

# PERFORMANCE & AUDIT SUB COMMITTEE

Date: 8 November 2022

Location: Pillared Hall, Grand Hall, Kilmarnock

Start time: 4pm

<b>AGENDA</b>			
<b>AGENDA ITEM</b>	<b>FOR NOTING</b>	<b>FOR DISCUSSION</b>	<b>FOR APPROVAL/ DECISION</b>
<b>1. Apologies for Absence</b>	✓		
<b>2. Declarations of Interest</b>	✓		
<b>3. Notes of Previous Meeting – 16 August 2022</b>			✓
<b>4. Performance Report July - September 2022</b>			✓
<b>5. Charges 2023/24</b>			✓
<b>6. AOCB</b>			
<b>7. Dates of Next Meetings:</b> <b>Trust Board:</b> 22 November 2022 <b>Performance &amp; Audit Sub-Committee:</b> 7 February 2022			

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# PERFORMANCE AND AUDIT SUB-COMMITTEE

## PERFORMANCE REPORT JULY - SEPTEMBER 2022

Date: 8 November 2022

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 July to September 2022, the second 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 July - September 2022 was 318,970. 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 26% across all venues compared to the same period in 21/22.
- 2.2 E-books continue to show growth beyond pre-covid figures. The pre-covid Q2 figure for Ebooks was 1394 compared to the 22/23 Q2 figure of 4044. This is a significant improvement and demonstrates a clear trend in reading patterns. This will be reflected in our review of libraries and the services that we operate within them.
- 2.3 Community Lifestyle Hubs and Sports Centres are performing well with Barony Sports Village, Rose Reilly Sports Centre and Doon Valley Leisure Centre all recording significant increases compared to 21/22. Venues that do not offer a fitness programme are recording a reduction in numbers. This trend is also being noted in Community Venues. Work is being undertaken to launch a promotional campaign for our community spaces in Spring 2023.
- 2.4 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.
- 2.5 Absence levels are higher than previous years. However, this is due to a number of long-term absences. Managers are implementing the return to work policy to ensure that staff are supported during their period of absence and when they are able to return to work.
- 2.6 An on-going issue of staff being subjected to verbal abuse and anti-social behaviour has been identified within the Organisational Learning table. A number of actions have been identified and there is continued liaison with East Ayrshire Council and Police Scotland.

## PERFORMANCE AND AUDIT SUB-COMMITTEE

- 2.7 The risk register has been updated with a new risk around IT and systems added. The Covid Risk Register has now been removed.

### 3 CORPORATE DELIVERY PLAN RECORD OF PROGRESS

- 3.1 91 priority outputs have been included within the 2022-24 Corporate Delivery Plan. July - September represents the first quarter of this 2 year period. In this period, 4 outputs are marked as complete including the review of the Service Level Agreement and Constitution. 48 other outputs are also underway and progressing well. Some of these are highlighted in the following paragraphs.
- 3.2 Working in partnership with East Ayrshire's Health and Social Care team, we have issued 29 individuals within the care experienced programme a fitness membership that will enable them to gain access to physical activity programmes and facilities within our Community Lifestyle and Sports Hubs for a 12 month period.
- 3.3 Since the 1<sup>st</sup> April 2022 we have had 550, 10-14 year olds sign up to our Active Club membership, which provides them with free or discounted access to a range of activities and services within East Ayrshire Leisure.
- 3.4 During the summer holidays we had a significant increase (over 800%) in primary school aged children utilising their SHOUT cards to access free public, fun and family swims, compared to 2019 (pre-pandemic)

### 4 FINANCIAL PERFORMANCE

- 4.1 The financial performance quarter 2 report provides detail of the Trust's financial performance for the period July - September 2022. The projected outturn for East Ayrshire Leisure at 30<sup>th</sup> September 2022 is a breakeven position. Whilst this is a positive position to be in, key areas have been identified that may be affected by the cost of living crisis. These are predominantly related to our performing arts venues. An further review of community spaces will be carried out to ensure that priorities for marketing and investment are properly planned. The management will continue to monitor and implement actions where necessary to ensure a breakeven position.

#### Recommendation/s:

It is recommended that Trustees:

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

Signature: 

Designation: Chief Officer

Date: 27 October 2022



# EAST AYRSHIRE LEISURE PERFORMS

## QUARTER 2

### JULY - SEPTEMBER

2022/23



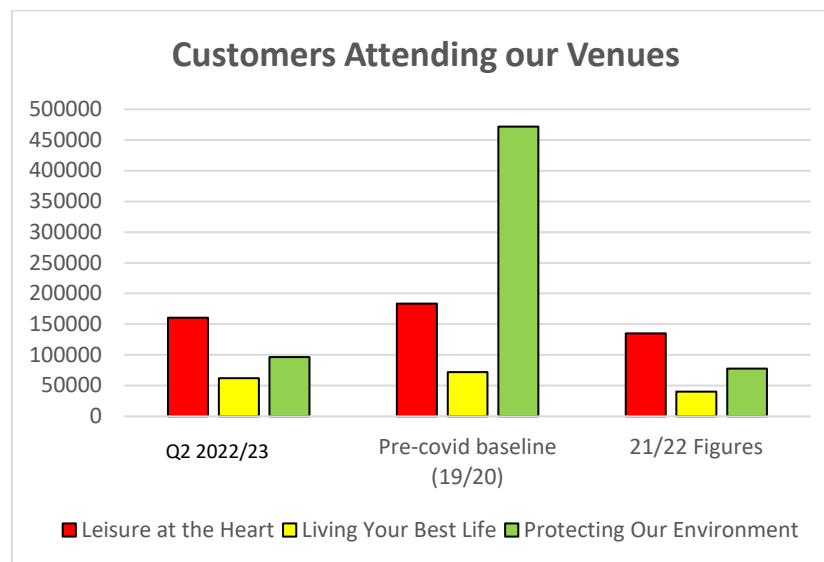
## Contents

PERFORMANCE INDICATORS .....	3
Attendance Figures .....	3
Strategic Vision Performance Monitoring .....	5
KEY UPDATES.....	6
Insurance Claims .....	6
Gifts & Hospitality.....	6
ORGANISATIONAL LEARNING.....	7
RISK REGISTER.....	9

## 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.



- \* Whilst some of our venues within **Leisure at the Heart** are performing exceptionally well (Doon Valley Leisure Centre recording an increase of 65% on pre-covid figures for the period and Rose Reilly Sports Centre with increase of 40% on pre-covid figures), libraries continue to show a decrease in attendance. Although this has resulted in an overall decrease of 12% on pre-covid attendance figures, it is an improving trend with a 19% increase from the same period in 2021/22 across the theme.
- \* 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 only showing a decrease of 15% on pre-covid figures for the quarter. This is really promising with strong recovery being demonstrated across all of the venues. The Baird Institute has an increase of 216% on the Q2 figures from 2021/22. This can be attributed to strong exhibition programming. It is really heartening to see visitors coming back to our museums.
- \* The River Ayr Way people counters are no longer operational. Therefore, **Protecting our Environment** will only record figures to Dean Castle Country Park until new people counters are installed along the medium distance route. A new recording system was installed in 2021 which more accurately records visitors at the park and the buildings.

Leisure at the Heart	Living Your Best Life	Protecting our Environment
<p>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</p>	<p>Dick Institute Museum  Dean Castle  Burns House Museum  Burns Monument Centre  Baird Institute  Doon Valley Museum  Ayrshire Athletics Arena  Annanhill Golf Course</p>	<p>Dean Castle Country Park  River Ayr Way</p>

## **Strategic Vision Performance Monitoring**

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

<b>Performance Indicator</b>	<b>Quarter 1 Performance</b>	<b>Quarter 2 Performance</b>	<b>Quarter 3 Performance</b>	<b>Quarter 4 Performance</b>	<b>2022/23 Performance</b>	<b>2030 Strategic Aspirations</b>
People attending our Venues	403,385	318,970				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				0.38 million
Online visitors to futuremuseums.com	43,350	49,213				0.25 million
Number of programmes for 12-25 year olds	14	21				30
Number of programmes for 65+	3	9				15
Number of local and regional events and exhibitions	30	19				40
Number of children engaged in our education programme	2675	1636				20,000
Opportunities that we offer for volunteers and work placements	5	3				50
Our absence Levels	Average 2.98 days lost per employee	Average 4.16 days lost per employee				8 days / annum
Our staff turnover rates	2.7%	8.2%				7-10%
Number of community initiatives that we support	12	7				30
Number of partnership projects we engage in	26	14				40
Carbon Footprint	Reported at end of financial year					990tCO <sub>2</sub> e



## **KEY UPDATES**

### **Insurance Claims**

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

Public Liability	2 x remain open
Employers' Liability	n/a
Motor Claim	n/a

### **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
<b>Customer Care/Services</b>	<ul style="list-style-type: none"> <li>• Staff praised for levels of customer care:               <ul style="list-style-type: none"> <li>- regarding swimming lessons - levels of support, encouragement and commitment – DVLC and Dalmellington. 5 Star recommendations!</li> <li>- River Ayr Way Challenge – encouragement and support given throughout the race</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Service action required               <ul style="list-style-type: none"> <li>- Staff newsletter</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Complaints re lack of confirmation emails for SGP bookings and also double bookings. Bookings sent in via email not being actioned</li> </ul>	<ul style="list-style-type: none"> <li>• Service action required</li> </ul>
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>• Failure to uphold the values of the Trust ensuring equality, diversity and inclusion for all</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Services               <ul style="list-style-type: none"> <li>- Develop Policy</li> <li>- Source face to face training for all members of staff</li> </ul> </li> <li>Service action required               <ul style="list-style-type: none"> <li>- Ensure staff complete mandatory training including elearning</li> <li>- Enforce the culture of the organisation and ensure staff display the values and behaviours set by the organisation</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Staff taking longer than allocated time for dinner breaks</li> </ul>	<ul style="list-style-type: none"> <li>• Service action required</li> </ul>
	<ul style="list-style-type: none"> <li>• Uniforms and badges required for all staff including Bank</li> </ul>	<ul style="list-style-type: none"> <li>• Service action required</li> </ul>

<b>Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>• Drugs being taken or found in (or near) our venues</li> </ul>	<ul style="list-style-type: none"> <li>• Policy/Protocol Awareness - Team Meeting: <ul style="list-style-type: none"> <li>- Sharps</li> <li>- Drugs &amp; Alcohol</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Staff being subjected to verbal abuse and anti-social behaviour, concerned for their own safety, feeling intimidated and/or threatened</li> </ul> <p>On-going issue</p>	<ul style="list-style-type: none"> <li>• Service action required <ul style="list-style-type: none"> <li>- Violence &amp; Aggression Risk Assessment</li> <li>- Staff awareness – do's &amp; don'ts</li> <li>- Conflict Handling Training</li> </ul> </li> <li>• Policy/protocol awareness <ul style="list-style-type: none"> <li>- Workplace Violence &amp; Aggression</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Staff dealing with medical issues not relating to trips, slips and falls e.g customers taking ill or fainting within our venues</li> </ul>	<ul style="list-style-type: none"> <li>• Policy/protocol awareness <ul style="list-style-type: none"> <li>- First Aid</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Covid - Barriers remaining at venues between staff and customers</li> </ul>	<ul style="list-style-type: none"> <li>• Health &amp; Safety Strategy Group <ul style="list-style-type: none"> <li>- Review risk assessments and control measures</li> </ul> </li> </ul>

## 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"> <li>Financial Strategy</li> <li>Communication with East Ayrshire Council allowing forward planning to ensure that service provision meets the requirements of the main funding provider.</li> <li>PR; communications with staff and customers</li> </ul>
2	There is a risk of not being able to maintain high quality services because of a lack of funding, resulting in a failure to invest, loss of staff, a reduction in staff commitment and damage to East Ayrshire Leisure's reputation.	Executive Managers & Development Managers	4	3	12  RISK APPETITE: OPEN (Reputation)	MEDIUM	<ul style="list-style-type: none"> <li>Strategic Vision</li> <li>Corporate Delivery Plan 2022-24</li> <li>Financial Strategy</li> <li>Continual monitoring of current economic conditions (post pandemic &amp; cost of living)</li> <li>Positive Public Relations</li> <li>Equipment Replacement Programme</li> <li>Continued dialogue with Council</li> <li>Review of B.E.S.T. practise - ongoing training and development of staff</li> </ul>
3	There is a risk partners and external stakeholders do not see East Ayrshire Leisure as a partner of choice because of a lack of resources invested in partnership activity, resulting in a failure to deliver 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"> <li>Strategic Vision</li> <li>Positive Public Relations</li> <li>Service Level Agreements/Contracts</li> </ul>

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"> <li>• Dedicated Property &amp; Estates Team</li> <li>• Regular communication with the Council</li> <li>• Business Continuity Plan</li> <li>• Regular Workplace inspections and reviews</li> <li>• Fire Risk Assessments</li> <li>• Established repairs reporting system</li> <li>• Proposed Asset Management Plan (EAC) ?</li> <li>• Capital Improvement Plan (EAC) ?</li> <li>• Environmental Management, Monitoring and reporting</li> <li>• Leisure Facility Strategy</li> </ul>
5	There is a risk that East Ayrshire Leisure does not take commercial opportunities because staff are not able to identify and take these opportunities, resulting in lost revenue streams, perceptions of poor service and the failure to be aligned with market demands.	Executive Managers & Development Managers	4	3	12 RISK APPETITE: OPEN (Financial)	MEDIUM	<ul style="list-style-type: none"> <li>• Dedicated Commercial Development Officer posts within organisational review 2023-24</li> <li>• Attendance at Events</li> <li>• Recruitment and Selection procedure</li> <li>• Review of Best Practise</li> <li>• Training and development programme</li> </ul>
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"> <li>• Dedicated Training &amp; Engagement Officer</li> <li>• Training and Development Plan</li> <li>• Ongoing review of Training matrices</li> <li>• Induction Process</li> </ul>

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"> <li>• Review of B.E.S.T. Practise</li> <li>• Recruitment and selection incl recruit to train for key roles</li> <li>• Effective communication with staff</li> </ul>
7	There is a risk that East Ayrshire Leisure will not comply with legislation standards and fail to meet the requirements of Health & Safety, GDPR, OSCR, VAT etc.	Executive Managers & Development Managers	1	4	4	LOW	<ul style="list-style-type: none"> <li>• Training &amp; Development Plan</li> <li>• Employee Information Awareness Sessions</li> <li>• Partnerships Working Groups</li> <li>• Service Level Agreement</li> <li>• Support from East Ayrshire Council</li> </ul>
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	LOW	<ul style="list-style-type: none"> <li>• Dedicated Systems Development Officer and IT Co-ordinator</li> <li>• Regular communication with Council's IT dept</li> <li>• Ongoing review of systems</li> </ul>



**CORPORATE DELIVERY PLAN**  
**RECORD OF PROGRESS**  
**QUARTER 2**  
**JULY - SEPTEMBER**  
**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.
3	Embed new feedback mechanisms following programme of audit recommendations	R&BDM		Meeting with Internal Audit scheduled to take place 1 <sup>st</sup> November
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.
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	Design a Communications Strategy which delivers accessibility, diversity, equality and a multilingual approach	R&BDM		
7	Redesign and development of Future Museum to promote collections and services of South West Scotland	CDM		Web design team has now been appointed and will work with local stakeholders on the new Future Museum website.
9	Film and digital content created to promote all venues, service areas and opportunities	R&BDM		Some content has been produced for recruitment etc. which can be used as promotional material
10	Film and digital content created to tie in with hospitality/commercial lets, 'Community Spaces for hire'	R&BDM		
11	Create programme of tourism engagement and promotion whilst maintaining or improving accreditation ratings	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.




## 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.
13	Develop regional wide Cultural Strategy	CDM	
14	Engage with and support Community Leisure UK in the implementation of the Community UK Business Plan	CO	 Regular meetings have taken place with colleagues from Community Leisure UK and other leisure trusts


## 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		
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		Track Mark accreditation for the Ayrshire Athletics Arena – 2 out the 6 modules achieved so far.  Training has been completed by our new Approved Training Centre Co-ordinator to enable them to carry out internal verifications checks.


## 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	Develop a Plan for our Outdoor Spaces which supports priority sports, community activities, events and programmes	HOS		

19	Develop and implement rolling 5 year management plans for Annanhill Golf Course and the River Ayr Way	P&EDM		The 5-year management plan is being produced for the River Ayr Way. Staff information sessions are being planned to integrate the management plan into work programmes.
20	Work with key community partners to develop Business Plan for AM Brown Institute and Catrine Heritage Masterplan	CO		Initial community engagement sessions have been undertaken.
21	Oversee implementation of the Doon Valley Way and the Lugar Water Trail as part of the Coalfield Communities Landscape Partnership	LDM		The preferred contractor has been appointed for the Lugar Water Trail. This work will be implemented by March 2023.
22	Work with East Ayrshire Council to expand access arrangements at the Barony Sports Village to provide access to other community leisure facilities outwith core school hours.	SDM		The grass pitches have been handed over. Bookings will be taken from Spring 2023.  Discussions have started around the refurbishment of the old 5 a side park on site.




## 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		The project is progressing to scheme design, with estimated costs being reviewed due to the volatile construction market. Discussions are underway with procurement in relation to the purchasing of the equipment.



				Initial conversations have taken place with EA Health & Social Care partnership and Active Lifestyles team within East Ayrshire Council around the use of the facility.
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 a 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 January 2023 with completion scheduled for December 2023.
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		
30	Develop and implement a rolling programme of equipment maintenance and replacement	P&EDM		A template has been devised, agreed and circulated for gathering information on existing equipment.
31	Fulfil our obligations within East Ayrshire Council's Property Pledge	P&EDM		

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	 Marketing are designing artwork to demonstrate our vision for our Sports Development Pathways. This will form the basis of the strategy to be presented to Board in 2023.
33	Produce a Natural Health Programme that will allow an effective referral process for patients and users of mental health services.	LDM	 The natural health programme has been introduced and is being delivered by the Countryside Team. Work will be undertaken to determine how it could be expanded to other service areas and linked to the East Ayrshire Health and Social Care Partnership and EAC's Community Health Improvement Project (CHIP)
34	Produce an Outdoor Learning Plan, which supports the school curriculum	LDM	




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	Establish Strategic Programming Group which will implement and support a community, regional and national programme of events each year	CO	 The Programme Development Strategy was approved by the Board of Trustees on the 28 <sup>th</sup> June. The strategic programming group will be established in Q4 2022/23 to implement the strategy.
36	Implement an annual programme of outdoor festivals and events	LDM	 This will be incorporated into the work of the Strategic Programming Group as part of output 35




37	Produce a Business Case for building 500-1000 seater Stadium to attract national athletics programmes	SDM		
38	Deliver a high impact/high profile rolling two year visual art and heritage exhibition and event programme across our gallery and museum venues	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
39	Complete the five year building renovation and restoration of Dean Castle	CDM		CBC Stone handed the Castle back to East Ayrshire on the 22 <sup>nd</sup> September
40	Redesign, reimagine and deliver interpretation, interactives, animations, engagement and activity plans for Dean Castle including a re-opening event	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		
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 Q3.

44	Upgrade facilities at Annanhill Golf Course for expansion of female and youth golf	SDM		Concept course designs have been developed to relocate 4 greens as part of the overall Annanhill Masterplan that will make the course more accessible. Detailed design are currently being devised and costed.
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## 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	
47	Implement digitisation of Systems & Processes	BSDM	
48	Produce a programme of engagement activities for employees and Trustee Ambassadors	R&BDM	
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	LDM		Role descriptors are being developed for various DCCP opportunities
51	Support the pathway to higher and further education and employment by establishing a programme of work experience at key venues	LDM		
52	Identify and implement opportunities for internships or modern apprenticeships across Trust services	LDM		
53	Establish a variety of volunteering placements for the Duke of Edinburgh award scheme	LDM		
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.	LDM		





## 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		
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		
58	Develop a proactive Recruitment Process	HCS		
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. Staff training is currently being sourced to support the rollout of the policy following the implementation of the organisational review.
60	Implement an Organisational Development Framework	HCS		An organisational action plan has been developed to support the implementation of the organisational review with key dates identified. On completion of key actions a communication and consultation plan will be developed.




## 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 and training session has been arranged. A tour of key buildings is scheduled to take place on the 25 <sup>th</sup> October.
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	 EAC awarded contract with SOGEA allowing orders including upgrades to BT lines and bandwidths. Works to proceed at Auchinleck Boswell and Dick Institute.
67	Develop our box office & booking system and operations to enhance customer journey and allow more services to be bookable online	BSDM	 Discussions are underway with Axians, currently Nouveau, regarding future contract terms.
68	Develop website to include more online and interactive resources	R&BDM	 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.







### 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	
71	Develop Business Plan for the Civic Centre South	CO	

## 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		Work is underway to reinstate retail within the Visitor Centre and appropriate items 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		
75	Carry out the feasibility of developing the Dower House as a conference centre and event space	CO		
76	Produce Commercialisation Plan to identify opportunities across venues	F&BDM		
77	Produce Advertising Plan	R&BDM		







## CREATING A SOLID FOUNDATION FOR GROWTH




### Strategic Objective 4: To develop an effective performance management framework




Output	Lead	Progress	Comments	
80	Achieve identified savings targets	CO		Savings targets for 2022/23 have been identified and integrated into service budgets.
81	Manage and deliver responsibilities under the Collections Agreement via the Collections Development Strategy and Documentation Procedural Manual	CDM		

## 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		

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		
91	Deliver the first phase of the Kilmarnock Green Infinity Loop project which promotes active travel and makes closer connections between communities	CO		Funding has been secured for the first phase of the Kilmarnock Green Infinity Loop. Construction will begin in 2023.





**FINANCIAL PERFORMANCE**  
**QUARTER 2**  
**JULY – SEPTEMBER**  
**2022/23**



## **CONTENTS**

<b>SUMMARY STATEMENT .....</b>	<b>4</b>
<b>ANNUAL BUDGET .....</b>	<b>5</b>
<b>OVERALL NET POSITION .....</b>	<b>6</b>
<b>EXECUTIVE MANAGEMENT SERVICE ANALYSIS .....</b>	<b>10</b>
<b>CULTURAL DEVELOPMENT SERVICE ANALYSIS.....</b>	<b>12</b>
<b>COMMUNITY &amp; PERFORMING ARTS DEVELOPMENT SERVICE ANALYSIS .....</b>	<b>14</b>
<b>LEISURE DEVELOPMENT SERVICE ANALYSIS.....</b>	<b>16</b>
<b>SPORTS DEVELOPMENT SERVICE ANALYSIS .....</b>	<b>18</b>
<b>PROPERTY &amp; ESTATES DEVELOPMENT SERVICE ANALYSIS.....</b>	<b>20</b>
<b>RESERVES AS AT 30 SEPTEMBER 2022 .....</b>	<b>22</b>
<b>GENERAL PROJECTS .....</b>	<b>26</b>
<b>EXTERNAL FUNDING .....</b>	<b>31</b>



**Notes:**

All financial figures are cumulative to the current quarter and projected to the end of the financial year, i.e Qtr 2 shows the actual amounts for Qtr 2, combined with projections up to the end of March 2023.

The 1<sup>st</sup> 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**

<b>ADVERSE:</b>		<b>FAVOURABLE:</b>	
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## **SUMMARY STATEMENT**

The projected outturn for East Ayrshire Leisure at 30<sup>th</sup> September 2022 is a breakeven position. This position has been achieved due to vacancies and management actions minimising expenditure to offset any projected income shortfalls.

Management will continue to monitor and implement action to ensure a breakeven position.

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 22<sup>nd</sup> February 2022 Board.

<b>Service Division</b>	<b>Annual Budget 2022/23</b>	<b>Annual Budget 2022/23 Qtr 1</b>	<b>Annual Budget 2022/23 Qtr 2</b>	<b>Annual Budget 2022/23 Qtr 3</b>	<b>Annual Budget 2022/23 Qtr 4</b>	<b>Comments</b>
<b>EXECUTIVE MANAGEMENT</b>	1,245,680	1,325,420	1,337,780			
<b>CULTURAL DEVELOPMENT</b>	1,466,890	1,501,660	1,498,790			
<b>COMMUNITY &amp; PERFORMING ARTS DEVELOPMENT</b>	425,390	435,830	435,120			
<b>LEISURE DEVELOPMENT</b>	615,770	634,610	640,370			
<b>SPORTS DEVELOPMENT</b>	609,690	717,890	743,900			
<b>PROPERTY &amp; ESTATES DEVELOPMENT</b>	187,430	201,390	201,390			
<b>SAVINGS TO BE ALLOCATED</b>	0					
<b>TOTAL</b>	<b>4,550,850</b>	<b>4,816,800</b>	<b>4,857,350</b>			
<b>Management Fee</b>	<b>(4,550,850)</b>	<b>(4,777,660)</b>	<b>(4,798,390)</b>			
<b>Reserves</b>	<b>0</b>	<b>(39,140)</b>	<b>(58,960)</b>			
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>			

### **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; 1<sup>st</sup> column provides prior year information for same period and the 2<sup>nd</sup> 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 30/09/21	Actual Out-turn to 31/03/22	Service Division	Annual Estimate 2022/23	Revised Actual Exp. to 30/06/22	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/23	Variance (Favourable) / Adverse	
<b>496,350</b>	<b>1,271,227</b>	<b>EXECUTIVE MANAGEMENT</b>	<b>1,337,780</b>	<b>527,122</b>	<b>39%</b>	<b>1,326,470</b>	<b>(11,310)</b>	
341,346	927,465	Corporate Services	959,320	332,198	35%	948,010	(11,310)	
148,699	332,586	Relationship & Business Development	411,080	176,944	43%	411,080	0	
6,305	11,177	Hospitality Development	(32,620)	17,981	-55%	(32,620)	0	
<b>708,403</b>	<b>1,459,442</b>	<b>CULTURAL DEVELOPMENT</b>	<b>1,498,790</b>	<b>722,013</b>	<b>48%</b>	<b>1,422,370</b>	<b>(76,420)</b>	
136,906	280,864	Cultural Development	286,510	109,168	38%	220,130	(66,380)	
59,112	121,783	Collection Care	105,800	47,674	45%	103,830	(1,970)	
13,652	31,623	Visual Arts Development	39,260	15,515	40%	35,110	(4,150)	
50,517	124,510	Museums Development	123,990	59,259	48%	123,200	(790)	
448,216	900,661	Libraries	943,230	490,397	52%	940,100	(3,130)	
<b>237,802</b>	<b>480,694</b>	<b>COMMUNITY &amp; PERFORMING ARTS DEVELOPMENT</b>	<b>435,120</b>	<b>233,180</b>	<b>54%</b>	<b>471,310</b>	<b>36,190</b>	
132,992	206,584	Performing Arts Development	235,770	83,466	35%	211,850	(23,920)	
100,337	269,971	Community Development	228,780	147,703	65%	269,760	40,980	
4,474	4,139	Community Lettings & Co-Managed Centres - Lets	(29,430)	2,012	-7%	(10,300)	19,130	
<b>255,363</b>	<b>566,145</b>	<b>LEISURE DEVELOPMENT</b>	<b>640,370</b>	<b>247,109</b>	<b>39%</b>	<b>549,020</b>	<b>(91,350)</b>	
61,602	111,316	Leisure Development	159,470	15,245	10%	100,960	(58,510)	
176,318	406,336	Countryside & Visitors Development	438,570	212,159	48%	405,400	(33,170)	
17,274	48,292	Green Infrastructure Development	42,330	19,705	47%	42,660	330	
170	201	Volunteer Development	0	0		0	0	
<b>392,341</b>	<b>817,724</b>	<b>SPORTS DEVELOPMENT</b>	<b>743,900</b>	<b>400,727</b>	<b>54%</b>	<b>907,090</b>	<b>163,190</b>	
85,403	193,956	Sports Development Team	37,730	(28,758)	-76%	(15,330)	(53,060)	
122,995	200,210	Community Sports Area 1	219,620	208,754	95%	364,250	144,630	
175,479	397,989	Community Sports Area 2	459,290	210,144	46%	524,990	65,700	
3,060	9,576	Temporary Facilities	3,880	3,689	95%	3,880	0	
5,405	15,992	Football Venues	23,380	6,899	30%	29,300	5,920	
<b>73,592</b>	<b>177,918</b>	<b>PROPERTY &amp; ESTATES DEVELOPMENT</b>	<b>201,390</b>	<b>77,135</b>	<b>38%</b>	<b>181,090</b>	<b>(20,300)</b>	
<b>2,163,852</b>	<b>4,773,150</b>	<b>TOTAL</b>	<b>4,857,350</b>	<b>2,207,287</b>	<b>45%</b>	<b>4,857,350</b>	<b>0</b>	
<b>(2,268,872)</b>	<b>(4,966,113)</b>	<b>Management Fee</b>	<b>(4,798,390)</b>	<b>(2,311,899)</b>	<b>48%</b>	<b>(4,798,390)</b>	<b>0</b>	
<b>(105,020)</b>	<b>(192,963)</b>	<b>TOTAL</b>	<b>58,960</b>	<b>(104,612)</b>		<b>58,960</b>	<b>0</b>	
<b>(13,680)</b>	<b>(18,305)</b>	<b>Trs From Reserves</b>	<b>(58,960)</b>	<b>(58,960)</b>	<b>100%</b>	<b>(58,960)</b>	<b>0</b>	
<b>(118,700)</b>	<b>(211,268)</b>	<b>TOTAL (after transfer from reserves)</b>	<b>0</b>	<b>(163,572)</b>		<b>0</b>	<b>0</b>	
<b>(138,828)</b>	<b>(244,377)</b>	<b>External Funding</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	
<b>(257,528)</b>	<b>(455,644)</b>	<b>TOTAL (after external funding)</b>	<b>0</b>	<b>(163,572)</b>	<b>0</b>	<b>0</b>	<b>0</b>	

**TABLE B – OVERALL NET POSITION**

Revised Actual Exp. to 30/09/21	Actual Out-turn to 31/03/22	Service Division	Annual Estimate 2022/23	Revised Actual Exp. to 30/06/22	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/23	Variance (Favourable) / Adverse	
(597,643)	(1,576,461)	Income From Charitable Activities	(2,258,830)	(883,460)	39%	(2,055,230)	203,600	
(2,268,872)	(4,966,113)	Management Fee	(4,798,390)	(2,311,899)	48%	(4,798,390)	0	
(138,828)	(244,377)	External Funding	0	0		0	0	
<b>(3,005,343)</b>	<b>(6,786,951)</b>	<b>TOTAL INCOME</b>	<b>(7,057,220)</b>	<b>(3,195,359)</b>	<b>45%</b>	<b>(6,853,620)</b>	<b>203,600</b>	
2,135,325	4,715,489	Employee Costs	5,341,360	2,339,017	44%	5,159,000	(182,360)	
16,137	40,318	Transport Costs	39,870	23,836	60%	46,330	6,460	
187,473	546,910	Premises Costs	569,460	286,744	50%	583,420	13,960	
413,076	757,089	Supplies & Services	1,037,870	411,081	40%	996,210	(41,660)	
0	8,360	Financing Costs	0	0		0	0	
0	187,400	Support Costs	0	0		0	0	
9,485	94,045	Governance Costs	127,620	30,069	24%	127,620	0	
<b>2,761,495</b>	<b>6,349,611</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>7,116,180</b>	<b>3,090,747</b>	<b>43%</b>	<b>6,912,580</b>	<b>(203,600)</b>	
<b>(243,848)</b>	<b>(437,339)</b>	<b>NET POSITION</b>	<b>58,960</b>	<b>(104,612)</b>		<b>58,960</b>	<b>0</b>	
<b>(13,680)</b>	<b>(18,305)</b>	<b>Trs From Reserves</b>	<b>(58,960)</b>	<b>(58,960)</b>	<b>100%</b>	<b>(58,960)</b>	<b>0</b>	
<b>(257,528)</b>	<b>(455,644)</b>	<b>TOTAL (after transfer from reserves)</b>	<b>0</b>	<b>(163,572)</b>		<b>0</b>	<b>0</b>	

## **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 30/09/21	Actual Out-turn to 31/03/22	EXECUTIVE MANAGEMENT	Annual Estimate 2022/23	Revised Actual Exp. to 30/06/22	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/23	Variance (Favourable) / Adverse
341,346	927,465	Corporate Services	959,320	332,198	35%	948,010	(11,310)
148,699	332,586	Relationship & Business Development	411,080	176,944	43%	411,080	0
6,305	11,177	Hospitality Development	(32,620)	17,981	-55%	(32,620)	0
(138,828)	(244,377)	External Funding	0	0		0	0
(2,268,872)	(4,966,113)	Management Fee	(4,798,390)	(2,311,899)	48%	(4,798,390)	0
0	(4,220)	Trs From Reserves	(18,730)	(18,730)		(18,730)	0
(1,911,350)	(3,943,482)	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>(3,479,340)</b>	<b>(1,803,507)</b>	<b>52%</b>	<b>(3,490,650)</b>	<b>(11,310)</b>
(95,714)	(233,277)	Income From Charitable Activities	(360,040)	(168,565)	47%	(390,610)	(30,570)
(2,268,872)	(4,966,113)	Management Fee	(4,798,390)	(2,311,899)	48%	(4,798,390)	0
(138,828)	(244,377)	External funding	0	0		0	0
<b>(2,503,414)</b>	<b>(5,443,767)</b>	<b>TOTAL INCOME</b>	<b>(5,158,430)</b>	<b>(2,480,464)</b>	<b>48%</b>	<b>(5,189,000)</b>	<b>(30,570)</b>
489,661	1,055,148	Employee Costs	1,306,940	538,533	41%	1,334,540	27,600
0	0	Transport Costs	0	0		150	150
(5,389)	5,545	Premises Costs	11,030	5,029	46%	17,800	6,770
98,309	226,072	Supplies & Services	343,750	146,743	43%	328,490	(15,260)
0	0	Financing Costs	0	0		0	0
0	187,400	Support Costs	0	0		0	0
9,485	30,340	Governance Costs	36,100	5,384	15%	36,100	0
<b>592,064</b>	<b>1,504,505</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>1,697,820</b>	<b>695,688</b>	<b>41%</b>	<b>1,717,080</b>	<b>19,260</b>
(1,911,350)	(3,939,262)	<b>NET POSITION</b>	<b>(3,460,610)</b>	<b>(1,784,777)</b>	<b>52%</b>	<b>(3,471,920)</b>	<b>(11,310)</b>
0	(4,220)	Trs From Reserves	(18,730)	(18,730)		(18,730)	0
(1,911,350)	(3,943,482)	<b>TOTAL (after transfer from reserves)</b>	<b>(3,479,340)</b>	<b>(1,803,507)</b>	<b>52%</b>	<b>(3,490,650)</b>	<b>(11,310)</b>

## 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 and management actions partially offset by appointment of Head of Operations.

### Relationship & Business Development

Breakeven position projected.

### Hospitality

Breakeven position projected.

## CULTURAL DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 30/09/21	Actual Out-turn to 31/03/22	CULTURAL DEVELOPMENT	Annual Estimate 2022/23	Revised Actual Exp. to 30/06/22	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/23	Variance (Favourable) / Adverse
136,906	280,864	Cultural Development	286,510	109,168	38%	220,130	(66,380)
59,112	121,783	Collection Care	105,800	47,674	45%	103,830	(1,970)
13,652	31,623	Visual Arts Development	39,260	15,515	40%	35,110	(4,150)
50,517	124,510	Museums Development	123,990	59,259	48%	123,200	(790)
448,216	900,661	Libraries	943,230	490,397	52%	940,100	(3,130)
<b>(3,770)</b>	<b>(3,765)</b>	<b>Trs From Reserves</b>	<b>(4,500)</b>	<b>(4,500)</b>	<b>100%</b>	<b>(4,500)</b>	<b>0</b>
<b>704,633</b>	<b>1,455,677</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>1,494,290</b>	<b>717,513</b>	<b>48%</b>	<b>1,417,870</b>	<b>(76,420)</b>
(17,012)	(69,619)	Income From Charitable Activities	(89,190)	(22,493)	25%	(94,540)	(5,350)
<b>(17,012)</b>	<b>(69,619)</b>	<b>TOTAL INCOME</b>	<b>(89,190)</b>	<b>(22,493)</b>	<b>25%</b>	<b>(94,540)</b>	<b>(5,350)</b>
529,640	1,156,810	Employee Costs	1,178,960	529,511	45%	1,107,870	(71,090)
4,906	12,059	Transport Costs	11,980	10,116	84%	16,970	4,990
59,337	142,900	Premises Costs	145,640	69,448	48%	146,610	970
131,532	209,950	Supplies & Services	234,910	131,716	56%	228,970	(5,940)
0	0	Financing Costs	0	0		0	0
0	0	Support Costs	0	0		0	0
0	7,341	Governance Costs	16,490	3,715	23%	16,490	0
<b>725,415</b>	<b>1,529,060</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>1,587,980</b>	<b>744,506</b>	<b>47%</b>	<b>1,516,910</b>	<b>(71,070)</b>
<b>708,403</b>	<b>1,459,442</b>	<b>NET POSITION</b>	<b>1,498,790</b>	<b>722,013</b>	<b>48%</b>	<b>1,422,370</b>	<b>(76,420)</b>
<b>(3,770)</b>	<b>(3,765)</b>	<b>Trs From Reserves</b>	<b>(4,500)</b>	<b>(4,500)</b>	<b>100%</b>	<b>(4,500)</b>	<b>0</b>
<b>704,633</b>	<b>1,455,677</b>	<b>TOTAL (after transfer from reserves)</b>	<b>1,494,290</b>	<b>717,513</b>	<b>48%</b>	<b>1,417,870</b>	<b>(76,420)</b>

## 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

£71k savings predominantly from vacancies not being filled.



## COMMUNITY & PERFORMING ARTS DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 30/09/21	Actual Out-turn to 31/03/22	COMMUNITY & PERFORMING ARTS DEVELOPMENT	Annual Estimate 2022/23	Revised Actual Exp. to 30/06/22	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/23	Variance (Favourable) / Adverse
132,992	206,584	Performing Arts Development	235,770	83,466	35%	211,850	(23,920)
100,337	269,971	Community Development	228,780	147,703	65%	269,760	40,980
4,474	4,139	Community Lettings & Co-Managed Centres - Lets	(29,430)	2,012	-7%	(10,300)	19,130
0	(1,850)	Trs From Reserves	0	0		0	0
<b>237,802</b>	<b>478,844</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>435,120</b>	<b>233,180</b>	<b>54%</b>	<b>471,310</b>	<b>36,190</b>
(78,254)	(353,388)	Income From Charitable Activities	(628,340)	(168,036)	27%	(601,710)	26,630
<b>(78,254)</b>	<b>(353,388)</b>	<b>TOTAL INCOME</b>	<b>(628,340)</b>	<b>(168,036)</b>	<b>27%</b>	<b>(601,710)</b>	<b>26,630</b>
153,747	424,329	Employee Costs	528,770	250,742	47%	548,640	19,870
0	0	Transport Costs	0	0		0	0
72,148	204,333	Premises Costs	216,340	107,857	50%	217,050	710
90,161	169,835	Supplies & Services	271,850	38,052	14%	260,830	(11,020)
0	4,370	Financing Costs	0	0		0	0
0	0	Support Costs	0	0		0	0
0	31,214	Governance Costs	46,500	4,565	10%	46,500	0
<b>316,056</b>	<b>834,082</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>1,063,460</b>	<b>401,216</b>	<b>38%</b>	<b>1,073,020</b>	<b>9,560</b>
<b>237,802</b>	<b>480,694</b>	<b>NET POSITION</b>	<b>435,120</b>	<b>233,180</b>	<b>54%</b>	<b>471,310</b>	<b>36,190</b>
0	(1,850)	Trs From Reserves	0	0		0	0
<b>237,802</b>	<b>478,844</b>	<b>TOTAL (after transfer from reserves)</b>	<b>435,120</b>	<b>233,180</b>	<b>54%</b>	<b>471,310</b>	<b>36,190</b>

## 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

£26.6k income shortfall due to temporary closure of venues and events not being as well attended as anticipated. £9.5k overspend projecting across expenditure relating to anticipated required staffing during panto.

## LEISURE DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 30/09/21	Actual Out-turn to 31/03/22	LEISURE DEVELOPMENT	Annual Estimate 2022/23	Revised Actual Exp. to 30/06/22	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/23	Variance (Favourable) / Adverse
61,602	111,316	Leisure Development	159,470	15,245	10%	100,960	(58,510)
176,318	406,336	Countryside & Visitors Development	438,570	212,159	48%	405,400	(33,170)
17,274	48,292	Green Infrastructure Development	42,330	19,705	47%	42,660	330
170	201	Volunteer Development	0	0		0	0
0	(6,010)	Trs From Reserves	0	0		0	0
<b>255,363</b>	<b>560,135</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>640,370</b>	<b>247,109</b>	<b>39%</b>	<b>549,020</b>	<b>(91,350)</b>
(14,687)	(21,366)	Income From Charitable Activities	(56,160)	(21,535)	38%	(34,850)	21,310
<b>(14,687)</b>	<b>(21,366)</b>	<b>TOTAL INCOME</b>	<b>(56,160)</b>	<b>(21,535)</b>	<b>38%</b>	<b>(34,850)</b>	<b>21,310</b>
234,703	474,874	Employee Costs	579,100	207,538	36%	455,150	(123,950)
6,959	17,220	Transport Costs	19,930	9,112	46%	20,320	390
15,597	53,918	Premises Costs	50,510	33,617	67%	55,730	5,220
12,790	30,070	Supplies & Services	30,090	16,873	56%	35,770	5,680
0	2,010	Financing Costs	0	0		0	0
0	0	Support Costs	0	0		0	0
0	9,419	Governance Costs	16,900	1,504	9%	16,900	0
<b>270,050</b>	<b>587,512</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>696,530</b>	<b>268,644</b>	<b>39%</b>	<b>583,870</b>	<b>(112,660)</b>
<b>255,363</b>	<b>566,145</b>	<b>NET POSITION</b>	<b>640,370</b>	<b>247,109</b>	<b>39%</b>	<b>549,020</b>	<b>(91,350)</b>
0	(6,010)	Trs From Reserves	0	0		0	0
<b>255,363</b>	<b>560,135</b>	<b>TOTAL (after transfer from reserves)</b>	<b>640,370</b>	<b>247,109</b>	<b>39%</b>	<b>549,020</b>	<b>(91,350)</b>

## 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

£21.3k 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 £112.6k in expenditure savings relating predominantly to vacancies not being filled.

## **SPORTS DEVELOPMENT SERVICE ANALYSIS**

<b>Revised Actual Exp. to 30/09/21</b>	<b>Actual Out-turn to 31/03/22</b>	<b>SPORTS DEVELOPMENT</b>	<b>Annual Estimate 2022/23</b>	<b>Revised Actual Exp. to 30/06/22</b>	<b>Actual Exp as % of Annual Estimate</b>	<b>Projected Out-turn to 31/03/23</b>	<b>Variance (Favourable) / Adverse</b>
85,403	193,956	Sports Development Team	37,730	(28,758)	-76%	(15,330)	(53,060)
122,995	200,210	Community Sports Area 1	219,620	208,754	95%	364,250	144,630
175,479	397,989	Community Sports Area 2	459,290	210,144	46%	524,990	65,700
3,060	9,576	Temporary Facilities	3,880	3,689	95%	3,880	0
5,405	15,992	Football Venues	23,380	6,899	30%	29,300	5,920
<b>(9,910)</b>	<b>(2,460)</b>	<b>Trs From Reserves</b>	<b>(35,730)</b>	<b>(35,730)</b>		<b>(35,730)</b>	<b>0</b>
<b>382,431</b>	<b>815,264</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>708,170</b>	<b>364,997</b>	<b>52%</b>	<b>871,360</b>	<b>163,190</b>
(391,977)	(898,810)	Income From Charitable Activities	(1,125,100)	(502,831)	45%	(933,520)	191,580
<b>(391,977)</b>	<b>(898,810)</b>	<b>TOTAL INCOME</b>	<b>(1,125,100)</b>	<b>(502,831)</b>	<b>45%</b>	<b>(933,520)</b>	<b>191,580</b>
654,891	1,437,221	Employee Costs	1,563,090	736,400	47%	1,545,090	(18,000)
3,582	10,291	Transport Costs	5,210	4,552	87%	6,140	930
45,781	137,217	Premises Costs	142,940	70,794	50%	143,230	290
80,064	114,095	Supplies & Services	146,130	76,910	53%	134,520	(11,610)
0	1,980	Financing Costs	0	0		0	0
0	0	Support Costs	0	0		0	0
0	15,731	Governance Costs	11,630	14,902	128%	11,630	0
<b>784,318</b>	<b>1,716,534</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>1,869,000</b>	<b>903,558</b>	<b>48%</b>	<b>1,840,610</b>	<b>(28,390)</b>
<b>392,341</b>	<b>817,724</b>	<b>NET POSITION</b>	<b>743,900</b>	<b>400,727</b>	<b>54%</b>	<b>907,090</b>	<b>163,190</b>
<b>(9,910)</b>	<b>(2,460)</b>	<b>Trs From Reserves</b>	<b>(35,730)</b>	<b>(35,730)</b>		<b>(35,730)</b>	<b>0</b>
<b>382,431</b>	<b>815,264</b>	<b>TOTAL (after transfer from reserves)</b>	<b>708,170</b>	<b>364,997</b>	<b>52%</b>	<b>871,360</b>	<b>163,190</b>

## Comments

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

### Income

£191.6k income shortfall due predominantly to the reasons noted below. 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.

### Expenditure

Income shortfall offset against £28.4k savings across expenditure.

**PROPERTY & ESTATES DEVELOPMENT SERVICE ANALYSIS**

Revised Actual Exp. to 30/09/21	Actual Out-turn to 31/03/22	PROPERTY & ESTATES DEVELOPMENT	Annual Estimate 2022/23	Revised Actual Exp. to 30/06/22	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/23	Variance (Favourable) / Adverse
73,592	177,918	Property & Estates Development	201,390	77,135	38%	181,090	(20,300)
0	0	Trs From Reserves	0	0		0	0
<b>73,592</b>	<b>177,918</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>201,390</b>	<b>77,135</b>	<b>38%</b>	<b>181,090</b>	<b>(20,300)</b>
0	0	Income From Charitable Activities	0	0		0	0
<b>0</b>	<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
72,683	167,107	Employee Costs	184,500	76,293	41%	167,710	(16,790)
689	748	Transport Costs	2,750	55	2%	2,750	0
0	2,997	Premises Costs	3,000	0	0%	3,000	0
219	7,067	Supplies & Services	11,140	787	7%	7,630	(3,510)
0	0	Financing Costs	0	0		0	0
0	0	Support Costs	0	0		0	0
0	0	Governance Costs	0	0		0	0
<b>73,592</b>	<b>177,918</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>201,390</b>	<b>77,135</b>	<b>38%</b>	<b>181,090</b>	<b>(20,300)</b>
<b>73,592</b>	<b>177,918</b>	<b>NET POSITION</b>	<b>201,390</b>	<b>77,135</b>	<b>38%</b>	<b>181,090</b>	<b>(20,300)</b>
0	0	Trs From Reserves	0	0		0	0
<b>73,592</b>	<b>177,918</b>	<b>TOTAL (after transfer from reserves)</b>	<b>201,390</b>	<b>77,135</b>	<b>38%</b>	<b>181,090</b>	<b>(20,300)</b>

## Comments

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

### Expenditure

£16.8k employee cost savings due to a vacancy within the service we anticipate will be filled this year and further management actions within Supplies and Services.



## **RESERVES AS AT 30 SEPTEMBER 2022**

### **Notes**

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

The 1<sup>st</sup> table is a summary report and the 2<sup>nd</sup> 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 2<sup>nd</sup> 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

<b>UNRESTRICTED RESERVES</b>	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	-88,500	423,203						423,203	
ALLOCATED RESERVES	8,375	293,580	301,955	88,500	390,455		39,135	19,820	0	0	331,500	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)	
<b>TOTAL UNRESTRICTED RESERVES</b>	<b>701,353</b>	<b>455,644</b>	<b>1,156,998</b>	<b>0</b>	<b>1,156,997</b>	<b>0</b>	<b>37,466</b>	<b>19,820</b>	<b>0</b>	<b>0</b>	<b>1,099,711</b>	

## 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			4,500	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	

Wellbeing Initiatives - EA Gift Cards to staff				45,000	45,000					45,000	4 October 2022 Board	Ongoing
Event Management				43,500	43,500					43,500		<b>To be approved</b>
Spin Bikes - RRSC	34,635	34,635		34,635	34,635					0	28 June 2022 Board	Complete
RAW 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
<b>TOTAL ALLOCATED RESERVES</b>	<b>8,375</b>	<b>293,580</b>	<b>301,955</b>	<b>88,500</b>	<b>390,455</b>	<b>39,135</b>	<b>19,820</b>	<b>0</b>	<b>0</b>	<b>331,500</b>		

## **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 30.09.22	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	(£20,098)	Ongoing
Dean Castle Event		(£5,000)	(£5,000)	April 2023
SHOUT	EAC	(£5,000)	(£3,732)	Ongoing
Morton Hall and Library	EAC	£0	£16,398	Mar 2023
Dean Castle Restoration Project	HLF/EAC	£0	£1,853	Oct 2022
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)	(£15,750)	Aug 2023
Seedscapes: Future Proofing Nature	Creative Scotland	(£3,574)	£0	Jul 2022
Queen's Jubilee Event	EAC	£0	£12,475	Jun 2022
Leisure at the Heart of All Communities	UK Government	£34,345	£412,755	Aug 2022
Fruit and Nut Tree Woodland	EAC	£13,114	£13,114	Sep 2022
Sharing Stories	SLIC via Scottish Government	(£8,965)	(£6,480)	Dec 2022
Creative Scotland Recovery Fund	Creative Scotland	£0	(£148,111)	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

## **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)

<b>Section</b>	<b>Name of Funding Provider and Project</b>	<b>Value of Funding/Support</b>	<b>Received in 2022/23</b>
EA Leisure	Sustrans Scotland - Annick Active Travel	£50,000	£0
Cultural	Scottish Book Trust - Book Week Scotland	£750	£750
Cultural	Renewable Energy Fund - Dean Castle Event	£47,500	
<b>TOTAL</b>		<b>£98,250</b>	<b>£750</b>

## EXTERNAL FUNDING DECLINED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
EA Leisure	EAC - Place Based Investment - Stewarton Area Centre, River Ayr Way Accessibility Enhancements and DCCP Green Car Park	£530,685	The programme was very significantly oversubscribed - almost £3.8 million over East Ayrshire's allocation; making it impossible to recommend all projects. Sources of support outside this programme that may be able to assist taking this project forward have been identified and an East Ayrshire Council/Health and Social Care Partnership officer has been identified to help take these next steps.
<b>TOTAL</b>		<b>£530,685</b>	

## CHARGES FOR SERVICES 2023/24

Date: 8 November 2022

Agenda Item: 5

Report by: Anneke Freel, Chief Officer

### I PURPOSE OF REPORT

- 1.1 The purpose of this report is to put forward proposals for the 2023/24 schedule of charges for Board consideration and approval.

### 2 CHARGES FOR SERVICES 2023/24

- 2.1 East Ayrshire Leisure Trust is committed to providing high quality leisure services, fulfilling our Strategic Vision and Delivery Plan objectives and making a real difference to how people view the Trust. The last few years have been difficult and challenging years for East Ayrshire Leisure Trust, our customers and communities. It is impossible to predict the full impact that the Cost of Living Crisis will have on customer demand and customers' financial positions and for that reason we are only proposing minimal changes in charges for the next financial year. Services continue to operate in difficult conditions and the proposed charges seek to offer an appropriate balance which reflects value for money for customers, the need to consider the overall cost of service provision and accessibility to services for all sections of the community. An extensive review of charges has been conducted by all Development Managers to ensure charges are appropriate and to allow benchmarking with other Trusts and providers. Key changes are detailed below.
- 2.2 Previously the Trust introduced a revised pricing strategy for Coaching and Swimming Lessons which changed payment from a block payment to a monthly payment payable by Direct Debit. This charge will remain at £18 and in addition, all participants in the programmes will be eligible for 10% discount on any parties booked with East Ayrshire Leisure Trust, free public swimming and access to the running tracks during public sessions.
- 2.3 Charges for Community Space (indoor hall/meeting rooms etc.) was simplified and a new pricing strategy was developed and reported on the 18th February 2020. The revised strategy was implemented and the minimum charge will remain at £13 per hour. Further review on Flexible Space operations are proposed for 2023/24 with a charges review included at that time.
- 2.4 Wellbeing Initiatives report submitted to Trust Board on 4 October 2022 approved a reduction in staff membership to £5/month and a reduction in staff golf season ticket to £50/year. There are no plans for any further changes to the Sport and Fitness Membership structure and charges.
- 2.5 Annanhill Golf Course has had an exceptional year with golf being the sport of choice for many people when initial lockdown restrictions started to be lifted. This has resulted in a number of new individuals joining Annanhill for the first time, increasing season ticket sales to over 600 for the first time in a number of years. We have been very proactive in improving the condition of the course. Whilst works are still ongoing, we propose to continue to offer the same charging structure as 2022/23 to compensate for any course disruptions, along with a 5% Early bird offer for the period 1st Feb 2023 to 11th April 2023.

## PERFORMANCE AND AUDIT SUB-COMMITTEE

- 2.6 Sport and Fitness currently operates a loyalty discount for regular bookings and affiliation to East Ayrshire Sports Council. This current pricing strategy is working well and it is recommended that this discount remains in place. The rationale for this is that it encourages groups to affiliate to the Sports Council who provide invaluable support and guidance.
- 2.7 Due to the increasing cost of bar and catering provisions it is necessary to implement small increases on Hospitality Prices. Increases are minimal to ensure that the Hospitality Service continues to be sustainable whilst remaining reasonable and affordable to our customers.
- 2.8 A Working Group is currently in place to review the current and future Party Offer by the Trust. Any changes in pricing will be included within the remit of the Working Group.
- 2.9 East Ayrshire Leisure's 10 year Strategic Vision ensures that leisure is at the heart of every community. Therefore, it is important that we develop a charging schedule that meets the needs of individual communities. Working groups with key representatives from relevant service areas have been established to monitor and review the various aspects of the charges schedule. These groups will continue throughout 2023/24 with a focus on continuous improvement ensuring that the charges and fees meet the needs of our communities, customers and the organisation.

### 3 FINANCIAL IMPLICATIONS

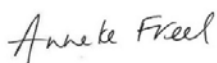
- 3.1 The proposed schedule of charges for 2023/24 does not include a target for increased income for 2023/24. It is not envisaged that the proposed changes will have any detrimental impact on current use of facilities or income levels.

#### Recommendations:

It is recommended that Trustees:

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

Signature:



Designation: Chief Officer

Date: 27 October 2022