</li> </ul>
		<b>UKA:</b> Maintain Certification at Ayrshire Athletics Arena	<ul style="list-style-type: none"> <li>UKA declared Ayrshire Athletics Arena is fit for competitions. UKA no longer carry out full accreditation programme.</li> </ul>
		<b>FIFA:</b> Certification of all Synthetic Grass Pitches	<ul style="list-style-type: none"> <li>Valid certification held for all S&amp;CV Synthetic Grass Pitches</li> </ul>
		Maintain status as <b>RLSS</b> Approved Training Centre	<ul style="list-style-type: none"> <li>East Ayrshire Leisure recognised as RLSS Approved Training Centre</li> </ul>

		Gain <b>Green Flag</b> award for Dean Castle Country Park and Annanhill Golf Course during life of Business Plan.	<ul style="list-style-type: none"> <li>• Assessment scheduled for Dean Castle Country Park in January 2018</li> <li>• Assessment scheduled for Annanhill Golf Course in 2019</li> </ul>
		UKactive: achieve membership criteria	<ul style="list-style-type: none"> <li>• Ongoing dialogue with UKactive regarding full membership. Membership status will be delayed to 2018/2019.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>
EAST AYRSHIRE LEISURE 1.4	Maintain and sustain high level partnerships that support service delivery and improvement.	Maintain current partnership network.	<ul style="list-style-type: none"> <li>• Worked with Creative Scotland to support major Nathan Coley commission for 2017.</li> <li>• Landscape Partnership bid has been submitted to Heritage Lottery Fund. This is a partnership led by East Ayrshire Council and includes East Ayrshire Leisure, Forestry Commission Scotland and Central Scotland Green Network Trust.</li> <li>• Ongoing work with key partners and sports groups/clubs to grow and develop the provision of sporting/physical activity opportunities and events under S&amp;CV.</li> <li>• Worked with various work coaches from EAC providing space/computers to help people back into work in various libraries.</li> <li>• Worked with Revenues and Benefits Team and DWP as part of Universal Credit Working party for the roll out of UC in October – we will provide access for work coaches and customers to access computers both out with and within library opening hours</li> <li>• Continued work supporting 44 sports clubs across 5 Community Sports Hubs.</li> <li>• Ayrshire Athletics Arena co-ordinated and delivered the annual East Ayrshire Schools Cross Country in September, working in partnership with Kilmarnock Harriers and Active Schools.</li> <li>• 2017 East Ayrshire Schools Sportshall Athletics competition held during August to September at the Ayrshire Athletics Arena. Event co-ordinated and</li> </ul>

			<p>delivered in partnership with Kilmarnock Harriers and Active Schools. 37 Primary schools participated and this year's winner was Onthank Primary School.</p> <ul style="list-style-type: none"> <li>• New partnership has been developed with the University of the West of Scotland (UWS) which will see sports coaching students support the East Ayrshire Leisure Sports Coaching Programme through student placements. UWS will also actively support trust recruitment drives with distribution of key information relating to vacancies to students.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>
EAST AYRSHIRE LEISURE 1.5	Introduce a system to audit, monitor and improve environmental efficiency across our core facilities	Create annual improvement plan and work with East Ayrshire Council to ensure our venues/facilities meet our environmental objectives.	<ul style="list-style-type: none"> <li>• East Ayrshire Leisure is represented on the East Ayrshire Council Climate Challenge Group who co-ordinate and lead environmental best practice across the service areas.</li> <li>• A recent application challenging the 95% return to sewer charge imposed by Scottish Water for Doon Valley Leisure Centre has been accepted.</li> <li>• A review of water meters has highlighted that 4 sites would potentially benefit from a downsized meter, a cost benefit analysis is currently being undertaken.</li> <li>• East Ayrshire Leisure and the Galleon Leisure Trust have established a joint initiative to appoint Keep Scotland Beautiful to carry out an audit of all core venues. This audit will provide detailed information of existing environmental performance and an action plan to carry out improvements.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>

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

ACTION NO	ACTION	TARGET	PROGRESS AT JULY - SEPTEMBER 2017
EAST AYRSHIRE LEISURE 2.1	Increase general participation /attendance levels across service areas	<ul style="list-style-type: none"> <li>Increase participation/ attendance levels by 5% over the term of the Business Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Cultural Services - Performance Q2 decreases by 14% due to Dean Castle closure caused by ongoing stonework issues and also lower usage of Cumnock Town Hall from EAC based hires. Muirkirk Library is now closed and Whattriggs Library moved during this period. Next year we will also revise quarter profiling show. Highlights of the programme include:</li> <li>DO Art at the DI maintains its capacity attendance for art classes. Gaelic visual art classes also going well with partners Onthank Primary School attending monthly sessions. 140 pupils attended tailored Egyptian sessions at the DI which includes visual art, collections and drama. In our libraries we staged Zoolab, talks and workshops and information sessions alongside our ever popular Bookbug and ICT classes.</li> <li>A detailed engagement programme has been planned for the Castle and Dick Institute around the development programme and this has now started.</li> <li>Although general visitor attendance is down by 5.5% within Countryside Services, the Countryside ranger team has focused on raising their profile within schools and engaging with educational establishments across East Ayrshire. Events and activities in this period have also been well attended.</li> <li>Delivery of RLSS Lifeguard Course at Loudoun Leisure Centre. Course ran with a 100% pass rate for candidates.</li> <li>Introduction of new weights machine at Doon Valley Leisure Centre has contributed to Q2 figures showing 60% increase in gym attendances and 144% increase in membership sales at this venue.</li> <li>Introduction of new fitness classes including Metafit, HITT, Strength and Flex and Circuits at Stewarton Sports Centre to support the introduction of the new Gold Membership scheme.</li> <li>329 Gold membership attendances were recorded in Q2.</li> </ul>

			<ul style="list-style-type: none"> <li>• New Interaction and play sessions for 0-4yrs introduced at Darvel Town Hall.</li> <li>• Ongoing work with several key community groups to increase hall lets in the community halls.</li> <li>• Development of a Sports Coaching Programme for Athletics, Badminton, Football, Gymnastics &amp; Handball attracting a total attendance levels of 3535 for Q2</li> <li>• A range of sport and physical activities on offer for children aged 3 to 14 years during the school summer holidays, including athletics, badminton, football, gymnastics and yoga.</li> </ul> <p><b>REQUIRES INTERVENTION</b>  <b>ATTENDANCE / PARTICIPATION FIGURES HAVE DECREASED BY 15 % ACROSS THE VENUES DURING THIS QUARTER, MAINLY DUE TO TEMPORARY FACILITY CLOSURES FOR MAINTENANCE/UPGRADING</b></p>
EAST AYRSHIRE LEISURE 2.2	Increase opportunities for/numbers of young people (12-25) using our services.	<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 e.g. EASC Affiliated Sports Clubs, Youth Arts Network, Vibrant Communities.</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>	<ul style="list-style-type: none"> <li>• Cultural services have developed a range of engagement programmes around visual art (children’s, adult and Gaelic workshops), and museums (Egyptian, Roman and WWII workshops), some of which are income generating.</li> <li>• Cultural Services were awarded EventScotland’s Year of Young People 2018 funding to support a cultural programme led by young people at the Dick Institute.</li> <li>• Zoolab sessions took place in Dick institute, Galston and Stewarton Libraries in July/August</li> <li>• Cultural Services have submitted a bid to Scottish Power Bid for a Year of Young People Cultural Services Intern to support the delivery of the YOYP initiative and provide a young person with a paid internship. The outcome should be known by Dec 2017.</li> <li>• 167 weekly sessions are on offer for those age 12 plus to participate in a wide range of sport and fitness activities. Session are delivered directly by East Ayrshire Leisure or in partnership with local sports clubs and organisations.</li> </ul>

			<ul style="list-style-type: none"> <li>• Membership for 8-13 year olds piloted during summer holidays resulting in 46 memberships being sold.</li> <li>• 147 youth memberships (14-18yrs) were sold in Quarter 2</li> <li>• Young volunteers from Kilmarnock Harriers given the opportunity to work alongside our Sport and Physical Activity Coaches to assist with the delivery of our community athletics programme as part of their Duke of Edinburgh's Award.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>
EAST AYRSHIRE LEISURE 2.3	Maximise access to our facilities and programmes for people with physical, sensory or learning disabilities.	<ul style="list-style-type: none"> <li>• Apply audit findings where appropriate, in 2017/18/19</li> <li>• Support people using our facilities/ programmes with mixed ability needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Willowbank School took part in the Egyptians programme at the Dick Institute and also took part in library sessions.</li> <li>• Action on Hearing Loss Sessions took place across various libraries.</li> <li>• I AM HERE jewellery workshops in which Park School took part are currently on display in the Young People's Gallery.</li> <li>• Carried out community consultation regarding new play facilities at Dean Castle Country Park in partnership with East Ayrshire Council's Access Design Officer and Jupiter Play DDA specialist.</li> <li>• Ongoing work with EAC Vibrant Communities to provide a community programme for the All Ability Bikes at the Ayrshire Athletics Arena.</li> <li>• S&amp;CV staff working with community groups and schools to provide opportunity for cycling at the AAA through use of the All Ability Bikes for those that have additional support needs.</li> <li>• Concessionary discount on our gym and fitness memberships for adults with a disability, allowing access to our gyms, swimming pools, athletics track and fitness classes for a reduced rate. 32 memberships under this category sold in Q2</li> </ul>

			<ul style="list-style-type: none"> <li>• The first Frame Football match had taken place at Grange Leisure Centre with Grange Frame Football Club playing against Partick Thistle Frame Football Club from Glasgow. Continuous support for the Frame Football Club taking place.</li> <li>• Countryside Services has starting working with a group of adults with physical, sensory or learning difficulties from Woodland View. 13 clients from Woodland View take part in conservation activities on a weekly basis as part of their green gym programme.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>
EAST AYRSHIRE LEISURE 2.4	Increase opportunities for/numbers of older people (60+) using our services.	<ul style="list-style-type: none"> <li>• Increase attendance by older people by 1% each year.</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 e.g. NHS Ayrshire &amp; Arran, Vibrant Communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing programmes with Vibrant Communities team around aspects of library delivery and the Dean Castle project.</li> <li>• Library team delivered Bookbug sessions with Grange Nursing Home and Craigie Nursing Home at the Dick Institute.</li> <li>• The Homeworks service continues to increase its reach and numbers continue to grow during this quarter.</li> <li>• Cats Protection League talk and craft session in Cumnock Library.</li> <li>• A new partnership has been established with NHS Ayrshire and Arran to develop a green gym programme for clients based at Woodland View.</li> <li>• Ongoing Support to Stewarton Walking Football Team with affiliation to the newly established Scottish Walking Football Association.</li> <li>• Concessionary discount on our gym and fitness memberships for adults over 60 years old, allowing access to our gyms, swimming pools, athletics track and fitness classes for a reduced rate. 75 memberships sold in Q2.</li> <li>• Ongoing support to Vibrant Communities to deliver a range of exercise and movement classes in Stewarton Area Centre.</li> </ul>

			<ul style="list-style-type: none"> <li>Support to indoor bowlers at Stewarton Area Centre to retain numbers and continue weekly booking.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>
--	--	--	--

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

<b>ACTION NO</b>	<b>ACTION</b>	<b>TARGET</b>	<b>PROGRESS AT JULY - SEPTEMBER 2017</b>
EAST AYRSHIRE LEISURE 3.1	Increase visitor attendance at our key tourist attractions including: Dick Institute, Dean Castle & Country Park, Baird Institute, Doon Valley Museum, Burns House Museum & Library, River Ayr Way, Palace & Grand Hall Complex and Cumnock Town Hall	<ul style="list-style-type: none"> <li>Increase levels of visitor attendance in line with targets set in local Tourism Strategies.</li> <li>Develop cultural/countryside and sport tourism packages with Visit Scotland/EAC to promote our venues/events.</li> <li>Submit external funding bids to support tourism development across our facilities/venues.</li> <li>Maintain and develop partnership working with Visit Scotland/ EventScotland to support our programmes.</li> </ul>	<ul style="list-style-type: none"> <li>Event Scotland funding application made for Burns Birthday event in Mauchline.</li> <li>Major works nearing completion at Dean Castle Country Park and will re-open on a phased basis from October.</li> <li>Dean Castle project is being tendered at present and due for start date of March 2018.</li> <li>EventScotland funding application made to develop the Year of Young People cross art form and libraries programme in 2018.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>
EAST AYRSHIRE LEISURE 3.2	Work with local groups to add value to the tourism offer.	<ul style="list-style-type: none"> <li>Work with 4 groups each year to support community development and to harness local knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>East Ayrshire Leisure has provided support to Kilmaurs Community Council in the organisation of their annual walking festival in September. Over the weekend over 300 people attended the walks and activities that were arranged.</li> <li>Cultural Services worked with Kilmarnock Engineering and Science Society to develop an exhibition for the Baird Institute which opened in September. Artwork by Netherthird Primary School and Cumnock Academy will also be exhibited.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>



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

ACTION NO	ACTION	TARGET	PROGRESS AT JULY – SEPTEMBER 2017
EAST AYRSHIRE LEISURE 4.1	Increase levels of staff satisfaction from 2016/17 baseline.	<ul style="list-style-type: none"> <li>• Respond to survey findings.</li> <li>• Maintain constructive relationship with Trade Union – 6 meetings annually.</li> <li>• Maintain absence to below acceptable level of 8 days per annum.</li> <li>• Continue to achieve low levels of formal Grievances</li> </ul>	<ul style="list-style-type: none"> <li>• Employee survey is now complete, an action plan has been developed and is currently being discussed and agreed with the Extended Management Team, and will be monitored quarterly.</li> <li>• Organisational Culture Development sessions are now complete and any actions required have been added to the employee survey action plan.</li> <li>• Absence level recorded for the period 26 June – 19 September was 2.98 days. This is primarily due to long term absence.</li> <li>• No Grievance Appeals were held during this period.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>
EAST AYRSHIRE LEISURE 4.2	Increase the number of volunteering, placement and apprenticeship opportunities.	<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>• Individual volunteers increase by 2% each year</li> <li>• Volunteer days increased by 2%</li> </ul>	<ul style="list-style-type: none"> <li>• 65 volunteer visits took place at Dean Castle Country Park in Q2, this included the regular meetings of the ‘Friends of Dean’ Group. This group now meets on the first Tuesday and Sunday of each month.</li> <li>• During this quarter, we were also lucky to host 2 volunteer conservation holidays with 17 young people from across Europe</li> <li>• 2 volunteer apprentices have been appointed to work on the rural skills project funded through the Heritage Lottery Fund as part of the 2017 year of History, Heritage and Archaeology.</li> <li>• 3 work placements from the Stewarton Academy spent time at Dean Castle Country Park</li> <li>• Cultural Services currently has four active volunteers who assist on a weekly basis with the visual art classes and with EAYT. School placements are supported on an ongoing basis throughout the school year.</li> </ul>

			<ul style="list-style-type: none"> <li>15 people continue to actively volunteer through our highly successful Textile Team based at Dean Castle.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>
EAST AYRSHIRE LEISURE 4.3	Advance staff through training and development	<ul style="list-style-type: none"> <li>Increase the use of EAGER working towards 95% coverage for permanent staff.</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>	<ul style="list-style-type: none"> <li>The EAGER process has been developed to ensure staff and managers discuss updates on a quarterly basis.</li> <li>Additional Competency Based Interview Seminars will be delivered during October and November. This will enable East Ayrshire Leisure to deliver Recruitment and Selection without support from East Ayrshire Council.</li> <li>A Training and Development Policy is in draft format and is out for consultation.</li> <li>A Good Practice Guide to Conducting an Investigation has been prepared with training planned for January.</li> <li>Job Descriptions and adverts for volunteer staff are now being piloted as part of the Dean Castle Project.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>



**FINANCIAL PERFORMANCE  
TO 30.09.17**

**Performance & Audit Sub Committee**  
**2017/18 EAST AYRSHIRE LEISURE BUDGET**  
**AS AT 30<sup>th</sup> SEPTEMBER 2017 – QUARTER 2 - PERIOD 6**  
**SIGNIFICANT VARIANCES – ANALYSIS & COMMENTARY**

The projected outturn for East Ayrshire Leisure at 30<sup>th</sup> September 2017 is a projected breakeven position.

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

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

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

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

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

**TABLE A – OVERALL NET POSITION**

Revised Actual Exp. To 30/09/16	Actual Out-turn to 31/03/17	Service Division	Annual Estimate 2017/18	Revised Actual Exp. To 30/09/17	Revised Budget To 30/09/17	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/18	Variance (Favourable) / Adverse
377,398	945,325	<b>CHIEF EXECUTIVE &amp; PEOPLE &amp; FINANCE</b>	945,550	387,560	408,342	41%	939,850	(5,700)
166,766	350,193	<b>MARKETING &amp; DEVELOPMENT</b>	305,020	157,610	144,593	52%	310,720	5,700
1,065,453	2,150,767	<b>CULTURAL</b>	1,957,980	967,016	992,890	49%	1,957,980	0
37,801	71,559	Cultural Management	70,950	36,075	35,764	51%	70,950	0
68,570	143,526	Collection Care	145,470	70,011	71,711	48%	145,470	0
172,959	436,796	Cultural Development	411,850	183,099	222,046	44%	407,350	(4,500)
4,683	5,196	Youth Theatre	9,540	(2,743)	(1,680)	-29%	9,540	0
583,393	1,104,708	Libraries	956,800	462,432	466,996	48%	951,300	(5,500)
(7,732)	(24,129)	Bar & Catering	(24,390)	(18,504)	(7,796)	76%	(24,390)	0
205,779	413,111	Performing Arts Venues	387,760	236,647	205,849	61%	397,760	10,000
354,094	756,624	<b>COUNTRYSIDE SERVICES</b>	648,150	319,975	300,723	49%	648,150	0
285,538	557,060	Countryside Development	556,800	287,709	289,976	52%	556,800	0
68,555	199,564	Countryside Golf	91,350	32,266	10,747	35%	91,350	0
599,902	1,356,821	<b>SPORT &amp; COMMUNITY VENUES</b>	995,790	498,278	626,202	50%	995,790	0
271,733	464,682	Sport & Community Management	457,890	180,066	225,332	39%	437,890	(20,000)
37,812	110,620	Area 1	89,350	38,339	42,759	43%	89,350	0
82,710	208,833	Area 2	160,660	78,652	75,101	49%	160,660	0
116,207	210,379	Area 3	228,260	101,606	147,755	45%	228,260	0
146,017	319,201	Area 4	171,220	106,604	133,030	62%	171,220	0
22,691	18,946	Area 5	(42,400)	14,942	9,462	-35%	(22,400)	20,000
5,186	60,327	Football	36,170	21,840	22,723	60%	36,170	0
(82,453)	(36,167)	Community Venues	(105,360)	(43,769)	(29,960)	42%	(105,360)	0
2,563,613	5,559,730	<b>TOTAL</b>	4,852,490	2,330,440	2,472,750	48%	4,852,490	0
(2,551,030)	(5,202,840)	<b>Management Fee</b>	(4,709,180)	(2,527,510)	(2,484,375)	54%	(4,709,180)	0
12,583	356,890	<b>TOTAL</b>	143,310	(197,070)	(11,625)		143,310	0
0	0	<b>Savings Yet to be Identified</b>	0	0	0		0	0
(87,260)	(418,650)	<b>Trs From Reserves</b>	(153,310)	(38,310)	(38,310)		(153,310)	0
0	0	<b>Designated Funds</b>	0	0	0		0	0
0	0	<b>Trs To Reserves</b>	10,000	10,000	10,000		10,000	0
(74,677)	(61,760)	<b>TOTAL (after transfer to reserves)</b>	0	(225,380)	(39,935)		0	0

**TABLE B – OVERALL NET POSITION**

Revised Actual Exp. To 30/09/16	Actual Out-turn to 31/03/17	Service Division	Annual Estimate 2017/18	Revised Actual Exp. To 30/09/17	Revised Budget To 30/09/17	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/18	Variance (Favourable) / Adverse
(830,934)	(1,796,094)	Income From Charitable Activities	(1,798,620)	(805,844)	(790,597)	45%	(1,756,560)	42,060
(2,551,030)	(5,202,840)	Management Fee	(4,709,180)	(2,527,510)	(2,484,375)	54%	(4,709,180)	0
(3,381,964)	(6,998,934)	<b>TOTAL INCOME</b>	<b>(6,507,800)</b>	<b>(3,333,354)</b>	<b>(3,274,972)</b>	<b>51%</b>	<b>(6,465,740)</b>	<b>42,060</b>
2,745,180	5,364,165	Employee Costs	5,102,020	2,525,377	2,614,841	49%	5,005,400	(96,620)
15,860	40,311	Transport Costs	35,930	16,091	23,282	45%	35,730	(200)
208,974	716,901	Premises Costs	567,530	203,722	254,220	36%	566,870	(660)
361,607	871,977	Supplies & Services	826,960	354,780	311,448	43%	882,380	55,420
18,523	31,510	Financing Costs	8,090	0	0	0%	8,090	0
0	212,400	Support Costs	0	0	0	0%	0	0
44,404	118,559	Governance Costs	110,580	36,315	59,556	33%	110,580	0
<b>3,394,547</b>	<b>7,355,824</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>6,651,110</b>	<b>3,136,284</b>	<b>3,263,347</b>	<b>47%</b>	<b>6,609,050</b>	<b>(42,060)</b>
<b>12,583</b>	<b>356,890</b>	<b>NET POSITION</b>	<b>143,310</b>	<b>(197,070)</b>	<b>(11,625)</b>		<b>143,310</b>	<b>0</b>
<b>0</b>	<b>0</b>	<b>Savings Yet to be Identified</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>(87,260)</b>	<b>(418,650)</b>	<b>Trs From Reserves</b>	<b>(153,310)</b>	<b>(38,310)</b>	<b>(38,310)</b>		<b>(153,310)</b>	<b>0</b>
<b>0</b>	<b>0</b>	<b>Designated Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>0</b>	<b>0</b>	<b>Trs To Reserves</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>		<b>10,000</b>	<b>0</b>
<b>(74,677)</b>	<b>(61,760)</b>	<b>TOTAL (after transfer to reserves)</b>	<b>0</b>	<b>(225,380)</b>	<b>(39,935)</b>		<b>0</b>	<b>0</b>

**TABLE C – INCOME POSITION**

Revised Actual Income To 30/09/16	Actual Out-turn to 31/03/17	Service Division	Annual Estimate 2017/18	Revised Actual Income To 30/09/17	Revised Budget Income To 30/09/17	Actual Income as % of Annual Estimate	Projected Out-turn to 31/03/18	Variance (Favourable) / Adverse
(3,162)	(5,671)	<b>CHIEF EXECUTIVE &amp; PEOPLE &amp; FINANCE</b>	(2,000)	(1,467)	(1,002)	73%	(2,000)	0
(30)	(363)	<b>MARKETING &amp; DEVELOPMENT</b>	0	(100)	0	0%	(100)	(100)
(160,167)	(511,406)	<b>CULTURAL</b>	(473,480)	(207,540)	(172,892)	44%	(484,820)	(11,340)
0	0	Cultural Management	0	0	0	0%	0	0
(1,533)	(2,711)	Collection Care	(1,750)	(3,290)	(1,750)	188%	(3,250)	(1,500)
(791)	(2,739)	Cultural Development	(11,270)	(6,754)	(4,186)	60%	(12,100)	(830)
(14,363)	(35,040)	Youth Theatre	(35,290)	(19,250)	(18,170)	55%	(35,290)	0
(21,253)	(85,359)	Libraries	(64,820)	(31,148)	(12,504)	48%	(63,510)	1,310
(39,890)	(98,065)	Bar & Catering	(86,000)	(58,058)	(34,400)	68%	(95,100)	(9,100)
(82,336)	(287,491)	Performing Arts Venues	(274,350)	(89,040)	(101,882)	32%	(275,570)	(1,220)
(143,809)	(159,441)	<b>COUNTRYSIDE SERVICES</b>	(188,140)	(91,256)	(127,245)	49%	(162,630)	25,510
(27,027)	(38,671)	Countryside Development	(64,130)	(13,706)	(24,470)	21%	(40,130)	24,000
(116,783)	(120,770)	Countryside Golf	(124,010)	(77,551)	(102,775)	63%	(122,500)	1,510
(523,766)	(1,119,213)	<b>SPORT &amp; COMMUNITY VENUES</b>	(1,135,000)	(505,482)	(489,458)	45%	(1,107,010)	27,990
(22,374)	(54,241)	Sport & Community Management	(52,960)	(49,806)	(31,482)	94%	(66,530)	(13,570)
(107,170)	(230,033)	Area 1	(233,050)	(103,962)	(112,246)	45%	(224,980)	8,070
(40,379)	(76,368)	Area 2	(83,700)	(42,656)	(41,802)	51%	(84,700)	(1,000)
(102,365)	(238,307)	Area 3	(230,580)	(108,811)	(80,138)	47%	(230,580)	0
(44,326)	(87,842)	Area 4	(54,590)	(24,190)	(40,160)	44%	(40,100)	14,490
(108,252)	(256,782)	Area 5	(288,780)	(107,823)	(114,762)	37%	(268,780)	20,000
(9,028)	(14,975)	Football	(10,840)	(5,049)	(3,344)	47%	(10,840)	0
(89,872)	(160,667)	Community Venues	(180,500)	(63,185)	(65,524)	35%	(180,500)	0
(830,934)	(1,796,094)	<b>TOTAL</b>	(1,798,620)	(805,844)	(790,597)	45%	(1,756,560)	42,060
(2,551,030)	(5,202,840)	<b>Management Fee</b>	(4,709,180)	(2,527,510)	(2,484,375)	54%	(4,709,180)	0
(3,381,964)	(6,998,934)	<b>TOTAL</b>	(6,507,800)	(3,333,354)	(3,274,972)	51%	(6,465,740)	42,060

**TABLE D – EXPENDITURE POSITION**

Revised Actual Exp. To 30/09/16	Actual Out-turn to 31/03/17	Service Division	Annual Estimate 2017/18	Revised Actual Exp. To 30/09/17	Revised Budget To 30/09/17	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/18	Variance (Favourable) / Adverse
380,560	950,996	<b>CHIEF EXECUTIVE &amp; PEOPLE &amp; FINANCE</b>	947,550	389,026	409,344	41%	941,850	(5,700)
166,796	350,556	<b>MARKETING &amp; DEVELOPMENT</b>	305,020	157,710	144,593	52%	310,820	5,800
1,225,620	2,662,173	<b>CULTURAL</b>	2,431,460	1,174,556	1,165,782	48%	2,442,800	11,340
37,801	71,559	Cultural Management	70,950	36,075	35,764	51%	70,950	0
70,103	146,237	Collection Care	147,220	73,301	73,461	50%	148,720	1,500
173,751	439,536	Cultural Development	423,120	189,853	226,232	45%	419,450	(3,670)
19,046	40,235	Youth Theatre	44,830	16,507	16,490	37%	44,830	0
604,646	1,190,068	Libraries	1,021,620	493,579	479,500	48%	1,014,810	(6,810)
32,158	73,935	Bar & Catering	61,610	39,554	26,604	64%	70,710	9,100
288,115	700,603	Performing Arts Venues	662,110	325,687	307,731	49%	673,330	11,220
497,903	916,065	<b>COUNTRYSIDE SERVICES</b>	836,290	411,232	427,968	49%	810,780	(25,510)
312,565	595,731	Countryside Development	620,930	301,415	314,446	49%	596,930	(24,000)
185,338	320,334	Countryside Golf	215,360	109,817	113,522	51%	213,850	(1,510)
1,123,668	2,476,034	<b>SPORT &amp; COMMUNITY VENUES</b>	2,130,790	1,003,760	1,115,660	47%	2,102,800	(27,990)
294,107	518,923	Sport & Community Management	510,850	229,872	256,814	45%	504,420	(6,430)
144,982	340,653	Area 1	322,400	142,301	155,005	44%	314,330	(8,070)
123,089	285,201	Area 2	244,360	121,307	116,903	50%	245,360	1,000
218,572	448,685	Area 3	458,840	210,417	227,893	46%	458,840	0
190,343	407,042	Area 4	225,810	130,794	173,190	58%	211,320	(14,490)
130,943	275,728	Area 5	246,380	122,764	124,224	50%	246,380	0
14,215	75,301	Football	47,010	26,889	26,067	57%	47,010	0
7,418	124,500	Community Venues	75,140	19,416	35,564	26%	75,140	0
3,394,547	7,355,824	<b>TOTAL</b>	6,651,110	3,136,284	3,263,347	47%	6,609,050	(42,060)
		<b>Management Fee</b>						0
3,394,547	7,355,824	<b>TOTAL</b>	6,651,110	3,136,284	3,263,347	47%	6,609,050	(42,060)



## CHIEF EXECUTIVE & PEOPLE & FINANCE SERVICE ANALYSIS

Revised Actual Exp. To 30/09/16	Actual Out-turn to 31/03/17	CHIEF EXECUTIVE & PEOPLE & FINANCE	Annual Estimate 2017/18	Revised Actual Exp. To 30/09/17	Revised Budget To 30/09/17	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/18	Variance (Favourable) / Adverse	Comment
(3,162)	(5,671)	Income From Charitable Activities	(2,000)	(1,467)	(1,002)	73%	(2,000)	0	
(2,551,030)	(5,202,840)	Management Fee	(4,709,180)	(2,527,510)	(2,484,375)	54%	(4,709,180)	0	
(2,554,192)	(5,208,511)	<b>TOTAL INCOME</b>	(4,711,180)	(2,528,977)	(2,485,377)	54%	(4,711,180)	0	
300,548	647,601	Employee Costs	718,850	341,903	354,725	48%	713,150	(5,700)	Projected variance relates to a vacancy which has now been filled.
1,185	2,821	Transport Costs	2,750	770	1,378	28%	2,750	0	
14,366	15,263	Premises Costs	17,730	13,008	14,499	73%	17,730	0	
20,059	49,225	Supplies & Services	181,790	28,952	21,272	16%	181,790	0	
0	0	Financing Costs	0	0	0		0	0	
0	212,400	Support Costs	0	0	0		0	0	
44,402	23,686	Governance Costs	26,430	4,394	17,470	17%	26,430	0	
<b>380,560</b>	<b>950,996</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>947,550</b>	<b>389,026</b>	<b>409,344</b>	<b>41%</b>	<b>941,850</b>	<b>(5,700)</b>	
(2,173,632)	(4,257,515)	<b>NET POSITION</b>	(3,763,630)	(2,139,950)	(2,076,033)	57%	(3,769,330)	(5,700)	
0	0	Savings Yet to be Identified	0	0	0		0	0	
(7,440)	(172,260)	Trs From Reserves	(100,730)	(730)	(730)		(100,730)	0	
	0	Designated Funds					0	0	
		Trs To Reserves						0	
(2,181,072)	(4,429,775)	<b>TOTAL (after transfer to reserves)</b>	(3,864,360)	(2,140,680)	(2,076,763)	55%	(3,870,060)	(5,700)	

**MARKETING & DEVELOPMENT SERVICE ANALYSIS**

Revised Actual Exp. To 30/09/16	Actual Out-turn to 31/03/17	MARKETING & DEVELOPMENT	Annual Estimate 2017/18	Revised Actual Exp. To 30/09/17	Revised Budget To 30/09/17	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/18	Variance (Favourable) / Adverse	Comment
(30)	(363)	Income From Charitable Activities	0	(100)	0		(100)	(100)	Boosted Facebook advertising on behalf of theatre company
		Management Fee						0	
(30)	(363)	<b>TOTAL INCOME</b>	<b>0</b>	<b>(100)</b>	<b>0</b>		<b>(100)</b>	<b>(100)</b>	
121,053	247,805	Employee Costs	215,930	120,207	106,318	56%	231,430	15,500	Projected variance relates to responsibility payment during a period of sickness absence cover and maternity leave cover.
0	0	Transport Costs	0	0	0		0	0	
0	0	Premises Costs	0	0	0		0	0	
45,743	97,127	Supplies & Services	81,440	37,082	34,449	46%	71,740	(9,700)	Management action taken to partially offset additional staffing costs
0	0	Financing Costs	0	0	0		0	0	
0	0	Support Costs	0	0	0		0	0	
0	5,625	Governance Costs	7,650	421	3,826	6%	7,650	0	
<b>166,796</b>	<b>350,556</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>305,020</b>	<b>157,710</b>	<b>144,593</b>	<b>52%</b>	<b>310,820</b>	<b>5,800</b>	
<b>166,766</b>	<b>350,193</b>	<b>NET POSITION</b>	<b>305,020</b>	<b>157,610</b>	<b>144,593</b>	<b>52%</b>	<b>310,720</b>	<b>5,700</b>	
(26,410)	(65,370)	Trs From Reserves	(16,670)	(16,670)	(16,670)		(16,670)	0	
		Designated Funds						0	
		Trs To Reserves						0	
<b>140,356</b>	<b>284,823</b>	<b>TOTAL (after transfer to reserves)</b>	<b>288,350</b>	<b>140,940</b>	<b>127,923</b>	<b>49%</b>	<b>294,050</b>	<b>5,700</b>	

## CULTURAL SERVICE ANALYSIS

Revised Actual Exp. To 30/09/16	Actual Out-turn to 31/03/17	CULTURAL	Annual Estimate 2017/18	Revised Actual Exp. To 30/09/17	Revised Budget To 30/09/17	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/18	Variance (Favourable) / Adverse	Comment
(160,167)	(511,406)	Income From Charitable Activities	(473,480)	(207,540)	(172,892)	44%	(484,820)	(11,340)	Favourable income levels across cultural, mainly from Bar & Catering.
		Management Fee						0	
(160,167)	(511,406)	<b>TOTAL INCOME</b>	(473,480)	(207,540)	(172,892)	44%	(484,820)	(11,340)	
936,296	1,880,369	Employee Costs	1,762,170	875,640	890,535	50%	1,753,960	(8,210)	£18k favourable payroll variance arising predominantly due to Libraries bank budget not being fully utilised at same rate as last year. This is reduced by an adverse payroll variance of £10k in Performing Arts Venues caused by the need to cover long-term absences.
4,800	13,428	Transport Costs	13,950	4,732	6,988	34%	13,950	0	
41,000	227,658	Premises Costs	214,570	74,285	94,573	35%	213,530	(1,040)	
224,999	481,342	Supplies & Services	408,720	203,003	159,660	50%	429,310	20,590	Youth Theatre expenditure projection increased by £15k to reflect new Business Plan (to be funded from Reserves),
18,523	7,440	Financing Costs	4,000	0	0	0%	4,000	0	
0	0	Support Costs	0	0	0		0	0	
2	51,936	Governance Costs	28,050	16,897	14,026	60%	28,050	0	
<b>1,225,620</b>	<b>2,662,173</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>2,431,460</b>	<b>1,174,556</b>	<b>1,165,782</b>	<b>48%</b>	<b>2,442,800</b>	<b>11,340</b>	
<b>1,065,453</b>	<b>2,150,767</b>	<b>NET POSITION</b>	<b>1,957,980</b>	<b>967,016</b>	<b>992,890</b>	<b>49%</b>	<b>1,957,980</b>	<b>0</b>	
(13,220)	(34,640)	Trs From Reserves	(15,000)	0	0		(15,000)	0	
	0	Designated Funds					0	0	
		Trs To Reserves						0	
<b>1,052,233</b>	<b>2,116,127</b>	<b>TOTAL (after transfer to reserves)</b>	<b>1,942,980</b>	<b>967,016</b>	<b>992,890</b>	<b>50%</b>	<b>1,942,980</b>	<b>0</b>	

## COUNTRYSIDE SERVICE ANALYSIS

Revised Actual Exp. To 30/09/16	Actual Out-turn to 31/03/17	COUNTRYSIDE SERVICES	Annual Estimate 2017/18	Revised Actual Exp. To 30/09/17	Revised Budget To 30/09/17	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/18	Variance (Favourable) / Adverse	Comment
(143,809)	(159,441)	Income From Charitable Activities	(188,140)	(91,256)	(127,245)	49%	(162,630)	25,510	Income targets not being met due to temporary closures at both Annanhill Golf Course and Dean Castle Country Park
		Management Fee						0	
(143,809)	(159,441)	<b>TOTAL INCOME</b>	(188,140)	(91,256)	(127,245)	49%	(162,630)	25,510	
261,809	690,745	Employee Costs	702,570	329,792	357,969	47%	646,720	(55,850)	Managed approach to vacancies to offset reduction in income and to facilitate service review process scheduled for implementation in April 2018
6,700	23,601	Transport Costs	18,280	10,265	14,740	56%	18,080	(200)	
25,010	77,427	Premises Costs	49,890	21,718	12,263	44%	49,710	(180)	
19,045	98,958	Supplies & Services	42,760	42,713	33,644	100%	73,480	30,720	Additional expenditure required to carry out essential maintenance at Dean Castle Country Park and Annanhill Golf Course and to provide essential PPE and training to estates team.
0	19,710	Financing Costs	4,090	0	0	0%	4,090	0	
0	0	Support Costs	0	0	0		0	0	
0	5,625	Governance Costs	18,700	6,744	9,352	36%	18,700	0	
<b>312,565</b>	<b>916,065</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>836,290</b>	<b>411,232</b>	<b>427,968</b>	<b>49%</b>	<b>810,780</b>	<b>(25,510)</b>	
<b>168,756</b>	<b>756,624</b>	<b>NET POSITION</b>	<b>648,150</b>	<b>319,975</b>	<b>300,723</b>	<b>49%</b>	<b>648,150</b>	<b>0</b>	
<b>0</b>	<b>(31,390)</b>	<b>Trs From Reserves</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	
	<b>0</b>	<b>Designated Funds</b>					<b>0</b>	<b>0</b>	
		<b>Trs To Reserves</b>						<b>0</b>	
<b>168,756</b>	<b>725,234</b>	<b>TOTAL (after transfer to reserves)</b>	<b>648,150</b>	<b>319,975</b>	<b>300,723</b>	<b>49%</b>	<b>648,150</b>	<b>0</b>	

**SPORT & COMMUNITY VENUES SERVICE ANALYSIS**

Revised Actual Exp. To 30/09/16	Actual Out-turn to 31/03/17	SPORT & COMMUNITY VENUES	Annual Estimate 2017/18	Revised Actual Exp. To 30/09/17	Revised Budget To 30/09/17	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/18	Variance (Favourable) / Adverse	Comment
(523,766)	(1,119,213)	Income From Charitable Activities	(1,135,000)	(505,482)	(489,458)	45%	(1,107,010)	27,990	£8k and £20k income shortfall in sports area 1 (Stewarton Sports Centre) and 5 (Grange Leisure Centre) respectively, £14k adverse variances relating to income shortfalls at Community Asset Transfer facilities (Muirkirk, Catrine, Patna games halls and Gavin Hamilton Sports Centre). £1k grant received Stewarton Area Centre in addition to £13.5k favourable income projecting to reflect sports hubs contributions balances.
		Management Fee						0	
(523,766)	(1,119,213)	<b>TOTAL INCOME</b>	<b>(1,135,000)</b>	<b>(505,482)</b>	<b>(489,458)</b>	<b>45%</b>	<b>(1,107,010)</b>	<b>27,990</b>	
1,125,473	1,897,646	Employee Costs	1,702,500	857,836	905,294	50%	1,660,140	(42,360)	£20k and £9k favourable payroll variances in management and sports area 1 and £13k area 4 relating to staffing for Community Asset Transfer facilities.
3,175	461	Transport Costs	950	324	176	34%	950	0	
128,597	396,554	Premises Costs	285,340	94,712	132,885	33%	285,900	560	
51,760	145,325	Supplies & Services	112,250	43,029	62,423	38%	126,060	13,810	Purchase of projector at Stewarton Area Centre- externally funded; expenditure projecting to reflect plans to fully utilise balances remaining for sports hubs. (see income comments)
0	4,360	Financing Costs	0	0	0		0	0	
0	0	Support Costs	0	0	0		0	0	
0	31,688	Governance Costs	29,750	7,859	14,882	26%	29,750	0	
<b>1,309,006</b>	<b>2,476,034</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>2,130,790</b>	<b>1,003,760</b>	<b>1,115,660</b>	<b>47%</b>	<b>2,102,800</b>	<b>(27,990)</b>	
<b>785,240</b>	<b>1,356,821</b>	<b>NET POSITION</b>	<b>995,790</b>	<b>498,278</b>	<b>626,202</b>	<b>50%</b>	<b>995,790</b>	<b>0</b>	
(40,190)	(114,990)	Trs From Reserves	(20,910)	(20,910)	(20,910)		(20,910)	0	
	0	Designated Funds					0	0	
		Trs To Reserves	10,000	10,000	10,000		10,000	0	£10k funding received from REF re 2016 Fireworks event
<b>745,050</b>	<b>1,241,831</b>	<b>TOTAL (after transfer to reserves)</b>	<b>984,880</b>	<b>487,368</b>	<b>615,292</b>	<b>49%</b>	<b>984,880</b>	<b>0</b>	

## RESERVES AS AT 30 SEPTEMBER 2017

TABLE A – Summary

TABLE B – Unuseable Reserves

TABLE C – Allocated Reserves Analysis

### TABLE A – SUMMARY

<b>UNRESTRICTED RESERVES</b>	2016/17 b/f	2016/17 SURPLUS	BALANCE 31 March 2017	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
FIXED ASSET RESERVE	43,640		43,640	43,640						43,640			
RETAINED RESERVES	250,000		250,000	250,000						250,000			
UNUSEABLE RESERVES (DEPRECIATION RESERVES)	66,860		66,860	66,860		0	0	0	0	66,860			see Table B
ALLOCATED RESERVES	174,720		174,720	219,720		14,429	23,885	0	0	181,406			see Table C
UNALLOCATED RESERVES	63,304	61,760	125,064	80,064	80,000					64			
REF Funding received				10,000	10,000					0			
HOLIDAY PAY PROVISION	(92,180)		(92,180)	(92,180)						(92,180)			
<b>TOTAL UNRESTRICTED RESERVES</b>	<b>506,344</b>	<b>61,760</b>	<b>568,104</b>	<b>578,104</b>	<b>90,000</b>	<b>14,429</b>	<b>23,885</b>	<b>0</b>	<b>0</b>	<b>449,790</b>			
RESTRICTED RESERVES			153,832			(9,128)	25,134			137,826			
PENSION RESERVE			(3,607,000)							(3,607,000)			
<b>TOTAL RESERVES</b>			<b>(2,885,064)</b>							<b>(3,019,384)</b>			

**TABLE B – Unuseable Reserves**

<b>UNUSEABLE RESERVES</b>	2016/17 b/f	2016/17 SURPLUS	BALANCE 31 March 2017	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
Libraries Fit Out - Mauchline	6,220		6,220	6,220						6,220	14 July 2015 Board	Ongoing	Works complete - amount to be drawn down at year end for depreciation. 5 years from 2015/16
Annanhill Golf Course - Staff Welfare Facilities	29,310		29,310	29,310						29,310	19 August 2014 Board	Ongoing	Installation now complete. Depreciation 5 years from 2016/17
Annanhill Golf Course - Maintenance Equipment	24,420		24,420	24,420						24,420	14 July 2015 Board, updated 13 Oct 2015	Ongoing	Fairways machine now in use. Will be drawn down at year end to cover depreciation. 5 years from 2015/16.
Homewords Van	6,910		6,910	6,910						6,910	7 June 2016 Board	Ongoing	Homewords Van delivered - amount to be drawn down at year end for depreciation. Depreciation 5 years from 2016/17
<b>TOTAL UNUSEABLE RESERVES</b>	<b>66,860</b>	<b>0</b>	<b>66,860</b>	<b>66,860</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>66,860</b>			

**TABLE C – Allocated Reserves Analysis**

<b>ALLOCATED RESERVES</b>	2016/17 b/f	2016/17 SURPLUS	BALANCE 31 March 2017	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
Training & Development		10,000	10,000	10,000						10,000	19 Sept 2017 Board	Ongoing	Training & Development Funds for 2017/18
PFS Equipment		10,000	10,000	10,000						10,000	19 Sept 2017 Board	Ongoing	Equipment & Software for contactless payments
Marketing & Development Staff	17,630		17,630	17,630		8,595	8073			962	14 July 2015 Board, updated 1 March 2016 Board, updated 19 Sept 2017 Board	Ongoing	Visual Communications Assistant - Initial 12 months, extended to 18 months; Marketing Co-ordinator (Sport) for 18 months.
Website Development	25,000		25,000	25,000						25,000	19 Sept 2017 Board	Ongoing	Re-designated £25k from Marketing Co-ordinator (Sport) to Website Development.
Libraries Fit Out	90,000		90,000	90,000						90,000	14 July 2015 Board	Ongoing	Dick Institute initially £40k + further £40k, Newmilns £10k, Dick Institute due to commence 2017
Promotion of New Mobile Libraries	2,500		2,500	2,500						2,500	19 Sept 2017 Board	Ongoing	Redesignate to promotion of new Mobile Libraries



<b>ALLOCATED RESERVES</b>	2016/17 b/f	2016/17 SURPLUS	BALANCE 31 March 2017	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
Youth Theatre		15,000	15,000	15,000						15,000	19 Sept 2017 Board	Ongoing	Budgeted shortfall for 2017/18
Sport & CV Staffing - temporary management arrangements	11,500	10,000	21,500	21,500		5,104	8,452			7,944	1 March 2016 Board, updated 19 Sept 2017 Board	Ongoing	Co-ordinator for 12 months, extended to 31 March 2018
Annanhill Golf Course - 4th Green	20,000		20,000	20,000						20,000	14 July 2015 Board	Ongoing	Course design and alterations under consideration. Required for 2017/18
Sport & CV Staffing - temporary facilities	7,360		7,360	7,360			7,360			0	19 Sept 2017 Board	Complete	Redesignate to ongoing management arrangements of temporary facilities within Sport & CV
People & Finance Administration Resources	730		730	730		730				0	14 July 2015 Board	Complete	Will be used to support creation of 2 temp Clerical post, who are now in post
<b>TOTAL ALLOCATED RESERVES</b>	<b>174,720</b>	<b>45,000</b>	<b>219,720</b>	<b>219,720</b>		<b>0</b>	<b>14,429</b>	<b>23,885</b>	<b>0</b>	<b>0</b>	<b>181,406</b>		

## GENERAL PROJECTS

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

Project	Partners	Balance b/f 01.04.17	Balance at 30.09.17	Expected Completion Date
Textile Team	Donations	(£771)	(£771)	Ongoing
Creative Place	Creative Scotland/Centerstage/Town Centre Management	(£24,571)	(£23,981)	Mar 2018
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£4,426)	(£4,416)	Ongoing
Wi-Fi	SLIC	(£11,500)	(£11,500)	Jan 2018
Irvine Valley Trails	Renewable Energy Fund	(£59,614)	(£51,740)	Mar 2019
The McKie Collection	Museum Gallery Scotland	(£2,847)	£5,834	Jul 2018
Make Some Noise	Creative Scotland	(£17,529)	(£14,785)	Sep 2018
GLAIF 16/17	Bord Na Gaidhlig	(£2,998)	(£1,987)	Dec 2017
I AM HERE	Creative Scotland	(£11,027)	£2,773	Nov 2017
Kilmarnock Green Infrastructure	Transport Scotland / Scottish Natural Heritage	(£15,000)	(£15,000)	Mar 2018
River Ayr Way Challenge	Awards For All	(£1,549)	(£1,549)	Ongoing
Wild About the Farm	Groundwork UK (Tesco Bags of Help Scheme)	(£2,000)	(£2,000)	Jan 2018
Bat Bothy	Groundwork UK (Tesco Bags of Help Scheme)	£0	(£2,000)	Mar 2018
Traditional Rural Skills	HLF	£0	(£6,186)	Jul 2018
Growing Memories	Awards for All	£0	(£9,903)	Jun 2018
Youthlink	Cashback for Communities	£0	(£1,000)	Mar 2018
WWI Memorial Artwork	Groundwork UK (Tesco Bags of Help Scheme)	£0	(£2,000)	Mar 2018

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

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

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

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

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

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

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

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

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

Kilmarnock Green Infrastructure Project has received a funding package of £50,000 to design and development stage of the 18 mile cycle route in and around Kilmarnock. The initial £15,000 has been received from East Ayrshire Council's Parks Development Fund with the outstanding amount being confirmed from the Central Scotland Green Network Fund. A consultant has been appointed to work with Countryside Services in designing the cycle route and preparing more detailed costs to enable capital funding bids to be made. Full design and feasibility works will be complete by March 2018.

Following the completion of the Countryside Festival in 2015, there was an outstanding balance of £1,549 from the Awards for All grant. Awards for All have agreed that this money can be retained and used as part of the funding package for the upgraded River Ayr Way Signage and Interpretation project. This is scheduled for completion in 2017/18.

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

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

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

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

As part of the £5 million development project that is underway at Dean Castle Country Park, we have created a new education and residential centre to support the outdoor learning activities that we offer through East Ayrshire Leisure's Countryside Services. As part of our outdoor learning offer, we have been successful in attracting external funds to organise a pilot project aimed at offering free residential experiences to young people who are currently or who are at risk of becoming disengaged from school due to mental health concerns including anxiety and depression

£2k has been awarded to support the purchase and planting of trees and shrubbery associated with the WWI memorial artwork, which has been developed by Pidgin Perfect in collaboration with Scottish makar Jackie Kay, Loanhead Primary School and adults who took part in a poetry workshop.



**EXTERNAL FUNDING  
(JULY - SEPTEMBER 2017)**

## EXTERNAL FUNDING APPROVED APPLICATIONS

(\* denotes funding not available to East Ayrshire Council)

Section	Name of Funding Provider and Project	Value of Funding/Support	Received in 2017/18
Cultural	EventScotland - Year of Young People	£9,698	£0
Cultural	EventScotland - Burns's Birthday in Mauchline	£6,500	£0
Cultural	TESCO - Summer Reading Challenge	£350	£350
Cultural	SLIC - Book Week Scotland	£1,075	£1,075
<b>TOTAL</b>		<b>£17,623</b>	<b>£1,425</b>

## EXTERNAL FUNDING APPROVED APPLICATIONS (NOT INCLUDED IN EAST AYRSHIRE LEISURE ACCOUNTS)

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Countryside	Forestry Commission - DCCP Woodland Management	£200,000	
<b>TOTAL</b>		<b>£200,000</b>	

## EXTERNAL FUNDING DECLINED APPLICATIONS

<b>Section</b>	<b>Name of Funding Provider and Project</b>	<b>Value of Funding/Support</b>	<b>Comments</b>
Sport	BUPA - 360 Degrees	£18,000	Declined due to limited funding pot, funders opted to fund national initiatives
<b>TOTAL</b>		<b>£18,000</b>	



## **OTHER RELEVANT UPDATES**



## **Insurance Claims**

Public Liability Claims, there are currently no live claims for East Ayrshire Leisure.

Employers Liability Claim, 1 claim is ongoing. No other claims are outstanding.

## **Value Added Tax – The Value Added Tax (Refund of Tax to Museums and Galleries)(Amendment) Order 2017**

Three of our Museums have been included in the above order as of 1<sup>st</sup> November 2017; Dick Institute, Dean Castle & Burns House Museum. The order states that Vat incurred by us, that is attributable to the provision of free admission to these museums and galleries, is reclaimable.



## **PERFORMANCE SCORECARD**

**East Ayrshire Leisure Trust – EPMS Quarterly Indicators – Key** RED (REQUIRES INTERVENTION) AMBER (WITHIN TOLERANCE) GREEN (POSITIVE PERFORMANCE)

	Indicator	2016/17 Figure	2017/18 Target	Intervention rate	Q1	Actual	Q2	Actual	Q3	Actual	Q4	Actual	2017/18 Actual	Comments
1	East Ayrshire Leisure Trust: Total Income	6,998,934	6,507,800	10%	1,639,227	1,577,260	1,635,745	1,756,094	1,719,952		1,512,876			Variances on Income are to be expected due to cyclical fluctuations, however income is still projecting to 6,465,740
2	East Ayrshire Leisure Trust: Total Expenditure	7,355,824	6,651,110	10%	1,390,119	1,239,764	1,873,228	1,882,007	1,538,144		1,849,619			Variances on Expenditure are to be expected due to cyclical fluctuations, however expenditure is still projecting to 6,609,050
3	Core Services Customer Visits: Culture	523,236	516,072	10%	120,111	122,310	122,541	103,081	153,210		120,210			Performance Q2 decreases by 14% due to Dean Castle closure caused by ongoing stonework issues and also lower usage of Cumnock Town Hall from EAC based hires. Muirkirk Library is now closed and Whattriggs Library moved during this period. Next year we will also revise quarter profiling to reflect closures, transfers and any agreed maintenance closures.

	Indicator	2016/17 Figure	2017/18 Target	Intervention rate	Q1	Actual	Q2	Actual	Q3	Actual	Q4	Actual	2017/18 Actual	Comments
4	Core Services Customer Visits: Sport and Community Venues	812,854	731,734	10%	190,250	189,471	160,981	129,719	182,935		197,568			Q2 performance down 19.4% against projected target- (31,265 attendances) Reduction relates to facility closures due to swimming pool maintenance- Auchinleck and Doon, closure of SGP at Grange for replacement and reduction in attendances through external event bookings.
5	Core Services Customer Visits: Countryside	1,128,868	625,093	10%	58,207	54,996	76,255	75902	280,250		210,381			Q2 figures are within tolerance but show a marginal decline on projections. This is predominantly due to planned disruption at Annanhill which has affected season ticket sales.
6	Core Services Customer Visits: Future Museum (Virtual Service)	256,862	256,862	10%	60,831	88,754	64,479	94,119	58,121		73,431			Performance Q2 shows a 32% increase due to collection promotion work around Burns and Castle collections.

	Indicator	2016/17 Figure	2017/18 Target	Intervention rate	Q1	Actual	Q2	Actual	Q3	Actual	Q4	Actual	2017/18 Actual	Comments
7	Core Services Customer Visits: eastayrshireleisure.com (Virtual Service)	305,389	303,522	10%	70,537	57,533	81,481	60,323	84,161		67,343			We are currently reviewing the website to increase usability and improve online experience.
8	East Ayrshire Leisure Trust: Average days lost per employee	8.45 days	8 days	Over 2 days	2 days	3.37 days	2 days	2.98	2 days		2 days			All employees are managed in accordance with East Ayrshire Leisure's Sickness Absence Management. The increase in absence is primarily due to long term absence.



# **RISK REGISTER**

No.	Risk	Strategic Objective	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
1	There will be a 20% reduction in funding received from East Ayrshire Council, resulting in a reduction in service provision. <b>This figure could increase by up to £850,000 if the findings of the Barclay Review are implemented.</b>	1,2,3,4	Chief Executive	4	4	16  RISK APPETITE: CAUTIOUS (Compliance)	<b>HIGH</b>	<ul style="list-style-type: none"> <li>• Communication with East Ayrshire Council allowing forward planning to ensure that service provision meets the requirements of the main funding provider.</li> <li>• Best Value Review Implementation</li> <li>• Role of Shadow Implementation Board</li> <li>• PR; communications with staff and customers</li> <li>• Engage in consultation regarding the Barclay Review in conjunction with Sporta.</li> </ul>
2	There is a risk of not being able to maintain high quality services because of a lack of funding, resulting in a failure to invest, loss of staff, a reduction in staff commitment and damage to East Ayrshire Leisure's reputation.	1,2,3,4	All Senior Manager	4	3	12  RISK APPETITE: OPEN (Reputation)	<b>MEDIUM</b>	<ul style="list-style-type: none"> <li>• Business Planning</li> <li>• Positive Public Relations</li> <li>• Equipment Replacement policy</li> <li>• Continued dialogue with Council</li> <li>• Employee recognition scheme</li> <li>• EAGER - ongoing training and development of staff</li> </ul>
3	There is a risk partners and external stakeholders do not see East Ayrshire Leisure as a partner of choice because of a lack of resources invested in partnership activity, resulting in a failure to deliver Business Plan targets and the loss of external funding.	1,2,3,4	All Senior Managers	3	3	9  RISK APPETITE: OPEN (Reputation)	<b>LOW</b>	<ul style="list-style-type: none"> <li>• Service reviews</li> <li>• Positive Public Relations</li> <li>• Service level agreements/Contracts</li> </ul>

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



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

## Risk Register

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

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

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

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

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

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

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

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

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

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

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

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

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

The Open Risk Matrix

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

The Cautious Risk Matrix

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

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

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

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

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

#### Risk Area 1.

This risk was viewed as a compliant risk as East Ayrshire Leisure has to operate within the financial parameters that on the whole are decided by the Council. It has been well documented that the Trust will have to make savings over the period and this will have a significant impact on the current venues we manage.

#### Risk Area 2.

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

#### Risk Area 3.

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

#### Risk Area 4.

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

#### Risk Area 5.

This area was viewed as a financial risk, but the Trust will take opportunities to increase income as opportunities arise, and therefore, have the ability to adjust as required.

#### Risk Area 6.

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

#### Risk Area 7.

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