

TRUST BOARD MEETING

Date: 23 November 2021

Location: Reception Room, Grand Hall, Kilmarnock

Start time: 6pm

(Trustee Induction/Development Session will take place at 4pm)

AGENDA			
AGENDA ITEM	FOR NOTING	FOR DISCUSSION	FOR APPROVAL/ DECISION
1. Apologies for Absence / Introductions	✓		
2. Declarations of Interest	✓		
3. Minutes of previous meetings 3.1 Board Meeting: 14 September 2021 (pages 1-4) 3.2 P&ASC Meeting: 9 November 2021 (pages 5-7)	✓		✓
4. Performance Report July – September 2021 (pages 8-79)			✓
5. Charges For Services 2022/23 (pages 80-81)			✓
6. Corporate Delivery Plan 2022-24 (pages 82-102)			✓
7. Queen's Jubilee (pages 103-105)			✓
8. AOCB			
9. Dates of Next Meetings: Performance & Audit Sub-Committee: 8 February 2022 Trust Board: 22 February 2022			

For further information please contact: Anneke Freel, Chief Officer
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REPORT TO THE BOARD OF TRUSTEES

PERFORMANCE REPORT JULY – SEPTEMBER 2021

Date: 23 November 2021

Agenda Item: 4

Report by: Anneke Freel, Chief Officer

1. PURPOSE OF REPORT

- 1.1 This report provides details of the Trust's performance for the period July - September 2021, the second quarter of the 2021/22 financial year.
- 1.2 Whilst the report provides Trustees with a detailed analysis of Trust performance in the period, it is set within a context of continued restrictions brought about by the Covid 19 pandemic, as well as reliance on customer retention at a difficult time. As we work towards increasing confidence in our customers, facilities and services have not fully returned to pre-covid levels. This is not unexpected and is reflected in the quarter 2 performance and projected to affect the 2021/22 yearend position. The management team continue to introduce new ways of working and mitigation measures to minimise the impact on performance.

2 FINANCIAL PERFORMANCE

- 2.1 The East Ayrshire Leisure Performs Q2 report provides detail of the Trust's financial performance for the period July – September 2021. The lockdown restrictions and the subsequent reduction of capacity within venues has resulted in limited generation of income during this period.
- 2.2 The projected outturn for East Ayrshire Leisure Trust at 30th September 2021 is an adverse position of £337,833 reduced by CJRS external funding of £74,613 and £65,000 awarded from Creative Scotland for Cultural Venues Recovery Fund Round 2 resulting in a potential adverse position of £198,220.
- 2.3 The adverse variance that is being projected at Q2 can be funded from unallocated reserves at this time. However, Management will continue to monitor and implement action to minimise this adverse position.

3 PERFORMANCE STATISTICS

- 3.1 The performance figures across sport and fitness in particular have exceeded expectations at this point and have returned to 83% of pre-covid figures. The expectation was that we would return to this level of participation in 2022/23. This figure is predominantly based on high membership figures at Annanhill Golf Course and the recovery of our fitness memberships. The fitness programme is 91% of pre-covid figures. The national trend is between 75-80%. Annanhill golf course has seen a 247% increase in income compared to the same period in 2019. 2019 was a difficult period due to major disruption on the course. However, the 2021 income is 120% of the established income target for the course.
- 3.2 Many sports clubs have still not returned to full participation levels and this has had an impact on our venues that don't have a gym or a fitness offer. A targeted marketing campaign and engagement programme will be developed to work with local sports clubs to increase confidence, particularly within an indoor setting.

REPORT TO THE BOARD OF TRUSTEES

- 3.3 Performance statistics within our cultural venues have not yet recovered the way that we would have hoped and showing a decrease of 52% compared to 2019/20. This is predominantly related to libraries and theatres, where we haven't been able to fully reactivate many of our programmes, workshops and events. Conversely our on-line reader engagement has seen an increase of 22%. A targeted marketing campaign and engagement programme will be developed to encourage people back to museums and libraries.
- 3.4 The Grand Hall and Palace Theatre has reopened and is showing a promising start to recovery.

4 KEY HIGHLIGHTS

- 4.1 Digital engagement and participation has become one of the key successes over the last year with a number of initiatives across Cultural Development.
- The Main Gallery exhibitions explored themes of self-expression, transformation, and group identities through objects, choices, tribes and belonging. *Me, Myself & I*, and *My Tribe* digital activity resulted in 83 young people submitting digital artwork for the Young PG exhibition.
 - We secured 20 Connecting Scotland devices through the Scottish Government initiative. All of the devices are with their new owners who were approached through our Homewords (housebound) service. Tracey (Digital Co-ordinator) and Lesley (Homewords Assistant) are now providing weekly/fortnightly support for participants depending on their preferences. One of the Digital Champions participants was very emotional when she learned how to Facetime her daughter in Australia who she hasn't been able to see since before lockdown travel restrictions. This is one example of the impact these devices and support with their use can have. All 20 devices have improved the health and wellbeing of the customers who have received them.
 - East Ayrshire Libraries were also involved in the national mini online literary festival #StreamMyStory YouTube project which ran until the end of August, with online author activities and talks for children from 4-16 years. There are 119 subscribers to the channel which received 3,505 views. Authors featured included Cressida Cowell, Emily Dodd, Pamela Butchart and a Gaelic language video. The videos were free to access on YouTube and were promoted by each authorities own network with schools and social media channels.
 - Borrowbox and Libby continue to be popular with our communities with 6,449 e-books, e-audio and e-magazines being loaned between July and September. Over and above our normal service, we invested in multiple title use for new and bestselling books in order to make more titles available to customers and reduce hold and reservation times.
 - Our social media activity via our @EaLibraries Twitter and Facebook platforms continue to reach our communities and our peers with significant interactions from well-known authors too. In July our most popular post was about a book donated by local author Jennifer Mijatovic who lives in South Ayrshire. Jennifer donated a copy of her picturebook "Peg, Puddin' and me" for every library. The book is dementia-friendly is intergenerational.
 - During the July to September quarter, we have continued to promote EAC/EALT's collections and in-venue activity to encourage visits raise our profile over our social media channels. Over the 92 day period, the average engagement rate was 1.5%, we earned more than 1,300 likes, and a total of 117 link clicks. The Twitter account also gained 55 new followers, bringing the total to 1,243. We have been running weekly focus posts on the themes of #Collection Highlights, #MusicalMondays, #WatercolourWednesdays and #FossilFridays.
- 4.2 Over July and August we successfully obtained £43,000 from the Scottish Government to deliver a summer programme of activities to help improve the wellbeing of children and young people across East Ayrshire. It provided us with a great opportunity to work with local and national partners to coordinate and deliver holiday activities and experiences, integrating food and wider family support

where needed, and target low income families, children and young people particularly adversely affected by the impacts of the pandemic.

Our programmes were held at Dean Castle Country Park, various Sports facilities and Community Centre's and offered children, young people and families the opportunity to take part in indoor and outdoor activities that focused on being active, biodiversity and wellbeing. In total we had over 4000 attendances and issued out 41 yearly Fitness memberships to individuals within the Care Experienced Programme and 32 youth golf memberships that would give access to Annanhill Golf Course for the remainder of the season. Some other highlights included Den building, Orienteering/ Map Skills, Woodland Art, Sow & Grow, Pond Dipping, Family Swims, Sports Coaching, Community Drama & Dance workshops, entry to the popular McDougall's show and much more.

5. QUARTER HIGHLIGHTS

- 5.1 Over the last 2 weeks of school summer holidays in August, The Puzzling Monkey Trail invited young visitors to 'swing by and try' the trail in and outside the Dick Institute on a self-led family friendly activity trail. The mysterious (and as-yet never to be seen) Museum Keeper invited young visitors to explore, look and learn about the building and displays, carrying out creative activities including cracking the code for the Top Secret Password and following Animal Action prompts!

Drop-in and free, this activity allowed for socially distanced, self-led activity supported by CEAs both inside throughout the library, gallery and museum spaces and outside highlighting the building and nature in the beautiful green spaces around the building.

A special intro video to the activity was made for Facebook, and participants were encouraged to share their selfies on FB with Brian the Lion and of their own artistic animal masks inspired by the Claude Cahun 'Beneath This Mask' exhibition. They were also prompted to leave the Museum Keeper a question on a note (slipped under his 'door'), the answers to which were posted on Facebook. The best selfies were awarded a visit to the Dick Institute café.

- 5.2 Barony Sports Village hosted the Eric Bennett Memorial Festival organised by Cumnock Juniors Community Enterprise in July. The festival, after being postponed twice finally took place over 3 days welcoming over 1200 kids from all over Scotland. The event demonstrated what can be achieved through partnership working as outlined by Derek King from CJCE:

"Grassroots football is a huge part of my life and I have struggled as I watched our beautiful game suffer over the last 16 months...Our Young players needed something to look forward to, I must thank Keith Stewart and Joe MacDonald from East Ayrshire Council who helped prepare, Thank you to Greig Russell and his staff at East Ayrshire Leisure for their support. Thank you to Scott Guy and East Ayrshire Vibrant Communities for their support".

- 5.3 In its 5th anniversary year, Roon the Toon's 10k race attracted over 1200 enthusiastic participants to the Ayrshire Athletics Arena on 22nd August. For most runners it was their first time on the start line in over a year and a half, and runners universally praised the organisation of the event which was a partnership between The Kilmarnock Harriers, East Ayrshire Leisure and East Ayrshire Council.

- 5.4 It has been a busy summer at Annanhill golf course with a huge amount of work taking place to improve the condition of the course. As a result we now have over 600 session ticket holders, which is up approx. 200 on last year. We now also have a healthy number (over 70) of youth (u18) members, and are working with Annanhill Golf Club to develop a youth section for the club. The golf buggies have also been extremely popular this summer with many season ticket holders enjoying them. The course has received high praise:

REPORT TO THE BOARD OF TRUSTEES

“In all my 25 years visiting the course and course walks I have never seen the course in better condition and presented as well”.

“Brief note to compliment you & your excellent green keeping staff on the condition of both the greens & the links overall. I'm aware that the recent spell of good weather may have been a major contributing factor, however, the consistency of pace on the greens & holding ability for a well struck shot surpasses any that I have recently played on "private" links courses in Ayrshire.....”

- 5.5 July to September has been a wonderful reawakening of the performing arts – in July we welcomed All or Nothing Theatre Company to the Dean Castle Country Park with their acrobatic production “The Swings”. Audiences enjoyed the beautiful sunshine, an amazing show and a chance to play on the swings.

In August, EAYT took to the Palace stage for the finale to their sold out summer school. EAYT also hosted workshops across 4 community venues throughout East Ayrshire which was made possible because of the summer activities funding.

Finally, in September, the Palace Theatre opened its doors to a professional performance for the first time in 18 months to welcome Gary Meikle, Scottish comedian, to our stage. The returning and new staff team rose to the challenge to ensure a great night out for all our patrons.

- 5.6 In January 2021 East Ayrshire Leisure received notification from HMRC that we had been selected for Coronavirus Job Retention Scheme (CJRS) Compliance Check. In September 2021 we were advised that the Compliance Check was complete and that claims were found to be correct and no amendment was required.

6 DIGITAL TRANSFORMATION ACTION PLAN

- 6.1 At the Trust Board meeting on the 1st June 2021, the Digital Transformation Action Plan was approved which outlined key activities that had to be undertaken to improve the Trust’s digital reach and engagement. It was agreed to review the financial implications of this action plan to seek approval for designation of funds to undertake the tasks aligned to 2021/22. The 2021/22 tasks have been reviewed and have been programmed into various workstreams. All 2021/22 tasks can be met from existing revenue budgets and there is no requirement to designate from reserves. A similar exercise will be carried out for tasks identified for 2022/23 and an update will be provided to Trustees at the meeting in May 2022.

7 RISK REGISTER

- 7.1 No changes have been made to the Risk Register as part of the quarterly reporting and monitoring.

Recommendation/s:

It is recommended that the Board:

- i. Consider and approve the East Ayrshire Leisure Performs Report for the period July - September 2021; and
- ii. Otherwise note the content of this report.

REPORT TO THE BOARD OF TRUSTEES

Signature: *Anneke Freed*

Designation: Chief Officer

Date: 9 November 2021



EAST AYRSHIRE LEISURE PERFORMS

QUARTER 2

JULY - SEPTEMBER

2021/22



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DRAFT

PROGRESS AGAINST CORPORATE DELIVERY PLAN 2020-22

● - No Progress
 ● - Some Progress
 ● - Complete

KEY

Chief Officer	CO	Finance & Business Development Manager	F&BDM	Leisure Development Manager	LDM
Head of Corporate Services	HCS	Cultural Development Manager	CDM	Property & Estates Development Manager	P&EDM
Relationship & Business Development Manager	R&BDM	Community & Performing Arts Development Manager	C&PDM	Sports Development Manager	SDM



 - No Progress
  - Some Progress
  - Complete

SHARING OUR VISION

Delivery Plan Output	Lead	Progress	Comments
Action: We will introduce Customer Exchange evenings at key venues to ensure that customers have the opportunity to discuss the priorities for facilities and services			
1	Organise 2 customer Exchange evenings each year at key venues	HCS	
Action: We will be represented on appropriate community forums including community sports hubs, community councils and community action plan steering groups			
Actions Complete			
Action: We will develop a Plan which complements our Strategic Objectives, utilising the full marketing mix and ensuring tailored campaigns are created.			
3	Design a Communications Strategy	R&BDM	
5	Campaigns for each project will be created, implemented and monitored	R&BDM	
6	A digital marketing strategy will be developed to ensure maximum reach and continuous digital development	R&BDM	
7	A press and PR strategy will be developed to maximise coverage locally, nationally and through specialist press to drive visitor/audience growth	R&BDM	
8	Design, develop and deliver detailed evaluation strategy for all areas of Trust	R&BDM	

Campaign process fully operational again with staff having returned off of furlough.
This Output now links to the Digital transformation Action Plan and will remain until that is complete.

Digital gap analysis has been completed and Digital Transformation Action Plan is now in operation.

As part of the proposed 2021/22 Internal Audit Plan EAC will undertake advisory work relating to evaluation methods that we currently employ and provide guidance on the best methods of evaluating our business and making recommendations for improvements; scheduled to take place in Quarter 3. This will inform the evaluation strategy for the Trust.

Action: We will develop a collaborative working arrangement with East Ayrshire Vibrant Communities to explore potential shared services, partnership working and innovation in delivery

Actions Complete

Action: We will work with key partners to develop a Cultural Strategy for East Ayrshire

10	Establish a working group with all key stakeholders represented	CDM		
11	Develop a region wide document that sets a shared set of objectives, performance indicators and monitoring systems and outlines an agreed direction of the sector.	CDM		
12	Maintain and develop futuremuseum.co.uk partnership increasing visits to site of 2% every 2 years	CDM		MGS bid SUCCESSFUL - £44,000.00 Project now underway.
13	Work with Creative Scotland/Museum Galleries Scotland/Heritage Fund/Scottish Libraries Information Council/Arts Council England to support our programmes, generating funding for service development and maintaining accreditation status	CDM		Axiell funded project COMPLETE (MGS); VACMA funded project ongoing (Creative Scotland) Seascapes bid SUCCESSFUL Recognition submission due 28.10.2021 (MGS)

Action: We will develop a formal collaborative arrangement with the Kilmarnock Leisure Centre Trust

14	Reviewed existing services to reduce duplication and identify areas of best practice	CO		Kilmarnock Leisure Centre Trust and East Ayrshire Leisure Trust are focusing on recovery from covid19 pandemic. Collaboration and partnership working will be considered when both organisations have fully reactivated. This output will not be delivered as part of the 2020-22 Delivery Plan
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Action: We will review our customer service standards and charter and customer feedback forms introducing key customer performance targets which we will measure monitor and report on annually

15	Benchmark customer service performance targets, identifying a range of relevant targets	HCS		
16	Establish focus groups of customer and key partners in order to identify 3 key customer performance targets	HCS		

 - No Progress
  - Some Progress
  - Complete

LEISURE AT THE HEART OF EVERY COMMUNITY

LEISURE AT THE HEART OF EVERY COMMUNITY			
Delivery Plan Output	Lead	Progress	Comments
Action: We will use the information from the Facility Audit 2019/20 to develop a Facility and Investment Strategy			
21	Agree a Facility and Investment Strategy for all leisure facilities	CO	 <p>The Leisure Facility Strategy was presented to our Board of Trustees in September. The Strategy will be included on the agenda for the monthly Leisure Programme Board meetings with East Ayrshire Council.</p>
22	Develop and agree a maintenance programme for each venue/facility	CO	 <p>Leisure Trust Venue Maintenance paper was presented to our Board of Trustees in September. Monthly Liason meetings continue and work is ongoing with EAC in relation to the Property Pledge.</p>
Action: We will continue to invest in our significant cultural built environment assets (Dick Institute, Dean Castle, Baird Institute, Burns House Museum, Palace Theatre) to ensure all venues maintain at least four star Visit Scotland status			
23	Identify full venue costs associated with maintaining VisitScotland status	CO	 <p>Awaiting confirmation from VisitScotland following the lifting of Covid restrictions. An action plan has been developed for Dean Castle Country Park and will be developed for each of the other venues</p>
24	Identify capital costs required to develop the cultural built environment assets to ensure they are maintained at the level required.	CO	 <p>Newmilns Library is being moved into Morton Hall as part of the regeneration and improvement works for Morton Hall. Work is scheduled for completion later on in 2021 and accompanying promotional campaign/video will follow.</p> <p>Planning is underway to move Galston Library to the Town Hall once restoration and refurbishment in complete. Work is underway with Wylie Shanks in the planning of the building.</p>
Action: We will work with local partners to develop an options appraisal for the future of Auchinleck Leisure Centre			
25	Identify full venue costs associated with the development of Auchinleck Leisure Centre as a standalone venue including staffing, services etc.	CO	 <p>Venue operational costs have been established and will be presented to East Ayrshire Council Cabinet for</p>

				a decision about the future of Auchinleck Leisure Centre
26	Identify capital costs required to develop Auchinleck Leisure Centre as a standalone venue including separation of boiler and pool plant, floodlit car parking etc	CO		Capital costs have been established and will be presented to East Ayrshire Council Cabinet for a decision about the future of Auchinleck Leisure Centre
27	Develop an options appraisal that identifies various options for the future of the Leisure Centre	CO		Following consultation, 2 options have been developed and will be presented to East Ayrshire Council Cabinet for final decision
Action: We will work with East Ayrshire Council on the development of Doon Leisure Centre as part of the new school development at Doon Academy				
Actions Complete				
Action: We will work with East Ayrshire Council to carry out a review of all synthetic and grass pitches and pavilions as well as a floodlight replacement programme				
30	Establish a working group to review existing facilities and user information	P&EDM		A review of all pitches in East Ayrshire has taken place which has included condition and user levels. This will inform the working group objectives.
31	Develop an action plan that identifies development and investment opportunities for sports pitches over a 10 year period	P&EDM		Synthetic Grass pitch replacement programme included in the Leisure Facility Strategy.
32	Develop opportunities for alternative and innovative use of pitches and pavilions where appropriate	P&EDM		Operational pavilions identified and pavilions that are subject of CAT applications completed for 2021/2022.
Action: We will develop an Improvement Plan for Ayrshire Athletics Arena that includes an extension to the outdoor spectator area at Ayrshire Athletics Arena to enhance the facility and attract National Athletics Events				
33	Liaise with key partners to develop a costed specification for spectator and other facilities at Ayrshire Athletics Arena	SDM		The fitness suite and group fitness class area developments have been completed. Opening will be the beginning of November for the gym.
34	Submit funding applications	SDM		
35	Develop a sponsorship package	SDM		
36	Increase spectator seating capacity by 50%	SDM		

37	Work with Scottish Athletics and Kilmarnock Harriers to attract 2 national events to complement the local and regional programme of athletics events at the AAA	SDM		
Action: We will continue to implement the East Ayrshire Strategic Route Network				
38	Implement a 40km paths network in the Irvine Valley	LDM		Two sections of the Darvel –Loudoun Hill route now completed, including path upgrades, drainage works and fencing. Finalising Path Agreements to allow further works on Darvel- Loudoun Hill route to commence in November.
39	Develop and implement phase 2 (detailed design) of the Kilmarnock Green Infrastructure Project by July 2020	LDM		Phase 2 is now complete, producing a concept Route Design for shared pedestrian / cycle network encompassing the town of Kilmarnock; a concept stage Landscape Route Proposals; concept Signage; Interpretation and Artworks Strategy; and concept design report for car parking at three greenspace locations – Scott Ellis Playing Fields, Annanhill Park and Dean Castle Country Park.
40	Secure funding for phase 3 (capital implementation) of the Kilmarnock Green Infrastructure Project by December 2020	LDM		The panel review for the Kilmarnock Infinity Loop to determine stage 3 and 4 funding will take place on the 23 rd November. All documents to support this application have been submitted
41	Deliver programmed actions supporting development of the 22km Kilmarnock Green Infrastructure Project by March 2022	LDM		
42	Oversee implementation of the Doon Valley Way and the Lugar Water Trail as part of the Coalfield Communities Landscape Partnership	LDM		Further investigation through site visits to ascertain land owners, which resulted in the identification of two new land owners included in the Lugar water trails and subsequently site meetings being arranged for October. Site meetings were also held with three of the land owners on the Lugar Water Trails to discuss the proposal. The proposals were well received, indicating their approval, however further consultation in the technical specification and design of the paths will be

				required and this liaison will continue through the legal process of writing up path agreements. Tender documentation produce for a design and build specification, which has now been taken forward with EAC Procurement.
Action: To develop a masterplan for the development of the Palace Theatre and Grand Hall Complex and submit funding bids to implement the masterplan				
43	Develop a masterplan for the Palace Theatre and Grand Hall Complex	CO		A multi-disciplinary design team has been appointed to develop concept design proposals for various cultural spaces in Kilmarnock. The Palace and Grand Hall will be the main focus of this work with RIBA stage 2 designs ready by the end of October.
44	Submit external funding bids	CO		Expression of Interest to Heritage Lottery Fund was unsuccessful. It is anticipated that an application will be made to the UK Government Levelling Up Fund.
45	Develop community engagement and activity plan	CO		Community engagement project started with Creative Scotland specialist consultation.
46	Commission a consultant for detailed design	CO		The mutli disciplinary design team is now in place
Action: We will develop a management plan for Annanhill Golf Course that maximises customer experience whilst protecting and enhancing nature conservation				
47	Development of a community engagement/consultation plan	P&EDM		
48	Development of a maintenance and repair programme	P&EDM		Annual Work programme complete.
49	Production of a costed programme of improvements	P&EDM		Work with EAC for equipment replacement /renewal for 2021 complete.
50	Adoption of a 5 year management plan for the integrated site which includes parkland and golf course	P&EDM		
51	Submit Greenflag Award application	P&EDM		
Action: We will review the Dean Castle Country Park management plan to ensure a that visitors continue to enjoy the country park whilst protecting and enhancing nature conservation				
52	Development of a community engagement/consultation plan	LDM		

53	Development of a maintenance and repair programme	P&EDM		Annual work programme completed.
54	Production of a costed programme of improvements	P&EDM		Work with EAC and funders for replacement /renewal for 2021 complete.
56	Greenflag Award achieved	LDM		
Action: We will develop a maintenance and development plan for the River Ayr Way				
57	Development of a community engagement/consultation plan	LDM		
58	Development of a maintenance and repair programme	P&EDM		Emergency Repair programme agreed.
59	Production of a costed programme of improvements	P&EDM		Work on replacement /renewal for 2021 complete.
60	Adoption of a 5 year maintenance and development plan for the River Ayr Way	P&EDM		

 - No Progress
  - Some Progress
  - Complete

LIVING YOUR BEST LIFE				
Delivery Plan Output		Lead	Progress	Comments
Action: We will develop an EAL specific cultural engagement strategy to outline our commitment to lifelong participation in visual and performing arts, libraries, museums and performing arts				
61	Establish a number of cultural engagement working groups to work on each area of engagement	CDM		Dean Castle Reopening Event: Funding bid submitted to Event Scotland Year of Stories.
62	Develop an engagement strategy which outlines sustained engagement programmes such as Bookbug, E-books, reader development strategies; digital initiatives and participatory arts activities	CDM		The Cultural Development team have been working on an engagement strategy in parallel with the Digital Transformation Strategy.
63	Include the Education Attainment Challenge Framework and other school facing activities and monitor related active involvement	CDM		The EACF and CfE are embedded within the research being undertaken as part of line 62 above.
64	Align the above to a shared set of objectives, performance indicators and monitoring systems in relation to all cultural engagement activities	CDM		The development of the monitoring and evaluation strategy will follow on from the research and development of lines 62 and 63 above.
Action: We will continue to programme high quality outward facing cultural programmes that profile East Ayrshire as a must visit destination.				
67	Support community partners in the delivery of their cultural events including work with event organisers such as the Boswell Book Festival and the Cumnock Tryst.	CDM		<p>Ayrshire Hospice event took place on Thursday 17th June and the Forget-Me-Not Meadow display continued for a fortnight with very positive feedback.</p> <p>Cultural Development supporting Celebrate Kilmarnock in the development of commissioning public art for St Marnock Square.</p> <p>Strategic assistance given and Cultural Services supporting Green Action Trust and Cumnock Action Plan in the development of an AWiPP for Dementia sufferers. Artwork in manufacture.</p>

				<p>East Ayrshire Libraries supported the Boswell Book Festival in addressing the digital divide in relation to access to the festival.</p> <p>Visual Arts working in partnership to deliver the Peter Howson exhibition and a programme of curators talks at the Baird throughout the duration of the Cumnock Tryst Festival.</p> <p>Cumnock Tryst workshop and concert event being hosted at Cumnock Town Hall</p>
Action: We will continue to offer a varied programme of events and activities across our performing arts venues and extend the programme to community venues				
68	Deliver a programming policy which supports an innovative programme of dance, music and drama across all community and performing arts venues	C&PDM		
69	Support community partners in the delivery of their performing arts workshops and programmes	C&PDM		
70	Provide youth theatre opportunities for young people from 5 – 18 years	C&PDM		EAYT returned with new staff team in September 2021
71	Present 2 EAYT productions each year.	C&PDM		EAYT November show in the Palace Theatre now in development
Action: We will complete the refurbishment and restoration of Dean Castle and establish the importance of the re-opening of the newly refurbished venue				
72	Deliver the five year plan which forms part of the funded programme commitment.	CDM		<p>Building Works – ongoing and scope of work under review. Work to Chapel, Gatehouse, Laundry buildings being reviewed.</p> <p>Interpretation – Text and image review of panels 80% achieved. Review of animation, sound interactives and props yet to begin. Musical Instrument catalogue being developed.</p> <p>Conservation – Working with EAC procurement around the development of a new conservation framework which will support the conservation of approx. 1,000 objects for redisplay. First specialists</p>

				<p>conservators have visited to review the collections and quote for conservation.</p> <p>Activity and Engagement – plans being redeveloped to include blended digital school engagement and online audience events. Contact with schools made for Autumn term workshops.</p>
73	Carry out detailed evaluation plan linked to the funded programme.	CDM		
74	Relaunch Dean Castle in 2021	CDM		Relaunch Event – funding bid submitted.
75	Maintain current standard of collection care and meet our Accreditation/Recognition commitments.	CDM		<p>Axiell collections inventory content management system – PROJECT COMPLETE.</p> <p>Recognition submission due 25.10.2021;</p>
Action: We will prepare an East Ayrshire Aquatics Strategy				
76	Establish a Swimming Development working group with all key stakeholders represented	SDM		
77	Develop an district wide aquatics strategy which sets a shared set of objectives, performance indicators and monitoring systems in relation to all aquatics sports and activities	SDM		
78	Increase 'Learn to Swim' membership by 10%	SDM		Due to a lack of instructors we have been unable to reactivate all our previous LTS memberships. We are working with Scottish Swimming to solve the recruitment challenge.
79	Introduce our Rookie Lifeguard programme into 2 schools each year	SDM		Rookie Lifeguard has re-started at Loudoun LC – Loudoun Academy pupils have been attending, Another 8 week block due to start week commencing 11 th October.
80	Provide internal and external opportunities for training and recruitment of Scottish Swimming Tutors	SDM		A conversation has taken place with Scottish Swimming to put forward a member of staff to become a Scottish Swimming Tutor. They are currently reviewing their tutor programme

Action: We will develop a Community Golf Development Plan to encourage participation school, community and club golf				
82	Develop a Golf Development Plan which sets a shared set of objectives, performance indicators and monitoring systems in relation to school, community and club golf	SDM		Conversations around this have started to take place between The Trust, the golf clubs, Grange Academy, Active schools and Scottish Golf to develop a youth section.
Action: We will develop a Sports Coaching Strategy that will identify the progression from grassroots activity to club participation for priority sports and will introduce foundation skills for priority sports, coach education and employment				
84	Establish a Coaching Development working group with all key stakeholders represented	SDM		The ActiveEA group will become the platform for this to be established through a sub-group.
85	Develop a district wide sports coaching strategy which sets a shared set of objectives, performance indicators and monitoring systems in relation to all sports and activities	SDM		The Trust's key sports will be Swimming, Gymnastics, Golf, Athletics, Multi sports and mini-movers.
86	Develop a subsidised coach education programme with integrated volunteer hours	SDM		
87	Introduce a coaching programme with 3 annual blocks for each priority sport	SDM		A recruitment fair is being planned for Q3 to try and recruit coaches to allow the programme to develop into other areas of East Ayrshire.
88	Develop a partnership with each club associated with priority sport	SDM		
Action: We will develop a plan for Outdoor Learning that introduces young people to outdoor, experiential learning				
89	Increase participation in outdoor learning activities by 5% based on 2019 figures as a baseline	LDM		<p>We hosted, in partnership with Ayrshire Orienteering Club (AYROC), the Scottish Sprint Championships at Dean Castle Country Park, using our newly established orienteering routes. The event at the Country Park comprised of races held for junior under 12's through to 'Hypervet 75+'</p> <p>Successful completion of Natural Health Programme involving the 1st Cohort of children working with Child and Adolescent Mental Health Services (CAMHS) and family groups from Alzheimer Scotland. Funding evaluation report submitted to HLF and document was well received by funders. All outcomes</p>

				<p>achieved, leading to the continuation of programme with both groups.</p> <p>During July and August the Countryside Ranger team led five guided walks in the Country Park for an English Language Learners Group. Participants came from China, Syria, Iraq and India. The seasonal walks covered a variety of themes including foraging, plant identification, woodland animals and pond dipping.</p> <p>Junior Ranger and Squirrel Club resumed in September offering an interactive programme focusing on nature, conservation and biodiversity. We are pleased to report that two of the youngsters involved in the Natural Health Project have now joined the Junior Rangers, demonstrating the positive impact the project has had on their self-confidence and wellbeing.</p>
90	Organise an annual outdoor learning school holiday programme	LDM		179 young children and young people gained free access to our summer programme at the Dean Castle Country Park that centred on Biodiversity, Activity and Wellbeing.
91	Participate annually in Playday	LDM		Event did not take place due to Covid-19 restrictions
92	Support 3 schools each year in the development of outdoor learning initiatives	LDM		<p>Countryside Rangers supported the following Outdoor Learning initiatives this period:</p> <ul style="list-style-type: none"> • Kilmarnock Academy- John Muir Trust programme with young people with behaviour issues • James Hamilton- Primary 7 stage • Galston PS – 4 week ‘Stig of the dump’ project • Ayrshire College lecturers with weekly training sessions for a Forest Kindergarten module.

Action: We will develop a Recreation Plan for East Ayrshire which will promote walking, cycling and other outdoor pursuits throughout East Ayrshire				
94	Implementation of a community engagement/consultation plan	LDM		
95	Development of an East Ayrshire Recreation Plan for the period 2020 – 2025 which details Core Paths, Local Path Networks, Hill Paths, Water Access Routes and key Recreation Sites	LDM		<p>New Recreation Plan to be finalised following public consultation; will include public feedback, individual maps and tourism information for each route. This will be launched during the COP21 event as part of a larger campaign to celebrate the 'great outdoors'.</p> <p>Marketing campaign developed, which includes involvement from partners and stakeholders who were involved in Recreation Plan consultation process, to help raise the profile of East Ayrshire's green infrastructure and path networks and as a way to promote East Ayrshire as a destination for enjoying the outdoors.</p>
Action: We will continue to attract local and national sporting events to our community sporting events				
Actions Complete				
Action: We will continue to work on an innovative programme to raise the profile of the Grand Hall as a regional and national venue for large scale music events and programmes				
97	Organise at least 2 large scale events annually	C&PDM		Jazz musician Curtis Stigers confirmed for 17 March 2022
98	Represent East Ayrshire Leisure at relevant trade fairs and conferences	C&PDM		DM continues to represent EAL at online forums
Action: We will continue work with Imagine Theatre on a collaborative approach to Pantomime production				
99	Formalise a co-production plan with Imagine Theatre for 2020-22	C&PDM		
100	Present an annual pantomime performance including: 2020: Aladdin, 2021: Snow White, 2022: Peter Pan (tbc)	C&PDM		<p>Aladdin postponed to 2021 due to Covid-19</p> <p>Currently assessing options for Panto 2021 in light of possible Covid restrictions.</p>
101	Increase income by 3% and reduce subsidy by 3% by the end of the plan period using 2019 as a baseline	C&PDM		

102	Organise annual pantomime educational workshop	C&PDM		
Action: To host Illuminight with Lidl at Dean Castle Country Park for the 4th year				
103	Increase in attendances by 10% with 2019 as baseline	LDM		
104	Increase in profit by 3% with 2019 as baseline	LDM		
105	3 sponsors engaged in event	LDM		
106	£10k external funds to enhance creative	LDM		
107	10 student placements	LDM		
108	10 volunteers	LDM		
Action: We will enhance and develop our annual running programme that introduces people to running, provides a progressive pathway and attracts national competitors to East Ayrshire				
109	Increase participation in Cairn Table Race, K12/24 and River Ayr Way Challenge by 5% based on 2019 figures as a baseline	LDM		K12/24 and RAW suspended in 2021. Cairn Table Hill Race took place 14 July operating at slightly reduced capacity due to Covid-19 restrictions. The race this year followed a time trial format, to stagger runners to prevent people gathering, with 48 runners and 4 volunteers.
110	Deliver a 'Couch to 5k' and '10 weeks to 10k' progressive running programme	LDM		
111	Support Kilmarnock Harriers in the development of the annual 'Roon the Toon' 10k event	LDM		
112	Support Dean Castle Country Park Run Group in the delivery of the weekly parkrun programme	LDM		The Trust's Leisure Dev. and Hospitality services have altered opening hours to support Park Run. 506 runners have taken part in 6 events to end of September, with an average of 17 volunteers marshalling each event.
113	Support community groups in the development of annual community running events	LDM		

Action: We will encourage community participation in fitness through the introduction of a GP Referral Scheme and a programme of fitness classes and activities				
118	Organise 4 'come and try' fitness open days at each community sports facility each year	SDM		Due to COVID restrictions these have been unable to be organised, once restrictions ease further we will look to organise.
119	Increase participation in fitness classes by 10% by 2022	SDM		A recruitment fair is being planned for Q3 to recruit fitness instructors to allow the programme to develop and achieve this target.
120	Develop a partnership with Kilmarnock Leisure Centre Trust to jointly promote and develop fitness activities	SDM		
121	Develop a GP Referral Fitness Pathway to support customer progression	SDM		East Ayrshire Leisure will now receive gym referrals through the Lifestyle Development Team. This will be re-visited in 2 months to discuss the next stage in the pathway.
122	Introduce Personal Training sessions to 5 community sports venues	SDM		
123	Provide opportunities for employees to progress to level 3 personal training/fitness	SDM		
Action: We will provide experiential learning opportunities for young people through our Treehouse Residential Centre				
124	Treehouse: Promote the services offered through the residential centre to East Ayrshire Headteachers	LDM		Treehouse Residential Centre is closed until the new 2021/22 academic year.
125	Treehouse: Work with community groups to raise the profile of the residential centre	LDM		
126	Treehouse: Organise 5 week long residential, experiential programmes each year	LDM		

 - No Progress
  - Some Progress
  - Complete

INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES				
Delivery Plan Output		Lead	Progress	Comments
Action: We will design and implement a People Strategy that will support and facilitate the delivery of operational objectives				
127	Development of an Equality and Diversity Statement	HCS		Some benchmarking work has been undertaken in relation to the development of a statement.
128	Implementation of an Organisational Development Framework	HCS		<p>A protocol is being developed to confirm the process of monitoring and reporting on the 2022-24 Delivery Plan.</p> <p>Consideration is being given to the development of establishing Trustee and Staff nominated charities; a report will be presented to Trustees in February 2022.</p> <p>A protocol is being developed to confirm the process regarding requests to light up our buildings for charitable purposes.</p>
130	Design a training and development programme which is tailored to meet the needs of the organisation.	HCS		<p>Training & Development Plan is now operational and available on the intranet.</p> <p>A 'Learning Outcomes' Template for courses has been devised and is now operational</p>
Action: We will embed and develop our 'Exchange' programme in all forums and structures for communication				
133	Organise an annual staff event	HCS		Film footage highlighting the support provided by East Ayrshire Leisure during the pandemic and celebrating how we adapted our services to meet the needs of our communities during 'A Year in Lockdown' has been produced and will be presented to staff as the annual Exchange event
Action: We will develop a Volunteer Strategy We will develop a Volunteer Strategy that will allow employees and the community to engage in volunteering opportunities				
138	Recruit 2 modern apprentices each year of the plan and support apprentices to achieve SVQ qualifications	LDM		The Estates Team are working with 5 young and mature apprentices, providing opportunities to work within

				Annanhill Golf Course, Dean Castle Country Park and the River Ayr Way.
139	Develop a Community Path Warden Scheme and recruit 3 volunteer path wardens each year	LDM		
140	Develop and deliver a programme of mentoring and training	LDM		Supporting Volunteers training is in the process of being adapted for The Trust.
141	Organise 4 volunteering events each year	LDM		<p>Dean Castle Country Park Friends group have undertaken conservation and further boardwalk refurbishment around the lagoons, continued to maintain the pollinators garden, carried out a river clean-up and sown wildflowers for spring. 6 new volunteers have been recruited July-Sept.</p> <p>Survey Volunteers took part in moth, bumblebee and butterfly identification and counting, with data reported to national conservation societies, with 11 volunteers taking part.</p> <p>4 club members from Kilmarnock Harriers assisted the Trust with marshalling the Cairn Table event on July 14.</p> <p>523.5 hours of volunteering was supported in Leisure Development July – Sept 2021.</p>
142	Continue to support Dean Castle Textile Team	LDM		<p>Textile Team are working on celebratory banner for Kilmarnock Football Club's 150 anniversary and working on mounts and underarmour for re-display of armour in Dean Castle.</p> <p>12 sessions have taken place since restart, equalling 384 hours of volunteer time on projects.</p>
143	Develop a Volunteer Strategy which identifies opportunities for: Regular volunteer placements, Community volunteer events, School work experience, Modern apprenticeships, Employee volunteering days	LDM		<p>Mechanism for recruitment of volunteers defined with HR.</p> <p>Impact Assessment carried out for boardwalk projects to determine how Friends of the Dean volunteers value the volunteering they do with the Trust. Results were</p>

				submitted to HLF as part of project report: 5 volunteers have gone on to volunteer in new roles in the Country Park. 100% of volunteers surveyed felt that their participation in leisure activities had either increased or greatly increased as a result of their volunteering. The younger 12-25 age group were more likely to say that their contacts and network had increased and felt that their volunteering had been valuable to them in terms of work experience. 100% of respondents would recommend volunteering at Dean Castle Country Park to a friend or relative.
Action: We will review our annual employee review process and develop a Review and Development Programme that ensures BEST practice across all of our service areas.				
I46	Implement a training programme for all employees to ensure engagement in review and development	HCS		Review of BEST Practice and associated processes and procedures, including a new template for Progress Meetings, has been finalised and training for staff has been programmed
Action: We will designate Trustees as ambassadors for key areas of the business				
Actions Complete				

 - No Progress
  - Some Progress
  - Complete

CREATING A SOLID FOUNDATION FOR GROWTH

Delivery Plan Output		Lead	Progress	Comments
Action: We will develop and maintain robust health and safety and risk management processes to ensure that our people and customers are in a safe environment				
Action: To review and continually improve and enhance our information technology infrastructure and operations and to embrace digital technology				
153	Review wifi across all our venues	HCS		This Output now links to the Digital Transformation Action Plan
154	Review and develop our box office and booking system and operations to enhance the customer journey	HCS		This Output now links to the Digital Transformation Action Plan.
155	Review and development of website	HCS		This Output now links to the Digital Transformation Action Plan.
156	Develop stock and ordering system to streamline processes	HCS		Discussions are underway with EAC to enable commitment reporting to be incorporated within Civica. (It is anticipated that a solution will be implemented by April 2022.)
Action: We will review, develop and maintain robust financial processes to ensure financial sustainability of our organisation				
157	Design Financial Strategy	HCS		Work is underway developing a Strategy which will be presented to P&ASC on 9 Nov 2021, in conjunction with the 4 year saving plan and 2022-24 Delivery Plan.
162	Review of accountancy bulletins and protocols	HCS		A schedule is currently being developed to ensure EAC Accountancy bulletins reflect East Ayrshire Leisure as an organisation and are accessible to staff.
Action: We will carry out a review of income and expenditure across all cost centre and expenditure codes to streamline financial monitoring and reporting				
164	Streamlined Coding Structure with a 15% reduction in financial coding	HCS		A process was developed and work has been undertaken with the Development Managers to reduce unnecessary coding where possible.

Action: We will review the existing Service Level Agreement with East Ayrshire Council to ensure high quality service delivery				
165	Revised Service Level Agreement for the period 2020 – 2025	CO		Revised service level agreement will be in draft form by Decemeber 2021 and presented to Board in February 2022.
Action: We will develop partnerships and collaborative working arrangements with partners and key stakeholders				
166	Identify and explore all oppotunities to promote full East Ayrshire Leisure offering	CO		
167	Establish a liaison group at shared sites to ensure cross service promotion and integrated working arrangements	CO		
Action: We will create a programme of internal and external review, analysing both customer and staff satisfaction levels, highlighting areas of success and identifying areas for development				
169	Mystery shopping carried out annually	R&BDM		Awaiting confirmation from VisitScotland following the lifting of Covid restrictions.
170	Staff satisfaction surveys carried out every two years	R&BDM		Carry out during 2021/22.
Action: We will identify areas for growth across all areas of the Trust with a focus on retail, hospitality, membership and other key business areas.				
173	Development of a Retail Strategy to identify oppotunities across venues and organisational areas	HCS		
174	Development of a range of membership packages	HCS		
175	Development of a Hospitality Plan which identifies oppotunities for bars, cafes, vending and event catering	HCS		Continue to develop the hospitality offer in conjunction with our programme. Reactivation of Hospitality Services as restrictions allow. Work is underway developing a revised offer for reactivation of bars and improved vending offer.
Action: We will create a robust performance framework and systems which will support all staff to successfully implement delivery planning priorities and improve workplace performance				
182	Design and implement key quality indicators in order to measure the quality of our performance	HCS		Advisory work is underway with EAC Internal Audit as per the 2021-22 Audit Plan approved at P&ASC.
183	Review, measure, monitor and report upon key performance indicators	HCS		Advisory work is underway with EAC Internal Audit as per the 2021-22 Audit Plan approved at P&ASC.

 - No Progress
  - Some Progress
  - Complete

PROTECTING OUR ENVIRONMENT

Delivery Plan Output	Lead	Progress	Comments
Action: We will publish an annual Climate Change Declaration that outlines our carbon footprint and our priorities for carbon reduction			
186	Report on annual carbon use by April of each year	P&EDM	
187	Develop an annual action plan to identify measures to reduce carbon use and improve environmental efficiency.	P&EDM	
Action: We will participate in the VisitScotland Green Business Scheme to reduce the impact our organisation has on the environment			
188	Organise a liaison meeting with VisitScotland to identify key actions for inclusion within the Green Business Scheme	P&EDM	
189	Develop an action plan to adopt the principles of the Green Business Scheme	P&EDM	
190	Apply for accreditation within the scheme	P&EDM	
191	Apply for Green Business Accreditation	P&EDM	
Action: We will develop an organisational wide Sustainable Transport Strategy and embed the principles of Active and Sustainable Travel throughout our organisation, projects and programmes			
192	Establish a working group and agree a set of objectives and actions for the development of the strategy	P&EDM	
193	Develop a Sustainable Transport Strategy which includes priorities for active travel including travel to work and travel for work, as well as opportunities for customers to access our facilities using sustainable transport choices	P&EDM	
194	Carry out a programme of staff awareness sessions	P&EDM	
195	Reduce staff mileage by 5%	P&EDM	

KEY UPDATES

Insurance Claims

The following information provides an update on the number of live claims in progress during the period July - September 2021:-

Public Liability	3 remain ongoing 1 new claim
Employers' Liability	1 remains ongoing 1 closed
Motor Claim	n/a

Gifts & Hospitality

No gifts or hospitality were received during this period.

Customer Complaints

During the July - September 2021 period 217 comments were received and logged by the Marketing & Development Team; 12 of these were complaints, and were categorised as follows:

Category	No Received	Stage 1 / 2	Status
Countryside Maintenance	3	1	Responses provided
Events/Activities/Classes	1	1	Response provided
Fees/Fines/Charges	1	1	Response provided
Online Payments	2	1	Responses provided
Opening Hours	1	1	Response provided
Other: <ul style="list-style-type: none">• Annanhill Golf Course• Dean Castle Café• Palace Box Office	1 1 1	1 1 1	Response provided Response provided Response provided

<ul style="list-style-type: none"> • General Sports 			Email sent asking what venue it referred to, but never received a response back.
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Positive Comments

We received 23 positive comments during the period, some examples are shown below:

“I have taken out a membership and been attending Loudoun Academy gym regularly. I would like to commend the staff who work there. They have all been extremely helpful, approachable and encouraging. Big thanks to all of your wonderful committed staff, they deserve some recognition.”

“The staff at DVLC always go above and beyond, they go the extra mile that big commercial gyms don't. They know their customers' likes/dislikes/injuries and conditions. I have never felt safer in any public building during COVID than what I do at Doon Valley Leisure Centre because they genuinely want to keep their customers safe. I'm so lucky to have this facility right on my doorstep.”

“My two children went to the dance and drama workshop at Stewarton Area Centre yesterday. I just wanted to thank everyone involved so much for a great day and a lovely performance at the end! The kids really enjoyed it and I found it very emotional to hear children singing together again after not being able to sing in a group since last March, it was just lovely to hear!”

“Brief note to compliment you and your excellent greenkeeping staff on the condition of both the greens and the links overall...the consistency of pace on the greens & holding ability for a well-struck shot surpasses any that I have recently played on "private" links courses in Ayrshire.” (Annanhill Golf Course)

“A HUGE thanks from the Kids and I for our day in the park. We had a great time and they were all buzzing after your tracking session!! (Dean Castle Country Park)

“I am lost for words (which does not happen too often) with your kindness in helping me. Thank You” (Marketing Team)

“Many thanks. We did join up yesterday and were very impressed with everything and everyone. The Dick Institute is magnificent! Staff were very friendly, professional and helpful, continually paying heed to the COVID restrictions. It was surprisingly quick and efficient too” (Library)



FINANCIAL PERFORMANCE TO 30.09.21



Performance & Audit Sub Committee

2021/22 EAST AYRSHIRE LEISURE BUDGET

AS AT 30th SEPTEMBER 2021 – QUARTER 2 - PERIOD 6

The projected outturn for East Ayrshire Leisure at 30th September 2021 is adverse position of £337,832.54 reduced by CJRS external funding of £74,612.54 and £65,000 awarded from Creative Scotland for Cultural Venues Recovery Fund Round 2 resulting in a potential adverse position of £198,220. This adverse position can be funded from unallocated reserves. Management will continue to monitor and implement action to minimise this adverse position.

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

There are further variances within Income and Expenditure, these have been closely monitored and managed within the Service during the year where possible - 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 2021/22 savings approved at 23rd February 2021 Board.

Service Division	Annual Budget 2021/22	Annual Budget 2021/22 Qtr 1	Annual Budget 2021/22 Qtr 2	Annual Budget 2021/22 Qtr 3	Annual Budget 2021/22 Qtr 4	Comments
EXECUTIVE MANAGEMENT	1,287,410	1,274,150	1,269,180			
CULTURAL DEVELOPMENT	1,451,970	1,445,990	1,449,920			
COMMUNITY & PERFORMING ARTS DEVELOPMENT	418,150	402,820	407,180			
LEISURE DEVELOPMENT	652,640	610,950	610,950			
SPORTS DEVELOPMENT	630,770	594,520	611,270			
PROPERTY & ESTATES DEVELOPMENT	193,800	195,370	195,370			
SAVINGS TO BE ALLOCATED	(2,880)					
TOTAL	4,631,860	4,523,800	4,543,870	0	0	
Management Fee	(4,631,860)	(4,523,800)	(4,530,190)			
Reserves	0	0	(13,680)			
TOTAL	0	0	0	0	0	

Venues Allocated to Sport Areas:-

Community Sports Area 1	Grange Leisure Centre, St Josephs Leisure Centre, William McIlvanney Campus, Stewarton Sports Centre, Ayrshire Athletics Arena, Scott Ellis Pavillion
Community Sports Area 2	Auchinleck Leisure Centre, Doon Valley Leisure Centre, Loudoun Leisure Centre, Hunter Fitness Suite, Barony Campus, Annanhill Golf Course
Sports Temporary Facilities	Venues temporarily held by EALT, operating under management arrangements with community groups, funded by EAC

TABLE A – OVERALL NET POSITION

Revised Actual Exp. to 30/9/20	Actual Out-turn to 31/03/21	Service Division	Annual Estimate 2021/22	Revised Actual Exp. to 30/9/21	Revised Budget to 30/9/21	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/22	Variance (Favourable) / Adverse
447,994	1,535,894	EXECUTIVE MANAGEMENT	1,269,180	496,350	588,680	39%	1,273,800	4,620
352,109	1,141,275	Corporate Services	926,530	341,346	435,195	37%	860,590	(65,940)
80,047	326,915	Relationship & Business Development	393,690	148,699	192,664	38%	371,690	(22,000)
15,839	67,704	Hospitality Development	(51,040)	6,305	(39,179)	-12%	41,520	92,560
404,030	1,341,352	CULTURAL DEVELOPMENT	1,449,920	708,403	718,626	49%	1,444,370	(5,550)
97,745	267,477	Cultural Development	273,200	136,906	133,478	50%	276,080	2,880
45,741	99,890	Collection Care	103,790	59,112	52,127	57%	123,020	19,230
6,672	27,424	Visual Arts Development	37,460	13,652	18,215	36%	33,360	(4,100)
21,606	108,332	Museums Development	119,150	50,517	53,636	42%	118,080	(1,070)
232,267	838,229	Libraries	916,320	448,216	461,170	49%	893,830	(22,490)
117,427	616,339	COMMUNITY & PERFORMING ARTS DEVELOPMENT	407,180	237,802	226,489	58%	503,550	96,370
106,916	295,326	Performing Arts Development	225,740	132,992	151,707	59%	260,970	35,230
9,523	303,399	Community Development	212,080	100,337	85,707	47%	243,830	31,750
989	17,614	Community Lettings & Co-Managed Centres - Lets	(30,640)	4,474	(10,925)	-15%	(1,250)	29,390
131,219	645,901	LEISURE DEVELOPMENT	610,950	255,363	291,621	42%	564,720	(46,230)
42,780	155,475	Leisure Development	155,630	61,602	75,891	40%	138,110	(17,520)
80,073	455,335	Countryside & Visitors Development	414,480	176,318	195,647	43%	385,750	(28,730)
8,367	35,369	Green Infrastructure Development	40,840	17,274	20,083	42%	40,690	(150)
0	(278)	Volunteer Development	0	170	0		170	170
290,744	1,339,265	SPORTS DEVELOPMENT	611,270	392,341	281,119	64%	917,600	306,330
69,406	237,819	Sports Development Team	259,820	85,403	126,741	33%	223,590	(36,230)
104,184	440,555	Community Sports Area 1	27,960	122,995	29,528	440%	250,570	222,610
115,859	642,071	Community Sports Area 2	297,080	175,479	114,049	59%	415,320	118,240
925	8,416	Temporary Facilities	3,060	3,060	3,060	100%	3,060	0
369	10,404	Football Venues	23,350	5,405	7,741	23%	25,060	1,710
34,968	174,754	PROPERTY & ESTATES DEVELOPMENT	195,370	73,592	91,097	38%	177,650	(17,720)
1,426,382	5,653,506	TOTAL	4,543,870	2,163,852	2,197,632	48%	4,881,690	337,820
(1,162,892)	(4,857,569)	Management Fee	(4,530,190)	(2,268,872)	(2,271,400)	50%	(4,530,190)	0
263,490	795,937	TOTAL	13,680	(105,020)	(73,768)		351,500	337,820
0	(9,510)	Trs From Reserves	(13,680)	(13,680)	0	100%	(13,680)	0
263,490	786,427	TOTAL (after transfer from reserves)	0	(118,700)	(73,768)		337,820	337,820
(449,337)	(1,296,866)	External Funding	0	(138,828)	0		(139,600)	(139,600)
(185,846)	(510,439)	TOTAL (after external funding)	0	(257,528)	(73,768)	0	198,220	198,220

TABLE B – OVERALL NET POSITION

Revised Actual Exp. to 30/9/20	Actual Out-turn to 31/03/21	Service Division	Annual Estimate 2021/22	Revised Actual Exp. to 30/9/21	Revised Budget to 30/9/21	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/22	Variance (Favourable) / Adverse
(73,794)	(506,021)	Income From Charitable Activities	(2,239,760)	(597,643)	(1,070,635)	27%	(1,372,700)	867,060
(1,162,892)	(4,857,569)	Management Fee	(4,530,190)	(2,268,872)	(2,271,400)	50%	(4,530,190)	0
(449,337)	(1,296,866)	External Funding	0	(138,828)	0		(139,600)	(139,600)
(1,686,023)	(6,660,456)	TOTAL INCOME	(6,769,950)	(3,005,343)	(3,342,035)	44%	(6,042,490)	727,460
1,343,737	4,535,999	Employee Costs	5,117,130	2,135,325	2,486,137	42%	4,733,610	(383,520)
4,621	39,012	Transport Costs	38,540	16,137	19,134	42%	39,320	780
39,398	483,462	Premises Costs	494,650	187,473	199,001	38%	493,270	(1,380)
106,581	844,823	Supplies & Services	1,005,690	413,076	506,173	41%	871,550	(134,140)
0	12,880	Financing Costs	0	0	0		0	0
0	187,400	Support Costs	0	0	0		0	0
5,839	55,950	Governance Costs	127,620	9,485	57,822	7%	116,640	(10,980)
1,500,176	6,159,527	TOTAL RESOURCES EXPENDED	6,783,630	2,761,495	3,268,267	41%	6,254,390	(529,240)
(185,846)	(500,929)	NET POSITION	13,680	(243,848)	(73,768)		211,900	198,220
0	(9,510)	Trs From Reserves	(13,680)	(13,680)	0	100%	(13,680)	0
(185,846)	(510,439)	TOTAL (after transfer from reserves)	0	(257,528)	(73,768)		198,220	198,220

TABLE C – INCOME POSITION

Revised Actual Income to 30/9/20	Actual Out-turn to 31/03/21	Service Division	Annual Estimate 2021/22	Revised Actual Income to 30/9/21	Revised Budget Income to 30/9/21	Actual Income as % of Annual Estimate	Projected Out-turn to 31/03/22	Variance (Favourable / Adverse)
(535)	(362,930)	EXECUTIVE MANAGEMENT	(360,040)	(95,714)	(199,002)	27%	(208,630)	151,410
(43)	(21,890)	Corporate Services	(19,000)	(27,016)	(9,504)	142%	(41,720)	(22,720)
0	(1,500)	Relationship & Business Development	(1,500)	0	(750)	0%	0	1,500
(491)	(339,540)	Hospitality Development	(339,540)	(68,698)	(188,748)	20%	(166,910)	172,630
(9,361)	(100,050)	CULTURAL DEVELOPMENT	(90,500)	(17,012)	(45,722)	19%	(70,650)	19,850
44	(17,800)	Cultural Development	(5,750)	0	(2,876)	0%	(2,250)	3,500
(1,575)	(2,610)	Collection Care	(2,610)	(2,333)	(2,180)	89%	(3,020)	(410)
0	0	Visual Arts Development	0	0	0		0	0
0	(4,980)	Museums Development	(4,980)	(515)	(2,490)	10%	(520)	4,460
(7,830)	(74,660)	Libraries	(77,160)	(14,163)	(38,176)	18%	(64,860)	12,300
(4,286)	(628,240)	COMMUNITY & PERFORMING ARTS DEVELOPMENT	(628,340)	(78,254)	(260,072)	12%	(354,480)	273,860
(250)	(309,983)	Performing Arts Development	(419,200)	(41,330)	(160,347)	10%	(258,990)	160,210
(4,016)	(279,127)	Community Development	(169,910)	(34,045)	(81,055)	20%	(86,720)	83,190
(20)	(39,130)	Community Lettings & Co-Managed Centres - Lets	(39,230)	(2,879)	(18,670)	7%	(8,770)	30,460
(6,175)	(56,340)	LEISURE DEVELOPMENT	(56,340)	(14,687)	(28,170)	26%	(25,430)	30,910
0	(15,740)	Leisure Development	(15,740)	(2,382)	(7,870)	15%	(4,020)	11,720
(6,175)	(40,600)	Countryside & Visitors Development	(40,600)	(12,305)	(20,300)	30%	(21,410)	19,190
0	0	Green Infrastructure Development	0	0	0		0	0
0	0	Volunteer Development	0	0	0		0	0
(53,437)	(1,143,010)	SPORTS DEVELOPMENT	(1,104,540)	(391,977)	(537,669)	35%	(713,510)	391,030
0	0	Sports Development Team	0	(14,588)	0		(150)	(150)
(1,430)	(608,050)	Community Sports Area 1	(608,050)	(149,021)	(266,558)	25%	(345,870)	262,180
(52,008)	(529,970)	Community Sports Area 2	(492,170)	(226,679)	(268,489)	46%	(364,600)	127,570
0	(750)	Temporary Facilities	0	0	0		0	0
0	(4,240)	Football Venues	(4,320)	(1,688)	(2,622)	39%	(2,890)	1,430
0	0	PROPERTY & ESTATES DEVELOPMENT	0	0	0		0	0
(73,794)	(2,290,570)	TOTAL	(2,239,760)	(597,643)	(1,070,635)	27%	(1,372,700)	867,060
(1,162,892)	(4,857,580)	Management Fee	(4,530,190)	(2,268,872)	(2,271,400)	50%	(4,530,190)	0
(449,337)	0	External Funding	0	(138,828)	0		(139,600)	(139,600)
(1,686,023)	(7,148,150)	TOTAL	(6,769,950)	(3,005,343)	(3,342,035)	44%	(6,042,490)	727,460

TABLE D – EXPENDITURE POSITION

Revised Actual Exp. to 30/9/20	Actual Out-turn to 31/03/21	Service Division	Annual Estimate 2021/22	Revised Actual Exp. to 30/9/21	Revised Budget to 30/9/21	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/22	Variance (Favourable) / Adverse
448,529	1,929,730	EXECUTIVE MANAGEMENT	1,629,220	592,064	787,682	36%	1,482,430	(146,790)
352,152	1,248,750	Corporate Services	945,530	368,362	444,699	39%	902,310	(43,220)
80,047	391,730	Relationship & Business Development	395,190	148,699	193,414	38%	371,690	(23,500)
16,330	289,250	Hospitality Development	288,500	75,003	149,569	26%	208,430	(80,070)
413,391	1,547,290	CULTURAL DEVELOPMENT	1,540,420	725,415	764,348	47%	1,515,020	(25,400)
97,701	290,300	Cultural Development	278,950	136,906	136,354	49%	278,330	(620)
47,316	106,400	Collection Care	106,400	61,445	54,307	58%	126,040	19,640
6,672	37,460	Visual Arts Development	37,460	13,652	18,215	36%	33,360	(4,100)
21,606	123,100	Museums Development	124,130	51,032	56,126	41%	118,600	(5,530)
240,097	990,030	Libraries	993,480	462,379	499,346	47%	958,690	(34,790)
121,713	1,046,670	COMMUNITY & PERFORMING ARTS DEVELOPMENT	1,035,520	316,056	486,561	31%	858,030	(177,490)
107,167	606,112	Performing Arts Development	644,940	174,322	312,054	27%	519,960	(124,980)
13,538	422,018	Community Development	381,990	134,381	166,762	35%	330,550	(51,440)
1,008	18,540	Community Lettings & Co-Managed Centres - Lets	8,590	7,353	7,745	86%	7,520	(1,070)
137,394	664,290	LEISURE DEVELOPMENT	667,290	270,050	319,791	40%	590,150	(77,140)
42,780	171,370	Leisure Development	171,370	63,984	83,761	37%	142,130	(29,240)
86,248	452,080	Countryside & Visitors Development	455,080	188,623	215,947	41%	407,160	(47,920)
8,367	40,840	Green Infrastructure Development	40,840	17,274	20,083	42%	40,690	(150)
0	0	Volunteer Development	0	170	0		170	170
344,181	1,775,880	SPORTS DEVELOPMENT	1,715,810	784,318	818,788	46%	1,631,110	(84,700)
69,406	260,090	Sports Development Team	259,820	99,991	126,741	38%	223,740	(36,080)
105,614	625,540	Community Sports Area 1	636,010	272,016	296,086	43%	596,440	(39,570)
167,867	851,800	Community Sports Area 2	789,250	402,159	382,538	51%	779,920	(9,330)
925	9,170	Temporary Facilities	3,060	3,060	3,060	100%	3,060	0
369	29,280	Football Venues	27,670	7,093	10,363	26%	27,950	280
34,968	193,800	PROPERTY & ESTATES DEVELOPMENT	195,370	73,592	91,097	38%	177,650	(17,720)
1,500,176	7,157,660	TOTAL	6,783,630	2,761,495	3,268,267	41%	6,254,390	(529,240)

EXECUTIVE MANAGEMENT

Revised Actual Exp. to 30/9/20	Actual Out-turn to 31/03/21	EXECUTIVE MANAGEMENT	Annual Estimate 2021/22	Revised Actual Exp. to 30/9/21	Revised Budget to 30/9/21	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/22	Variance (Favourable) / Adverse
352,109	1,141,275	Corporate Services	926,530	341,346	435,195	37%	860,590	(65,940)
80,047	326,915	Relationship & Business Development	393,690	148,699	192,664	38%	371,690	(22,000)
15,839	67,704	Hospitality Development	(51,040)	6,305	(39,179)	-12%	41,520	92,560
(449,337)	(1,296,866)	External Funding	0	(138,828)	0		(139,600)	(139,600)
(1,162,892)	(4,857,569)	Management Fee	(4,530,190)	(2,268,872)	(2,271,400)	50%	(4,530,190)	0
0	(470)	Trs From Reserves	0	0	0		0	0
(1,164,234)	(4,619,011)	TOTAL OBJECTIVE ANALYSIS	(3,261,010)	(1,911,350)	(1,682,720)	59%	(3,395,990)	(134,980)
(535)	(186,154)	Income From Charitable Activities	(360,040)	(95,714)	(199,002)	27%	(208,630)	151,410
(1,162,892)	(4,857,569)	Management Fee	(4,530,190)	(2,268,872)	(2,271,400)	50%	(4,530,190)	0
(449,337)	(1,296,866)	External funding	0	(138,828)	0		(139,600)	(139,600)
(1,612,763)	(6,340,589)	TOTAL INCOME	(4,890,230)	(2,503,414)	(2,470,402)	51%	(4,878,420)	11,810
408,034	1,030,393	Employee Costs	1,257,070	489,661	612,777	39%	1,176,740	(80,330)
0	0	Transport Costs	0	0	0		0	0
0	3,095	Premises Costs	2,680	(5,389)	1,342	-201%	10,680	8,000
34,656	478,805	Supplies & Services	333,370	98,309	161,507	29%	261,380	(71,990)
0	0	Financing Costs	0	0	0		0	0
0	187,400	Support Costs	0	0	0		0	0
5,839	22,355	Governance Costs	36,100	9,485	12,056	26%	33,630	(2,470)
448,529	1,722,048	TOTAL RESOURCES EXPENDED	1,629,220	592,064	787,682	36%	1,482,430	(146,790)
(1,164,234)	(4,618,541)	NET POSITION	(3,261,010)	(1,911,350)	(1,682,720)	59%	(3,395,990)	(134,980)
0	(470)	Trs From Reserves	0	0	0		0	0
(1,164,234)	(4,619,011)	TOTAL (after transfer from reserves)	(3,261,010)	(1,911,350)	(1,682,720)	59%	(3,395,990)	(134,980)

Comments

Executive Management encompasses Trust Board, Chief Officer and Corporate Services. Corporate Services has responsibility for the following areas: Relationship and Business Development, Finance and Business Development, Business Support and Hospitality. The Hospitality Service operates across all operational services.

Corporate Services

Favourable variance relates mainly to vacancies which will not be filled in the current financial year.

Relationship & Business Development

Savings from reduced service provision during this period.

Hospitality

Reduction in Hospitality Income due to closure of venues and postponement of events offset by savings from reduced hospitality provision during facilities closures.

CULTURAL DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 30/9/20	Actual Out-turn to 31/03/21	CULTURAL DEVELOPMENT	Annual Estimate 2021/22	Revised Actual Exp. to 30/9/21	Revised Budget to 30/9/21	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/22	Variance (Favourable) / Adverse
97,745	267,477	Cultural Development	273,200	136,906	133,478	50%	276,080	2,880
45,741	99,890	Collection Care	103,790	59,112	52,127	57%	123,020	19,230
6,672	27,424	Visual Arts Development	37,460	13,652	18,215	36%	33,360	(4,100)
21,606	108,332	Museums Development	119,150	50,517	53,636	42%	118,080	(1,070)
232,267	838,229	Libraries	916,320	448,216	461,170	49%	893,830	(22,490)
0	(1,720)	Trs From Reserves	(3,770)	(3,770)	0	100%	(3,770)	0
404,030	1,339,632	TOTAL OBJECTIVE ANALYSIS	1,446,150	704,633	718,626	49%	1,440,600	(5,550)
(9,361)	(61,548)	Income From Charitable Activities	(90,500)	(17,012)	(45,722)	19%	(70,650)	19,850
(9,361)	(61,548)	TOTAL INCOME	(90,500)	(17,012)	(45,722)	19%	(70,650)	19,850
343,569	1,069,957	Employee Costs	1,137,630	529,640	553,071	47%	1,120,130	(17,500)
676	7,744	Transport Costs	11,980	4,906	5,876	41%	11,180	(800)
16,043	134,804	Premises Costs	135,290	59,337	56,598	44%	135,860	570
53,104	181,742	Supplies & Services	239,030	131,532	140,557	55%	231,360	(7,670)
0	5,560	Financing Costs	0	0	0		0	0
0	0	Support Costs	0	0	0		0	0
0	3,093	Governance Costs	16,490	0	8,246	0%	16,490	0
413,391	1,402,900	TOTAL RESOURCES EXPENDED	1,540,420	725,415	764,348	47%	1,515,020	(25,400)
404,030	1,341,352	NET POSITION	1,449,920	708,403	718,626	49%	1,444,370	(5,550)
0	(1,720)	Trs From Reserves	(3,770)	(3,770)	0	100%	(3,770)	0
404,030	1,339,632	TOTAL (after transfer from reserves)	1,446,150	704,633	718,626	49%	1,440,600	(5,550)

Comments

Cultural Development has responsibility for the operation of museums, EAC collections, statutory library provision and the creative programming across all venues with a particular focus on museums, libraries, visual arts and exhibitions. The team is made up of key service areas: Collection Care Development, Visual Arts Development, Museums Development, Libraries Operations and Libraries Programmes.

Cultural Development - Overall

£19.8k income shortfall due to the uncertainty in respect of future library events and cultural exhibitions and introduction of cashless processes across venues. £25.4k has been projected in anticipated savings predominantly from vacancies not being filled to offset the income shortfall.

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COMMUNITY & PERFORMING ARTS DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 30/9/20	Actual Out-turn to 31/03/21	COMMUNITY & PERFORMING ARTS DEVELOPMENT	Annual Estimate 2021/22	Revised Actual Exp. to 30/9/21	Revised Budget to 30/9/21	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/22	Variance (Favourable) / Adverse
106,916	295,326	Performing Arts Development	225,740	132,992	151,707	59%	260,970	35,230
9,523	303,399	Community Development	212,080	100,337	85,707	47%	243,830	31,750
989	17,614	Community Lettings & Co-Managed Centres - Lets	(30,640)	4,474	(10,925)	-15%	(1,250)	29,390
0	0	Trs From Reserves	0	0	0		0	0
117,427	616,339	TOTAL OBJECTIVE ANALYSIS	407,180	237,802	226,489	58%	503,550	96,370
(4,286)	(26,452)	Income From Charitable Activities	(628,340)	(78,254)	(260,072)	12%	(354,480)	273,860
(4,286)	(26,452)	TOTAL INCOME	(628,340)	(78,254)	(260,072)	12%	(354,480)	273,860
103,937	436,390	Employee Costs	511,330	153,747	246,397	30%	419,830	(91,500)
0	0	Transport Costs	0	0	0		0	0
12,890	176,694	Premises Costs	203,830	72,148	80,269	35%	189,140	(14,690)
4,886	26,624	Supplies & Services	273,860	90,161	136,643	33%	211,070	(62,790)
0	0	Financing Costs	0	0	0		0	0
0	0	Support Costs	0	0	0		0	0
0	3,083	Governance Costs	46,500	0	23,252	0%	37,990	(8,510)
121,713	642,791	TOTAL RESOURCES EXPENDED	1,035,520	316,056	486,561	31%	858,030	(177,490)
117,427	616,339	NET POSITION	407,180	237,802	226,489	58%	503,550	96,370
0	0	Trs From Reserves	0	0	0		0	0
117,427	616,339	TOTAL (after transfer from reserves)	407,180	237,802	226,489	58%	503,550	96,370

Comments

Community & Performing Arts Development has responsibility for Cumnock Town Hall, the Palace Theatre and Grand Hall and Community Venues across East Ayrshire and works with a range of local, regional, national providers and commercial companies to deliver high profile events and opportunities through our full range of venues with both a local and regional focus. The team is made up of 2 key service areas: Performing Arts Development and Community Development.

Community & Performing Arts Development - Overall

£273.8k has been projected as an income shortfall due to closure of venues and Grand Hall being used by NHS until August. These shortfalls have been partially offset by £91.5k in anticipated savings predominantly from vacancies not being filled and bank staffing budgets not being required due to restrictions in addition to £86k projected in savings across the rest of expenditure.

LEISURE DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 30/9/20	Actual Out-turn to 31/03/21	LEISURE DEVELOPMENT	Annual Estimate 2021/22	Revised Actual Exp. to 30/9/21	Revised Budget to 30/9/21	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/22	Variance (Favourable) / Adverse
42,780	155,475	Leisure Development	155,630	61,602	75,891	40%	138,110	(17,520)
80,073	455,335	Countryside & Visitors Development	414,480	176,318	195,647	43%	385,750	(28,730)
8,367	35,369	Green Infrastructure Development	40,840	17,274	20,083	42%	40,690	(150)
0	(278)	Volunteer Development	0	170	0		170	170
0	0	Trs From Reserves	0	0	0		0	0
131,219	645,901	TOTAL OBJECTIVE ANALYSIS	610,950	255,363	291,621	42%	564,720	(46,230)
(6,175)	(16,450)	Income From Charitable Activities	(56,340)	(14,687)	(28,170)	26%	(25,430)	30,910
(6,175)	(16,450)	TOTAL INCOME	(56,340)	(14,687)	(28,170)	26%	(25,430)	30,910
129,487	516,341	Employee Costs	562,980	234,703	274,559	42%	487,440	(75,540)
3,211	17,267	Transport Costs	19,930	6,959	9,970	35%	19,010	(920)
665	55,410	Premises Costs	37,280	15,597	14,703	42%	40,470	3,190
4,031	69,752	Supplies & Services	30,200	12,790	12,107	42%	26,330	(3,870)
0	0	Financing Costs	0	0	0		0	0
0	0	Support Costs	0	0	0		0	0
0	3,582	Governance Costs	16,900	0	8,452	0%	16,900	0
137,394	662,351	TOTAL RESOURCES EXPENDED	667,290	270,050	319,791	40%	590,150	(77,140)
131,219	645,901	NET POSITION	610,950	255,363	291,621	42%	564,720	(46,230)
0	0	Trs From Reserves						0
131,219	645,901	TOTAL (after transfer from reserves)	610,950	255,363	291,621	42%	564,720	(46,230)

Comments

Leisure Development has responsibility over more passive recreation and outdoor pursuits that introduce people to physical activity. The team includes the following services: Countryside & Visitor Development, Green Infrastructure and Volunteer Development.

Leisure Development - Overall

£31k income shortfall due to events being scaled back or postponement due to Covid restrictions - we will progress in line with government guidance. Furthermore, minimal income is expected in the current financial year from the residential centre, however we are optimistic that bookings for next financial year will materialise. A marketing campaign is being developed to raise the profile of the Residential Centre with schools and uniform groups with a soft relaunch once restrictions allow. This income shortfall has been offset by £77.1k in anticipated expenditure savings relating predominantly to vacancies not being filled.

SPORTS DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 30/9/20	Actual Out-turn to 31/03/21	SPORTS DEVELOPMENT	Annual Estimate 2021/22	Revised Actual Exp. to 30/9/21	Revised Budget to 30/9/21	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/22	Variance (Favourable) / Adverse
69,406	237,819	Sports Development Team	259,820	85,403	126,741	33%	223,590	(36,230)
104,184	440,555	Community Sports Area 1	27,960	122,995	29,528	440%	250,570	222,610
115,859	642,071	Community Sports Area 2	297,080	175,479	114,049	59%	415,320	118,240
925	8,416	Temporary Facilities	3,060	3,060	3,060	100%	3,060	0
369	10,404	Football Venues	23,350	5,405	7,741	23%	25,060	1,710
0	(7,320)	Trs From Reserves	(9,910)	(9,910)	0		(9,910)	0
290,744	1,331,945	TOTAL OBJECTIVE ANALYSIS	601,360	382,431	281,119	64%	907,690	306,330
(53,437)	(215,417)	Income From Charitable Activities	(1,104,540)	(391,977)	(537,669)	35%	(713,510)	391,030
(53,437)	(215,417)	TOTAL INCOME	(1,104,540)	(391,977)	(537,669)	35%	(713,510)	391,030
323,743	1,323,160	Employee Costs	1,469,640	654,891	712,229	45%	1,367,710	(101,930)
734	12,675	Transport Costs	3,880	3,582	1,942	92%	6,380	2,500
9,800	110,465	Premises Costs	112,570	45,781	44,589	41%	115,120	2,550
9,904	77,225	Supplies & Services	118,090	80,064	54,212	68%	130,270	12,180
0	7,320	Financing Costs	0	0	0		0	0
0	0	Support Costs	0	0	0		0	0
0	23,838	Governance Costs	11,630	0	5,816	0%	11,630	0
344,181	1,554,682	TOTAL RESOURCES EXPENDED	1,715,810	784,318	818,788	46%	1,631,110	(84,700)
290,744	1,339,265	NET POSITION	611,270	392,341	281,119	64%	917,600	306,330
0	(7,320)	Trs From Reserves	(9,910)	(9,910)	0		(9,910)	0
290,744	1,331,945	TOTAL (after transfer from reserves)	601,360	382,431	281,119	64%	907,690	306,330

Comments

Sports Development has responsibility for programming activities within our community leisure centres and promotion of sports including badminton, football, gymnastics and swimming, as well as working with key local partners. The team manages our gyms and fitness programme and will work with EA Vibrant Communities in encouraging physical activity. The team has key service areas: Sport Operations, Community Sport Development, Fitness Development and Activity and Coaching Development.

Income

£391k income shortfall due predominantly to the reasons noted below.

- Community spaces and indoor sports hall hire not being fully utilised due to restrictions, limited return of local clubs and community organisations.
- High level of membership cancellations during lockdown - Fitness Membership structure has been reviewed resulting in the categories being stream lined and pricing reduced to support communities back into physical activity.
- Limited sports coaching due to the restrictions has made it difficult to fully develop a sustainable sports coaching programme at present. Kids activities sessions have recently resumed.
- Restrictions impacting on our capacity and ability to take the same level of SGP bookings.
- Learn to swim programme has resumed but we are still unable to welcome back all levels of ability due to a lack of qualified staff.
- Parties have restarted but limited to 1 per day.
- Limited capacity within the gym and classes due to the current restrictions combined with a reduced membership rate has had a detrimental impact on our PAYG offer and users.
- Restrictions on sports equipment hire has affected the income target attached to the hire of the golf boards.
- Limited return of aquatic clubs has also adversely affected public swim sessions and pool hire bookings.

Expenditure

Following additional spend is currently projected:

- £10.3k Hammer Cage purchase at AAA - EAC committed to support this expenditure with funding of £10.3k.
- £11k overspend at Annanhill Golf Course to fund the course maintenance recommendation materials and course improvements planned for the year ahead.
- Costs for Auchinleck have been included till August inclusive and confirmation regarding this facility and future funding is yet to be determined - next report due to go to EAC Cabinet in October 2021.

This has been offset against savings from staffing where currently possible.

PROPERTY & ESTATES DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 30/9/20	Actual Out-turn to 31/03/21	PROPERTY & ESTATES DEVELOPMENT	Annual Estimate 2021/22	Revised Actual Exp. to 30/9/21	Revised Budget to 30/9/21	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/22	Variance (Favourable) / Adverse
34,968	174,754	Property & Estates Development	195,370	73,592	91,097	38%	177,650	(17,720)
0	0	Trs From Reserves	0	0	0		0	0
34,968	174,754	TOTAL OBJECTIVE ANALYSIS	195,370	73,592	91,097	38%	177,650	(17,720)
0	0	Income From Charitable Activities	0	0	0		0	0
0	0	TOTAL INCOME	0	0	0		0	0
34,968	159,758	Employee Costs	178,480	72,683	87,104	41%	161,760	(16,720)
0	1,327	Transport Costs	2,750	689	1,346	25%	2,750	0
0	2,995	Premises Costs	3,000	0	1,500	0%	2,000	(1,000)
0	10,674	Supplies & Services	11,140	219	1,147	2%	11,140	0
0	0	Financing Costs	0	0	0		0	0
0	0	Support Costs	0	0	0		0	0
0	0	Governance Costs	0	0	0		0	0
34,968	174,754	TOTAL RESOURCES EXPENDED	195,370	73,592	91,097	38%	177,650	(17,720)
34,968	174,754	NET POSITION	195,370	73,592	91,097	38%	177,650	(17,720)
0	0	Trs From Reserves	0	0	0		0	0
34,968	174,754	TOTAL (after transfer from reserves)	195,370	73,592	91,097	38%	177,650	(17,720)

Comments

Property & Estates Development was a new service area created 2020/21 as part of the management review and has responsibility for co-ordinating the management, maintenance, health and safety and development of the facilities within East Ayrshire Leisure's remit. Maintaining and developing high quality facilities is paramount for the growth of our business. The team includes facility and estate management and sustainable development and will lead on our environmental responsibilities through the implementation of our annual Climate Change Declaration. The creation of this dedicated team has released managers from various premise management responsibilities to allow them to focus on the development of the programmes and services to our customers.

Expenditure

£16.7k employee cost savings due to a vacancy within the Service which has now been filled.

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RESERVES AS AT 30 SEPTEMBER 2021

TABLE A – Summary

TABLE B – Unusable Reserves

TABLE C – Allocated Reserves Analysis

TABLE A – Summary

UNRESTRICTED RESERVES	2020/21 b/f	2020/21 SURPLUS	BALANCE 31 March 2021	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 UNUSABLE RESERVES (DEPRECIATION RESERVES)	140,000		140,000	110,000	250,000						250,000	
	0		0		0		0	0	0	0	0	see Table B
MGTR FUNDS	39,670		39,670		39,670	(28,033)					67,703	
ALLOCATED RESERVES	10,000		10,000	20,750	30,750		3,765	9,910	0	0	17,075	see Table C
UNALLOCATED RESERVES		510,439	510,439	(130,750)	379,689						379,689	
HOLIDAY PAY PROVISION	(60,874)		(60,874)		(60,874)						(60,874)	
TOTAL UNRESTRICTED RESERVES	163,716	510,439	674,156	0	674,155	0	(24,268)	9,910	0	0	688,513	
RESTRICTED RESERVES CJRS			124,061				24,249	(172,566)			272,378	
PENSION RESERVE			(3,229,000)								(3,229,000)	
TOTAL RESERVES			(2,430,783)								(2,268,109)	

TABLE B – Unusable Reserves

UNUSABLE RESERVES	2020/21 b/f	2020/21 SURPLU S	BALANC E 31 March 2021	APPROVED ALLOCATION S	REVISED BALANC E	PROPOSED DRAWDOWN N	Q1	Q2	Q3	Q4	BALANC E	APPROVA L	STATU S	NOTES
TOTAL UNUSABLE RESERVES	0	0	0		0	0	0	0	0	0	0			

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TABLE C – Allocated Reserves Analysis

ALLOCATED RESERVES	2020/21 b/f	2020/21 SURPLU S	BALANCE 31 March 2021	APPROVED ALLOCATION S	REVISED BALANC E	Q1	Q2	Q3	Q4	BALANC E	APPROVAL	STATUS	NOTES
Dower House Upgrades	10,000		10,000	-10,000	0					0	4 June 2019 Board, 1 June 2021	Complete	
IT Equipment - Corporate Services, P&E			0	6,000	6,000					6,000	1 June 2021 Board		
Sport - AAA - Pole Vault Cage			0	9,910	9,910		9,910			0	1 June 2021 Board	Complete	
Cultural - Additional Totem Signage at DI			0	3,765	3,765	3,765				0	1 June 2021 Board	Complete	
P&E - RAW Equipment			0	4,000	4,000					4,000	1 June 2021 Board		
Libraries - Lorensbergs Netloan Upgrade			0	1,600	1,600					1,600	1 June 2021 Board		
Box Office/Booking System			0	5,475	5,475					5,475	1 June 2021 Board		
TOTAL ALLOCATED RESERVES	10,000	0	10,000	20,750	30,750	3,765	9,910	0	0	17,075			

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 01.04.21	Balance at 30.09.21	Expected Completion Date
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£4,015)	(£4,015)	Ongoing
Burns Birthday in Mauchline	Event Scotland	(£861)	(£861)	Mar 2022
Kilmarnock Green Infrastructure	Sustrans	(£14,955)	(£14,955)	Ongoing
Museums Database	Museum Gallery Scotland	£898	£10,926	July 2021
Digital Storyteller in Residence	Scottish Book Trust	(£2,416)	(£2,372)	Ongoing
Irvine Valley Trails 2019 onwards	LCTT, Transport Scotland, EAC Renewable Energy Fund	(£24,258)	(£24,258)	Ongoing
Cumnock Town Hall Community Cinema	Creative Scotland	(£4,592)	(£7,422)	Dec 2021
Logan Centre (Ringfenced)	Three Village Centre (Limited Company & Charity)	(£7,356)	(£7,356)	Ongoing
SHOUT	EAC	(£5,000)	(£5,000)	Ongoing
Dean Castle Restoration Project	HLF/EAC	£0	£0	Oct 2022
Wifi Project	EAC	(£20,000)	(£20,000)	Ongoing
DCCP Parks for People (Jul 20-Mar 21)	HLF/EAC	(£15,500)	£81,034	Jul 2021
Grayson Perry	EALT	(£22,005)	(£22,005)	May 2022
Foster Carer Service - Memberships	EAC	(£4,000)	(£4,000)	Ongoing
Summer Activity Programme	EAC via Scottish Government	£0	(£13,645)	Aug 2021
Youth Memberships	EAC	£0	(£5,000)	Ongoing
October Activity Programme	EAC	£0	(£10,000)	Oct 2021
Annick Valley Leisure Facilities	EAC	£0	(£199,029)	Ongoing
Patna Leisure Facilities	EAC	£0	(£810)	Ongoing
Going Green (Par for the Course)	REF	£0	£0	Mar 2023
FutureMuseum.co.uk Redevelopment	Museum Gallery Scotland	£0	(£15,750)	Aug 2023
Seedscares: Future Proofing Nature	Creative Scotland	£0	(£7,860)	Feb 2022
Climate and the Landscape	Museum Gallery Scotland	£0	£0	Mar 2022

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.

Burns Birthday in Mauchline – The project normally takes place on the last Saturday in January at Burns House Museum, Mauchline Parish Church Halls and Mauchline Kirkyard. The family event which is funded by EventScotland is free and includes lots of Burns related activity including visual art, puppet making, Kirkyard tours with our partners Mauchline Burns Club, curator talks and a very special performance by pupils of Mauchline Primary School. The event did not take place in 2021 due to EventScotland funding being withdrawn due to Covid 19 but the 2022 event should be going ahead.

Kilmarnock Green Infrastructure - The design and feasibility work has been completed for the Kilmarnock Green Infrastructure Project. £300k has been secured from 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 133,000 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 project has been completed, the final project report and financial claim have been submitted to Museums Galleries Scotland.

Digital Storyteller in Residence - The project which was funded by the Scottish Book Trust has now come to an end. The initiative worked 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 Arts, Libraries and Museums Development team led the project with partners in Kilmarnock Station Railway Heritage Trust (KRSHT) and Vibrant Communities. The project was externally recognised by being shortlisted for Community Project of the Year at the Herald Society Awards. There is a surplus balance which Scottish Book Trust have said we can use towards further Digital Storytelling activities. We are currently paying for further training for KRSHT from the fund, and have invested in suitable transit cases to keep the kit safe when loaned out to our partners.

Irvine Valley Trails - The Renewable Energy Fund has agreed that the shortfall in spend in the development stage grant can be reallocated to the Trails capital grant of £213,964. The Irvine Valley Trails project also received funding from the Low Carbon Travel and Transport Fund and Transport Scotland to implement a series of routes throughout the Irvine Valley that support active travel. All funding is in place for this project and implementation started Autumn 2019.

Cumnock Town Hall Community Cinema – All cinema equipment is installed but project start date was postponed for 1 year during 2020/21 due to Covid-19.

Logan Centre (Ringfenced) – Funding allocated to EA Leisure for the sustainable development of the Logan Centre to benefit the entire community - a business case will need to be submitted for use of funds.

SHOUT - £5,000 funding from East Ayrshire Council has been issued to offer FREE swimming to SHOUT card holders during the school holiday periods.

Dean Castle Restoration Project is a HLF funded project led by EAC. Some expenditure is processed through East Ayrshire Leisure and subsequently recharged to EAC.

Wifi Project - After an initial review was submitted to the EAC we have since received funding of £20,000 to contribute to the installation costs of wifi across all East Ayrshire Leisure standalone venues.

DCCP Parks for People (Jul 20-Mar 21) – HLF have confirmed agreement that previously approved funding has been allocated to specific projects with an initial extension to May 2021. Given current restrictions HLF recognise a further extension may be necessary and have extended this to July 2021.

Grayson Perry – Our planned high profile exhibition for 2020/21 period 'GRAYSON PERRY – The Vanity of Small Differences' had to be postponed due to lockdown and travel restrictions. We are in communication with the lender to reorganise the exhibition for later in the year.

Foster Carer Service - Memberships – £4,000 funding from East Ayrshire Council has been issued to support foster carers in accessing sport and physical activity services for the children they are caring for.

Summer Activity Programme – Up to £51,500 funding from East Ayrshire Council was made available to fund a summer programme of activities targeting children and young people who fall into one of the following ten targeted groups: children from low income households; children from those priority family groups identified in the Tackling Child Poverty Delivery Plan: larger families; families with a disabled child or adult; young mothers; families with children under one; and minority ethnic families; children from families who have been shielding during the pandemic and whose ability to engage in activities and socialise will have been very limited; children with a disability or additional support need; care experienced children and young people; young carers; children in need of protection; children supported by a child's plan; children who have undergone significant transitions during lockdown or will experience them this year, including starting in ELC, starting primary school, moving to secondary school and leaving school; and children living in remote/rural areas. £10,000 of this funding was not drawn down and it has been agreed to use this to fund the October school holiday programme instead.

Youth Memberships – £5,000 funding will be utilised to target certain 16-17 years olds who currently do not engage with physical activity or our sports venues. The funding will be utilised to pay for a fitness membership that will give them access to our gyms, fitness classes, swimming pools, running tracks and racquet sports.

October Activity Programme – £10,000 from the funding that was not utilised within the summer will be available to offer free activities for children and young people during the October School holiday week.

Annick Valley Leisure Facilities – EAC Members and Officers Working Group (MOWG) on developer contributions identified £212,000 which has been allocated for Annick Valley and has been transferred to East Ayrshire Leisure.

Patna Leisure Facilities – EAC Members and Officers Working Group (MOWG) on developer contributions identified £810 which has been allocated for Patna and has been transferred to East Ayrshire Leisure.

Going Green (Par for the Course) - The main focus of this project will be on the implementation of a path network to improve access to the golf course for non-golfers in a safe way. This project aims to provide opportunities for all through the creation of a 3420m path network which will be suitable for all ages and abilities. It will be designed

to Cycling Scotland standards to ensure that it is multi-functional. 50% of the path will be constructed from non-recyclable plastic that are destined for landfill or incineration and will potentially save 1,688,503 plastic bags going to landfill and could offset 22,280kg of CO₂. The total project cost is £208,550 of which REF has awarded 95% of the project costs and the 5% match funding will come from a green infrastructure developer contribution fund managed in partnership with East Ayrshire Council.

FutureMuseum.co.uk Redevelopment - A successful bid was submitted to Museums Galleries Scotland for £47,000 to support the redevelopment of the south west Scotland partnership project. The project is estimated to take two years to complete. FutureMuseum.co.uk is a partnership between East Ayrshire Leisure Trust, Dumfries and Galloway Council, North Ayrshire Council and South Ayrshire Council. The objectives of the project are to maximise access to the museum and gallery collections of the South-West of Scotland, to deepen people's understanding of the history of the region, and to drive footfall to the museums and galleries in the region. A redesign of the website will make it more accessible through improved design, site navigation and effective use of analytical tools to support content generation.

Seedscales: Future Proofing Nature - A successful bid for £13,524 was secured to make a body of new contemporary visual art work through an artist-led participatory programme with young people exploring art, activism and climate change in response to COP26 and to the SEEDSCAPES exhibition in the Dick Institute Main Gallery. In a mutual exchange of perspectives the work will reflect a unique moment in time considering nature, biodiversity and the environment. The work will be presented through photography, exhibition and installation and will explore the vital interconnection between seeds, plants and human survival at this critical juncture in a world facing climate crisis and shaped by Covid.

Climate and the Landscape – £4,500 funding was secured from Museums Galleries Scotland in response to COP26 and to support the ongoing work of the Coalfield Community Landscape Partnership project. The Baird Institute (East Ayrshire Leisure) will work with The Cumnock Tryst to deliver an exciting and ground-breaking musical project which explores how the former open cast coal mines across the area can be repurposed, through art, landscaping and community engagement. The project will be led by Sir James MacMillan, alongside young Ayr composer Electra Perivolaris who will work with two classes of primary school children at Lochnorris Primary School, Cumnock over a two month period to support the children in the composing of two new works they will perform themselves. The performance will be filmed and uploaded to The Cumnock Tryst website with a narrative about the creative process and the project's themes.



EXTERNAL FUNDING (JULY - SEPTEMBER 2021)



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 2021/22
Cultural Development	Creative Scotland - Seascapes Future Proofing Nature	£13,524	£10,143
Cultural Development	Museums Galleries Scotland - FutureMuseum.co.uk Redevelopment	£47,000	£11,750
Cultural Development	Creative Scotland - Cultural Venues Recovery Fund Round 2	£65,000	£65,000
Cultural Development	SLIC - #StreamMyStory	£2,738	£0
Cultural Development	Scottish Book Trust - Book Week Scotland	£750	£0
Cultural Development	Museums Galleries Scotland - Climate and the Landscape	£4,500	£0
Sports Development	October Activity Programme	£10,000	£10,000
Sports Development	Youth Memberships	£5,000	£5,000
TOTAL		£148,512	£101,893

Note I

East Ayrshire Leisure registered for Coronavirus Job Retention Scheme (CJRS) and in 2021/22 has currently received grant of £73,827.98 (£1,123,600.82 was received 2020/21). The scheme continued until September 2021. Grants received were dependant on the number of staff on furlough which reduced as our services were reactivated.

EXTERNAL FUNDING DECLINED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Cultural Development	SLIC - SLIC Award	£5,000	High demand on fund
Leisure Development	VisitScotland Rural Tourism Infrastructure Fund – River Ayr Way	£115,815	Application not considered a high priority for RTIF fund
TOTAL		£120,815	



PERFORMANCE SCORECARD



EALT PI Report

Generated on: 27 October 2021 10:15

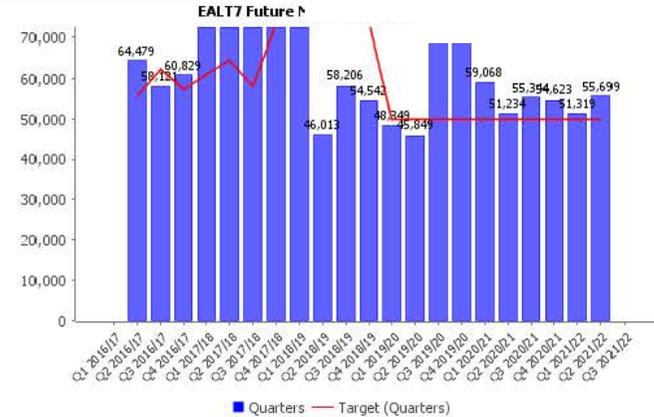
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Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon																																																
EALT1 Average Days Lost per Employee	1.92	2	↓	↓	Absence is managed in accordance with East Ayrshire Leisure Trust's Supporting Attendance at Work Policy. Absence during this period is predominantly due to long term absence.	<table border="1"> <caption>EALT1 Average Days Lost per Employee</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1 2016/17</td><td>1.8</td></tr> <tr><td>Q2 2016/17</td><td>2.6</td></tr> <tr><td>Q3 2016/17</td><td>2.56</td></tr> <tr><td>Q4 2016/17</td><td>2.56</td></tr> <tr><td>Q1 2017/18</td><td>2.56</td></tr> <tr><td>Q2 2017/18</td><td>2.22</td></tr> <tr><td>Q3 2017/18</td><td>2.22</td></tr> <tr><td>Q4 2017/18</td><td>2.22</td></tr> <tr><td>Q1 2018/19</td><td>1.84</td></tr> <tr><td>Q2 2018/19</td><td>0.85</td></tr> <tr><td>Q3 2018/19</td><td>1.74</td></tr> <tr><td>Q4 2018/19</td><td>2.06</td></tr> <tr><td>Q1 2019/20</td><td>0.95</td></tr> <tr><td>Q2 2019/20</td><td>1.47</td></tr> <tr><td>Q3 2019/20</td><td>2.24</td></tr> <tr><td>Q4 2019/20</td><td>1.97</td></tr> <tr><td>Q1 2020/21</td><td>0.68</td></tr> <tr><td>Q2 2020/21</td><td>0.36</td></tr> <tr><td>Q3 2020/21</td><td>2.01</td></tr> <tr><td>Q4 2020/21</td><td>1.21</td></tr> <tr><td>Q1 2021/22</td><td>1.78</td></tr> <tr><td>Q2 2021/22</td><td>1.92</td></tr> <tr><td>Q3 2021/22</td><td>1.92</td></tr> </tbody> </table>	Quarter	Value	Q1 2016/17	1.8	Q2 2016/17	2.6	Q3 2016/17	2.56	Q4 2016/17	2.56	Q1 2017/18	2.56	Q2 2017/18	2.22	Q3 2017/18	2.22	Q4 2017/18	2.22	Q1 2018/19	1.84	Q2 2018/19	0.85	Q3 2018/19	1.74	Q4 2018/19	2.06	Q1 2019/20	0.95	Q2 2019/20	1.47	Q3 2019/20	2.24	Q4 2019/20	1.97	Q1 2020/21	0.68	Q2 2020/21	0.36	Q3 2020/21	2.01	Q4 2020/21	1.21	Q1 2021/22	1.78	Q2 2021/22	1.92	Q3 2021/22	1.92	🟢
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EALT4 Culture	44,606	102,283	↑	↓	Libraries in particular are struggling to recovery from covid19. Many people have move to ebooks which is demonstrated by the significant increase in our on-line reading platforms. Libraries are also suffering form continued restrictions around programming with Bookbug and other reader workshops still not activated. A targeted marketing campaign will be developed as restrictions lift further.	<table border="1"> <caption>EALT4 Culture</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1 2016/17</td><td>112,660</td></tr> <tr><td>Q2 2016/17</td><td>112,660</td></tr> <tr><td>Q3 2016/17</td><td>112,660</td></tr> <tr><td>Q4 2016/17</td><td>103,950</td></tr> <tr><td>Q1 2017/18</td><td>122,310</td></tr> <tr><td>Q2 2017/18</td><td>103,081</td></tr> <tr><td>Q3 2017/18</td><td>103,081</td></tr> <tr><td>Q4 2017/18</td><td>101,541</td></tr> <tr><td>Q1 2018/19</td><td>101,541</td></tr> <tr><td>Q2 2018/19</td><td>83,510</td></tr> <tr><td>Q3 2018/19</td><td>147,494</td></tr> <tr><td>Q4 2018/19</td><td>102,494</td></tr> <tr><td>Q1 2019/20</td><td>102,494</td></tr> <tr><td>Q2 2019/20</td><td>104,892</td></tr> <tr><td>Q3 2019/20</td><td>93,838</td></tr> <tr><td>Q4 2019/20</td><td>104,892</td></tr> <tr><td>Q1 2020/21</td><td>85,593</td></tr> <tr><td>Q2 2020/21</td><td>0</td></tr> <tr><td>Q3 2020/21</td><td>19,633</td></tr> <tr><td>Q4 2020/21</td><td>121</td></tr> <tr><td>Q1 2021/22</td><td>3,876</td></tr> <tr><td>Q2 2021/22</td><td>39,831</td></tr> <tr><td>Q3 2021/22</td><td>44,606</td></tr> </tbody> </table>	Quarter	Value	Q1 2016/17	112,660	Q2 2016/17	112,660	Q3 2016/17	112,660	Q4 2016/17	103,950	Q1 2017/18	122,310	Q2 2017/18	103,081	Q3 2017/18	103,081	Q4 2017/18	101,541	Q1 2018/19	101,541	Q2 2018/19	83,510	Q3 2018/19	147,494	Q4 2018/19	102,494	Q1 2019/20	102,494	Q2 2019/20	104,892	Q3 2019/20	93,838	Q4 2019/20	104,892	Q1 2020/21	85,593	Q2 2020/21	0	Q3 2020/21	19,633	Q4 2020/21	121	Q1 2021/22	3,876	Q2 2021/22	39,831	Q3 2021/22	44,606	🔴
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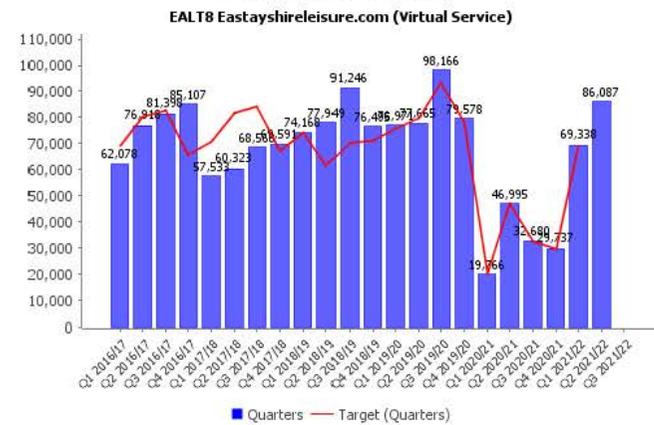
Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon																																																
EALT5 Sport and Community Venues	130,586	179,362	↑	↑	Whilst still not reaching target performance figures, this is a hugely positive outcome for sport at this point in the year. The national trend for sport and community facilities is seeing a recovery figure of 60% on pre-covid figures across the country.	<p>EALT5 Sport and Community Venues</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1 2016/17</td><td>225,000</td></tr> <tr><td>Q2 2016/17</td><td>177,375</td></tr> <tr><td>Q3 2016/17</td><td>189,818</td></tr> <tr><td>Q4 2016/17</td><td>216,025</td></tr> <tr><td>Q1 2017/18</td><td>189,550</td></tr> <tr><td>Q2 2017/18</td><td>129,719</td></tr> <tr><td>Q3 2017/18</td><td>167,781</td></tr> <tr><td>Q4 2017/18</td><td>213,054</td></tr> <tr><td>Q1 2018/19</td><td>153,101</td></tr> <tr><td>Q2 2018/19</td><td>141,493</td></tr> <tr><td>Q3 2018/19</td><td>176,188</td></tr> <tr><td>Q4 2018/19</td><td>188,934</td></tr> <tr><td>Q1 2019/20</td><td>159,781</td></tr> <tr><td>Q2 2019/20</td><td>142,706</td></tr> <tr><td>Q3 2019/20</td><td>175,657</td></tr> <tr><td>Q4 2019/20</td><td>165,675</td></tr> <tr><td>Q1 2020/21</td><td>0</td></tr> <tr><td>Q2 2020/21</td><td>30,300</td></tr> <tr><td>Q3 2020/21</td><td>73,535</td></tr> <tr><td>Q4 2020/21</td><td>10,852</td></tr> <tr><td>Q1 2021/22</td><td>87,547</td></tr> <tr><td>Q2 2021/22</td><td>130,586</td></tr> </tbody> </table>	Quarter	Value	Q1 2016/17	225,000	Q2 2016/17	177,375	Q3 2016/17	189,818	Q4 2016/17	216,025	Q1 2017/18	189,550	Q2 2017/18	129,719	Q3 2017/18	167,781	Q4 2017/18	213,054	Q1 2018/19	153,101	Q2 2018/19	141,493	Q3 2018/19	176,188	Q4 2018/19	188,934	Q1 2019/20	159,781	Q2 2019/20	142,706	Q3 2019/20	175,657	Q4 2019/20	165,675	Q1 2020/21	0	Q2 2020/21	30,300	Q3 2020/21	73,535	Q4 2020/21	10,852	Q1 2021/22	87,547	Q2 2021/22	130,586	🔴		
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EALT6 Countryside	77,930	203,611	↑	↓	Restrictions are still in place which don't allow for accurate recording of statistics at Dean castle Country Park and the River Ayr Way. A new system is being installed at the Country Park that wil allow better monitoring of visitor numbers and visitor movement	<p>EALT6 Countryside</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1 2016/17</td><td>250,000</td></tr> <tr><td>Q2 2016/17</td><td>250,000</td></tr> <tr><td>Q3 2016/17</td><td>35,114</td></tr> <tr><td>Q4 2016/17</td><td>34,173</td></tr> <tr><td>Q1 2017/18</td><td>54,986</td></tr> <tr><td>Q2 2017/18</td><td>75,402</td></tr> <tr><td>Q3 2017/18</td><td>88,913</td></tr> <tr><td>Q4 2017/18</td><td>231,884</td></tr> <tr><td>Q1 2018/19</td><td>250,000</td></tr> <tr><td>Q2 2018/19</td><td>250,000</td></tr> <tr><td>Q3 2018/19</td><td>250,000</td></tr> <tr><td>Q4 2018/19</td><td>250,000</td></tr> <tr><td>Q1 2019/20</td><td>250,000</td></tr> <tr><td>Q2 2019/20</td><td>250,000</td></tr> <tr><td>Q3 2019/20</td><td>250,000</td></tr> <tr><td>Q4 2019/20</td><td>250,000</td></tr> <tr><td>Q1 2020/21</td><td>0</td></tr> <tr><td>Q2 2020/21</td><td>121,117</td></tr> <tr><td>Q3 2020/21</td><td>72,453</td></tr> <tr><td>Q4 2020/21</td><td>40,137</td></tr> <tr><td>Q1 2021/22</td><td>0</td></tr> <tr><td>Q2 2021/22</td><td>41,593</td></tr> <tr><td>Q3 2021/22</td><td>77,930</td></tr> </tbody> </table>	Quarter	Value	Q1 2016/17	250,000	Q2 2016/17	250,000	Q3 2016/17	35,114	Q4 2016/17	34,173	Q1 2017/18	54,986	Q2 2017/18	75,402	Q3 2017/18	88,913	Q4 2017/18	231,884	Q1 2018/19	250,000	Q2 2018/19	250,000	Q3 2018/19	250,000	Q4 2018/19	250,000	Q1 2019/20	250,000	Q2 2019/20	250,000	Q3 2019/20	250,000	Q4 2019/20	250,000	Q1 2020/21	0	Q2 2020/21	121,117	Q3 2020/21	72,453	Q4 2020/21	40,137	Q1 2021/22	0	Q2 2021/22	41,593	Q3 2021/22	77,930	🔴
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Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart
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EALT7 Future Museum (Virtual Service)	55,699	50,000	↑	↓	As per all of our on-line and digital services, futuremuseums has performed well with lots of engagement driven through social media	
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EALT8 Eastayshireleisure.com (Virtual Service)	86,087		↑	↑		
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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	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.	Chief Officer	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.	Executive Managers & Development Managers	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 • Review of B.E.S.T. practise - 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	Executive Managers & Development 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	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
	targets and the loss of external funding.						
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.	Executive Managers & Development 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 • Leisure Facility Strategy
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	Executive Managers & Development Managers	4	3	12 RISK APPETITE: OPEN (Financial)	MEDIUM	<ul style="list-style-type: none"> • Attendance at Events • Recruitment and Selection procedure • Review of Best Practise • Training and development programme

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
	aligned with market demands.						
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.	Executive Managers & Development 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 • Review of B.E.S.T. Practise • 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, OSCAR, VAT etc.	Executive Managers & Development Managers	1	4	4 RISK APPETITE: CAUTIOUS (Compliance)	LOW	<ul style="list-style-type: none"> • Partnerships Working Groups • Service Level Agreement • Support from East Ayrshire Council

Risk Register - COVID 19

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
8	There is a threat to the viability of current Business Operations arising from Business closure resulting in reduction in service provision and the inability to fully deliver Strategic Delivery Plan.	Executive Management and Development Managers	5	3	15 RISK APPETITE: OPEN (Operation)	MEDIUM	<ul style="list-style-type: none"> Consider and review the implications of COVID-19 including social distancing measures Review actions within the Strategic Delivery Plan Continue to deliver and develop alternative services Social media and website presence Customer e-newsletters Working from home policy
9	There is a risk to the organisation's management due to the high dependency on the 2 members of Executive Management Team and Development Management team.	Chief Officer	3	3	9 RISK APPETITE: OPEN (Operation)	LOW	<ul style="list-style-type: none"> Business Continuity Plan Monthly DMT Business Meetings Stress Management training Monitoring workloads through 1-1 meetings
10	There is a threat to the financial stability of the organisation resulting from loss of income. Ongoing closure could have an impact on the management fee received from East Ayrshire Council.	Executive Management and Development Managers	5	4	20 RISK APPETITE: OPEN (Financial)	HIGH	<ul style="list-style-type: none"> Continued dialogue with East Ayrshire Council in relation to the management fee Consider financial support available to the organisation as a result of the coronavirus Claim employees wages through Job Retention Schedule Monitor cashflow and reduce expenditure where possible Continued support & guidance given by Community Leisure UK Online services including sales Maximise additional income streams

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
11	Reduction in workforce from COVID 19 resulting in loss of key staff and skills. Potential reduction in availability of all staff to resume roles resulting in inability to deliver all services with potential loss of income.	Executive Management and Development Managers	4	3	12 RISK APPETITE: OPEN (Operation)	MEDIUM	<ul style="list-style-type: none"> Alternative service provision – transformation Training & Development Programme Recruitment & Selection procedure Working from home policy
12	There is a risk to our reputation if we do not adhere to government guidance in an appropriate timely manner to ensure both staff and customers are in safe and controlled environment.	Executive Management and Development Managers	2	4	8 RISK APPETITE: OPEN (Reputation)	LOW	<ul style="list-style-type: none"> Follow and monitor Local, Scottish and National Government guidance Consider and review the implications of COVID-19 on the operation of our business Support from East Ayrshire Council Effective communication with staff and customers
13	There is a risk that East Ayrshire Leisure staff morale could be at an all time low due to the impact of COVID 19. (financial, bereavement, domestic circumstances, furlough etc)	Executive Management and Development Managers	3	4	12 RISK APPETITE: OPEN (Operation)	MEDIUM	<ul style="list-style-type: none"> Regular communication with staff Access to support services eg counselling services Staff trained in mental health practices Staff engagement programme Access to Support & Wellbeing Programme Staff Recognition Scheme
14	There is a risk that East Ayrshire Leisure will not be in a position to attract existing customers back to our facilities	Executive Management and	3	4	12	MEDIUM	<ul style="list-style-type: none"> Review of service provision – transformation Customer engagement programme Customer e-newsletters

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
	due to financial constraints, alternative opportunities being available and loss of confidence.	Development Managers			RISK APPETITE: OPEN (Financial)		
15	There is a risk that East Ayrshire Leisure's business continuity will be affected if key decisions cannot be made due to the inability to hold Trustee board and performance and audit meetings.	Chief Officer	1	5	5 RISK APPETITE: OPEN (Operation)	LOW	<ul style="list-style-type: none"> • Regular liaison with Chair and Vice Chair • Regular Trustee updates • Review of agenda items • Establishment of video conferencing
16	There is a risk that building and/or equipment maintenance and repairs cannot be carried out either due to lack of staff or companies no longer operating, resulting in non-service provision or loss/damage to our facilities.	Executive Management and Development Managers	2	4	8 RISK APPETITE: OPEN (Reputation)	LOW	<ul style="list-style-type: none"> • Regular communication with EAC • Business Continuity Plan • Alternative service delivery • Maintenance Liaison Group
17	There is a risk that capital projects cannot proceed which will impact on planned and unplanned opportunity to upgrade existing facilities.	Executive Management and Development Managers	2	3	6 RISK APPETITE: OPEN (Operation)	LOW	<ul style="list-style-type: none"> • Regular communication with EAC and other partners • Work in partnership to resolve issues and minimise impact • Effective communication with staff and customers
18	There is a risk that external funding may be withdrawn or	Executive Management	2	3	6	LOW	<ul style="list-style-type: none"> • Regular communication with funders and partners

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
	have to be repaid due to projects no longer being viable or East Ayrshire Leisure being unable to fulfil requirements to meet funding obligations.	and Development Managers			RISK APPETITE: OPEN (Operation)		<ul style="list-style-type: none"> • Work in partnership to resolve issues and minimise impact eg extend funding, consider alternative delivery option • Effective communication with customers

REPORT TO THE BOARD OF TRUSTEES

CHARGES FOR SERVICES 2022/23

Date: 23 November 2021

Agenda Item: 5

Report by: Anneke Freel, Chief Officer

I PURPOSE OF REPORT

- 1.1 The purpose of this report is to put forward proposals for the 2022/23 schedule of charges for Board consideration and approval.

2 CHARGES FOR SERVICES 2022/23

- 2.1 East Ayrshire Leisure Trust is committed to providing high quality leisure services, fulfilling our Strategic Vision and Delivery Plan objectives and making a real difference to how people view the Trust. 2020 and 2021 have been difficult and challenging years for East Ayrshire Leisure Trust, our customers and communities. It is impossible to predict the full impact of COVID-19 on customer demand and customers' financial positions and for that reason we are only proposing minimal changes in charges for the next financial year. Services continue to operate in difficult conditions and the proposed charges seek to offer an appropriate balance which reflects value for money for customers, the need to consider the overall cost of service provision and accessibility to services for all sections of the community. An extensive review of charges has been conducted by all Development Managers to ensure charges are appropriate and to allow benchmarking with other Trusts and providers. Key changes are detailed below.
- 2.2 Since initial lockdown in March 2020 the Trust made the decision to temporarily suspend all Library Fines and Reservation Charges and to date they have not been reinstated. After some consideration it is recommended to remove these charges permanently. Income from these charges was declining and in some cases was a deterrent for returns. Removal of these charges and any outstanding charges will allow the Cultural Development Manager to complete a housekeeping exercise of both physical and system records ensuring that the Trust remains GDPR compliant.
- 2.3 Previously the Trust introduced a revised pricing strategy for Swimming Lessons which changed payment from a block payment to a monthly payment payable by Direct Debit. Due to the success of this strategy we are proposing to introduce this pricing strategy for Run/Jump/Throw sessions at the Ayrshire Athletic Arena in the first instance and will consider other activities including gymnastics and other venues in the future. The proposed charge is £18 per month which is the same rate as Swimming Lessons. In addition all participants in the programme (either Swimming or Run/Jump/Throw) will be eligible for 10% discount on any parties booked with East Ayrshire Leisure Trust, free public swimming and access to the running tracks during public sessions.
- 2.4 Charges for Community Space (indoor hall/meeting rooms etc.) was simplified and a new pricing strategy was developed and reported on the 18th February 2020. The revised strategy was implemented but due to the pandemic limited bookings have been in place. There are no plans to make any changes to these charges for 2022/23 and the minimum charge will remain at £13 per hour. Further review on Flexible Space operations are proposed for 2023/24 with a charges review included at that time.
- 2.5 In 2020/21 our Sport and Fitness Membership structure was reviewed and streamlined to provide exceptional value for money and support our communities to remain active during our recovery from

REPORT TO THE BOARD OF TRUSTEES

covid19. Memberships have increased and are currently at 92% of our 2019/20 memberships. There are no plans to make any changes to the Sport and Fitness Membership structure and charges.

- 2.6 Annanhill Golf Course has had an exceptional year with golf being the sport of choice for many people when initial lockdown restrictions started to be lifted. This has resulted in a number of new individuals joining Annanhill for the first time, increasing season ticket sales to over 600 for the first time in a number of years. We have been very proactive in improving the condition of the course. Whilst works are still ongoing, we propose to continue to offer the same charging structure as 2021/22 to compensate for any course disruptions, along with a 5% Early bird offer for the period 1st Feb 2022 to 11th April 2022.
- 2.7 The proposal is to increase our Synthetic Grass Pitch prices by £1 per session. This keeps us within reach of our competitors but still maintains our position as the most affordable. Regular lets will still benefit from the 15% loyalty discount.
- 2.8 Sport and Fitness currently operates a loyalty discount for regular bookings and affiliation to East Ayrshire Sports Council. This current pricing strategy is working well and it is recommended that this discount remains in place. The rationale for this is that it encourages groups to affiliate to the Sports Council who provide invaluable support and guidance.
- 2.9 East Ayrshire Leisure's 10 year Strategic Vision ensures that leisure is at the heart of every community. Therefore, it is important that we develop a charging schedule that meets the needs of individual communities. Working groups with key representatives from relevant service areas have been established to monitor and review the various aspects of the charges schedule. These groups will continue throughout 2022-23 with a focus on continuous improvement ensuring that the charges and fees meet the needs of our communities, customers and the organisation.

3 FINANCIAL IMPLICATIONS

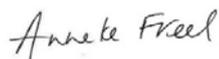
- 3.1 The proposed schedule of charges for 2022/23 does not include a target for increased income for 2022/23. It is not envisaged that the proposed changes will have any detrimental impact on current use of facilities or income levels.

Recommendations:

It is recommended that the Board:

- i. Consider and approve the proposed charges; and
- ii. Otherwise note the contents of the report.

Signature:



Designation: Chief Officer

Date: 9 November 2021

REPORT TO THE BOARD OF TRUSTEES

CORPORATE DELIVERY PLAN 2022-24

Date: 23 November 2021

Agenda Item: 6

Report by: Anneke Freel, Chief Officer

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to present to Board the Corporate Delivery Plan 2022-2024 which sets out the Trust's direction and priorities for the 2 year period.

2. BACKGROUND

- 2.1 On the 3rd December 2019, the East Ayrshire Leisure Board of Trustees approved a 10 year Strategic Vision 2020-2030 that provides strong and ambitious objectives, outlines clear timescales for delivery and sets a strategic direction that will develop the Trust into a more independent, resilient, innovative and inclusive organisation.

- 2.2 The Strategic Vision outlines our key themes which set the guiding principles for our vision, values and behaviours. The themes that guide all of our work are:

- Sharing Our Vision
- Leisure at the Heart of Every Community
- Living your Best Life
- Investing in our people and Embracing our Values
- Creating a Solid Foundation for Growth
- Protecting our Environment

- 2.3 The Strategic Themes are then translated in a Corporate Delivery Plan which outlines the objectives and actions which enable us to deliver on the themes. The Corporate Delivery Plan is reviewed every 2 years. Within the 2 year period, the corporate delivery plan is reported to the Board of Trustees on a quarterly basis and to East Ayrshire Council on an annual basis.

- 2.4 The first Corporate Delivery Plan for the period 2020-22 was approved by the Board on the 3rd December 2019 and implementation began in April 2020.

3. REVIEW OF CORPORATE DELIVERY PLAN 2020-22

- 3.1 Implementation of the 2020-22 Corporate Delivery Plan took place within the context of the Covid-19 pandemic which led to the closure of all indoor venues from the 19th March 2020 and subsequent restrictions and lockdowns. Many restrictions have remained in place throughout the period of the plan. The priorities of the Trust also had to focus on wellbeing of staff, customers and communities and supporting the recovery agenda throughout East Ayrshire.

- 3.2 However, as an organisation we have remained committed to delivering as many of the actions as possible which have been constantly reviewed at regular progress and team meetings. The actions have also been reviewed in the preparation of the next 2 year Corporate Delivery Plan. Therefore, as we reach the end of the 2020-22 period, we will review the existing Corporate Delivery Plan and categorise all actions using one of the following descriptions:

- Fully Complete
- Partially Complete and Included within the Corporate Delivery Plan 2022-24

REPORT TO THE BOARD OF TRUSTEES

- Included in the Digital Transformation Action Plan or Leisure Facility Strategy
- No longer achievable

3.3 A report on all actions will be submitted to the Board at a meeting in May 2022.

4. DEVELOPMENT OF CORPORATE DELIVERY PLAN 2022-24

4.1 The development of the Corporate Delivery Plan was undertaken between June 2021 and November 2021 and included 3 Extended Management Team sessions and regular service team meetings. The Extended Management Team sessions focussed on the following:

- **What do our Strategic Themes Mean for Us Now?** Our 10 year Strategic Vision outlines 6 Themes that guide all of our work. It was important that we looked back and considered what these themes mean to us now, how they guide our work and what impact they have on our communities and our visitors. This group session which will focussed on the following questions:
 - What is your interpretation of the Strategic Themes – what do they mean to you?
 - How does your team/service currently contribute to the delivery of this Strategic Theme?
- **What are our priorities for 2022-24?** Once we had clearer understanding as a team on what the strategic themes mean, we explored what our priorities for the next 2 year period would be. We only included actions that are realistic, deliverable and measurable. This session focussed on the following:
 - Will we complete all the outputs within the 2020-22 delivery plan? If not, are they still relevant and should they be included again in the 2022-24 plan?
 - What new priorities should be included and will we need to stop doing anything to enable them to be taken forward?
 - What priorities are you working on but will not be completed by 2024? How do we include them but make it clear that they will be priorities in a later delivery plan?
- **How do we take these priorities forward?** By this time, we had an agreed set of priorities and we needed to consider how we take them forward. This session focussed on:
 - Have we an agreed set of priorities for 2022-24?
 - How do we share these priorities with the wider staff team?
 - How do we ensure that staff understand their role and are fully involved in delivery of the priorities?

4.2 The Corporate Delivery Plan 2022-24 is included as Appendix I of this report.

5. SERVICE DELIVERY PLANS 2022-24

5.1 The Corporate Delivery Plan 2022-24 identifies up to six 'Outputs' under each Strategic Objective, with one lead Manager assigned to each. This is supported by individual Service Delivery Plans which provide more detail on how these Outputs will be achieved, by identifying specific 'Actions'.

REPORT TO THE BOARD OF TRUSTEES

5.2 The Service Delivery Plans will form the basis of individual progress action plans and meetings, team meetings and quarterly collaboration sessions with the management team.

5.3 An example Service Delivery Plan is included as Appendix 2.

6. CORPORATE DELIVERY PLAN REPORTING STRUCTURE

6.1 Members of the Performance and Audit Sub-Committee will receive quarterly and annual performance reports which provide updates on each Corporate Delivery Plan output. Financial performance reporting will include a traffic light system to allow Trustees to see at a glance any areas of concern. The quarterly reports will also continue to provide information about external funding, complaints, feedback and positive comments, major projects and a review of the risk register.

6.2 However, Trustees at the board meetings will receive quarterly highlights accompanied by a regular programme of presentations on specific outputs within the Corporate Delivery Plan. Corporate Delivery Plan reports will be available for all Trustees through the on-line document library. Individual managers will liaison with their Ambassador Trustees to provide more information in an interactive and engaging format. The programme is outlined in the table below:

Reporting Period	Strategic Theme	Strategic Objective	Corporate Output
Q1: 2022-23	Investing in Our People and Embracing Our Values	To offer work placements, volunteering and apprenticeships	Develop volunteering roles across all areas of the Trust
Q2: 2022-23	Living Your Best Life	To contribute to a programme of high profile regional and national events, exhibitions, programmes and projects, that are ambitious and outward facing, whilst maximising the impact on our customers and visitors	Establish Strategic Programming Group which will implement and support a community, regional and national programme of events each year
Q3: 2022-23	Leisure at the Heart of Every Community	To work with partners to explore funding opportunities for refurbishment and development of leisure facilities	Develop Business and Redevelopment Plan for Darvel Town Hall
Q4: 2022-23	Creating a Solid Foundation for Growth	To maximise the return from commercial opportunities, especially around retail, hospitality and membership packages, so that we are in a position to fulfil our charitable obligations and become a sustainable organisation	Produce Hospitality Plan which identifies opportunities for bars, cafes, vending and event catering
Q1: 2023-24	Sharing our Vision	To ensure our use of creative marketing-led activities effectively	Film and digital content created to tie in with hospitality/commercial

REPORT TO THE BOARD OF TRUSTEES

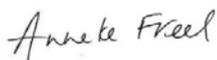
		promote our high quality services, maximise customer engagement and make a real difference to how people view East Ayrshire Leisure Trust	lets, 'Community Spaces for hire'
Q2: 2023-24	Leisure at the Heart of Every Community	To work with partners to explore funding opportunities for refurbishment and development of leisure facilities	Explore the potential for the repatriation of collections to specific Flexible Cultural Hub venues across the region
Q3: 2023-24	Protecting Our Environment	To implement a Sustainable Transport Strategy which encourages active travel in all our operations and with our staff and customers	Develop an organisational wide Sustainable Transport Plan and embed the principles of Active and Sustainable Travel throughout our organisation, projects and programmes
Q4: 2023-24	Living Your Best Life	To support the development of sustainable pathways that encourage lifelong participation in leisure activities	Develop an East Ayrshire Leisure Sports Development Strategy

Recommendation/s:

It is recommended that the Board:

- i. Consider and approve the Corporate Delivery Plan 2022-2024; and
- ii. Otherwise note the content of this report.

Signature:



Designation: Chief Officer

Date: 9 November 2021

**EAST AYRSHIRE LEISURE
CORPORATE DELIVERY PLAN 2022-24**



SHARING OUR VISION

Strategic Objective 1: To create a programme of community engagement activities which includes consultation with our customers and potential customers about existing and future facilities and services and to adopt a positive approach to feedback

Output

1	Produce Customer Exchange programme
2	Produce Staff Exchange programme
3	Embed new feedback mechanisms following programme of audit recommendations
4	Create calendar of community engagement activity, utilising our Community Consultation Process
5	Produce and adopt a customer retention Strategy

SHARING OUR VISION

Strategic Objective 2: To ensure our use of creative marketing-led activities effectively promote our high quality services, maximise customer engagement and make a real difference to how people view East Ayrshire Leisure Trust

Output

6	Design a Communications Strategy which delivers accessibility, diversity, equality and a multilingual approach
7	Redesign & development of Future Museum to promote collections and services of South West Scotland
8	Create standard video/digital format for recruitment
9	Film and digital content created to promote all venues, service areas and opportunities
10	Film and digital content created to tie in with hospitality/commercial lets, 'Community Spaces for hire'
11	Create programme of tourism engagement and promotion whilst maintaining or improving accreditation ratings

SHARING OUR VISION

Strategic Objective 3: To work collaboratively with key partners and stakeholders in the development of programmes and activities whilst exploring innovative delivery models which ensure best value for our customers

Output

- | | |
|----|--|
| 12 | Implement and promote the East Ayrshire Recreation Plan |
| 13 | Develop regional wide Cultural Strategy |
| 14 | Engage with and support Community Leisure UK in the implementation of the Community UK Business Plan |

SHARING OUR VISION

Strategic Objective 4: To introduce customer service related performance targets

Output

- | | |
|----|--|
| 15 | Benchmark customer service performance targets, identifying appropriate targets and mechanisms for capturing data. |
| 16 | Measure, monitor and report on key performance indicators annually. |
| 17 | Ensure service delivery meets standards required to secure quality marks. |

LEISURE AT THE HEART OF EVERY COMMUNITY

Strategic Objective 1: To work with community, local authority and private providers to develop a Leisure Facility Strategy that identifies all leisure provision throughout East Ayrshire and maximises the opportunities for our communities to participate in leisure activity

Output

18	Develop a Plan for our Outdoor Spaces which supports priority sports and community activities, events and programmes
19	Develop and implement rolling, 5 year management plans for Annanhill Golf Course and the River Ayr Way
20	Work with key community partners to develop Business Plan for AM Brown Institute and Catrine Heritage Masterplan
21	Oversee implementation of the Doon Valley Way and the Lugar Water Trail as part of the Coalfield Communities Landscape Partnership
22	Work with East Ayrshire Council to expand access arrangements at the Barony Sports Village to provide access to other community leisure facilities out with core school hours.

LEISURE AT THE HEART OF EVERY COMMUNITY

Strategic Objective 2: To work with partners to explore funding opportunities for refurbishment and development of leisure facilities

Output

- | | |
|----|--|
| 23 | Develop a Studio at the Rose Reilly Sports Centre which enables power assisted, fully inclusive exercise |
| 24 | Develop Business and Redevelopment Plan for Darvel Town Hall |
| 25 | Install community cinema facilities at Stewarton Area Centre to expand the programme |
| 26 | Implement restoration and development plans for Galston Town Hall |
| 27 | Explore the potential for the repatriation of collections to specific Flexible Cultural Hub venues across the region |
| 28 | Develop and implement plans for the reopening of Doon Valley Museum as a Flexible Cultural Hub. |

LEISURE AT THE HEART OF EVERY COMMUNITY

Strategic Objective 3: To work with East Ayrshire Council in reviewing and refining repair and maintenance plans and schedules for all facilities within our remit which include an annual programme of planned maintenance and decoration

Output

29	Develop and agree a proactive maintenance programme for each venue/facility
30	Develop and implement a rolling programme of equipment maintenance and replacement
31	Fulfil our obligations within East Ayrshire Council's Property Pledge

LIVING YOUR BEST LIFE

Strategic Objective 1: To support the development of sustainable pathways that encourage lifelong participation in leisure activities

Output

32	Develop an East Ayrshire Leisure Sports Development Strategy
33	Produce a Natural Health Programme that will allow an effective referral process for patients and users of mental health services.
34	Produce an Outdoor Learning Plan, which supports the school curriculum

LIVING YOUR BEST LIFE

Strategic Objective 2: To contribute to a programme of high profile regional and national events, exhibitions, programmes and projects, that are ambitious and outward facing, whilst maximising the impact on our customers and visitors

Output

35	Establish Strategic Programming Group which will implement and support a community, regional and national programme of events each year
36	Implement Annual programme of Outdoor Festivals and events
37	Produce a Business Case for building 500-1000 seater Stadium to attract national athletics programmes
38	Deliver a high impact/high profile rolling two year visual art and heritage exhibition and event programme across our gallery and museum venues
39	Complete the five year building renovation and restoration of Dean Castle
40	Redesign, reimagine and deliver interpretation, interactives, animations, engagement and activity plans for Dean Castle including a re-opening event

LIVING YOUR BEST LIFE

Strategic Objective 3: To develop activities and services that contribute to the Scottish Government's aspirations for 'A Healthy and Active Nation' and 'A Creative, Open and Connected Nation' and to ensure that East Ayrshire Leisure is at the heart of future trends and initiatives

Output

41	Develop place-based Lifestyle Hub networks to provide pathways for communities to become more engaged in wellbeing activities
42	Support the design and implementation of community-led creative initiatives
43	Deliver the Cultural Kilmarnock project which will include refurbishment and development of key heritage venues and spaces, green corridors between town centre heritage sites, encourage active travel and support green, cultural and heritage tourism
44	Upgrade facilities at Annanhill Golf Course for expansion of female and youth golf

INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES

Strategic Objective 1: To develop and embed our People Strategy so that employees at all levels, alongside our customers, partners and communities, are engaged and can contribute to the business.

Output

45	Develop the staff intranet to enable a streamlined and digital approach to staff management
46	Develop IT and Telephony Infrastructure to support new ways of working
47	Implement digitisation of Systems & Processes
48	Produce a programme of engagement activities for employees and Trustee Ambassadors
49	Develop Recognition Award Scheme for our Volunteers

INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES

Strategic Objective 2: To offer work placements, volunteering and apprenticeships

Output

50	Develop volunteering roles across all areas of the Trust
51	Support the pathway to higher and further education and employment by establishing a programme of work experience at key venues
52	Identify and implement opportunities for internships or modern apprenticeships across Trust services
53	Establish a variety of volunteering placements for the Duke of Edinburgh award scheme
54	Ensure that monitoring and evaluation demonstrates the impact of our volunteering programme, taking a threefold approach: On the volunteer; on East Ayrshire Leisure; and on the services' users.

INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES

Strategic Objective 3: To integrate our values into all aspects of our business including Review and Development programme, recruitment, training and meetings. To focus on skills, knowledge and experience in the development of our business and to ensure we invest in industry specialist training which is tailored to meet the needs of our programmes

Output

55	Establish an annual calendar of Open Days and development opportunities for staff, volunteers and members of our communities.
56	Design an annual Training and Development programme to suit the needs of the service
57	Implement Organisational Redesign
58	Develop a proactive Recruitment Process
59	Develop an Equality and Diversity Statement reflective of the values of East Ayrshire Leisure supporting the development and fair treatment of staff
60	Implement an Organisational Development Framework

INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES

Strategic Objective 4: To ensure that our Board of Trustees reflects the community we serve and the need to be both a charitable and commercial organisation

Output

61	Design and annually review Training and Development Plan to support all Trustees
62	Review Recruitment Process ensuring that the Board of Trustees reflects and supports the aims, objectives and aspirations identified in the East Ayrshire Leisure Trust Constitution
63	Create and Implement a Youth Board
64	Create and Implement a programme of Trustee Coffee Chats to engage with communities and customers
65	Develop a programme of Trustee Ambassador site visits to engage with staff who act as community/customer spokespersons

CREATING A SOLID FOUNDATION FOR GROWTH

Strategic Objective 1: To review and continually improve and enhance our systems and processes to ensure that they are effective and appropriate in the transformation of our business

Output

66	Review wifi across all our venues
67	Develop our box office & booking system and operations to enhance customer journey and allow more services to be bookable online
68	Develop website to include more online and interactive resources

CREATING A SOLID FOUNDATION FOR GROWTH

Strategic Objective 2: To develop a collaborative approach with relevant partners to explore wider opportunities that fit within the Trust's vision and values and to explore opportunities to share resources across all our services internally and with key stakeholders

Output

69	Annual Review of Service Level Agreement
70	Establish a liaison group at shared sites to ensure cross-service promotion and integrated working arrangements
71	Develop Business Plan for the Civic Centre South

CREATING A SOLID FOUNDATION FOR GROWTH

Strategic Objective 3: To maximise the return from commercial opportunities, especially around retail, hospitality and membership packages, so that we are in a position to fulfil our charitable obligations and become a sustainable organisation

Output

72	Produce Retail Plan to identify opportunities across venues and organisational areas
73	Develop a range of Membership Packages
74	Produce Hospitality Plan which identifies opportunities for bars, cafes, vending and event catering
75	Carry out the feasibility of developing the Dower House as a conference centre and event space
76	Produce Commercialisation Plan to identify opportunities across venues
77	Produce Advertising Plan

CREATING A SOLID FOUNDATION FOR GROWTH

Strategic Objective 4: To develop an effective performance management framework

Output

78	Receive Unqualified external audit
79	Implement annual internal audit plan and identify improvements
80	Achieve identified savings targets
81	Deliver key priorities identified within the Collections Development Strategy and Documentation Procedural Manual and implement Collection Management Action Plan

PROTECTING OUR ENVIRONMENT

Strategic Objective 1: To prepare and adopt a Climate Change Declaration on an annual basis which audits our carbon footprint and outlines priorities for carbon reduction

Output

82	Produce an annual action plan to identify measures to reduce carbon use and improve environmental efficiency.
83	Establish a carbon offset strategy through woodland creation
84	Produce programme for replacing Trust vehicles with electric or more sustainable alternatives
85	Develop Climate Change Strategy with target of achieving Net Zero

PROTECTING OUR ENVIRONMENT	
Strategic Objective 2: To adopt the principles of Visit Scotland's Green Tourism Business Scheme to reduce the environment impact of our business	
Output	
86	Develop an action plan to adopt the principles of the Green Business Scheme
87	Introduce waste recycling across Trust venues
88	Introduce a hospitality deposit return scheme to address new guidelines

PROTECTING OUR ENVIRONMENT	
Strategic Objective 3: To implement a Sustainable Transport Strategy which encourages active travel in all our operations and with our staff and customers	
Output	
89	Develop an organisational wide Sustainable Transport Plan and embed the principles of Active and Sustainable Travel throughout our organisation, projects and programmes
90	Carry out a programme of staff and customer awareness sessions
91	Deliver the first phase of the Kilmarnock Green Infinity Loop project which promotes active travel and makes closer connections between communities

[INSERT SERVICE AREA]
SERVICE DELIVERY PLAN [DATE]

KEY

No Progress		Some Progress		Complete	
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SHARING OUR VISION

Strategic Objective:

Output		Actions	Progress	Comments/Updates

LESIRE AT THE HEART OF EVERY COMMUNITY

Strategic Objective:

Output		Actions	Progress	Comments/Updates

LIVING YOUR BEST LIFE

Strategic Objective:

Output		Actions	Progress	Comments/Updates

INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES

Strategic Objective:

Output		Actions	Progress	Comments/Updates
		-		
		-		
		-		
		-		
		-		
		-		

CREATING A SOLID FOUNDATION FOR GROWTH

Strategic Objective:

Output		Actions	Progress	Comments/Updates

PROTECTING OUR ENVIRONMENT

Strategic Objective:

Output		Actions	Progress	Comments/Updates

REPORT TO THE BOARD OF TRUSTEES

QUEEN'S PLATINUM JUBILEE PUBLIC HOLIDAY ARRANGEMENTS

Date: 23 November 2021

Agenda Item: 7

Report by: Anneke Freel, Chief Officer

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide Board with the proposals in relation to leave arrangements and to seek approval to mark the celebration of the Queen's Platinum Jubilee which takes place in June 2022. The report also includes the details of all other Public Holidays for 2022.

2. BACKGROUND

- 2.1 In November 2020 the Minister of the Department for Digital, Culture, Media and Sport State announced the UK Government plans to mark Her Majesty the Queen's 70th anniversary as monarch in 2022.
- 2.2 In Scotland, national holidays are a devolved matter. However, Scottish Government has confirmed that the traditional late May Bank Holiday will be moved to Thursday 2 June 2022 and the extra holiday on Friday 3 June 2022 would also apply to Scotland.
- 2.3 Bank or Public Holidays do not have to be given as paid leave. These can be included as part of a worker's statutory annual leave and it is for the Trust to determine. In previous years the approach has been to align with East Ayrshire Council and the Scottish Government's position on bank holidays related to such celebrations.

3. CURRENT POSITION

- 3.1 COSLA have previously issued guidance from 5 January 2011 (HRA 046) whereby an additional Public Holiday was granted to mark the Royal Wedding of Prince William and Catherine Middleton. This provides general guidance that Councils and their associated Leisure Trusts should consider when granting additional holidays or Public Holidays.
- 3.2 The COSLA guidance outlines that whilst the award of any additional holidays has to be determined by individual Councils and Trusts, it should be considered that there could be adverse implications for morale if employees do not benefit from the extra holiday to celebrate this type of event.
- 3.3 All front line workers receive 8 designated public holidays each year and 4 fixed public holidays on the 1st and 2nd of January and the 25th and 26th December. Non front line workers receive the fixed 12 statutory public holidays.

REPORT TO THE BOARD OF TRUSTEES

4. PROPOSALS

- 4.1 It is proposed that the Trust awards an additional Public Holiday on Friday 3 June 2022 and that the public holiday from Friday 16th September will be moved to Thursday 2nd June 2022.
- 4.2 All front line workers will receive 9 designated public holidays in 2022 and 4 fixed public holidays on the 1st and 2nd of January and the 25th and 26th December. Non front line workers receive 13 fixed statutory public holidays.
- 4.3 The additional day will be pro-rata for part time employees and this proposal will align with plans in East Ayrshire Council.
- 4.4 Employees on sick leave or maternity leave are entitled to accrue holidays in the same way as employees at work, this would be awarded in line with the statutory Working Time Regulations.
- 4.5 The Public Holiday arrangements for 2022 are attached as Appendix I and take into account the proposal outlined in 4.1.

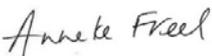
5. FINANCIAL IMPLICATIONS

- 5.1 The financial implications of an additional Public Holiday is approximately £8K, this is based on the cover for front line services that continue to operate 7 days per week.

Recommendation/s:

It is recommended that the Board:

- i. Consider and approve the amendments for public holidays for 2022, subject to Council implementation; and
- ii. Otherwise note the content of this report.

Signature: 

Designation: Chief Officer

Date: 9 November 2021

Appendix I

PUBLIC HOLIDAYS 2022

NEW YEAR

Monday 3 January

EASTER

Friday 15 April
Monday 18 April

MAY DAY

Monday 2 May

QUEENS JUBILEE

Thursday 2 June
Friday 3 June

SEPTEMBER WEEKEND

Monday 19 September

CHRISTMAS PERIOD

Monday 26 December