

TRUST BOARD MEETING



Date: 17 September 2019

Location: William McIlvanney Leisure Centre

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

AGENDA			
AGENDA ITEM	FOR NOTING	FOR DISCUSSION	FOR APPROVAL/ DECISION
1. Appointment of office bearers and Trustees			✓
2. Apologies for Absence / Introductions	✓		
3. Declarations of Interest	✓		
4. Minutes of previous meetings 4.1 Board Meeting: 4 June 2019 4.2 Performance & Audit Sub Committee: 19 August 2018			✓ ✓
5. Performance Report April – June 2019			✓
6. Senior Officer's Report			✓
7. The Galleon			✓
8. Update on Key Workstreams This is a restricted document and not for onward circulation	✓		
9. Review of Management Structures This is a restricted document and not for onward circulation			✓
10. Leadership Proposals This is a restricted document and not for onward circulation			✓
11. AOCB			
12. Dates of Next Meetings: Special Board Meeting: 29 October 2019 Performance & Audit Sub-Committee: 12 November 2019 Trust Board Meeting: 26 November 2019			

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



APPOINTMENT OF OFFICE BEARERS AND TRUSTEES

Date: 17 September 2019

Agenda Item: I

Report by: Anneke Freel, Interim Senior Officer

1. PURPOSE OF REPORT

1.1 The purpose of this report is to seek board approval for reappointment of Trustees and to remit the Senior Office to begin recruitment for the vacant independent trustee position.

2. RE-APPOINTMENT OF TRUSTEES

2.1 According to clause 30 within the constitution of East Ayrshire Leisure Trust, 3 out of 6 Charity trustees appointed under paragraph 18.3 of the constitution (independent Charity Trustees) shall retire, but subject to clauses 32 and 33 may be re-appointed (subject to clause 24) unless:-

- he/she/it advises the Board prior to the conclusion of the AGM that he/she/it does not wish to be re-appointed as a Charity Trustee; or
- an election process was held at the AGM and he/she/it was not among those elected/re-elected through that process; or
- a resolution under clauses 38.6 or 38.7 was put to the AGM and carried.

As there is a vacancy on the board, this clause affects 2 independent Trustees; R Mann and J Minnery. Due to length of time as a Trustee, a resolution under clause 33 is required for re-appointment of J Minnery to the Board of Trustees.

It is recommended that R Mann be re-appointed to the Board subject to clause 30 of the constitution.

2.2 Furthermore, under clause 32 of the constitution, a Charity Trustee who has served for a period of 6 years shall not be eligible for re-appointment until a further period of one year has elapsed. The Board may, by way of a resolution passed by majority vote at a Board meeting, waive the provisions of clause 32 in relation to a particular Charity Trustee if they consider that exceptional considerations make that appropriate.

This applies to R Hume, J Minnery, J Brown and Councillor N McGhee.

As East Ayrshire Leisure is currently undergoing significant change in terms of retirement of the Chief Executive and the interim management arrangements, a Review of Management Structures, an Audit of Facilities and the development of a new business plan, it is deemed that exceptional considerations are appropriate and that Trustees should be re-appointed to provide stability and consistency during this period.

It is recommended that a resolution is passed to re-appoint relevant Trustees for a further period of one year.

REPORT TO BOARD OF TRUSTEES



- 2.3 It is also recommended that Councillor Whitham be re-elected to Chair and R Hume be re-elected to Vice Chair of East Ayrshire Leisure.
- 2.4 Finally, it is recommended to remit the interim Senior Officer to begin recruitment for an Independent Charity Trustee to fill the existing vacancy.

Recommendation/s:

It is recommended that the Board of Trustees:

- i. Approve the re-appointment of R Mann to the Board of Trustees;
- ii. Pass a resolution to re-appoint R Hume, J Minnery, J Brown and N McGhee;
- iii. Re-elect Councillor Whitham and R Hume to chair and Vice Chair of East Ayrshire Leisure respectively
- iv. Remit the Interim Senior Officer to begin recruitment for an Independent Charity Trustee; and
- v. Otherwise note the content of the paper

Signature:

Anneke Freel

Designation: Interim Senior Officer

Date: 11 September 2019

REPORT TO BOARD OF TRUSTEES



PERFORMANCE REPORT APRIL TO JUNE 2019

Date: 17 September 2019

Agenda Item: 5

Report by: Anneke Freel, Interim Senior Officer

Summary

This report provides details of the Trust's performance for the period April to June 2019, the first quarter of the 2019/20 financial year. The report projects a breakeven financial position and a favourable position in attendances for Q1.

1 PURPOSE OF REPORT

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

2 BACKGROUND

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

3 RESULTS

3.1 BUSINESS PLAN

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

3.2 FINANCE

A breakeven position is projected in the report and the full details for each service area are included in the report.

Recommendation/s:

It is recommended that the Board:

- i. Consider and approve the Performance Report for April to June 2019;
- ii. Otherwise note the content of this report.

A handwritten signature in cursive script that reads 'Anneke Freel'.

Signature:

Designation: Interim Senior Officer

Date: 28 August 2019

East Ayrshire Leisure Performs

April – June 2019



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PROGRESS AGAINST 2016-19 ACTION PLAN

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

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

ACTION NO	ACTION	TARGET	PROGRESS (green/amber/red)	ACTION PLAN
EAL 1.1	Increase Customer Satisfaction levels	<ul style="list-style-type: none"> ▪ Show annual customer satisfaction improvements each year of Business Plan 		
EAL 1.2	Increase attendance levels/ticket sales through programme development both in person and online.	<ul style="list-style-type: none"> ▪ Increase levels of attendance/ticket sales by 5% over the term of the business plan. Continue to invest in programme development. ▪ Increase online visitor usage by 2% each year of Business Plan 	<p><u>Culture and Community Services</u></p> <ul style="list-style-type: none"> ▪ Attendance and ticket sales have increased by 10% (104,892 actual – 95,330 target). This is due to the innovative programming and events that have taken place, some of which are detailed in the highlights section. ▪ Future Museum unique visits have shown a 3% reduction on target (48,349 actual – 50,000 target). 	<ul style="list-style-type: none"> ▪ Continue to invest in programme and marketing of events that capture both visitors and residents’ imagination. ▪ Prepare Museum Galleries Scotland funding bid with futuremuseum.co.uk partners for October.
			<p><u>Sport and Fitness</u></p> <ul style="list-style-type: none"> ▪ Sport & Fitness Q1 attendance projection achieved. (Target =157,930 Actual = 159781) ▪ 191 members signed up to Sport and Fitness Direct Debit Memberships- April - June. 	<ul style="list-style-type: none"> ▪ Ongoing development and implementation of Sport and Fitness core activities and programmes for Badminton, Fitness, Football and Swimming for children, young people and adults delivered across facility remit.
			<p><u>Countryside and Outdoor Activities</u></p> <ul style="list-style-type: none"> ▪ Overall attendance and ticket sales have increased by 4.5% against 19/20 target (449,219 = actual; 429,651 = target) 	<ul style="list-style-type: none"> ▪ Several new events were introduced including Labyrinth and K24. These will be evaluated using the programming protocol to determine their inclusion in the 2020/21 programme

			<p>Overall Attendance Target</p> <ul style="list-style-type: none"> Q1 saw an overall increase in projected targets of 4.5% (projected = 682,911; actual = 713,892) 	
			<p>Corporate Services</p> <ul style="list-style-type: none"> Eastayrshireleisure.com figs have exceeded the targets by almost 2% (76,971 actual – 75,651 target) 	
EAL 1.3	Achieve new quality standards and/or maintain current Accreditation standards	<p>Visit Scotland:</p> <ul style="list-style-type: none"> 4 star: Doon Valley Museum 4 star: Dick Institute 4 star: Baird Institute 4/5 star: Dean Castle and Country Park 4 star: Burns House Museum 	<ul style="list-style-type: none"> No Change 	<ul style="list-style-type: none"> Assessments scheduled for 2019/20
		<p>Arts Council England Museum Accreditation:</p> <ul style="list-style-type: none"> Dean Castle/Baird/Doon Valley/Burns House/Dick Institute maintained. 	<ul style="list-style-type: none"> No Change 	
		<p>Collection Significance:</p> <ul style="list-style-type: none"> Musical Instrument/Burns Collections maintained. 	<ul style="list-style-type: none"> No Change 	
		<p>How Good Is Our Public Library Service:</p> <ul style="list-style-type: none"> 2016/17 – 1 indicator tested 2017/18 – further 2 indicators tested 2018/19 – further 2 indicators tested. 	<ul style="list-style-type: none"> No Change 	
		<p>British Computer Society Accreditation:</p> <ul style="list-style-type: none"> Maintain annual accreditation 	<ul style="list-style-type: none"> No Change 	

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

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

ACTION NO	ACTION	TARGET	PROGRESS	ACTION PLAN
EAL 2.1	Increase general participation /attendance levels across service areas	<ul style="list-style-type: none"> Increase participation/ attendance levels by 5% over the term of the Business Plan. 	<ul style="list-style-type: none"> As outlined in 1.2 above 	<ul style="list-style-type: none"> Continue to invest in programme and marketing of events that capture both visitors and residents imagination.
EAL 2.2	Increase opportunities for/numbers of young	<ul style="list-style-type: none"> Increase by 1% each year number of young people using our service areas. 	<ul style="list-style-type: none"> On target with quarter highlights detailed below 	

	people (12-25) using our services.	<ul style="list-style-type: none"> ▪ Raise £50K external funding during life of Business Plan to support programmes aimed at young people. ▪ Maintain and develop 2 partnerships/initiatives each year to support young people centred programmes e.g. EASC Affiliated Sports Clubs, Youth Arts Network, Vibrant Communities. ▪ Offer reduced cost/free access to facility/project use for targeted groups of young people. ▪ Carry out project surveys to measure behavioural change impact in 2016/17/18/19 		
EAL 2.3	Maximise access to our facilities and programmes for people with physical, sensory or learning disabilities.	<ul style="list-style-type: none"> ▪ Apply audit findings where appropriate, in 2017/18/19 ▪ Support people using our facilities/ programmes with mixed ability needs. 	<ul style="list-style-type: none"> ▪ On target with quarter highlights detailed below 	
EAL 2.4	Increase opportunities for/numbers of older people (60+) using our services.	<ul style="list-style-type: none"> ▪ Increase attendance by older people by 1% each year. ▪ Ensure we have programmes that are attractive to older users. ▪ Carry out sample surveys to measure behavioural change impact in 2016/17/18/19 ▪ Develop and maintain partnerships each year to support older people centred programmes e.g. NHS Ayrshire & Arran, Vibrant Communities. 	<ul style="list-style-type: none"> ▪ On target with quarter highlights detailed below 	<ul style="list-style-type: none"> ▪ Developing programmes with Vibrant Communities team around aspects of library delivery and the Dean Castle project.

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

ACTION NO	ACTION	TARGET	PROGRESS	ACTION PLAN
EAL 3.1	Increase visitor attendance at our key tourist attractions: Dick Institute, Dean Castle & Country Park, Baird Institute,	<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. 	<u>Cultural and Community Services</u> <ul style="list-style-type: none"> ▪ Quarter 1 – attendance to tourism venues has increased by 12% (76,552 actual – 64,725 target). This is due to the innovative programming and events that have taken place, 	<ul style="list-style-type: none"> ▪ Continue to invest in programmes and marketing around key venues.

	Doon Valley Museum, Burns House Museum & Library, River Ayr Way, Palace & Grand Hall Complex and Cumnock Town Hall	<ul style="list-style-type: none"> Maintain and develop partnership working with Visit Scotland/ EventsScotland to support our programmes. 	<p>some of which are detailed in the highlight section.</p> <p><u>Countryside and Outdoor Activities</u></p> <ul style="list-style-type: none"> Quarter 1 – attendance to tourism venues, has increased by 0.6% against Q1 targets (target = 392,425; actual = 394,619) DCCP Visitor Services hosted Coig Driving Route Workshop and contributed info for new app. As part of the new tourism product being developed for Ayrshire 	<ul style="list-style-type: none"> River Ayr Way figures have seen a decrease in Q1 of 9% against the target. Work will be carried out with Scottish Natural Heritage to rebrand the route as part of Scotland's Great Trails
EAL 3.2	Work with local groups to add value to the tourism offer.	<ul style="list-style-type: none"> Work with 4 groups each year to support community development and to harness local knowledge. 	<ul style="list-style-type: none"> On target with highlights detailed in table below 	

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

ACTION NO	ACTION	TARGET	PROGRESS	ACTION PLAN
EAL 4.1	Increase levels of staff satisfaction from 2016/17 baseline.	<ul style="list-style-type: none"> Respond to survey findings. Maintain constructive relationship with Trade Union – 6 meetings annually. Maintain absence to below acceptable level of 2 days per quarter Continue to achieve low levels of formal Grievances 	<p><u>Corporate Services</u></p> <ul style="list-style-type: none"> Staff have been asked to put forward their ideas/suggestions on how we can make further improvements. The feedback will be incorporated into an action plan. 	

			<ul style="list-style-type: none"> ▪ East Ayrshire Leisure has built an effective working relationship with Trade Union, meetings will now take place quarterly with the option to hold a Special Meeting if required. ▪ Absence level recorded for the period 1 April to 23 June was 0.95 days. ▪ No grievances were undertaken during this period. 	
EAL 4.2	Increase the number of volunteering, placement and apprenticeship opportunities.	<ul style="list-style-type: none"> ▪ 6 Modern Apprenticeships during life of Business Plan subject to funding. ▪ 10 work placements during life of Business Plan ▪ 3 interns during life of Business Plan. ▪ Volunteers increase by 2% each year. 	<ul style="list-style-type: none"> ▪ On target with quarter highlights detailed below 	<ul style="list-style-type: none"> ▪ Monitor the apprenticeships with CBC during the life of the project. ▪ Manage interns during life of the project. ▪ Work with East Ayrshire Council to support the modern apprentices appointed to maintain the strategic path network
EAL 4.3	Advance staff through training and development	<ul style="list-style-type: none"> ▪ Increase the use of EAGER working towards 95% coverage for permanent staff. ▪ Develop training matrix for all service areas ▪ Develop bespoke e-learning modules and training courses ▪ Adopt volunteering policy allowing employees the opportunity to volunteer with external organisations 	<ul style="list-style-type: none"> ▪ On target with quarter highlights detailed below 	

QUARTER 1 HIGHLIGHTS

Culture and Community services

Arts/Libraries/Museum Development

- Worked with Scottish Book Trust, Kilmarnock Station Railway Heritage Trust and EAC Vibrant Communities to deliver the Digital Storytelling project (funding value of £36,000). 54 people participated in the digital storytelling project and developed their own personal film stories including individuals who have physical, sensory and learning disabilities as well as older individuals who are isolated and lack digital skills to stay connected online. Their films were premiered at the Dick Institute as part of the celebratory events.
- The Gaelic Visual Art project came to a close with an accomplished exhibition of work by primary and secondary pupils from Sgoil na Goille Nuaidh. The year-long project offered the opportunity for 29 young people to develop written and spoken Gaelic language skills within the framework of the gallery setting and embedded in creative workshops. One student internship was also undertaken throughout the duration of the project.
- The Arts Libraries and Museums Development team support iDANCE, the mixed ability dance group by giving strategic support to the project and associated development of the group. The dancers premiered their film which celebrates 15 years of iDANCE at Learning Disability Awareness Week in Cumnock and Stewarton.
- The Cultural team supported 'Things Tae Dae' who performed their drama piece in collaboration with Police Scotland and I AM ME which focused on hate crime.
- Exhibitions across our venues have included the popular and very well received Karl Blossfeldt exhibition; one of the earliest collections of 40 photogravures from 1932, the exhibition of botanical specimens formed an integral part of our visual art engagement content. 'The Potter's Craft – An Ayrshire Story' was exhibited in the Baird Institute and profiled a number of EAC ceramic collections. Free Family Days took place in both venues and were well attended.
- Across our libraries we have made strategic changes to Bookbug delivery. This free parent/toddler weekly activity is now available in every library in East Ayrshire. National Reading Groups Day was also celebrated with Mary Paulson-Ellis who is the author of Waterstones Scottish Book of the Year for The Other Mrs Walker book.
- The Travelling Gallery toured EAL venues for a week in June. Visiting community venues in Cumnock, Auchinleck, Stewarton and Kilmarnock, the art bus exhibited works relating to global migration and the refugee crisis. The exhibition was well attended with 65 secondary pupils making the journey from school to visit the show.
- The Young People's Gallery hosted an exhibition by Nathan McNaughton entitled 'Visions of Nepal'. Nathan is a young photographer from New Farm Loch who travelled to Tikabhairav in Nepal as part of a volunteering programme. The exhibition included beautifully documented portraiture of those Nathan met on his journey. This is Nathan's first exhibition within an accredited gallery space providing him with exceptional professional development experience and a more fully developed CV.
- Dean Castle event programme has hosted three talks/events including the sold out 'Davide Sciacca – Guitar at the Opera' event. The monthly tour of castle works has also been fully booked on each occasion.

Performing Arts

- Performing Arts have hosted Eddie Reader, EAYT Electricity and Little Top at Cumnock Town Hall during April. In May we staged the world premier of 'The Red Lion' to rave reviews and also hosted the 'Benny Lynch' story. In June we hosted the 'Greatest Showman' sing alongs and 12 dance schools featuring the end of term showcases. The Cumnock Town Hall also staged 'Things Ta Dae' and 'CASS' and Disability Showcase shows to sell out audiences.
- Worked with Creative Scotland (funding value of £36,000) Ayrshire Young Carers and Vibrant Communities in the ongoing delivery of the MAKE SOME NOISE music project.

Libraries

- Two people have been volunteering in Cumnock library.
- Libraries supported the Opportunities In Retirement book group.

Collection Care

- 84 students from Onthank Primary, 41 from Hillhead and 57 from Whatriggs schools took part in the 'Castle Construction' workshops during the period.
- 14 people continue to actively volunteer through our highly successful Textile Team temporarily based at the old Kirkstyle Primary School building.
- Four people have also been volunteering on Dean Castle collection movement project.
- 4 full term apprenticeships appointed to young people from Kilmarnock with CBC as part of works programme at Dean Castle and 2 internships have been advertised as part of the programme
- 4 volunteers used by Collection care

Countryside and Outdoor Activities

Outdoor Activity Development

- “10 weeks to 10K” in partnership with the Kilmarnock Harriers (in the lead up to Roon the Toon) had 17 participants
- Block booking sport coaching programme has attracted 133 children aged from 3 – 10 weekly, for Mini Movers and Run, Jump & Throw sessions at the Ayrshire Athletics Arena
- Spring Camps at the Ayrshire Athletics Arena were well attended with 35 children attending each week.
- 8 athletics events held at the AAA in Q1
- West District Championships held at the Ayrshire Athletics Arena with athletes participating over 2 days of competition
- Annanhill Golf Course attendance levels increased to 3812 in Q1 in comparison with 2133 in 2018 (78% increase)
- 275 individuals attended All Ability Sports Highland Games held at the AAA held in partnership with Vibrant Communities
- 175 attendances in All Ability Bike Sessions at the AAA which take place twice weekly
- Roon the Toon 2019 was sold out; 1500 competitors took part. Ayrshire Athletics Arena support the organisation of the event in conjunction with EAC and Kilmarnock Harriers
- Scottish Athletics partnership for coach education continued

Countryside Development

- 2019 Danger Detectives –delivered in partnership with Police Scotland , Scottish Fire & Rescue, Trading Standards, Stagecoach and Ayrshire Roads Alliance. Attended by all primary 7 pupils in East Ayrshire
- Supported annual Fibromyalgia Awareness day accommodating the event at the DCCP
- Countryside Ranger Programme held at the DCCP during the School Spring holiday, offering families the opportunity to explore the environment and learn about nature, the park’s ecosystems and take part in rural skills.
- Natural Leaders programme at Auchinleck Academy, Doon Academy and Kilmarnock Academy commenced in May, involving the young people in creating/developing a nature reserve within their local community.
- Supported 4 secondary school career fairs promoting the Trust, Outdoor Learning and the Ranger Service as a career option.
- 3064 East Ayrshire primary school pupils and 2078 pupils from schools outwith EA visited the DCCP for their end of year school trip. The majority of the schools took part in Ranger-led activities, such as pond dipping and orienteering.
- A group of pupils from Sorn Primary stayed within the Treehouse Residential Centre participating in an outdoor learning programme delivered by our Countryside Rangers.

Visitor Development

- Monthly “Live at the Dean” sessions held within the Courtyard at the DCCP, for new artists to perform in welcoming environment.
- Working in partnership with Vibrant Communities and Dementia Scotland to launch the summer walking programme with a group walk within the DCCP and picnic in the Visitor Centre Courtyard.
- Hosted 2 workshop sessions for the COIG and new pan Ayrshire Tourism product.

Green Infrastructure Development

- Programme of community consultation sessions where held in Kilmarnock to speak with communities about active travel and the new infinity loop.
- 2 modern apprentices have been appointed to support the maintenance of the strategic path network

Estates Development

- Jim Williamson was appointed as Estates Development Officer to co-ordinate the development of the outdoor facilities within EAL remit. Jim will working on developing management plans for Dean Castle Country Park, Annanhill Golf Course and Ayrshire Athletics Arena with a view to achieving Greenflag status.

Sport & Fitness

Fitness Memberships

- Concessionary discount on our gym and fitness memberships for adults over 60 years old being promoted, allowing access to our gyms, swimming pools and fitness classes. 13 memberships sold in Q1.
- Concessionary discount on our gym and fitness memberships for adults with a disability allowing access to our gyms, swimming pools and fitness classes. 4 memberships under this category sold in Q1.
- 77 Gold Sport and Fitness Memberships sold Q1
- 10 Junior Membership (8-11 years) sold in Q1
- 59 youth memberships (12-17yrs) were sold in Q1

Fitness Programming

- "Body Blitz" our 8 week Summer Programme was completed by 9 participants. Across the 8 weeks the participants have seen significant health benefits, found a passion again for exercise and are feeling motivated to continue on their fitness journey.

Coaching Programme

- 9045 children aged between 2-14 years attended the Sports Coaching programmes for Athletics, Badminton, Football, Gymnastics and Activity Clubs.

Venue Development and Partnerships

- Partnership with EAC Vibrant Communities CHIP continues to develop. CHIP Activity classes will be returning to S&F venues during 2019/2020 with S&F working on plans to implement a GP Referral Programme for physical activity across key venues commencing October 2019.
- Sport and Fitness continue to develop relationship within Scottish Leisure Networking Group with representation at the annual conference. Greig Russell has been voted in as Vice Chairman for the Scottish Leisure Networking Group
- The team have been working closely with East Ayrshire Council for venue refurbishment plans for swimming pools and sports centres and have been engaging with customers and clubs where there has been an impact in service delivery due to closures.
- The pool closures at Doon Valley Leisure Centre and Loudoun Leisure Centre have allowed us to enter a partnership with Scottish Swimming to implement the new national swimming pathway. Extensive training to support staff with the transition to the new qualification has been coordinated with 24 staff identified to attend.
- Following the completion of the Synthetic Grass Pitches at William McIlvanney and handover of the facilities to EAC for East Ayrshire Leisure to manage and operate, S&F are exploring various options to support community access without impacting on current SGP usage and income levels across venue remit. Details will be finalised for pitch registration week commencing 12th August 2019.

Corporate Services

Exchange sessions 2019

To assist with setting the direction of the new Business Plan and shaping the future of East Ayrshire Leisure, Exchange sessions took place in Cumnock Town Hall and Grand Hall, Kilmarnock. Facilitated staff sessions focussed on 3 key areas, which are summarised below:

- How do we reduce costs and increase income within our venues?
- How can we better serve the leisure offering within communities?
- Which 5 words best describe the Values of East Ayrshire Leisure?

The sessions were well attended, with staff from all service areas and levels represented, and feedback was very positive. Actions Plans are being devised, taking account of any emerging themes and will be fed back to all staff.

We will also be asking community groups and customers to get involved by providing the opportunity to feedback on points 1 and 2 via an online survey which will be promoted on our website and via our social media channels.

The Trust's values will become embedded in the organisation and will feature heavily in promotional materials. It is also intended that the values will influence how we recruit, train and develop staff.

Website engagement

We are currently developing our new website with a scheduled go live date of August 19. Taking account of customer and staff feedback combined with Google Analytics and web developer's analysis, the new site will be easy to navigate, customer-focused (whether local, national or international) and fully mobile responsive. When the site goes live there will be a focus on 'Calls to Action', venue information and the 'What's On' section. Further developments and growth of the site will continue following the go-live date. To ensure staff are familiar with the new site and are able to direct customer enquiries appropriately, we held staff familiarisation sessions. Feedback was extremely positive from all service areas. A new protocol has also been developed which outlines staff responsibilities regarding keeping information up to date and relevant, and outlines the procedure for notifying of any changes or required updates.

Training and Development

All EAGER Personal Development Plan's completed during 2018/19 have been utilised to design a Training Delivery Plan that meets the needs of the organisation. A training matrix has been established for all services areas.

The Leadership & Management Programme continues with sessions specifically designed around policies, protocols and practices within East Ayrshire Leisure.

FORTHCOMING PROGRAMME OF EVENTS & ACTIVITIES

	May - Aug	Sept - Dec
Palace	Funbox Local Dance School Shows Pre-Edinburgh Comedy Weekend	LMS Show – Footloose Lloyd Cole Singing I'm no a Billy he's a Tim Martin Daniels Whitney – Queen of the Night Imprint Shows Clybourne park – palace EAYT –The Addams family Duke Of Edinburgh Awards Panto - Cinderella
Grand Hall	Sneaky Peek Comedy – Palace EAYT Summer School @ Palace	Rule the Work Take That Tribute Nov - Wet Wet Wet Neil Oliver - GH
Cumnock TH	CASS Show EAYT Summer School	Cumnock Tryst Show CASS Show Camps Panto Only Folls & Boycie – John Challis The Big Snowy Show
Community Venues	Tbc - Mining Themed Play At Auchinleck Boswell Centre - Ayr Gaiety Theatre Rural Touring Network 20/06/19 Tbc - Events Linked To Library Summer Reading Challenge Theme Of 'Space' At Auchinleck Boswell Centre, Darvel Town Hall And Stewarton Area Centre	Tbc - Hosting Of Authors/Talks As Part Of Library Imprint 2019 The Big Snowy Show
DCCP	Outdoor Cinema K24 / K12 Ultra Marathon School Holiday Programme Gin Fest Live At The Dean Pop Up Restaurants Nature Therapy Weekends Community Clean Ups Pet Show Growing Memories Tea Dance	Have A Go Outdoor Festival Illuminight Winter Fest Pop Up Restaurants School Holiday Programme
Golf	School Holiday Programme	School Holiday Programme

AAA	10 Weeks To 10k Roan The Toon School Holiday Programme	East Ayrshire School Sportshall Athletics Championships East Ayrshire Schools Cross Country Ayrshire Schools Cross Country School Holiday Programme
Countryside	Irvine Valley Walking Festival Camp Outs Cairn Table Race The Labyrinth Play Day Run the Blades Whitelee Nae Fireworks weekend Whitelee Halloween Festival	Doon Valley Outdoor Festival Annick Valley Outdoor Festival River Ayr Way Challenge
Libraries	Bookbug Week Summer Reading Challenge / Space Exploration Chiefly In The Scottish Dialect Event / Scots Writers' Day	Imprint Book Festival Libraries Week Book Week Scotland Killie Comic Con
Dick Institute	Ayrshire College Graduate Exhibition Dean Castle Collections At The Dick Institute The Printed Line from the V&A Digital Storyteller in Residence Celebratory Event	DC Comics Exhibition Romans Schools Week WWII Schools Week Dean Castle Collections At The Dick Institute
Baird	The Potter's craft – An Ayrshire Story	The Potter's craft – An Ayrshire Story
BMC	Ongoing access	Ongoing access
Burns House	Ongoing access	Ongoing Access
Castle	Keep, Palace And Courtyard Closed For Refurbishment	Keep, Palace And Courtyard Closed For Refurbishment
Sport	Sport and Fitness Class Offering across 6 sites Summer Programme Learn to Swim Programme including Pre-school, Child and Adult.	Sport and Fitness Class Offering across 6 sites Learn to Swim Programme including Pre-school, Child and Adult. Rookie Lifeguard Programme New Les Mill Quarter Launch Event

	<p>Rookie Lifeguard Programme</p> <p>New Les Mill Quarter Launch Event</p> <p>New Sports Coaching Programme in place across 7 sites.</p> <p>Kid's Activity Sessions in place across 6 sites.</p>	<p>New Sports Coaching Programme in place across 7 sites.</p> <p>Kid's Activity Sessions in place across 6 sites.</p>
Auchinleck LC		Swimming Teacher Course
Doon Valley LC	Expansion of fitness programmes	
Grange LC	Provisional Dance events and Gymnastics Competition	Provisional Dance Events
Hunter FS	Tot's activity sessions running throughout each week.	Tot's activity sessions running throughout each week.
Loudoun LC	Dance Programme	Dance Programme
St Josephs LC	Cars on the Campus	
Stewarton SC	Expansion of fitness programmes	Cycle Race
William McIlvanney LC	Expansion of fitness programmes	Opening of Synthetic Grass Pitch



**FINANCIAL PERFORMANCE
TO 30.06.19**

Performance & Audit Sub Committee
2019/20 EAST AYRSHIRE LEISURE BUDGET
AS AT 30th June 2019 – QUARTER 1 - PERIOD 3
SIGNIFICANT VARIANCES – ANALYSIS & COMMENTARY

The projected outturn for East Ayrshire Leisure at 30th June 2019 is a breakeven position. However a few concerns are being monitored and will be quantified and reported at Quarter 2 if required.

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

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

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

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

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

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

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

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

Venues Allocated to Sport Areas:-

Area 1 St Josephs Leisure Centre, Stewarton Sports Centre, William McIlvanney Campus

Area 2 Grange Leisure Centre, Hunter Fitness Suite, Mauchline Games Hall

Area 3 Auchinleck Leisure Centre, Doon Valley Leisure Centre, Loudoun Leisure Centre

TABLE A – OVERALL NET POSITION

Revised Actual Exp. To 30/06/18	Actual Out-turn to 31/03/19	Service Division	Annual Estimate 2019/20	Revised Actual Exp. To 30/6/19	Revised Budget To 30/6/19	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/20	Variance (Favourable) / Adverse
229,850	1,293,036	CORPORATE SERVICES	1,175,630	234,854	243,104	0	1,131,130	(44,500)
37,000	165,741	Chief Executive & Board	135,470	23,829	24,897	18%	121,770	(13,700)
130,834	811,307	People & Finance	749,160	153,503	158,261	20%	722,160	(27,000)
62,016	315,989	Marketing & Development	291,000	57,521	59,946	20%	287,200	(3,800)
394,707	2,224,246	CULTURAL	2,008,660	427,757	374,104	21%	2,053,160	44,500
13,606	74,222	Cultural Management	75,640	14,347	14,321	19%	75,640	0
30,198	145,710	Collection Care	152,150	33,369	31,616	22%	153,830	1,680
91,086	476,884	Arts/Libraries/Museum Development	475,120	99,456	95,812	21%	478,440	3,320
(8,431)	(4,259)	Youth Theatre	(5,290)	(2,656)	(7,813)	50%	(5,290)	0
193,991	979,416	Libraries	957,200	201,174	189,401	21%	935,700	(21,500)
(8,459)	(25,485)	Hospitality	(35,020)	(7,235)	(11,048)	21%	(35,020)	0
95,849	409,399	Performing Arts Venues	340,060	74,708	77,802	22%	346,060	6,000
34,836	259,891	Community Venues	214,960	40,460	26,055	19%	209,960	(5,000)
(47,969)	(91,532)	Community Lettings & Co-Managed Centres - Lets	(166,160)	(25,865)	(42,042)	16%	(106,160)	60,000
84,189	914,504	COUNTRYSIDE & OUTDOOR ACTIVITIES	884,430	115,633	74,924	13%	884,430	0
62,854	248,459	Countryside & Outdoor Activities Management	372,920	53,684	69,681	14%	335,920	(37,000)
64,974	466,977	Countryside Development	431,330	80,312	75,252	19%	439,110	7,780
(43,639)	188,148	Outdoor Activities	111,750	(15,671)	(49,615)	-14%	131,970	20,220
0	10,919	Countryside Hospitality	(31,570)	(2,693)	(20,394)	9%	(22,570)	9,000
79,719	695,641	SPORT & FITNESS	519,860	99,056	70,184	19%	519,860	0
81,787	314,723	Sport & Fitness Management	352,980	57,787	68,216	16%	313,730	(39,250)
(23,610)	54,178	Area 1	(49,020)	(111)	(27,404)	0%	(27,050)	21,970
(10,596)	78,995	Area 2	(6,540)	4,941	(1,320)	-76%	(5,750)	790
32,138	231,729	Area 3	221,440	35,441	29,692	16%	237,930	16,490
0	16,017	Temporary Facilities	1,000	998	1,000	0%	1,000	0
788,465	5,127,428	TOTAL	4,588,580	877,300	762,316	19%	4,588,580	0
(1,124,316)	(4,829,955)	Management Fee	(4,556,230)	(1,144,228)	(1,148,133)	25%	(4,556,230)	0
(335,851)	297,473	TOTAL	32,350	(266,928)	(385,817)		32,350	0
0	0	Savings Yet to be Identified	0	0	0		0	0
0	(190,830)	Trs From Reserves	(32,350)	(32,350)	(32,350)		(32,350)	0
0	0	Designated Funds	0	0	0		0	0
0	0	Trs To Reserves	0	0	0		0	0
(335,851)	106,643	TOTAL (after transfer to reserves)	0	(299,278)	(418,167)		0	0

TABLE B – OVERALL NET POSITION

Revised Actual Exp. To 30/06/18	Actual Out-turn to 31/03/19	Service Division	Annual Estimate 2019/20	Revised Actual Exp. To 30/6/19	Revised Budget To 30/6/19	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/20	Variance (Favourable) / Adverse
(548,270)	(2,090,693)	Income From Charitable Activities	(2,485,750)	(475,131)	(650,882)	19%	(2,429,980)	55,770
(1,124,316)	(4,829,955)	Management Fee	(4,556,230)	(1,144,228)	(1,148,133)	25%	(4,556,230)	0
(1,672,586)	(6,920,648)	TOTAL INCOME	(7,041,980)	(1,619,359)	(1,799,015)	23%	(6,986,210)	55,770
975,544	5,151,221	Employee Costs	5,282,590	982,370	996,551	19%	5,178,740	(103,850)
6,772	38,257	Transport Costs	34,700	5,258	8,691	15%	33,020	(1,680)
110,227	649,869	Premises Costs	556,520	66,201	90,689	12%	570,330	13,810
219,292	1,032,941	Supplies & Services	1,068,880	279,184	290,268	26%	1,104,830	35,950
0	31,510	Financing Costs	8,090	0	0	0%	8,090	0
0	187,400	Support Costs	0	0	0	0%	0	0
24,900	126,923	Governance Costs	123,550	19,417	26,999	16%	123,550	0
1,336,735	7,218,121	TOTAL RESOURCES EXPENDED	7,074,330	1,352,431	1,413,198	19%	7,018,560	(55,770)
(335,851)	297,473	NET POSITION	32,350	(266,928)	(385,817)		32,350	0
0	0	Savings Yet to be Identified	0	0	0		0	0
0	(190,830)	Trs From Reserves	(32,350)	(32,350)	(32,350)		(32,350)	0
0	0	Designated Funds	0	0	0		0	0
0	0	Trs To Reserves	0	0	0		0	0
(335,851)	106,643	TOTAL (after transfer to reserves)	0	(299,278)	(418,167)		0	0

TABLE C – INCOME POSITION

Revised Actual Income To 30/06/18	Actual Out-turn to 31/03/19	Service Division	Annual Estimate 2019/20	Revised Actual Income To 30/6/19	Revised Budget Income To 30/6/19	Actual Income as % of Annual Estimate	Projected Out-turn to 31/03/20	Variance (Favourable) / Adverse
(501)	(8,650)	CORPORATE SERVICES	(2,000)	(1,444)	(501)	72%	(3,500)	(1,500)
0	0	Chief Executive & Board	0	0	0		0	0
(501)	(7,238)	People & Finance	(2,000)	(813)	(501)	41%	(2,000)	0
0	(1,412)	Marketing & Development	0	(631)	0		(1,500)	(1,500)
(194,492)	(1,022,609)	CULTURAL	(1,047,950)	(168,290)	(249,832)	16%	(1,037,220)	10,730
0	0	Cultural Management	0	0	0	0%	0	0
0	(16,721)	Collection Care	(2,610)	(5,406)	(1,965)	207%	(7,880)	(5,270)
(2,729)	(43,020)	Arts/Libraries/Museum Development	(29,080)	(2,177)	(3,696)	7%	(43,220)	(14,140)
(17,740)	(51,396)	Youth Theatre	(49,650)	(18,060)	(20,570)	36%	(49,650)	0
(14,969)	(67,733)	Libraries	(67,510)	(11,524)	(17,544)	17%	(71,400)	(3,890)
(40,528)	(147,822)	Hospitality	(173,040)	(29,291)	(46,285)	17%	(173,040)	0
(44,192)	(487,682)	Performing Arts Venues	(454,560)	(52,423)	(85,531)	12%	(481,560)	(27,000)
(22,784)	(83,552)	Community Venues	(90,900)	(21,140)	(29,082)	23%	(89,870)	1,030
(51,550)	(124,683)	Community Lettings & Co-Managed Centres - Lets	(180,600)	(28,270)	(45,159)	16%	(120,600)	60,000
(137,861)	(318,803)	COUNTRYSIDE & OUTDOOR ACTIVITIES	(446,830)	(131,921)	(178,900)	30%	(451,320)	(4,490)
0	0	Countryside & Outdoor Activities Management	0	0	0		0	0
(27,422)	(71,266)	Countryside Development	(51,100)	(9,313)	(18,125)	18%	(45,410)	5,690
(110,439)	(225,820)	Outdoor Activities	(239,730)	(90,985)	(112,775)	38%	(258,910)	(19,180)
0	(21,717)	Countryside Hospitality	(156,000)	(31,623)	(48,000)	20%	(147,000)	9,000
(215,416)	(740,631)	SPORT & FITNESS	(988,970)	(173,476)	(221,649)	18%	(937,940)	51,030
0	(379)	Sport & Fitness Management	0	(608)	0		(610)	(610)
(94,509)	(274,103)	Area 1	(433,870)	(65,510)	(97,535)	15%	(404,520)	29,350
(51,479)	(194,104)	Area 2	(237,680)	(45,586)	(53,515)	19%	(231,740)	5,940
(69,428)	(272,045)	Area 3	(317,420)	(61,771)	(70,599)	19%	(301,070)	16,350
0	0	Temporary Facilities	0	0	0		0	0
(548,270)	(2,090,693)	TOTAL	(2,485,750)	(475,131)	(650,882)	19%	(2,429,980)	55,770
(1,124,316)	(4,829,955)	Management Fee	(4,556,230)	(1,144,228)	(1,148,133)	25%	(4,556,230)	0
(1,672,586)	(6,920,648)	TOTAL	(7,041,980)	(1,619,359)	(1,799,015)	23%	(6,986,210)	55,770

TABLE D – EXPENDITURE POSITION

Revised Actual Exp. To 30/06/18	Actual Out-turn to 31/03/19	Service Division	Annual Estimate 2019/20	Revised Actual Exp. To 30/6/19	Revised Budget To 30/6/19	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/20	Variance (Favourable) / Adverse
230,351	1,301,686	CORPORATE SERVICES	1,177,630	236,298	243,605	20%	1,134,630	(43,000)
37,000	165,740	Chief Executive & Board	135,470	23,829	24,897	18%	121,770	(13,700)
131,335	818,545	People & Finance	751,160	154,317	158,762	21%	724,160	(27,000)
62,016	317,401	Marketing & Development	291,000	58,152	59,946	20%	288,700	(2,300)
589,199	3,246,856	CULTURAL	3,056,610	596,048	623,936	20%	3,090,380	33,770
13,606	74,222	Cultural Management	75,640	14,347	14,321	19%	75,640	0
30,198	162,431	Collection Care	154,760	38,775	33,581	25%	161,710	6,950
93,815	519,904	Arts/Libraries/Museum Development	504,200	101,633	99,508	20%	521,660	17,460
9,309	47,137	Youth Theatre	44,360	15,403	12,757	35%	44,360	0
208,960	1,047,149	Libraries	1,024,710	212,698	206,945	21%	1,007,100	(17,610)
32,069	122,337	Hospitality	138,020	22,057	35,237	16%	138,020	0
140,041	897,081	Performing Arts Venues	794,620	127,130	163,333	16%	827,620	33,000
57,620	343,443	Community Venues	305,860	61,600	55,137	20%	299,830	(6,030)
3,581	33,151	Community Lettings & Co-Managed Centres - Lets	14,440	2,405	3,117	17%	14,440	0
222,050	1,233,306	COUNTRYSIDE & OUTDOOR ACTIVITIES	1,331,260	247,553	253,824	19%	1,335,750	4,490
62,854	248,459	Countryside & Outdoor Activities Management	372,920	53,684	69,681	14%	335,920	(37,000)
92,396	538,243	Countryside Development	482,430	89,626	93,377	19%	484,520	2,090
66,800	413,968	Outdoor Activities	351,480	75,313	63,160	21%	390,880	39,400
0	32,636	Countryside Hospitality	124,430	28,930	27,606	23%	124,430	0
295,135	1,436,272	SPORT & FITNESS	1,508,830	272,532	291,833	18%	1,457,800	(51,030)
81,787	315,102	Sport & Fitness Management	352,980	58,395	68,216	17%	314,340	(38,640)
70,899	328,281	Area 1	384,850	65,400	70,131	17%	377,470	(7,380)
40,883	273,099	Area 2	231,140	50,527	52,195	22%	225,990	(5,150)
101,566	503,773	Area 3	538,860	97,212	100,291	18%	539,000	140
0	16,017	Temporary Facilities	1,000	998	1,000	100%	1,000	0
1,336,735	7,218,121	TOTAL	7,074,330	1,352,431	1,413,198	19%	7,018,560	(55,770)
		Management Fee						0
1,336,735	7,218,121	TOTAL	7,074,330	1,352,431	1,413,198	19%	7,018,560	(55,770)

CORPORATE SERVICES ANALYSIS

Revised Actual Exp. To 30/06/18	Actual Out-turn to 31/03/19	CORPORATE SERVICES	Annual Estimate 2019/20	Revised Actual Exp. To 30/6/19	Revised Budget To 30/6/19	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/20	Variance (Favourable) / Adverse	Comment
(501)	(8,650)	Income From Charitable Activities	(2,000)	(1,444)	(501)	72%	(3,500)	(1,500)	Projected additional income from Marketing activities
(1,124,316)	(4,829,955)	Management Fee	(4,556,230)	(1,144,228)	(1,148,133)	25%	(4,556,230)	0	
(1,124,817)	(4,838,605)	TOTAL INCOME	(4,558,230)	(1,145,672)	(1,148,634)	25%	(4,559,730)	(1,500)	
187,596	915,052	Employee Costs	939,480	156,972	179,382	17%	894,980	(44,500)	Projected saving due to temporary arrangements following retiral of Chief Executive and further vacancies which are not being filled at this time.
690	1,815	Transport Costs	2,750	213	690	8%	2,750	0	
12,886	8,295	Premises Costs	16,510	13,050	1,128	79%	16,510	0	
24,893	157,984	Supplies & Services	187,380	57,701	58,419	31%	188,880	1,500	Additional spend through Marketing offset by additional income.
0	0	Financing Costs	0	0	0		0	0	
0	187,400	Support Costs	0	0	0		0	0	
4,286	31,140	Governance Costs	31,510	8,362	3,986	27%	31,510	0	
230,351	1,301,686	TOTAL RESOURCES EXPENDED	1,177,630	236,298	243,605	20%	1,134,630	(43,000)	
(894,466)	(3,536,919)	NET POSITION	(3,380,600)	(909,374)	(905,029)	27%	(3,425,100)	(44,500)	
		Savings Yet to be Identified						0	
	(65,250)	Trs From Reserves	(28,350)	(28,350)	(28,350)		(28,350)	0	
		Designated Funds						0	
		Trs To Reserves						0	
(894,466)	(3,602,169)	TOTAL (after transfer to reserves)	(3,408,950)	(937,724)	(933,379)	28%	(3,453,450)	(44,500)	

CULTURAL SERVICE ANALYSIS

Revised Actual Exp. To 30/06/18	Actual Out-turn to 31/03/19	CULTURAL	Annual Estimate 2019/20	Revised Actual Exp. To 30/6/19	Revised Budget To 30/6/19	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/20	Variance (Favourable) / Adverse	Comment
(194,492)	(1,022,609)	Income From Charitable Activities	(1,047,950)	(168,290)	(249,832)	16%	(1,037,220)	10,730	
		Management Fee						0	
(194,492)	(1,022,609)	TOTAL INCOME	(1,047,950)	(168,290)	(249,832)	16%	(1,037,220)	10,730	Community Lettings and Co-managed venues has carried a historic financial impact to the Trust. Anticipated shortfall this year is £60K. This will require a joint approach from EAC and EAL to agree a final solution. Overall the income position remains positive excluding the above issue.
367,390	2,098,054	Employee Costs	1,998,310	398,060	372,787	20%	2,005,920	7,610	Increased bank costs linked to increased income.
3,594	13,482	Transport Costs	13,540	1,617	3,397	12%	11,860	(1,680)	
65,916	373,801	Premises Costs	338,990	42,435	60,292	13%	353,910	14,920	Increased costs due to flooring replacement commitment at Palace foyer £10K
143,798	687,955	Supplies & Services	638,260	148,795	171,581	23%	651,180	12,920	Increased costs due to museum refurbishment commitment at Dick Institute £10K
0	7,440	Financing Costs	4,000	0	0	0%	4,000	0	
0	0	Support Costs	0	0	0		0	0	
8,501	66,123	Governance Costs	63,510	5,140	15,879	8%	63,510	0	
589,199	3,246,856	TOTAL RESOURCES EXPENDED	3,056,610	596,048	623,936	20%	3,090,380	33,770	
394,707	2,224,246	NET POSITION	2,008,660	427,757	374,104	21%	2,053,160	44,500	
	(86,590)	Trs From Reserves	(4,000)	(4,000)	(4,000)		(4,000)	0	
		Designated Funds					0	0	
		Trs To Reserves						0	
394,707	2,137,656	TOTAL (after transfer to reserves)	2,004,660	423,757	370,104	21%	2,049,160	44,500	

COUNTRYSIDE & OUTDOOR ACTIVITIES SERVICE ANALYSIS

Revised Actual Exp. To 30/06/18	Actual Out-turn to 31/03/19	COUNTRYSIDE & OUTDOOR ACTIVITIES	Annual Estimate 2019/20	Revised Actual Exp. To 30/6/19	Revised Budget To 30/6/19	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/20	Variance (Favourable) / Adverse	Comment
(137,861)	(318,803)	Income From Charitable Activities	(446,830)	(131,921)	(178,900)	30%	(451,320)	(4,490)	Overall favourable variance relates to income secured from the use of Scott Ellis and Annanhill Golf Course for advertising offset by income shortfalls across golf, the residential centre and DCCP café.
		Management Fee						0	
(137,861)	(318,803)	TOTAL INCOME	(446,830)	(131,921)	(178,900)	30%	(451,320)	(4,490)	
167,306	882,524	Employee Costs	996,850	179,834	188,573	18%	959,850	(37,000)	Favourable variance relates to staff vacancies. A £10k hospitality staffing budget saving is projected for the DCCP café but offset by agency costs of £10k through Supplies and Services.
2,488	22,890	Transport Costs	18,410	3,428	4,604	19%	18,410	0	
25,236	189,319	Premises Costs	154,090	3,673	22,337	2%	154,350	260	
22,345	96,936	Supplies & Services	140,920	57,351	34,084	41%	182,150	41,230	Adverse variance relates to additional spend through including a £10k projection for agency staff at the DCCP café.
0	24,070	Financing Costs	4,090	0	0	0%	4,090	0	
0	0	Support Costs	0	0	0		0	0	
4,675	17,568	Governance Costs	16,900	3,267	4,226	19%	16,900	0	
222,050	1,233,306	TOTAL RESOURCES EXPENDED	1,331,260	247,553	253,824	19%	1,335,750	4,490	
84,189	914,504	NET POSITION	884,430	115,633	74,924	13%	884,430	0	
	(22,310)	Trs From Reserves	0	0	0		0	0	
		Designated Funds					0	0	
		Trs To Reserves						0	
84,189	892,194	TOTAL (after transfer to reserves)	884,430	115,633	74,924	13%	884,430	0	

SPORT & FITNESS SERVICE ANALYSIS

Revised Actual Exp. To 30/06/18	Actual Out-turn to 31/03/19	SPORT & FITNESS	Annual Estimate 2019/20	Revised Actual Exp. To 30/6/19	Revised Budget To 30/6/19	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/20	Variance (Favourable) / Adverse	Comment
(215,416)	(740,631)	Income From Charitable Activities	(988,970)	(173,476)	(221,649)	18%	(937,940)	51,030	Adverse variance relates to shortfalls across indoor hall hire, swimming lessons, supervised children's activities and membership income, partially offset by securing new income from Kilmarnock Football Club for William McIlvanney synthetic grass pitch.
		Management Fee						0	
(215,416)	(740,631)	TOTAL INCOME	(988,970)	(173,476)	(221,649)	18%	(937,940)	51,030	
253,252	1,255,591	Employee Costs	1,347,950	247,504	255,809	18%	1,317,990	(29,960)	Favourable variance relates to management action in regard to bank staff budgets to partially offset the projected income shortfall position.
0	70	Transport Costs	0	0	0		0	0	
6,189	78,454	Premises Costs	46,930	7,043	6,932	15%	45,560	(1,370)	
28,256	90,066	Supplies & Services	102,320	15,336	26,184	15%	82,620	(19,700)	Favourable variance relates to management action in regard to general expenditure budgets to partially offset the projected income shortfall position.
0	0	Financing Costs	0	0	0		0	0	
0	0	Support Costs	0	0	0		0	0	
7,438	12,091	Governance Costs	11,630	2,648	2,908	23%	11,630	0	
295,135	1,436,272	TOTAL RESOURCES EXPENDED	1,508,830	272,532	291,833	18%	1,457,800	(51,030)	
79,719	695,641	NET POSITION	519,860	99,056	70,184	19%	519,860	0	
	(16,680)	Trs From Reserves	0	0	0		0	0	
		Designated Funds					0	0	
		Trs To Reserves						0	
79,719	678,961	TOTAL (after transfer to reserves)	519,860	99,056	70,184	19%	519,860	0	

RESERVES AS AT 30 June 2019

TABLE A – Summary

TABLE B – Unusable Reserves

TABLE C – Allocated Reserves Analysis

TABLE A – Summary

UNRESTRICTED RESERVES	2018/19 b/f	2018/19 DEFICIT	BALANCE 31 March 2019	APPROVED ALLOCATIONS	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	NOTES
FIXED ASSET RESERVE	34,920		34,920		34,920						34,920	
RETAINED RESERVES	210,000		210,000		210,000						210,000	
UNUSABLE RESERVES (DEPRECIATION RESERVES)	28,380		28,380		28,380		0	0	0	0	28,380	see Table B
ALLOCATED RESERVES	18,000	36,350	54,350	8,170	62,520		32,350	0	0	0	30,170	see Table C
UNALLOCATED RESERVES REIMBURSEMENT FROM CULTURAL SERVICES (Redundancy costs temporarily funded from Reserves 18/19)	162,984	-142,993	19,991	-8,170	11,821 13,380						11,821 13,380	
HOLIDAY PAY PROVISION	(92,180)		(92,180)		-92,180						(92,180)	
TOTAL UNRESTRICTED RESERVES	362,104	106,643	255,461	0	268,841	0	32,350	0	0	0	236,491	
RESTRICTED RESERVES			100,494				-375				100,869	
PENSION RESERVE			(3,607,000)								(3,607,000)	
TOTAL RESERVES			(3,251,045)								(3,269,640)	

TABLE B – Unusable Reserves

UNUSABLE RESERVES	2018/19 b/f	2018/19 DEFICIT	BALANCE 31 March 2019	Reallocation to Unallocated - Board 27/11/18	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
Libraries Fit Out - Mauchline	2,440		2,440		2,440						2,440	14 July 2015 Board	Ongoing	Works complete - amount to be drawn down at year end for depreciation. 5 years from 2015/16
Annanhill Golf Course - Staff Welfare Facilities	14,650		14,650		14,650						14,650	19 August 2014 Board	Ongoing	Installation now complete. Depreciation 5 years from 2016/17
Annanhill Golf Course - Maintenance Equipment	7,840		7,840		7,840						7,840	14 July 2015 Board, updated 13 Oct 2015	Ongoing	Fairways machine now in use. Will be drawn down at year end to cover depreciation. 5 years from 2015/16.
Homewords Van	3,450		3,450		3,450						3,450	7 June 2016 Board	Ongoing	Homewords Van delivered - amount to be drawn down at year end for depreciation. Depreciation 5 years from 2016/17
TOTAL UNUSABLE RESERVES	28,380	0	28,380		28,380		0	0	0	0	28,380			

TABLE C – Allocated Reserves Analysis

ALLOCATED RESERVES	2018/19 b/f	2018/19 DEFICIT	BALANCE 31 March 2019	APPROVED ALLOCATIONS	REVISED BALANCE	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
Website Development	15,470		15,470		15,470	6,000				9,470	19 Sept 2017 Board	Ongoing	Redesignate £25k from Marketing Co-ordinator (Sport) to Website Development. Due to go live Aug 2019.
Libraries Fit Out	1,550		1,550		1,550					1,550	14 July 2015 Board	Ongoing	Dick Institute initially £40k + further £40k, Newmilns £10k, Dick Institute due to commence 2018. £10k allocated to Newmilns reallocated to Unallocated Board 27 Nov 18. DI Project almost complete - additional £3k reallocated to Unallocated Board 26 Feb 19.
CS Miscellaneous Expenditure	980		980		980					980	5 June 2018 Board	Ongoing	Should be complete by the end of the year
Dower House Upgrades		10,000	10,000		10,000					10,000	4 June 2019 Board	Ongoing	
Nouveau (Postcode & Bank checker)		4,000	4,000		4,000	4,000				0	4 June 2019 Board	Complete	
IT Upgrade costs		22,350	22,350		22,350	22,350				0	4 June 2019 Board	Complete	
Redundancy Costs			0	8,170	8,170					8,170	4 June 2019 Board	Ongoing	
TOTAL ALLOCATED RESERVES	18,000	36,350	54,350	8,170	62,520	32,350	0	0	0	30,170			

GENERAL PROJECTS

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

Project	Partners	Balance b/f 01.04.19	Balance at 30.06.19	Expected Completion Date
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£4,234)	(£4,222)	Ongoing
Make Some Noise	Creative Scotland	(£10,550)	(£10,310)	Jun 2019
DCCP Development Project	East Ayrshire Council	£0	£0	Jun 2021
Kilmarnock Green Infrastructure	Transport Scotland / Scottish Natural Heritage	(£15,000)	(£14,955)	Ongoing
River Ayr Way	Awards For All	(£1,549)	(£1,549)	Ongoing
Museums Database	Museum Gallery Scotland	(£8,480)	(£9,450)	Dec 2019
Gaelic Visual Arts	Bord Na Gaidhlig	(£4,982)	(£2,861)	Sep 2019
Digital Storyteller in Residence	Scottish Book Trust	(£6,552)	(£4,875)	Sep 2019
Nature Therapy Breaks	Shared Care Scotland	(£5,432)	(£5,432)	Sep 2019
Natural Leaders	Scottish National Heritage	£0	(£3,500)	Sep 2020
Irvine Valley Trails 2019 onwards	LCTT, Transport Scotland, EAC Renewable Energy Fund	(£43,715)	(£43,715)	Jun 2020

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

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

Kilmarnock Green Infrastructure - The design and feasibility work has been completed for the Kilmarnock Green Infrastructure Project. The stage 2 submission of £320k has been made to Sustrans for further design work for a multi-million pound application later in the year. A Project Board, chaired by East Ayrshire Leisure, has been established to oversee the development and implementation of this 18 mile cycle route project for Kilmarnock made up of officers from East Ayrshire Leisure, East Ayrshire Council and Ayrshire Roads Alliance.

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

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

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

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

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

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



OTHER RELEVANT UPDATES

Insurance Claims

Public Liability Claims: 1 claim remains ongoing.

Employers Liability Claim: 2 claims remain ongoing.

Gifts and Hospitality

There were 2 forms submitted for the period April to June 2019:

Date Received	Name	From	Nature of Hospitality or Gift
15/05/19	Performing Arts Venues Team Leader, Cultural and Community Services	The Scottish Hospitality Awards 2019	Attendance and dinner as the Palace Theatre was shortlisted for Best Theatre Scottish Award
05/06/19	Operations and Programme Officer, Cultural and Community Services	Dance School	2 bottles of wine and chocolates

Customer Complaints

During the April - June period a total number of 459 comments were received and logged by the Marketing & Development Team. 4 of these were complaints, and were categorised as follows:

Category	No. received
Equipment/resources	1
Events/activities/classes/tours/exhibitions	1
Fines, fees, charges	1
Other	1
Total	4

Internal Audit Plan 2018/19

Audit Assignment: Review of Charges - Advisory

Internal Audit has completed the above assignment and the following conclusion was developed:

It was concluded that overall there appears to be sound processes in place for reviewing charges both on an annual basis and throughout the year where required. It was stated that steps are taken to ensure consistency with charges throughout the Trust and benchmarking against other Trusts and similar organisations is carried out where information is available. Consultation takes place where appropriate. Individual community needs, improvement in levels of participation and the commercial environment are all considered when setting charges.

It was suggested that the reporting the impact of the Charging Policy could be improved within the annual Review of Charges reports to clearly highlight the relationship between key policy changes to charges applied to the use of facilities and income levels.



PERFORMANCE SCORECARD

EALT PI Report

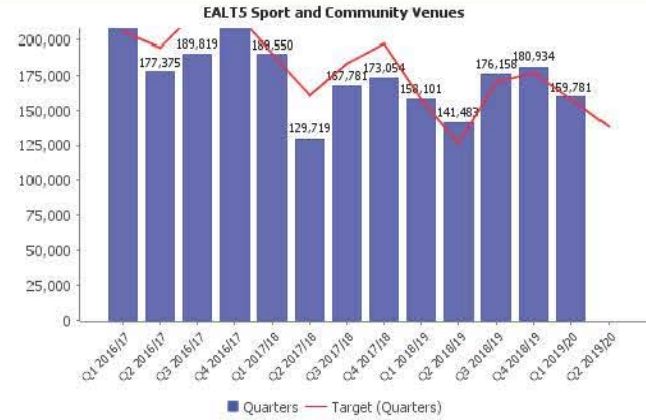
Generated on: 31 July 2019 11:04

Cannot group these rows by Theme

Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon
EALT1 Average Days Lost per Employee	0.95	2	↑	↑	All employees are managed in accordance with East Ayrshire Leisure's Sickness Absence Management Policy.		🟢
EALT4 Culture	104,892	95,330	↑	↓	Q1 has seen all aspects of Culture meeting or slightly exceeding its targets.		🟢

Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon
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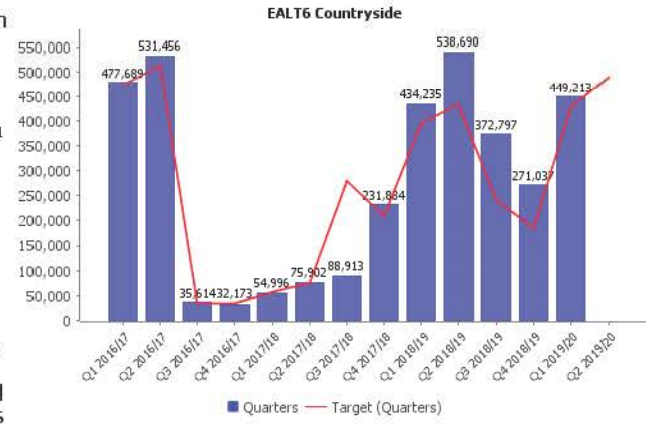
EALT5 Sport and Community Venues 159,781 157,930



EALT6 Countryside 449,213 429,651



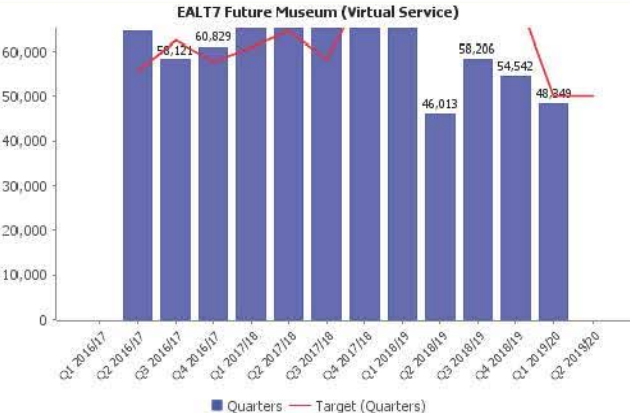
Dean Castle Country Park saw an increase of 2% in Q1 with Annanhill Golf Course's attendance increasing by 9% against projections for the quarter. Ayrshire Athletics Arena had a very successful first quarter with an increase of 50% against the 2019/20 Q1 target. This is predominantly due to enhance programming of coaching activities, holiday programme and large scale events.



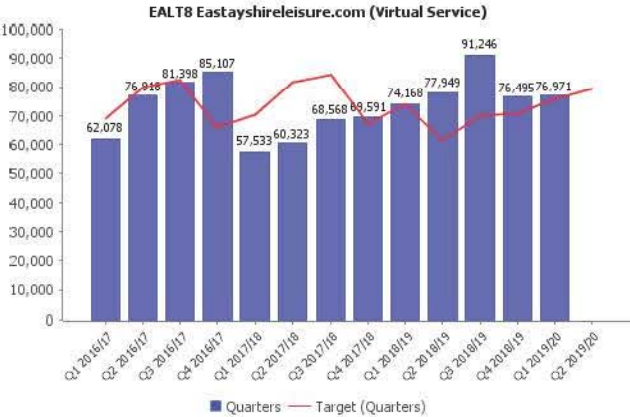
The River Ayr Way saw a decline in Q1 of 9%. Work will be undertaken with Scottish Natural Heritage and other stakeholders to rebrand the route as part of Scotland's Great Trails.

Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon
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EALT7 Future Museum (Virtual Service)	48,349	50,000	↓	↓	Future Museum has shown a reduction in use. We are currently looking to redesign the site for 2019. This is a partnership based website. As part of the Dean Castle project we will also be employing interns to support digitisation of collections, which will add new content for 2019/20.
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EALT8 Eastayshireleisure.com (Virtual Service)	76,971	75,651	↑	↑
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PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only

Long Term Trends	
	Improving
	No Change
	Getting Worse

Short Term Trends	
	Improving
	No Change
	Getting Worse



RISK REGISTER

Risk Register

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

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

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

Risk Register

Risk Area 1

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

Risk Area 2

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

Risk Area 3

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

Risk Area 4

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

Risk Area 5

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

Risk Area 6

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

Risk Area 7

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

REPORT TO BOARD OF TRUSTEES



SENIOR OFFICER'S REPORT

Date: 17 September 2019

Agenda Item: 6

Report by: Anneke Freel, Interim Senior Officer

1. PURPOSE OF REPORT

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

2. KEY BUSINESS ISSUES

2.1 SHAPING THE FUTURE DIRECTION OF EAST AYRSHIRE LEISURE

As part of the process to develop East Ayrshire Leisure's new business plan, a series of both staff and customer consultation exercises have taken place. This has allowed us to define proposals for the Trust's mission and vision, set out the values by which we should operate, help shape an organisation which meets local and national demand whilst also developing an engaged and empowered workforce.

Very clear themes emerged from these exercises, giving a clear mandate to focus on the following:

- Better partnership working: with other community groups and key stakeholders, enabling stronger, more connected programming and engagement
- Review our product offering: what do we deliver and why, where are we within the marketplace and how do we develop our offer?
- Reputation & staffing: make better use of our staff skillset and knowledge, capitalise on staff expertise to enhance our reputation as quality service providers in the heart of local communities

Staff were asked to consider what East Ayrshire Leisure provides – what does the organisation deliver and why? The words most frequently provided to us by staff have been used to form our proposed Vision:

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

Our mission statement provides insight into how we will deliver this vision:

In order to motivate, educate and develop our people, partners, communities and visitors we will ensure:

- ***the creation of real and sustainable partnerships***
- ***that we deliver services which meet the needs of our communities***
- ***that we invest in, and empower, our people***

When asked to identify the values by which the organisation should operate, a number of reoccurring themes emerged:

- ***Honesty & Integrity***
- ***Engaging & Inclusive***
- ***Ambitious & Aspirational***

▪ **Responsible and Accountable**

When asked to consider what sets East Ayrshire Leisure apart from other service providers, staff identified that quality, ambition and being inspirational were of paramount importance. This has been built into a strapline for the organisation; **“East Ayrshire Leisure... living your best life”**.

BEST can also be used as an acronym and further demonstrated as:

Being honest and demonstrating integrity at all times

Engaging and inclusive with our people, partners and stakeholders

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

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

It is key that these values and the strapline become embedded into the organisation; that all staff are fully aware of them, understand them and know how they can contribute towards them.

2.2 PUBLIC HOLIDAYS

On the 29th January 2019, Trustees approved a paper that outlined a designated public holiday proposal for Countryside and Outdoor Activity Services that would allow venues within the service to be opened on public holidays as part of the regular opening hours of the facilities. This means that the only days of closure each year for Dean Castle Country Park, Annanhill Golf Course and Ayrshire Athletics Arena would be the 1st and 2nd January and the 25th and 26th December.

This proposal built on an already existing agreement with staff within the Estates team and the Countryside Ranger Service.

It is now proposed to extend this agreement to other venues where there is a business case to do so. Each venue will be assessed on an individual basis to determine the demand that there would be for this extension to opening hours. The normal process for staff and union consultation will take place with implementation planned for January 2020.

2.3 ILLUMINIGHT WITH LIDL

Planning for Illuminight with Lidl 2019 is well underway and is scheduled to take place between Wednesday 23rd October and Sunday 17th November. The theme for this year's event is 'SPACE' to coincide with the 50th anniversary of the moon landing. This theme has provided us with the opportunity for cross promotion through our Summer Reading Challenge and our 'One Giant Leap' Visual Arts Competition and exhibition.

As well as sponsorship from Lidl, we have been working in partnership with the Park Hotel, West FM, the List and Ayrshire College to enhance the marketing and promotion and the development and delivery of the event. The partnership with Ayrshire College is particularly exciting as we have agreed a number of training/work experience placements for students. These placements will be offered to students within the following courses; events management, sound and vision design, make up design and performing arts.

Other changes for 2019 include:

- Improved financial reporting
- On site evaluation
- Improved traffic management plan developed in partnership with Ayrshire Roads Alliance and Police Scotland

The opening night for invited guests will take place on Wednesday 23rd October.

2.4 DEAN CASTLE COUNTRY PARK CATERING ARRANGEMENTS

At the board meeting on the 29th January, Trustees agreed to a pilot project to operate the café at Dean Castle Country Park with the in-house team. This pilot was scheduled to take place between April and October 2019. A working group was established to monitor this temporary arrangement. For various reasons including issues with recruitment, inexperienced staff and workload, the operation of the café has not been as successful as we would have hoped.

Hospitality has been included within the overall management review of the Trust with recommendations being presented to Trustees in due course. To enable this management review to be considered and to allow the new arrangements to be implemented, we are recommending that we work in partnership with East Ayrshire Council's catering service for an initial 2 year period. This collaboration will provide greater access to local suppliers and networks as well as support from a well-established catering provider.

4. FORTHCOMING EVENTS

4.1 Our September through to December our programme offers fantastic fun, learning and entertainment across both Palace complex and Cumnock Town Hall:

Palace and Grand Hall hosts Lloyd Cole, Jim Smith (comedy Farmer), Clybourne Park by Rapture Theatre Company, the up and coming female comedian Dee Maxwell, Wet Wet Wet and Neil Oliver as part of Imprint. Alongside this we have the wonderful Cinderella panto which is sure to be a massive hit.

Cumnock Town Hall hosts only Fools and Boycie (Imprint) and a series of high profile Christmas kids shows for all the family.

4.2 The Dick Institute features the major Comics exhibition with its only showing in Scotland. This is an interactive exhibition that explores original UK comic icons from Desperate Dan to current comic legends. As is the case with all our programmes, a full learning programme is available. On 16th November we will also host the hugely popular Killie Comic Con at the Dick Institute Library and Grand Hall which is sure to provide a fantastic day out for all the family

4.3 Imprint this year hosts Mick Ashworth, Hollie McNish, Alan Parks and Donald S Murray at the Dick Institute and also shows at Palace Complex and Cumnock Town Hall. We also have our workshops, schools programme and Gaelic events that have always been well received taking place across the region.

4.4 Following extensive swimming pool refurbishment works at Doon Valley Leisure Centre and Loudoun Leisure Centre during June through to August, both pools have reopened with fantastic customer comments on works completed on poolside and pool basin. During the closure period, the Sport and Fitness Team took this opportunity to implement a comprehensive staff training programme in partnership with Scottish Swimming with 24 members of staff undergoing training on the newly launched Scottish Swimming- Swimming Teachers Qualification including 8 days of CPD training. This training will enhance staffs current knowledge and improve their application of teaching techniques as part of our Learn to Swim programme which already receives positive customer feedback. Work continues to progress on the development of our programme with the introduction of direct debit for swimming lessons commencing in October. Further planned works at Doon Valley Leisure Centre are scheduled including modernisation of the swimming pool male, female and disabled changing areas. It was anticipated that these works would have been completed during the initial closure period,

REPORT TO BOARD OF TRUSTEES



however, due to circumstances beyond the control of the Trust and East Ayrshire Council, these works will now take place Monday 7th - Sunday 27th October with a closure to the swimming pool.

Recommendation/s:

It is recommended that the Board of Trustees:

- i. Remit the Senior Officer to finalise the Vision, Mission and Values that will be imbedded in all operations following discussions with extended management team;
- ii. Approve the extension of designated public holidays to all service areas where there is a business need;
- iii. Approve the proposal for greater collaboration with East Ayrshire Council's catering service for Dean Castle Country Park; and
- iv. Otherwise note the content of the paper

Signature: Anneke Freel

Designation: Interim Senior Officer

Date: 3 September 2019

REPORT TO BOARD OF TRUSTEES



THE GALLEON

Date: 17 September 2019

Agenda Item: 7

Report By: Anneke Freel

Summary

This report is to inform members of East Ayrshire Council's decision not to amalgamate East Ayrshire Leisure Trust and the Kilmarnock Leisure Centre Trust into a single organisation. It also seeks to remit the Interim Senior Officer to develop proposals for greater collaboration between the two organisations.

1 PURPOSE OF REPORT

- 1.1 The purpose of this report is to update trustees on the decisions that have been made by East Ayrshire Council on the amalgamation of the East Ayrshire Leisure Trust and the Kilmarnock Leisure Centre Trust, as well as the proposals around the future of the Galleon Centre. The report also seeks approval to consider greater collaboration between the two Trusts.

2 AMALGAMATION

- 2.1 At its meeting on the 23 March 2017 East Ayrshire Council, through the Best Value Service Review of Leisure, Sport and Culture, made several recommendations that would consider the amalgamation of East Ayrshire Leisure and the Kilmarnock Leisure Centre Trust. It also established a member/officer working group to determine the future of the Galleon Centre.
- 2.2 Officers from East Ayrshire Leisure, East Ayrshire Council and the Kilmarnock Leisure Centre Trust analysed processes including human resources, finances, procurement and training to fully explore the scope of work that would be required for full integration of the two organisations.
- 2.3 At an East Ayrshire Council Cabinet meeting on 12 June 2019, a joint report by the Depute Chief Executive: Safer Communities and Chief Governance Officer was submitted which provided an update on the proposed amalgamation of East Ayrshire Leisure Trust and Kilmarnock Leisure Centre Trust. The report provided financial information in respect of the proposed amalgamation and explored whether the Council was prepared to meet the assessed expenditure requirement. At the meeting, Cabinet agreed that the Council was unable to allocate the additional financial resources which would be required to meet the costs of the amalgamation of East Ayrshire Leisure Trust and Kilmarnock Leisure Centre Trust.
- 2.4 The initial costs associated with amalgamation of the two Trusts is estimated at £0.6m. Based on these figures, East Ayrshire Council agreed that amalgamation would not take place at this time.
- 2.5 A separate paper was presented to East Ayrshire Council Cabinet on the same date regarding the future of the Galleon Leisure Centre. At this meeting, an allocation of £13.9m was approved for the refurbishment of the existing leisure centre at Titchfield Street and it was agreed not to take forward a proposal to develop a new leisure centre at an alternative site.

REPORT TO BOARD OF TRUSTEES



2.6 A working group has been established to oversee the community engagement and technical surveys that will inform the refurbishment. It is anticipated that these initial pieces of work will be finalised by end of 2019 and the working group will be expanded to form a Project Board for the refurbishment. East Ayrshire Leisure's Interim Senior Officer is a member of the working group and will be part of the project board.

3 STRONGER TOGETHER

3.1 The work that has been undertaken to inform the proposed amalgamation, has demonstrated that there are a number of synergies in service delivery between East Ayrshire Leisure and the Kilmarnock Leisure Centre Trust and that there is a shared vision in working for the communities of East Ayrshire.

3.2 Alongside the Office of the Scottish Charity Regulator (OSCR) and the Charity Commission, the Scottish Government has recently commissioned research into collaboration between charities and third sector organisations. Collaborative working describes joint working by two or more organisations in order to better fulfil their purposes, while remaining as separate organisations.

3.3 Collaboration may relate to any aspect of the charities' activity including administration, shared services, resource sharing, streamlining costs and commercialisation. Collaboration can lead to improved organisational effectiveness, reduced duplication, better use of resources and more value for money.

3.4 Early discussions with the Acting General Manager of the Kilmarnock Leisure Centre Trust have indicated that there may be opportunities for collaboration around, shared services, promotion and marketing, memberships, East Ayrshire Council support services and other aspects that are similar across the two organisations. This proposal is to remit the Interim Senior Officer to work with colleagues within East Ayrshire Council and the Kilmarnock Leisure Centre Trust to explore the scope for future collaboration for presentation to trustees of both organisations at a future date.

Recommendation/s:

It is recommended that the Board:

- i. Note the decisions made by East Ayrshire Council regarding the amalgamation of EALT and KCLT and approve the recommendation to not progress with amalgamation at this time;
- ii. Note the processes in place for refurbishment of the existing Galleon Leisure Centre;
- iii. Remit the Interim Senior Officer to explore opportunities for collaboration with KLCT; and
- iv. Otherwise note the content of this report.

Signature:

A handwritten signature in cursive script that reads "Annette Freese".

Designation: Interim Senior Officer

Date: 3 September 2019