

PERFORMANCE & AUDIT SUB COMMITTEE

Date: 7 February 2023

Location: Reception Room, Grand Hall

Start time: 4pm

AGENDA			
AGENDA ITEM	FOR NOTING	FOR DISCUSSION	FOR APPROVAL/ DECISION
1. Apologies for Absence	✓		
2. Declarations of Interest	✓		
3. Notes of Previous Meeting – 8 November 2022			✓
4. Performance Report October - December 2022			✓
5. Trust Budget 2023/24			✓
6. Bad Debt & Debt Recovery			✓
7. AOCB			
8. Dates of Next Meetings: Trust Board: 21 February 2023 Performance & Audit Sub-Committee: 16 May 2023			

For further information please contact: Anneke Freel, Chief Officer
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PERFORMANCE AND AUDIT SUB-COMMITTEE

PERFORMANCE REPORT OCTOBER TO DECEMBER 2022

Date: 7 February 2023

Agenda Item: 4

Report by: Anneke Freel, Chief Officer

I PURPOSE OF REPORT

- 1.1 This report provides details of the Trust's performance for the period October to December 2022, the third quarter of the 2022/23 financial year.
- 1.2 In line with the organisational review, Strategic Vision and Corporate Delivery Plan, the performance report has been separated into 3 documents:
 - East Ayrshire Leisure Performs – providing an update on attendance figures, organisational learning, the risk register and other organisational wide items
 - Corporate Delivery Plan Record of Progress – providing an update on the priority outcomes
 - Financial Performance – providing an update on our financial position at the end of the quarter and projections to the end of the financial year

2 EAST AYRSHIRE LEISURE PERFORMS

- 2.1 The overall attendance at our venues for the period October - December 2022 was 478,754. Whilst this isn't full recovery to pre-covid figures and attendances continue to be monitored within our libraries, games halls and community venues in particular, it is showing recovery with an increase of 56% across all venues compared to the same period in 21/22.
- 2.2 In quarter 2 of 2022/23, Doon Valley Leisure Centre reported a significant increase in visitor numbers. This trend continues in quarter 3 with an increase of 51% on pre-covid figures for the same period. Rose Reilly Sports Centre is showing a similar growth with a 56% increase on pre-covid figures for quarter 3. Whilst the sports hubs have still not reached their pre-covid figures, they are showing significant improvement on 2021/22 figures with an average increase of 25%.
- 2.3 In 2021/22 a new visitor monitoring system was installed at Dean Castle Country Park. This allows us to more accurately monitor visitor movement within the country park and not just in the visitor centre. As the new system has now been in place for over a year, we are able to make year on year comparisons. The number of visits to the country park has increased by 123% from the same period in 2021/22. This increase in numbers will include the 27k visitors who attended the Spirit of Christmas. This contributed to over 35k participants in our Winter Festival activities throughout East Ayrshire. The increase in the Country Park is also evident in the number of people using the café on a regular basis and walking the trails.
- 2.4 Our cultural hubs are also beginning to show strong recovery. The Dick Institute and the Burns House Museum have seen an increase of 79% and 49% respectively based on the same period in 2021/22. The programmes across our cultural hubs have attracted 2000 young people, including a very popular workshop programme based around the Quentin Blake exhibitions
- 2.5 The performance indicators identified within the strategic vision are outlined within the performance report. Some targets including the number of partnership projects we engage in, the number of local and regional events and exhibitions we offer and the number of programmes for 12-25 years have

already exceeded our 2030 aspirations. Work will continue to maintain these levels and consider ways to develop the programmes.

- 2.6 Absence levels are lower than they were in quarter 2. This is testament to the commitment that line managers have to implementing the return to work policy to ensure that staff are supported during their period of absence as well as when they are able to return to work.
- 2.7 An on-going issue of staff being subjected to verbal abuse and anti-social behaviour has been identified within the Organisational Learning table. This reflects 3 incidents that have taken place during October and December 2022. This is a significant reduction on incidents reported previously. These incidents have taken place in venues not previously reported. As well as ongoing liaison with Police Scotland and Vibrant Communities, review of all of our processes related to violence and aggression incidents will be reviewed by EAC Internal Audit to ensure that we have the most appropriate and robust systems in place to protect our teams.
- 2.8 The risk register has been reviewed with no amendments from quarter 2.

3 CORPORATE DELIVERY PLAN RECORD OF PROGRESS

- 3.1 Of 91 priority outputs that have been included within the 2022-24 Corporate Delivery Plan only 19 have yet to be started. October - December represents the third quarter of this 2 year period. These are scheduled to be worked on throughout 23/24. Some of these are highlighted in the following paragraphs.
- 3.2 Snow White at the Palace Theatre was a huge success with multiple 4 star reviews and a cast who managed through the whole season without requirement for understudies. For the first time in 3 years we saw the return of a full production including 30 young performers being given the opportunity to perform in this high quality professional production. We welcomed back over 7,700 school visitors with hundreds of primary 1 and 2 children seeing Panto for the very first time. In total, we hosted over 22,000 patrons during the 5 week run and broke box office income records.
- 3.3 The partnership work with East Ayrshire Council's Active Communities team has been focusing on the creation of pathways from the Active Communities GP referral scheme to East Ayrshire Leisure's services and venues. We have launched a "Gentle Circuit" class at Rose Reilly Sports Centre that is providing a destination for individuals who have completed their 12 months GP referral journey. This allows individuals to continue their health and wellbeing journey by maintaining and improving their range of movement and balance, physical fitness and social inclusion opportunities. The class is averaging 22 participants per week who are all within the "Active Ageing" category. This partnership work will allow the Active Communities Team to deliver services to those most in need of specialised exercise prescription and will help to reduce referral waiting lists. We are also in discussions to implement a similar service in the Doon Valley Area. Future objectives would see East Ayrshire Leisure provide "Gentle" group and gym-based classes across our community venues, utilising spaces effectively and improving the quality of life to our active ageing customers.
- 3.4 The Spirit of Christmas event held throughout December at Dean Castle Country Park was supported by a host of enthusiastic and committed volunteers. Our aim was to recruit 20 volunteers to ensure the success of the event, and we fulfilled this requirement by holding a very effective marketing campaign and information day. The volunteers helped make the Spirit of Christmas event more magical, providing invaluable support and an excellent visitor experience; helping children write and post letters to Santa, taking photos for families in the courtyard, chatting with visitors about Dean Castle, the restoration project and the re-opening in Spring 2023.

The volunteers contributed 200 hours of their time to the event and were integral to the event running smoothly.

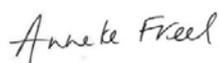
4 FINANCIAL PERFORMANCE

- 4.1 The financial performance quarter 3 report provides detail of the Trust's financial performance for the period October - December 2022. The projected outturn for East Ayrshire Leisure at 31st December 2022 is a favourable position of £157k. This is a fantastic position to be in and is predominantly related to panto performing better than expected, income within sports venues higher than projections, robust management of vacancies and maximising opportunities through external funding. The external funding that was received through Creative Scotland has enabled us to implement a marketing strategy within our Museum and Arts and Performing Arts teams in particular. This has had an impact on our programme performance and our income.
- 4.2 Between April and December 2023, the Sustainability team will be carrying out a service review to determine the best model for achieving and maintaining the highest standards for each of our venues. This will be informed by the review of opening hours that will take place in the Spring and Summer. To facilitate this review, it is proposed that an allocation of £27,500 is taken from unallocated reserves.
- 4.2 Following an external recruitment exercise, Azets has been appointed as our external auditor for the period 2023 – 2025. This is a 3 year contract with an option for a further 3, 1 year extensions.

Recommendation/s:

It is recommended that Trustees:

- i. Consider and approve the East Ayrshire Leisure Performs Report for the period October - December 2022; and
- ii. Otherwise note the content of this report.



Signature:

Designation: Chief Officer

Date: 17 January 2023



EAST AYRSHIRE LEISURE PERFORMS

QUARTER 3

OCTOBER - DECEMBER

2022/23



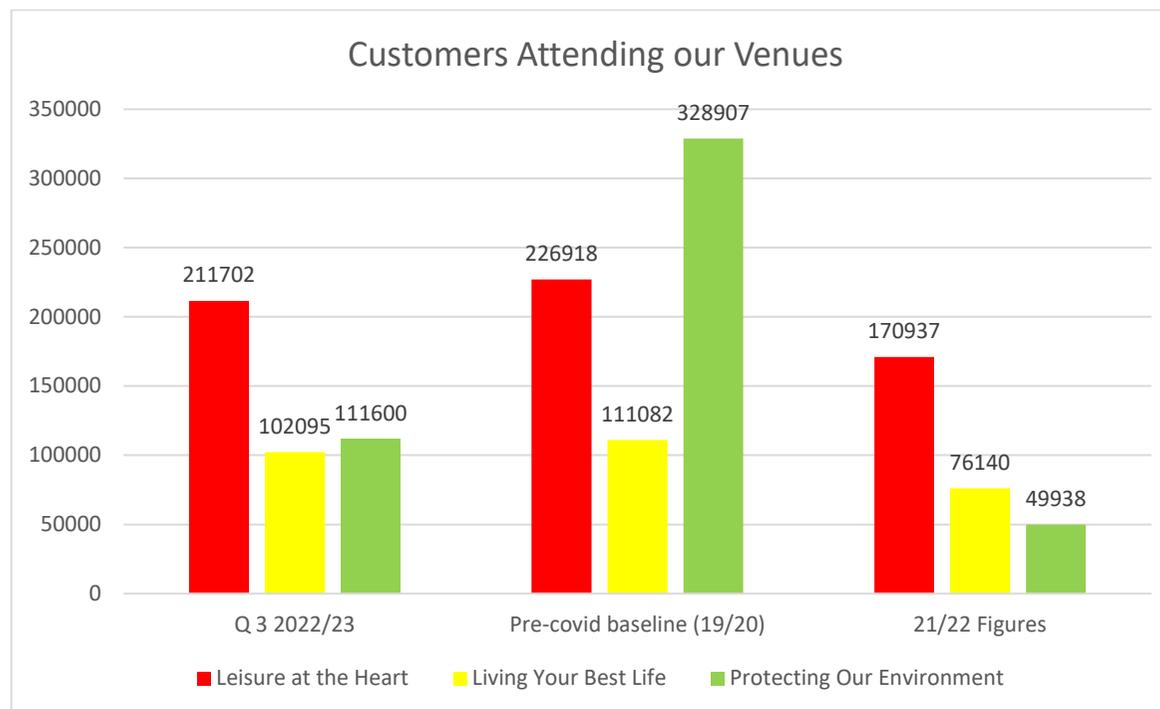
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PERFORMANCE INDICATORS

Attendance Figures

The following chart summarises our attendance figures across 3 of our strategic themes and the table provides a detailed breakdown of which venues are included within each theme.



- * Some of our venues within **Leisure at the Heart** are performing exceptionally well (Doon Valley Leisure Centre recording an increase of 51% on pre-covid figures for the period and Rose Reilly Sports Centre with increase of 56% on pre-covid figures) and are now performing significantly better than pre-covid. Some libraries have also now started showing strong recovery with an average of 71% increase in figures compared to the same period in 2021/22. This is particularly strong in venues where libraries are part of a cultural hub e.g. Stewarton Area Centre, Auchinleck Boswell Centre and Morton Hall in Newmilns. A focussed piece of work still needs to be undertaken if libraries are to reach pre-covid figures.
- * Bearing in mind that Dean Castle is still closed and Burns Monument Centre is still operating with an appointment system, **Living Your Best Life** is showing an increase of 5% against the same period in 2021/22. This is really promising with strong recovery being demonstrated across all of the venues. The Burns House Museum and Dick Institute have an increase of 79% and 49% respectively on the Q3 figures from 2021/22. This can be attributed to strong exhibition programming.

- * **Protecting our Environment** is currently only record figures for Dean Castle Country Park until new people counters are installed along the River Ayr Way. The new recording system has now been in place at the Country Park for over a year, allowing us to carry out year on year comparisons. The figures for quarter 3 of 22/23 are showing an increase of 123% against the same period in 21/22.

Leisure at the Heart	Living Your Best Life	Protecting our Environment
Auchinleck Library Cumnock Library Darvel Library Newmilns Library Galston Library Dick Institute Library Patna Library Drongan Library Whatriggs Library Stewarton Library Crosshouse Library Stewarton Area Centre Boswell Centre Galston Community Centre Darvel Town Hall Morton Hall Cumnock Town Hall Auchinleck Leisure Centre Barony Sports Village Doon Valley Leisure Centre Rose reilly Sports Centre Loudoun Lesiure Centre Hunter Fitness Suite St Joseph's Leisure Centre Grange Leisure Centre William McIlvanney Leisure Centre E-books Mobile Services Football Pavilions	Dick Institute Museum Dean Castle Burns House Museum Burns Monument Centre Baird Institute Doon Valley Museum Ayrshire Athletics Arena Annanhill Golf Course	Dean Castle Country Park River Ayr Way

Strategic Vision Performance Monitoring

The following performance indicators are aligned to our 10 year Strategic Vision

Performance Indicator	Quarter 1 Performance	Quarter 2 Performance	Quarter 3 Performance	Quarter 4 Performance	2022/23 Performance	2030 Strategic Aspirations
People attending our Venues	403,385	318,970	478,754			2.9 million
People engaging in our programmes	Reports are currently being developed through the box office system and will be updated for Q2	A review of box office and booking system is now underway.				0.99 million
Our eastyrshireleisure.com online visitors	135,981	130,142	188,163			0.38 million
Online visitors to futuremuseums.com	43,350	49,213	53,248			0.25 million
Number of programmes for 12-25 year olds	14	21	18			30
Number of programmes for 65+	3	9	2			15
Number of local and regional events and exhibitions	30	19	10			40
Number of children engaged in our education programme	2675	1636	1949			20,000
Opportunities that we offer for volunteers and work placements	5	3	3			50
Our absence Levels	Average 2.98 days lost per employee	Average 4.16 days lost per employee	Average 2.82 days lost per employee			8 days / annum
Our staff turnover rates	2.7%	8.2%	5.8%			7-10%
Number of community initiatives that we support	12	7	10			30
Number of partnership projects we engage in	26	14	10			40
Carbon Footprint	Reported at end of financial year					990tCO ₂ e

KEY UPDATES

Insurance Claims

The following information provides an update on the number of live claims in progress during the period October - December 2022:-

Public Liability	1 x ongoing claim
Employers' Liability	n/a
Motor Claim	1 x new claim

Gifts & Hospitality

No gifts or hospitality were received during this period.

ORGANISATIONAL LEARNING

Organisational Learning is our new framework which analyses feedback from events and activities, staff and customer comments and complaints, venue visits, audits and external accreditation schemes. This process demonstrates our commitment for continuous improvement through collectively sharing and reviewing processes and procedures whilst also celebrating good practice and acknowledging where there are opportunities to learn.

Learning Theme	Recommendation/Notes	Action Required
Customer Care/Services	<ul style="list-style-type: none"> Staff praised for levels of customer care: <ul style="list-style-type: none"> - Doon Valley Leisure Centre - warm welcome, support and encouragement. - Dean Castle Tour - Brilliant, educational, funny and entertaining. - Stewarton Library - The Librarian was praised for remembering favourite author and keeping book aside and providing personal level of service. 	<ul style="list-style-type: none"> Service action required <ul style="list-style-type: none"> - Staff newsletter and individual staff to be notified.
	<ul style="list-style-type: none"> Complaints re. no heating within building and cold pool. 	<ul style="list-style-type: none"> Service action required <ul style="list-style-type: none"> - Staff to make sure customers are advised of any heating issues via social media and when entering the venue as per protocol.
	<ul style="list-style-type: none"> Issues with party booking and set up on the day. 	<ul style="list-style-type: none"> Service action required <ul style="list-style-type: none"> - Communication between bookings team and onsite staff to be improved.
	<ul style="list-style-type: none"> Complaints re. being a cashless organisation. 	<ul style="list-style-type: none"> Service action required
SLAs	<ul style="list-style-type: none"> Store cupboard and gym left in mess by PPP schools. 	<ul style="list-style-type: none"> Service action required <ul style="list-style-type: none"> - Refer to SLA between Trust and PPP Schools.
Health & Safety	<ul style="list-style-type: none"> Disabled access ramp tipping up due to heavy weight load. 	<ul style="list-style-type: none"> Service action required <ul style="list-style-type: none"> - Review ramps across organisation and ensure they are fit for purpose.

		<ul style="list-style-type: none"> - Any signage requirements?
	<ul style="list-style-type: none"> • Minor accidents occurring while putting equipment away. 	<ul style="list-style-type: none"> • Service action required <ul style="list-style-type: none"> - Ensure incident/near misses are reported - Manual Handling Training
	<ul style="list-style-type: none"> • Staff being subjected to verbal abuse, concerned for their own safety, feeling intimidated and/or threatened, public refusing to leave premises 	<ul style="list-style-type: none"> • Service action required <ul style="list-style-type: none"> - Violence & Aggression Risk Assessment - Staff awareness – do's & dont's - Conflict Handling Training

RISK REGISTER

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
1	There will be a 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"> Financial Strategy Communication with East Ayrshire Council allowing forward planning to ensure that service provision meets the requirements of the main funding provider. 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"> Strategic Vision Corporate Delivery Plan 2022-24 Financial Strategy Continual monitoring of current economic conditions (post pandemic & cost of living) Positive Public Relations Equipment Replacement Programme Continued dialogue with Council 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 Delivery Plan targets and the loss of external funding.	Executive Managers & Development Managers	3	3	9 RISK APPETITE: OPEN (Reputation)	LOW	<ul style="list-style-type: none"> Strategic Vision Positive Public Relations Service Level Agreements/Contracts

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
4	There is a risk that buildings are not at the standard required or operating efficiently in terms of environmental sustainability due to a lack of capital investment or maintenance, resulting in a reduction in facilities, loss of income, the inability to market services, inability to respond to impacts of climate change or weather and the loss of services.	Executive Managers & Development Managers	3	4	12 RISK APPETITE: OPEN (Operation)	MEDIUM	<ul style="list-style-type: none"> • Dedicated Property & Estates Team • 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 (EAC) ? • 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 aligned with market demands.	Executive Managers & Development Managers	4	3	12 RISK APPETITE: OPEN (Financial)	MEDIUM	<ul style="list-style-type: none"> • Dedicated Commercial Development Officer posts within organisational review 2023-24 • Attendance at Events • Recruitment and Selection procedure • Review of Best Practise • Training and development programme
6	There is a risk that East Ayrshire Leisure does not have the right people with the right skills in the right	Executive Managers &	3	2	6	LOW	<ul style="list-style-type: none"> • Dedicated Training & Engagement Officer • Training and Development Plan • Ongoing review of Training matrices • Induction Process

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
	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.	Development Managers			RISK APPETITE: OPEN (Operation)		<ul style="list-style-type: none"> • Review of B.E.S.T. Practise • Recruitment and selection incl recruit to train for key roles • Effective communication with staff
7	There is a risk that East Ayrshire Leisure will not comply with legislation standards and fail to meet the requirements of Health & Safety, GDPR, OSCR, VAT etc.	Executive Managers & Development Managers	1	4	4 RISK APPETITE: CAUTIOUS (Compliance)	LOW	<ul style="list-style-type: none"> • Training & Development Plan • Employee Information Awareness Sessions • Partnerships Working Groups • Service Level Agreement • Support from East Ayrshire Council
8	There is a risk that East Ayrshire Leisure will not be able to operate services due to a failure in IT systems including the Box Office and Booking System. This would result in a loss of income, not being able to meet community demand and reputational damage.	Executive Managers & Development Managers	2	4	8 RISK APPETITE: OPEN (Operation)	LOW	<ul style="list-style-type: none"> • Dedicated Systems Development Officer and IT Co-ordinator • Regular communication with Council's IT dept • Ongoing review of systems



CORPORATE DELIVERY PLAN
RECORD OF PROGRESS
QUARTER 3
OCTOBER - DECEMBER
2022/23



KEY:

Chief Officer	CO
Business Support Development Officer	BSDO
Community & Performing Arts Development Manager	C&PADM
Cultural Development Manager	CDM

Finance & Business Development Manager	F&BDM
Head of Corporate Services	HCS
Head of Operations	HOS
Leisure Development Manager	LDM

Property & Estates Development Manager	P&EDM
Relationship & Business Development Manager	R&BDM
Sports Development Manager	SDM

 - No Progress	 - Some Progress	 - Complete
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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	Lead	Progress	Comments	
1	Produce Customer Exchange programme	R&BDM		Customer Exchange events have taken place, including tours of the Dean Castle. Formal programme to be produced.
2	Produce Staff Exchange programme	R&BDM		Staff Exchange events have taken place including tours of Dean Castle. Formal programme to be produced. Tour extended to Joint Comms group with EA bodies.
3	Embed new feedback mechanisms following programme of audit recommendations	R&BDM		A meeting with Internal Audit has taken place allowing an audit brief to be developed.
4	Create calendar of community engagement activity, utilising our Community Consultation Process	R&BDM		A programme of community engagement is being developed to focus primarily on libraries and cultural hubs in the first instance. The focus of the engagement will be to determine opening hours and programmes that are tailored to individual communities, and in line with Leisure Facility Strategy.
5	Produce and adopt a customer retention Strategy	R&BDM		Fitness Development Plan produced to focus on customer retention.

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	Lead	Progress	Comments
6	R&BDM		Marketing Officer has become part of EAC's Gaelic Language Plan working group, representing the Trust.
7	CDM		Web design team has now been appointed and will work with local stakeholders on the new Future Museum website. Marketing Officer on working group.
9	R&BDM		Content has been produced for recruitment etc. which can be used as promotional material. More photography and video work scheduled for 2023.
10	R&BDM		Photography and video work scheduled for 2023.
11	R&BDM		Following recent visit from VisitScotland at Dean Castle Country Park and Dick Institute feedback for each venue will be developed ahead of our accreditation visit. Monthly food and drink market being investigated for DCCP, in conjunction with EAC's Tourism Officer.

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	Lead	Progress	Comments	
12	Implement and promote the East Ayrshire Recreation Plan	LDM	●	Before final publishing of the online maps, we will undertake a further 12 week public consultation. This will allow us to raise the profile of the recreation plan and ensure that we reach members of the community who might have been restricted due to covid. The consultation will take place between January and April 2023
13	Develop regional wide Cultural Strategy	CDM	●	Work has begun to identify all potential partners who will be involved in the development of the strategy. A tender exercise has also been carried out to appoint a consultant to prepare an economic impact assessment of cultural activities in East Ayrshire that will inform the strategy priorities.
14	Engage with and support Community Leisure UK in the implementation of the Community UK Business Plan	CO	●	

SHARING OUR VISION

Strategic Objective 4: To introduce customer service related performance targets

Output	Lead	Progress	Comments	
15	Benchmark customer service performance targets, identifying appropriate targets and mechanisms for capturing data.	R&BDM	●	Work has started on the review of all Customer Service related documents/procedures etc in order to produce a comprehensive Customer Experience Standard.
16	Measure, monitor and report on key performance indicators annually	HOS	●	A review has taken place and new procedures are pending.
17	Ensure service delivery meets standards required to secure quality marks.	HOS	●	Doon Valley Leisure Centre has been externally verified by RLSS with us maintaining our Approved Training Centre Status.

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	Lead	Progress	Comments
18	HOS		
19	P&EDM		5 year management plan is in place for the River Ayr Way and the team is working to complete all actions identified as priorities for year 1.
20	CO		
21	LDM		The contractor has started on site, but has paused all works due to weather. The contractor will begin work again in Spring 2023.
22	SDM		The tender for the resurfacing of the 5 a side pitch is due to go out in January 2023, with the works to be finished by April 2023. CCTV has been install at the grass and 5 a side pitch and there is lighting in the car park. Bookings for areas of the campus out with the sports facilities will continue to be requested through the bookings team and EAC FM team to manage.

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	Lead	Progress	Comments
23	Develop a Studio at the Rose Reilly Sports Centre which enables power assisted, fully inclusive exercise	SDM	 EAC have confirmed the works will not be completed before April 2023 so this project will move into 2023/2024. Site visits have taken place to trial different equipment options for the studio.
24	Develop Business and Redevelopment Plan for Darvel Town Hall	C&PADM	 External consultants, Wylie Shanks, have presented initial plans to the Steering Group but more work required to get this ready for funding bids
25	Install community cinema facilities at Stewarton Area Centre to expand the programme	C&PADM	
26	Implement restoration and development plans for Galston Town Hall	CDM	 The proposals for Galston Town Hall have received planning permission. Works are likely to start on site in Spring 2023 with completion scheduled for April 2024.
27	Explore the potential for the repatriation of collections to specific Flexible Cultural Hub venues across the region	CDM	 Early discussions have taken place with Stewarton and District History Group regarding the development of a local museum and heritage centre within Stewarton Area Centre. This will allow access to collections and archives associated with the Annick Valley. A programme of works will be developed over the autumn 2022 with the aim of opening the heritage centre in Spring 2023.
28	Develop and implement plans for the reopening of Doon Valley Museum as a Flexible Cultural Hub.	CDM	 The development of the Doon Valley Museum is included in the overall Doon Valley Masterplan. This has been developed to RIBA stage 2 and will be the subject of funding bids over the coming months.

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	Lead	Progress	Comments
29	Develop and agree a proactive maintenance programme for each venue/facility	P&EDM	 A condition report for each pavilion has been submitted to ascertain the future of each one. Quarterly property management meeting schedule agreed and monthly maintenance meetings will now take place as site visits at trust venues.
30	Develop and implement a rolling programme of equipment maintenance and replacement	P&EDM	 Funds have been allocated and equipment replacement programme agreed.
31	Fulfil our obligations within East Ayrshire Council's Property Pledge	P&EDM	 Monthly maintenance meetings will now take place as site visits at trust venues.

LIVING YOUR BEST LIFE

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

Output	Lead	Progress	Comments	
32	Develop an East Ayrshire Leisure Sports Development Strategy	SDM		
33	Produce a Natural Health Programme that will allow an effective referral process for patients and users of mental health services.	LDM		Work within the Countryside Team continues to support the Natural Health programme. However, this programme has been extended to include activities within the cultural teams including referrals EAH&SCP to deliver the Promise with care experienced young people
34	Produce an Outdoor Learning Plan, which supports the school curriculum	LDM		This has been extended and renamed a 'Learning Plan' to include all service areas that engage in educational activities. A promotional guide is being developed and will be launched with schools in the Spring 2023.

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	Lead	Progress	Comments
35	CO		The Programme Development Strategy was approved by the Board of Trustees on the 28 th June. The strategic programming group will be established in Q4 2022/23 to implement the strategy.
36	LDM		This will be incorporated into the work of the Strategic Programming Group as part of output 35
37	SDM		
38	CDM		Quentin Blake 'Illustrating Verse' is currently open at the Dick Institute Main Gallery and Quentin Blake 'Book Covers' is open at the Baird Institute. Full programme has now been developed across all gallery spaces until the end of 2023/24
40	CDM		Final Artwork has been produced and will begin production for installation in Q4.

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		Lead	Progress	Comments
41	Develop place based lifestyle hub networks to provide pathways for communities to become more engaged in wellbeing activities.	HOS		<p>Portable Boditrax machines have been purchased and initial staff training has taken place. A rollout programme is currently being developed to promote this service.</p> <p>Partnership working with the Active Lifestyles team in the Annick and Doon Valley area is focusing on a transition pathway for individuals moving from their group GP referral classes into low impact classes that EALT will run.</p>
42	Support the design and implementation of community-led creative initiatives	CDM		
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	CO		Proposals for Cultural Kilmarnock have been developed to RIBA stage 2 and have been submitted to the UK Government Levelling Up Fund. Decision is expected in Q4.
44	Upgrade facilities at Annanhill Golf Course for expansion of female and youth golf	SDM		<p>This work is anticipated to start in Autumn 2023</p> <p>A new golf management system is currently being sourced.</p>

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	Lead	Progress	Comments	
45	Develop the staff intranet to enable a streamlined and digital approach to staff management	R&BDM		
46	Develop IT and Telephony Infrastructure to support new ways of working	BSDM		<p>Work is in progress with EAC IT to identify implementation dates for the rollout of Microsoft 365 software and associated costs.</p> <p>A working group has been established to identify the technical specifications required to ensure appropriate systems are procured; box office ticketing system, leisure management system, golf memberships and bookings system.</p>
47	Implement digitisation of Systems & Processes	BSDM		<p>Housekeeping of Trust drives remains a priority.</p> <p>This will support the introduction of the new Trust drives to ensure accessibility to key documents. Procedures and guidance notes are being developed for electronic management of data in line with GDPR including a records retention schedule.</p> <p>Digital processes were developed to support the appointment of volunteers specifically for the Spirit of Christmas event.</p>
48	Produce a programme of engagement activities for employees and Trustee Ambassadors	R&BDM		Initial engagement activities have taken place including tours of Dean Castle, Baird Institute, Barony Sports Village, Cumnock Town Hall.
49	Develop Recognition Award Scheme for our Volunteers	R&BDM		

INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES

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

Output	Lead	Progress	Comments
50	Develop volunteering roles across all areas of the Trust	BSDM	<div style="text-align: center;"></div> <p>Role descriptors, application forms and Volunteer Handbook were developed for the Spirit Of Christmas event. Information sessions were held in Nov to appoint volunteers. Format of these sessions was held as a pilot; very successful, with full quota of volunteers signing up.</p> <p>Initial discussions have taken place with Loudoun and Doon Academy regarding student volunteering within the swimming pools.</p> <p>Regular youth volunteers within Kilmarnock Harriers AC are in the process of becoming formally inducted as volunteers for the coaching programme</p>
51	Support the pathway to higher and further education and employment by establishing a programme of work experience at key venues	BSDM	<div style="text-align: center;"></div>
52	Identify and implement opportunities for internships or modern apprenticeships across Trust services	BSDM	<div style="text-align: center;"></div>
53	Establish a variety of volunteering placements for the Duke of Edinburgh award scheme	BSDM	<div style="text-align: center;"></div>
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.	BSDM	<div style="text-align: center;"></div> <p>A process had been developed and is currently being reviewed by internal audit.</p>

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		Lead	Progress	Comments
55	Establish an annual calendar of Open Days and development opportunities for staff, volunteers and members of our communities.	R&BDM		Work has started, however a calendar won't be implemented until the organisational review is complete and all new service areas are fully operational.
56	Design an annual Training and Development programme to suit the needs of the service	R&BDM		Will be implemented following completion of service-wide Reviewing BEST Practice.
57	Implement Organisational Redesign	CO		The implementation of the organisational review is well underway and the management review fully implemented. A consultation plan has been prepared for all aspects of the review that will be implemented by April 2023. A further suite of team based reviews have been identified. These require a transformational remodelling that will be considered throughout 2023. These team reviews include mobile provision, performing arts, libraries, facilities and museums and will include a review of opening hours. They will also be based on community engagement that will be programme throughout the year for specific venues/services.
58	Develop a proactive Recruitment Process	HCS		Changes have been made to the format of adverts and publication within myjobscotland, with 'key activities' given more prominence.
59	Develop an Equality and Diversity Statement reflective of the values of East Ayrshire Leisure supporting the development and fair treatment of staff	HCS		Draft document has been developed and approved by EAC's Equality & Diversity Officer. Staff training is currently being sourced to support the rollout of the policy following the

				implementation of the organisational review. T&D Officer to sit on EAC's Equality Forum.
60	Implement an Organisational Development Framework	HCS		A communication and consultation plan has been developed to support the ongoing organisational review.

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	Lead	Progress	Comments
61	Design and annually review Training and Development Plan to support all Trustees	HCS	 A Trustee Induction Session was held which included a tour of key buildings.
63	Create and Implement a Youth Board	HCS	
64	Create and Implement a programme of Trustee Coffee Chats to engage with communities and customers	R&BDM	 These will be programmed following the implementation of Organisational Review in April 2023
65	Develop a programme of Trustee Ambassador site visits to engage with staff who act as community/customer spokespersons	R&BDM	 These will be programmed following the implementation of Organisational Review in April 2023

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	Lead	Progress	Comments
66	Review wifi across all our venues	BSDM	<div style="text-align: center;">●</div> <p>Auchinleck Boswell wi-fi is now fully operational with speeds of 20mb/second being reported.</p> <p>Awaiting updated quotes and timescales from North regarding the expansion of provision within Trust venues.</p>
67	Develop our box office & booking system and operations to enhance customer journey and allow more services to be bookable online	BSDM	<div style="text-align: center;">●</div> <p>Current provider (Axians) will currently continue to support the system, however no further development work will be undertaken.</p>
68	Develop website to include more online and interactive resources	R&BDM	<div style="text-align: center;">●</div> <p>Development work has started looking at the online education resources. A Working Group has been established consisting of key members of staff from across the organisation. Development meeting scheduled with website provider for early 2023.</p>

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	Lead	Progress	Comments	
70	Establish a liaison group at shared sites to ensure cross-service promotion and integrated working arrangements	HOS		The first meeting has taken place at Barony Sports Village.
71	Develop Business Plan for the Civic Centre South	CO		East Ayrshire Council has appointed an architect to begin work on some concept drawings for Civic Centre South. These will be used as the basis for the business case.

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	Lead	Progress	Comments	
72	Produce Retail Plan to identify opportunities across venues and organisational areas	F&BDM		Retail has been reinstated within the Visitor Centre and appropriate items are being sourced to support the opening of the Dean Castle.
73	Develop a range of Membership Packages	F&BDM		Direct Debit Membership for our Athletics Run, Jump and Throw programme has been launched with 80 members signing up.
74	Produce Hospitality Plan which identifies opportunities for bars, cafes, vending and event catering	F&BDM		Board report being prepared detailing proposed expansion of bars services across Trust venues.

75	Carry out the feasibility of developing the Dower House as a conference centre and event space	CO		The business case for the Dower House is intrinsically linked to the development of the Castle and the proposals for Civic Centre South and is being developed in parallel.
76	Produce Commercialisation Plan to identify opportunities across venues	F&BDM		Commercial Development Officer has been appointed and will be in post March 23.
77	Produce Advertising Plan	R&BDM		

CREATING A SOLID FOUNDATION FOR GROWTH

Strategic Objective 4: To develop an effective performance management framework

Actions Complete

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	Lead	Progress	Comments
82 Produce an annual action plan to identify measures to reduce carbon use and improve environmental efficiency.	P&EDM		
83 Establish a carbon offset strategy through woodland creation	P&EDM		
84 Produce programme for replacing Trust vehicles with electric or more sustainable alternatives	P&EDM		Information being gathered as per Output 30
85 Develop Climate Change Strategy to achieving Net Zero	P&EDM		Currently being developed.

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	Lead	Progress	Comments	
86	Develop an action plan to adopt the principles of the Green Business Scheme	P&EDM		
87	Introduce waste recycling across Trust venues	P&EDM		
88	Introduce a hospitality deposit return scheme to address new guidelines	F&BDM		Scheme is scheduled for launch August 2023 – Hospitality DO and Sustainability DO are working together to ensure the Trust meets all the requirements of the scheme.

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	Lead	Progress	Comments	
89	Develop an organisational wide Sustainable Transport Plan and embed the principles of Active and Sustainable Travel throughout our organisation, projects and programmes	P&EDM		
90	Carry out a programme of staff and customer awareness sessions	P&EDM		



FINANCIAL PERFORMANCE
QUARTER 3
OCTOBER – DECEMBER
2022/23



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Notes:

All financial figures are cumulative to the current quarter and projected to the end of the financial year, i.e Qtr 3 shows the actual amounts for Qtr 3, combined with projections up to the end of March 2023.

The 1st paragraph is a brief statement which summarises the current financial position.

The 'Annual Budget Table' reconciles the annual budget for the Trust. The budget is initially reported to the Board in February for the upcoming financial year, but there are often adjustments throughout the year. This table provides a reconciliation from initial February report to the current report.

FINANCIAL PERFORMANCE KEY

ADVERSE:		FAVOURABLE:	
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SUMMARY STATEMENT

The current projected outturn for East Ayrshire Leisure at 31st December 2022 is a favourable £157.6k position. This position has been achieved due to vacancies, income performance being better than anticipated particularly for the panto, management actions minimising expenditure to offset any projected income shortfalls and maximising opportunities for external funding.

Management will continue to monitor and implement action to ensure the projected position is achieved.

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

There are further variances within Income and Expenditure, these will be closely monitored and managed within the Service during the year where possible - detailed analysis is 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 2022/23 savings approved at 22nd February 2022 Board.

Service Division	Annual Budget 2022/23	Annual Budget 2022/23 Qtr 1	Annual Budget 2022/23 Qtr 2	Annual Budget 2022/23 Qtr 3	Annual Budget 2022/23 Qtr 4	Comments
EXECUTIVE MANAGEMENT	1,245,680	1,325,420	1,337,780	1,329,520		
CULTURAL DEVELOPMENT	1,466,890	1,501,660	1,498,790	1,585,910		
COMMUNITY & PERFORMING ARTS DEVELOPMENT	425,390	435,830	435,120	476,360		
LEISURE DEVELOPMENT	615,770	634,610	640,370	684,330		
SPORTS DEVELOPMENT	609,690	717,890	743,900	883,760		
PROPERTY & ESTATES DEVELOPMENT	187,430	201,390	201,390	212,010		
SAVINGS TO BE ALLOCATED	0	0				
TOTAL	4,550,850	4,816,800	4,857,350	5,171,890		
Management Fee	(4,550,850)	(4,777,660)	(4,798,390)	(5,069,470)		
Reserves	0	(39,140)	(58,960)	(102,420)		
TOTAL	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 Pavilion
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

OVERALL NET POSITION

Notes:

Tables A and B present financial information in different formats:

TABLE A: Overall Net Position (including Income/Expenditure) for Trust analysed by Service Area

TABLE B: Overall Net Position (including Income/Expenditure) for Trust analysed by Subjective Level

For all tables

Columns 1 and 2 refer to information for prior year; 1st column provides prior year information for same period and the 2nd column provides final position for full prior year

Column 3 refers to the Service Areas

Column 4 provides the Annual Budget – this reconciles to the Annual Budget table above

Column 5 provides the Actuals to date (including commitments)

Column 6 provides Actual Expenditure as a % of Annual Budget

Column 7 provides anticipated projected position for end of financial year

Column 8 provides anticipated projected variance for current financial year – (Favourable)/Adverse)

Final column provides quick review of favourable/adverse position

TABLE A – OVERALL NET POSITION

Revised Actual Exp. to 31/12/21	Actual Out-turn to 31/03/22	Service Division	Annual Estimate 2022/23	Revised Actual Exp. to 31/12/22	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/23	Variance (Favourable) / Adverse	
701,324	1,271,227	EXECUTIVE MANAGEMENT	1,329,520	874,802	66%	1,237,190	(92,330)	
461,268	927,465	Corporate Services	919,470	540,417	59%	811,630	(107,840)	
233,016	332,586	Relationship & Business Development	428,480	285,375	67%	391,090	(37,390)	
7,040	11,177	Hospitality Development	(18,430)	49,010	-266%	34,470	52,900	
1,037,536	1,459,442	CULTURAL DEVELOPMENT	1,585,910	1,119,355	71%	1,498,370	(87,540)	
204,482	280,864	Cultural Development	301,200	170,757	57%	224,080	(77,120)	
78,174	121,783	Collection Care	112,790	75,100	67%	110,630	(2,160)	
21,931	31,623	Visual Arts Development	41,670	27,951	67%	37,620	(4,050)	
79,946	124,510	Museums Development	131,320	99,391	76%	130,530	(790)	
653,004	900,661	Libraries	998,930	746,156	75%	995,510	(3,420)	
227,105	480,694	COMMUNITY & PERFORMING ARTS DEVELOPMENT	476,360	205,302	43%	514,050	37,690	
57,854	206,584	Performing Arts Development	253,340	(57,387)	-23%	210,050	(43,290)	
163,954	269,971	Community Development	246,200	262,930	107%	307,940	61,740	
5,298	4,139	Community Lettings & Co-Managed Centres - Lets	(23,180)	(241)	1%	(3,940)	19,240	
406,702	566,145	LEISURE DEVELOPMENT	684,330	428,033	63%	597,100	(87,230)	
92,605	111,316	Leisure Development	171,320	48,469	28%	103,350	(67,970)	
283,955	406,336	Countryside & Visitors Development	470,460	349,535	74%	451,240	(19,220)	
29,973	48,292	Green Infrastructure Development	42,550	30,029	71%	42,510	(40)	
170	201	Volunteer Development	0	0		0	0	
580,996	817,724	SPORTS DEVELOPMENT	883,760	705,375	80%	978,350	94,590	
130,036	193,956	Sports Development Team	49,490	(25,655)	-52%	(36,460)	(85,950)	
158,051	200,210	Community Sports Area 1	271,470	298,407	110%	374,360	102,890	
278,095	397,989	Community Sports Area 2	531,920	414,416	78%	604,130	72,210	
5,499	9,576	Temporary Facilities	7,490	7,508	100%	7,490	0	
9,315	15,992	Football Venues	23,390	10,699	46%	28,830	5,440	
116,734	177,918	PROPERTY & ESTATES DEVELOPMENT	212,010	131,812	62%	189,210	(22,800)	
3,070,398	4,773,150	TOTAL	5,171,890	3,464,679	67%	5,014,270	(157,620)	
(3,792,164)	(4,966,113)	Management Fee	(5,069,470)	(3,635,709)	72%	(5,069,470)	0	
(721,766)	(192,963)	TOTAL	102,420	(171,030)		(55,200)	(157,620)	
(22,375)	(18,305)	Trs From Reserves	(102,420)	(102,420)	100%	(102,420)	0	
(744,141)	(211,268)	TOTAL (after transfer from reserves)	0	(273,450)		(157,620)	(157,620)	
(139,613)	(244,377)	External Funding	0	0		0	0	
(883,754)	(455,644)	TOTAL (after external funding)	0	(273,450)	0	(157,620)	(157,620)	

TABLE B – OVERALL NET POSITION

Revised Actual Exp. to 31/12/21	Actual Out-turn to 31/03/22	Service Division	Annual Estimate 2022/23	Revised Actual Exp. to 31/12/22	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/23	Variance (Favourable) / Adverse	
(1,151,192)	(1,576,461)	Income From Charitable Activities	(2,272,460)	(1,675,664)	74%	(2,148,680)	123,780	
(3,792,164)	(4,966,113)	Management Fee	(5,069,470)	(3,635,709)	72%	(5,069,470)	0	
(139,613)	(244,377)	External Funding	0	0		0	0	
(5,082,969)	(6,786,951)	TOTAL INCOME	(7,341,930)	(5,311,373)	72%	(7,218,150)	123,780	
3,314,317	4,715,489	Employee Costs	5,636,090	3,935,544	70%	5,362,380	(273,710)	
26,529	40,318	Transport Costs	40,370	37,384	93%	52,590	12,220	
287,042	546,910	Premises Costs	581,220	441,698	76%	600,930	19,710	
562,162	757,089	Supplies & Services	1,059,050	660,565	62%	1,020,430	(38,620)	
0	8,360	Financing Costs	0	0		0	0	
0	187,400	Support Costs	0	0		0	0	
31,540	94,045	Governance Costs	127,620	65,151	51%	126,620	(1,000)	
4,221,590	6,349,611	TOTAL RESOURCES EXPENDED	7,444,350	5,140,342	69%	7,162,950	(281,400)	
(861,379)	(437,339)	NET POSITION	102,420	(171,030)		(55,200)	(157,620)	
(22,375)	(18,305)	Trs From Reserves	(102,420)	(102,420)	100%	(102,420)	0	
(883,754)	(455,644)	TOTAL (after transfer from reserves)	0	(273,450)		(157,620)	(157,620)	

Notes

The following individual Service tables provide analysis in both formats; by sub-service and by subjective level, followed by a summarised comments section for each Service area.

EXECUTIVE MANAGEMENT SERVICE ANALYSIS

Revised Actual Exp. to 31/12/21	Actual Out-turn to 31/03/22	EXECUTIVE MANAGEMENT	Annual Estimate 2022/23	Revised Actual Exp. to 31/12/22	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/23	Variance (Favourable) / Adverse
461,268	927,465	Corporate Services	919,470	540,417	59%	811,630	(107,840)
233,016	332,586	Relationship & Business Development	428,480	285,375	67%	391,090	(37,390)
7,040	11,177	Hospitality Development	(18,430)	49,010	-266%	34,470	52,900
(139,613)	(244,377)	External Funding	0	0		0	0
(3,792,164)	(4,966,113)	Management Fee	(5,069,470)	(3,635,709)	72%	(5,069,470)	0
(4,220)	(4,220)	Trs From Reserves	(62,190)	(62,190)		(62,190)	0
(3,234,672)	(3,943,482)	TOTAL OBJECTIVE ANALYSIS	(3,802,140)	(2,823,097)	74%	(3,894,470)	(92,330)
(163,822)	(233,277)	Income From Charitable Activities	(360,040)	(258,221)	72%	(385,480)	(25,440)
(3,792,164)	(4,966,113)	Management Fee	(5,069,470)	(3,635,709)	72%	(5,069,470)	0
(139,613)	(244,377)	External funding	0	0		0	0
(4,095,598)	(5,443,767)	TOTAL INCOME	(5,429,510)	(3,893,930)	72%	(5,454,950)	(25,440)
748,996	1,055,148	Employee Costs	1,283,420	913,077	71%	1,253,420	(30,000)
0	0	Transport Costs	0	0		150	150
(37,632)	5,545	Premises Costs	12,590	(34,078)	-271%	20,370	7,780
144,871	226,072	Supplies & Services	357,450	242,461	68%	313,630	(43,820)
0	0	Financing Costs	0	0		0	0
0	187,400	Support Costs	0	0		0	0
8,912	30,340	Governance Costs	36,100	11,562	32%	35,100	(1,000)
865,146	1,504,505	TOTAL RESOURCES EXPENDED	1,689,560	1,133,022	67%	1,622,670	(66,890)
(3,230,452)	(3,939,262)	NET POSITION	(3,739,950)	(2,760,907)	74%	(3,832,280)	(92,330)
(4,220)	(4,220)	Trs From Reserves	(62,190)	(62,190)		(62,190)	0
(3,234,672)	(3,943,482)	TOTAL (after transfer from reserves)	(3,802,140)	(2,823,097)	74%	(3,894,470)	(92,330)

Comments

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

Corporate Services

Favourable variance relates to income from EAC relating to provision of Active Club membership, maximisation of external funding and management actions partially offset by appointment of Head of Operations.

Relationship & Business Development

Favourable variance relates to an underspend on Training due to majority of training being delivered in house and management actions to maximise external funding.

Hospitality

Adverse position projected due to projected shortfall in income and rising costs of provisions. Management action is being taken to minimise impact for future.

CULTURAL DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 31/12/21	Actual Out-turn to 31/03/22	CULTURAL DEVELOPMENT	Annual Estimate 2022/23	Revised Actual Exp. to 31/12/22	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/23	Variance (Favourable) / Adverse
204,482	280,864	Cultural Development	301,200	170,757	57%	224,080	(77,120)
78,174	121,783	Collection Care	112,790	75,100	67%	110,630	(2,160)
21,931	31,623	Visual Arts Development	41,670	27,951	67%	37,620	(4,050)
79,946	124,510	Museums Development	131,320	99,391	76%	130,530	(790)
653,004	900,661	Libraries	998,930	746,156	75%	995,510	(3,420)
(3,765)	(3,765)	Trs From Reserves	(4,500)	(4,500)	100%	(4,500)	0
1,033,771	1,455,677	TOTAL OBJECTIVE ANALYSIS	1,581,410	1,114,855	70%	1,493,870	(87,540)
(35,204)	(69,619)	Income From Charitable Activities	(89,190)	(54,385)	61%	(98,440)	(9,250)
(35,204)	(69,619)	TOTAL INCOME	(89,190)	(54,385)	61%	(98,440)	(9,250)
804,111	1,156,810	Employee Costs	1,265,760	870,347	69%	1,180,270	(85,490)
7,652	12,059	Transport Costs	11,980	14,689	123%	19,100	7,120
94,037	142,900	Premises Costs	145,820	113,337	78%	146,810	990
165,179	209,950	Supplies & Services	235,050	167,181	71%	234,140	(910)
0	0	Financing Costs	0	0		0	0
0	0	Support Costs	0	0		0	0
1,761	7,341	Governance Costs	16,490	8,185	50%	16,490	0
1,072,740	1,529,060	TOTAL RESOURCES EXPENDED	1,675,100	1,173,739	70%	1,596,810	(78,290)
1,037,536	1,459,442	NET POSITION	1,585,910	1,119,355	71%	1,498,370	(87,540)
(3,765)	(3,765)	Trs From Reserves	(4,500)	(4,500)	100%	(4,500)	0
1,033,771	1,455,677	TOTAL (after transfer from reserves)	1,581,410	1,114,855	70%	1,493,870	(87,540)

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

£87.5k favourable net position predominantly from vacancies not being filled and public donations for libraries and museums.

COMMUNITY & PERFORMING ARTS DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 31/12/21	Actual Out-turn to 31/03/22	COMMUNITY & PERFORMING ARTS DEVELOPMENT	Annual Estimate 2022/23	Revised Actual Exp. to 31/12/22	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/23	Variance (Favourable) / Adverse
57,854	206,584	Performing Arts Development	253,340	(57,387)	-23%	210,050	(43,290)
163,954	269,971	Community Development	246,200	262,930	107%	307,940	61,740
5,298	4,139	Community Lettings & Co-Managed Centres - Lets	(23,180)	(241)	1%	(3,940)	19,240
0	(1,850)	Trs From Reserves	0	0		0	0
227,105	478,844	TOTAL OBJECTIVE ANALYSIS	476,360	205,302	43%	514,050	37,690
(307,133)	(353,388)	Income From Charitable Activities	(628,340)	(576,566)	92%	(667,620)	(39,280)
(307,133)	(353,388)	TOTAL INCOME	(628,340)	(576,566)	92%	(667,620)	(39,280)
267,504	424,329	Employee Costs	563,760	446,442	79%	619,130	55,370
0	0	Transport Costs	0	0		0	0
122,255	204,333	Premises Costs	222,520	191,530	86%	223,380	860
129,702	169,835	Supplies & Services	271,920	121,964	45%	292,660	20,740
0	4,370	Financing Costs	0	0		0	0
0	0	Support Costs	0	0		0	0
14,777	31,214	Governance Costs	46,500	21,932	47%	46,500	0
534,238	834,082	TOTAL RESOURCES EXPENDED	1,104,700	781,868	71%	1,181,670	76,970
227,105	480,694	NET POSITION	476,360	205,302	43%	514,050	37,690
0	(1,850)	Trs From Reserves	0	0		0	0
227,105	478,844	TOTAL (after transfer from reserves)	476,360	205,302	43%	514,050	37,690

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

£39.3k net favourable income position due to panto. £77k overspend projecting across expenditure relating mostly to staffing required for community venues and panto.

LEISURE DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 31/12/21	Actual Out-turn to 31/03/22	LEISURE DEVELOPMENT	Annual Estimate 2022/23	Revised Actual Exp. to 31/12/22	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/23	Variance (Favourable / Adverse)
92,605	111,316	Leisure Development	171,320	48,469	28%	103,350	(67,970)
283,955	406,336	Countryside & Visitors Development	470,460	349,535	74%	451,240	(19,220)
29,973	48,292	Green Infrastructure Development	42,550	30,029	71%	42,510	(40)
170	201	Volunteer Development	0	0		0	0
(4,000)	(6,010)	Trs From Reserves	0	0		0	0
402,702	560,135	TOTAL OBJECTIVE ANALYSIS	684,330	428,033	63%	597,100	(87,230)
(19,193)	(21,366)	Income From Charitable Activities	(56,160)	(24,024)	43%	(26,800)	29,360
(19,193)	(21,366)	TOTAL INCOME	(56,160)	(24,024)	43%	(26,800)	29,360
361,130	474,874	Employee Costs	623,060	355,493	57%	491,110	(131,950)
11,788	17,220	Transport Costs	19,930	16,159	81%	22,690	2,760
27,973	53,918	Premises Costs	50,510	49,556	98%	58,620	8,110
22,367	30,070	Supplies & Services	30,090	26,896	89%	34,580	4,490
0	2,010	Financing Costs	0	0		0	0
0	0	Support Costs	0	0		0	0
2,638	9,419	Governance Costs	16,900	3,953	23%	16,900	0
425,895	587,512	TOTAL RESOURCES EXPENDED	740,490	452,057	61%	623,900	(116,590)
406,702	566,145	NET POSITION	684,330	428,033	63%	597,100	(87,230)
(4,000)	(6,010)	Trs From Reserves	0	0		0	0
402,702	560,135	TOTAL (after transfer from reserves)	684,330	428,033	63%	597,100	(87,230)

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

£29.4k income shortfall relates to anticipated income for the year ahead from the residential centre, events and professional services income which is based purely on demand for building bat and bird survey work before demolition. This income shortfall has been funded by £116.6k in expenditure savings relating predominantly to vacancies not being filled.

SPORTS DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 31/12/21	Actual Out-turn to 31/03/22	SPORTS DEVELOPMENT	Annual Estimate 2022/23	Revised Actual Exp. to 31/12/22	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/23	Variance (Favourable) / Adverse
130,036	193,956	Sports Development Team	49,490	(25,655)	-52%	(36,460)	(85,950)
158,051	200,210	Community Sports Area 1	271,470	298,407	110%	374,360	102,890
278,095	397,989	Community Sports Area 2	531,920	414,416	78%	604,130	72,210
5,499	9,576	Temporary Facilities	7,490	7,508	100%	7,490	0
9,315	15,992	Football Venues	23,390	10,699	46%	28,830	5,440
(10,390)	(2,460)	Trs From Reserves	(35,730)	(35,730)		(35,730)	0
570,606	815,264	TOTAL OBJECTIVE ANALYSIS	848,030	669,645	79%	942,620	94,590
(625,841)	(898,810)	Income From Charitable Activities	(1,138,730)	(762,469)	67%	(970,340)	168,390
(625,841)	(898,810)	TOTAL INCOME	(1,138,730)	(762,469)	67%	(970,340)	168,390
1,016,783	1,437,221	Employee Costs	1,704,970	1,219,600	72%	1,640,120	(64,850)
6,400	10,291	Transport Costs	5,710	6,305	110%	9,400	3,690
80,409	137,217	Premises Costs	146,780	121,352	83%	148,750	1,970
99,792	114,095	Supplies & Services	153,400	101,068	66%	138,790	(14,610)
0	1,980	Financing Costs	0	0		0	0
0	0	Support Costs	0	0		0	0
3,453	15,731	Governance Costs	11,630	19,520	168%	11,630	0
1,206,837	1,716,534	TOTAL RESOURCES EXPENDED	2,022,490	1,467,844	73%	1,948,690	(73,800)
580,996	817,724	NET POSITION	883,760	705,375	80%	978,350	94,590
(10,390)	(2,460)	Trs From Reserves	(35,730)	(35,730)		(35,730)	0
570,606	815,264	TOTAL (after transfer from reserves)	848,030	669,645	79%	942,620	94,590

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.

Sports Development - Overall

£168.4k income shortfall due predominantly to income shortfalls projected across indoor hall hire, supervised childrens activities, equipment hire, PAYG fitness classes and gym income offset against the following which we are expecting to exceed targets: indoor/outdoor track, memberships, community space and swimming lessons. Income shortfall offset against £73.8k savings across expenditure mostly due to vacant posts.

PROPERTY & ESTATES DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 31/12/21	Actual Out-turn to 31/03/22	PROPERTY & ESTATES DEVELOPMENT	Annual Estimate 2022/23	Revised Actual Exp. to 31/12/22	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/23	Variance (Favourable) / Adverse
116,734	177,918	Property & Estates Development	212,010	131,812	62%	189,210	(22,800)
0	0	Trs From Reserves	0	0		0	0
116,734	177,918	TOTAL OBJECTIVE ANALYSIS	212,010	131,812	62%	189,210	(22,800)
0	0	Income From Charitable Activities	0	0		0	0
0	0	TOTAL INCOME	0	0		0	0
115,794	167,107	Employee Costs	195,120	130,586	67%	178,330	(16,790)
689	748	Transport Costs	2,750	231	8%	1,250	(1,500)
0	2,997	Premises Costs	3,000	0	0%	3,000	0
251	7,067	Supplies & Services	11,140	995	9%	6,630	(4,510)
0	0	Financing Costs	0	0		0	0
0	0	Support Costs	0	0		0	0
0	0	Governance Costs	0	0		0	0
116,734	177,918	TOTAL RESOURCES EXPENDED	212,010	131,812	62%	189,210	(22,800)
116,734	177,918	NET POSITION	212,010	131,812	62%	189,210	(22,800)
0	0	Trs From Reserves	0	0		0	0
116,734	177,918	TOTAL (after transfer from reserves)	212,010	131,812	62%	189,210	(22,800)

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.

Property & Estates Development - Overall

£22.8k expenditure savings predominantly due to employee cost savings as a result of posts being vacant within the service and further management actions within supplies and services.

RESERVES AS AT 31 DECEMBER 2022

Notes

The Reserves Table provides detail on the current Reserves position for the Trust

The 1st table is a summary report and the 2nd table provides analysis of the committed amounts from Reserves

Line 1 Retained Reserves refers to our Reserves Policy – currently set to “minimum 2% of Turnover”.

Line 2 refers to Unallocated Reserves – this amount will initially be allocated to fund any in-year deficit and then to any additional spend approved by The Board.

Line 3 Allocated Reserves refers to allocated amounts and the 2nd table provides further analysis of progress on these commitments

Line 4 MGTR refers to Museum and Galleries Tax Relief received and this must be used to help fund future exhibitions

Lines 5 & 6 refer to specific accounting entries required each financial year

Summary

UNRESTRICTED RESERVES	2021/22 b/f	2021/22 SURPLUS	BALANCE 31 March 2022	APPROVED ALLOCATIONS	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	NOTES
RETAINED RESERVES	250,000	20,000	270,000		270,000						270,000	
UNUSEABLE RESERVES	21,540	10,050	31,590		31,590						31,590	
UNALLOCATED RESERVES	379,689	132,014	511,703	-116,000	395,703						395,703	
ALLOCATED RESERVES	8,375	293,580	301,955	116,000	417,955		39,135	19,820	43,460	0	315,540	see Allocated Table
MGTR FUNDS	67,703		67,703		67,703	(1,669)					69,372	
FIXED ASSET RESERVE	34,920		34,920		34,920						34,920	
HOLIDAY PAY PROVISION	(60,874)		(60,874)		(60,874)						(60,874)	
TOTAL UNRESTRICTED RESERVES	701,353	455,644	1,156,998	0	1,156,997	0	37,466	19,820	43,460	0	1,056,251	

Allocated Reserves Analysis

ALLOCATED RESERVES	2021/22 b/f	2021/22 SURPLUS	BALANCE 31 March 2022	APPROVED ALLOCATIONS	REVISED BALANCE	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
IT Equipment - Corporate Services	2,800		2,800	2,200	5,000					5,000	1 June 2021 Board	Ongoing	
Libraries - Lorensbergs Netloan Upgrade	1,600		1,600		1,600					1,600	1 June 2021 Board	Ongoing	
Box Office/Booking System	3,975		3,975		3,975					3,975	1 June 2021 Board	Ongoing	
Sport Equipment & Repairs		4,335	4,335		4,335		1,090			3,245	28 June 2022 Board	Ongoing	
Secure Portal Upgrade		4,880	4,880		4,880					4,880	28 June 2022 Board	Ongoing	
DCCP Canopy - additional works (incl replacement furniture)		14,500	14,500		14,500		10,000	3,560		940	28 June 2022 Board	Ongoing	
People Counters		3,000	3,000		3,000					3,000	28 June 2022 Board	Ongoing	
Venue Equipment		3,000	3,000		3,000					3,000	28 June 2022 Board	Ongoing	
Box Office/Booking System		12,000	12,000	-2,200	9,800					9,800	28 June 2022 Board	Ongoing	
Valuations		4,000	4,000		4,000					4,000	28 June 2022 Board	Ongoing	
Equipment Replacement Programme		200,000	200,000		200,000					200,000	28 June 2022 Board	Ongoing	Allocation approved by Executive Management
Wellbeing Initiatives - EA Gift Cards to staff				45,000	45,000			28,200		16,800	4 October 2022 Board	Ongoing	
Event Management				43,500	43,500			11,700		31,800	22 November 2022 Board	Ongoing	

Facility Management Support (1 FTE)				27,500	27,500					27,500		To be approved
Spin Bikes - RRSC	34,635	34,635			34,635	34,635				0	28 June 2022 Board	Complete
RAWV Signage (partially funded by SAC - SAC funds received 21/22 but deferred to 22/23)	8,730	8,730			8,730	8,730				0	28 June 2022 Board	Complete
Ebooks	4,500	4,500			4,500	4,500				0	28 June 2022 Board	Complete
TOTAL ALLOCATED RESERVES												
	8,375	293,580	301,955	116,000	417,955	39,135	19,820	43,460	0	315,540		

GENERAL PROJECTS

Notes:

General Projects are multi-annual projects involving funding from external partners. These projects are not included in the Financial Monitoring reports. The table gives an overview of the projects and the Additional Information gives a brief description of each of the projects.

Project	Partners	Balance b/f 01.04.22	Balance at 31.12.22	Expected Completion Date
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£3,909)	(£3,909)	Ongoing
Burns Birthday in Mauchline	Event Scotland	(£861)	(£861)	Ongoing
Kilmarnock Green Infrastructure	Sustrans	(£14,955)	(£14,955)	Ongoing
Digital Storyteller in Residence	Scottish Book Trust	(£2,372)	(£2,372)	Ongoing
Irvine Valley Trails 2019 onwards	LCTT, Transport Scotland, EAC Renewable Energy Fund	£160,950	£161,696	Ongoing
Dean Castle Event	REF	(£5,000)	(£3,000)	Nov 2023
SHOUT	EAC	(£5,000)	(£3,684)	Ongoing
Morton Hall and Library	EAC	£0	£16,712	Mar 2023
Dean Castle Restoration Project	HLF/EAC	£0	£70,962	Apr 2023
Wifi Project	EAC	(£19,700)	(£19,700)	Ongoing
DCCP Parks for People (Jul 20-Mar 21)	HLF/EAC	(£6,773)	£0	Jun 2022
Grayson Perry	EALT	(£6,686)	£0	Jul 2022
Foster Carer Service - Memberships	EAC	(£4,000)	(£4,000)	Ongoing
Youth Memberships	EAC	(£2,432)	(£2,342)	Ongoing
Annick Valley Leisure Facilities	EAC	(£199,029)	(£199,029)	Ongoing
Patna Leisure Facilities	EAC	(£810)	(£810)	Ongoing
FutureMuseum.co.uk Redevelopment	Museum Gallery Scotland	(£15,750)	(£851)	Aug 2023
Seedscares: Future Proofing Nature	Creative Scotland	(£3,574)	£0	Jul 2022
Queen's Jubilee Event	EAC	£0	(£850)	Jun 2022
Leisure at the Heart of All Communities	UK Government	£34,345	£486,668	Aug 2022
Fruit and Nut Tree Woodland	EAC	£13,114	£13,464	Sep 2022
Sharing Stories	SLIC via Scottish Government	(£8,965)	(£1,193)	Dec 2022
Creative Scotland Recovery Fund	Creative Scotland	£0	(£110,184)	Ongoing
Cost of Living Crisis	EAC	£0	£4,015	Ongoing

Additional Information

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 it is hoped the event should be going ahead in the future.

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.

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.

Dean Castle Event - 2 funding bids will be submitted for this event – the outcome for the first submission was approved June 2022 and we were awarded £47,500 and the second bid has still to be done. £5k has been identified as match funding. The event as a focal point for the reopening of the Castle will provide a celebratory, collaborative and high profile occasion through our confirmed partnerships with key Scottish cultural heavyweights including The Cumnock Tryst headed up by one of the world's most important composers, Sir James MacMillan, Professor Alistair McDonald - Composer and Sound Artist (Royal Conservatoire of Scotland), Professor Kirsteen McCue - historian and musician (Glasgow University, Burns Scotland), and Colin Currie – world renowned percussionist. The project will take a wholly accessible, collaborative and engaging approach, working with local pupils to develop a newly commissioned work which will feature at the centre of the event, and welcoming on the spot participation for visitors through a unique series of percussion sculptures, an entirely new collection of musical instruments created by a local artist blacksmith for this event.

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

Morton Hall and Library – Procurement of new furniture for Newmilns Library is being managed by the Trust but will be funded by EAC. A maximum of £20,000 of the £30,000 allocation will be for library furniture and the balance is for the overall venue.

Dean Castle Restoration Project - An 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 Wi-Fi 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. Final spend is anticipated in 2022/23 on the courtyard canopy costs.

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.

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.

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.

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.

Seedscapes: 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.

Queen's Jubilee Event - EAC allocated £25k funding for the Queen's Jubilee Event held in June 2022. Event was managed by the Trust and costs will be subsequently recharged to EAC.

Leisure at the Heart of All Communities – We have received funding through the UK Government's Community Renewal Fund for the Leisure at the Heart of All Communities project, which aims to bring physical activity, cultural, heritage and greenspace activities right to every community in East Ayrshire. The project will refurbish 4 buses to deliver programmes throughout East Ayrshire from March to August 2022.

Fruit and Nut Tree Woodland – Funding has been secured through the Scottish Government Naturalisation Funding, to transform an area of unimproved grassland to a community woodland which focuses on the principles of 'food for free'. The woodland will be developed and planted by East Ayrshire Woodland's trainees as well as through community events organised by East Ayrshire Leisure's Countryside Ranger Service. The project also includes the establishment of a native hedgerow along the boundary of the site. To date, the native hedgerow has been planted through a number of volunteer sessions involving Ayrshire College, young people being looked after by EAC, the local community and corporate volunteers from Teleperformance Call Centre based at Rowallan Business Park.

Sharing Stories – This Project is supported by the Scottish Government Public Library COVID Recovery Fund and Scottish Library & Information Council. The primary aim of this project is to engage, build relationships with, and provide support for the many different groups within our communities who may have been adversely affected by the Covid-19 pandemic. Also to help rebuild our library service post-pandemic by enabling us to provide more and varied activities and purchase additional related resources, which will hopefully encourage people back through our doors and generate an upturn in usage and footfall – both of which have seen a steep decline as a direct result of Covid-19. We will be focusing on supporting children with learning disabilities, dementia sufferers, adults with low literacy levels and ESOL.

Creative Scotland Recovery Fund - £149,566 was secured from funding made available to enable cultural organisations working primarily for public benefit, to rebuild and create opportunities to increase their financial resilience after the COVID-19 pandemic. Initial programme of spend has been developed and approved by the funder

Cost of Living Crisis - Funding of £172,000 was allocated by EAC as a response to the Cost of Living Crisis for a period of up to 24 months. EAL has been asked to provide "warm spaces" in conjunction with a variety of community groups across East Ayrshire. We have identified 10 of our venues that will be enhanced to provide an area specifically for members of our communities that may be affected by the COL crisis. In partnership with EAC we will offer safe, warm, comfortable spaces with charging stations, hot drinks, board games, etc in a sensitive and dignified way. Our team will capture how many people attend and will help signpost those in need to a wider range of services and support if needed.

EXTERNAL FUNDING

Notes:

A robust monitoring process is now in place for all External Funding applications from initial submission to subsequent successful or unsuccessful award.

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 2022/23
Cultural	SLIC - Big Scottish Book Club	£409	£409
Sport	Event Scotland - East Ayrshire Cycling Tour	£8,000	£0
TOTAL		£8,409	£409

EXTERNAL FUNDING NOT INCLUDED IN EAST AYRSHIRE LEISURE ACCOUNTS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
EAC	Sustrans Scotland - Kilmarnock Green Infrastructure Project - Infinity Loop – Stages 3-4	£1,430,838	
TOTAL		£1,430,838	

Debt Identified for Write off

Bad and doubtful debts totalling £4141.74 has been identified for write-off. Provision exists within the Annual Accounts for debt write-off and is currently valued at £22568.52. Current reporting on aged debt dictates an increase of £11k will be required to the provision, which will be actively pursued in line with policy.

Reason for write-off are summarised below:-

Reason for Write-Off	No of Accounts	Amount
Debt is uneconomical to pursue	16	£ 1354.79
Poor recovery prospects	8	£ 2786.95
Total	24	£ 4141.74

PERFORMANCE & AUDIT SUB COMMITTEE

TRUST BUDGET 2023/24

Date: 7 February 2023

Agenda Item: 5

Report By: Anneke Freel, Chief Officer

Summary

This report confirms the Trust's budget position for 2023/24 and shows how the savings target of £198,000 will be achieved.

I BACKGROUND

- 1.1 East Ayrshire Council have confirmed a savings requirement of £198,000 to be achieved by the Trust in 2023/24. The Financial Strategy proposes "From 2023-26, annual savings targets will be reviewed and agreed with East Ayrshire Council, in conjunction with our annual profiling; and we envisage this will be approximately 3% of our Management Fee."
- 1.2 On the 2nd November 2021, the Trust Board approved the Organisational Review Report with changes being implemented in stages between 2021 and 2025. Changes scheduled for 2021-22 and 2022-23 generated the savings target for 2022/23, further changes scheduled for 2023-24 will generate savings of £130,000 towards the savings target for 2023/24, with the balance of £68,000 being temporarily funded from Reserves as detailed below.

2 SAVINGS IN 2023/24

- 2.1 A summary of savings is shown below:

Previous Reports	Savings 2023-24
Organisational Review (Nov 2021)	£130,000
Reserves (further savings to be identified)	£68,000
TOTAL	£198,000

PERFORMANCE & AUDIT SUB COMMITTEE

3 Draft Annual Budget for 2023/24

3.1 The table below outlines the draft Trust budget for 2023/24 and includes the savings outlined above.

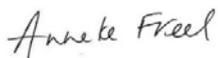
TRUST	Annual Budget 2022/23 as at Qtr 3	Reserves Adjustments	Base Annual Budget 2023/24	2023/24 Adjustments	2023/24 Savings	Draft Annual Budget 2023/24
TOTAL	5,171,890	(102,420)	5,069,470	141,080	(198,000)	5,012,550
Management Fee	(5,069,470)		(5,069,470)	(141,080)	198,000	(5,012,550)
Reserves	(102,420)	102,420	0			0
TOTAL	0	0	0	0	0	0

Recommendation/s:

It is recommended that Trustees:

- i. Approve the budget position shown in this report; and
- ii. Otherwise note the content of this report.

Signature:



Designation: Chief Officer

Date: 26 January 2023

BAD DEBT & DEBT RECOVERY

Date: 7 February 2023

Agenda Item: 6

Report by: Jackie Biggart, Head of Corporate Services

1 PURPOSE OF REPORT

- 1.1 The purpose of the report is to provide Trustees with information relating to the reintroduction of our Bad Debt & Debt Recovery Policy following the Covid-19 pandemic.

2 BACKGROUND

- 2.1 The last few years have been difficult and challenging years for East Ayrshire Leisure Trust, our customers and communities. Not only have we had to deal with the financial challenges linked to Covid 19 pandemic but we are now faced with the Cost of Living Crisis which again may have implications on our customers' financial ability to pay for services they have accrued. To ensure that the Trust acts in the best interest of our customers and our organisation and in line with our Strategic Vision Theme: Creating A Solid Foundation for Growth we have taken the opportunity to challenge existing practices to ensure that they fulfil our strategic and charitable objectives.
- 2.2 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.

3 BAD DEBT & DEBT RECOVERY POLICY

- 3.1 In April 2016 the Trust Board approved our Bad Debt & Debt Recovery Policy, see Appendix 1. This policy set out East Ayrshire Leisure's framework for pursuing and writing off bad debt ensuring the recovery of debt before it became excessive. It was recognised that failure to address bad debt can have an adverse effect on the business and our relationship with our customers therefore it was essential that a robust process was established which ensured that customer were treated fairly while the Trust recovered outstanding debt timeously.
- 3.2 Prior to the pandemic our debt recovery processes were strictly adhered to. Customers who failed to make payment within the designated timelines were contacted and payment was recovered. The Trust made every effort to recover debt however where this was not possible, e.g. customer deceased, debt uneconomical to pursue, then the debt was written off at a cost to the organisation. As per the Policy all debt written off is reported annually to the Board of Trustees, this information can be accessed from the Annual Performance Report.
- 3.3 The onset of the pandemic put all debt recovery processes on hold as the Trust took the decision to following the Council's protocol and chose not to pursue debt during the pandemic. At this time it was envisaged that this would be a short term measures however this was not the case. As no debt was actively pursued during the pandemic debt written off during this period was minimal.
- 3.4 The Trust recognise that continued failure to address bad debt will have an adverse effect on the organisation therefore the reintroduction of our debt recovery protocol is essential however will be done sensitively ensuring we maintain good relationships with our customers.

PERFORMANCE AND AUDIT SUB-COMMITTEE

3.5 To ensure that our processes remain fit for purpose we carried out a review of our Bad Debt and Debt Recovery Policy and internal process and points for noting are detailed below:

3.6 We categorise debt accounts into 3 main categories, these are as follows:

Current users – We recognise that from time to time groups/individuals may encounter financial challenges therefore our ethos is to ensure debt is recovered without restricting use of our venues. This is done in the form of a payment plan, each plan is individually tailored to the group/individual.

Previous users – All debt over £200 is pursued. All outstanding debt is recorded and where an individual/user group wish to return to our services their debt will be reactivated and their debt will be pursued as a current user.

Legal intervention – As part of our Service Level Agreement with East Ayrshire Council their Legal Services will actively pursue any debt on our behalf. These investigations can be lengthy with minimal returns. The Trust are liable for any associated costs where debt recovery is not achieved.

4 FINANCIAL IMPLICATIONS

4.1 Debt Identified for Write off

Bad and doubtful debts totalling £4,141.74 has been identified for write-off. Provision exists within the annual accounts for debt write-off and is currently valued at £22,568.52. Reporting on aged debt at Qtr 3 dictates an increase of £11k will be required to the provision, this debt will be actively pursued in line with policy.

Reason for write-off are summarised below:-

Reason for Write-Off	No of Accounts	Amount
Debt is uneconomical to pursue	16	£ 1,354.79
Poor recovery prospects	8	£ 2,786.95
Total	24	£ 4,141.74

Recommendations:

It is recommended that Trustees:

- i. Consider and approve the proposed write off of bad debt; and
- ii. Otherwise note the contents of the report.

Signature: Jackie Biggart

Designation: Head of Corporate Services

Date: 9 January 2023

Debt Recovery & Bad Debt Policy



East Ayrshire Leisure Trust

Debt Recovery & Bad Debt Policy

1. Aims

- Where possible, income due will be collected before or at the time the relevant sale or service is provided.
- Where this is not possible an invoice will be raised for immediate payment.

2. Values, principles and standards

This policy is therefore underpinned by the following values, principles and standards:

- All debts will be recorded and non-payment will be followed up by issuing reminders as outlined below.
- Where a service is being provided this will cease at the point when East Ayrshire Council Legal Services look to recover the debt and the debtor will be informed of this in writing, and the service will not be reinstated until the debt is cleared or a repayment plan has been agreed. Payment for future services must be made in advance.

3. Collecting Debts

The following timings are intended for guidance purposes only:

- a) 16 days from due date of invoice – reminder notice issued
- b) 23 days from due date of invoice – final notice issued
- c) 30 days from due date of invoice – court proceedings letter issued
- d) 37 days from due date of invoice – passed to East Ayrshire Council Legal Services for further action

4. Writing-Off Debts

- If after every effort has been made to collect the debt and legal action is considered impractical or has been unsuccessful, individual bad (irrecoverable) debts may be written-off.
- Debts up to the value of £1500 are referred to the Heads of Service.
- Those exceeding £1500 to be referred to the Chief Officer.

The types of debt considered to be written off will include:

- Customer deceased
- Customer moved with no forwarding address
- Debt has poor recovery prospects
- Debt is uneconomical to pursue – less than £200
- Customer has been sequestered

- Debt has passed the prescribed period and can no longer legally be pursued – 5 years from date the debt became due
- If the former customers circumstances change, and it is legal to do so, the debt will be re-instated.

5. Communication of this Policy

We will take active steps to communicate the principles of this Policy to all relevant parties.

6. Responsibilities and Accountabilities

The Trustees are responsible for:

- The approval of the Policy.
- To ensure appropriate resources are available to allow this policy to be implemented and upheld.

The Chief Officer is responsible for:

- Approving the writing-off of such bad debts.
- Reporting such approvals annually to the Board.

7. Monitoring and review

- Head of Corporate Services will be responsible for monitoring the effectiveness of the policy.
- Head of Corporate Services will be responsible for reviewing this policy and informing the Board of any proposed changes to the policy.
- Changes will be made in line with appropriate legislation.

Record of Change

Date Reviewed
January 2023