

TRUST BOARD MEETING



Date: 28 November 2023

Location: Visitor Centre, Dean Castle Country Park

Start time: 6pm

AGENDA			
AGENDA ITEM	FOR NOTING	FOR DISCUSSION	FOR APPROVAL/ DECISION
1. Apologies for Absence	✓		
2. Declarations of Interest	✓		
3. Minutes of previous meetings 3.1 Board Meeting: 28 September 2023 3.2 P&ASC Meeting: 14 November 2023	✓		✓
4. Protecting Our Environment Corporate Delivery Plan Output - Net Zero Climate Strategy 2024 - 2030			✓
5. Performance Report July - September 2023	✓		
6. Urban Farm Proposal This is a restricted document and not for onward circulation			✓
7. Review of Cultural Hubs This is a restricted document and not for onward circulation			✓
8. AOCB			
9. Dates of Next Meetings: Performance & Audit Sub-Committee: 6 February 2024 Trust Board: 20 February 2024			

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REPORT TO BOARD OF TRUSTEES



NET ZERO CLIMATE STRATEGY 2024 – 2030

Date: 28 November 2023

Agenda Item: 4

Report by: Hugh Collins, Sustainable Development Officer

I PURPOSE OF REPORT

- 1.1 The report presents our Climate Strategy for 2024 – 2030. The Strategy is aligned to six themes Utilities (Energy and Water), Transport, Waste, Natural Environment, Sustainable Procurement and Wider Picture. The first four tie in with East Ayrshire Council's Strategy and we have included an additional two themes that link specifically to the Trust's strategic ambitions. The report also seeks approval for the actions outlined in the corresponding Climate Action Plan 2024-2028 that will allow us to achieve our net zero aspirations.

2 BACKGROUND

- 2.1 We're in a climate change emergency. Rising temperatures, caused by carbon dioxide and other greenhouse gases, are creating more extreme weather events like floods, droughts, storms, and rising sea levels. These threaten our ecosystems, health, lives, homes, facilities and ultimately our ability to do the things we love, like taking part in sport, recreation, and physical activity. As a response to this the Scottish Government has set a target of 100% reduction in carbon emissions by 2045, with a number of key targets along the way.
- 2.2 The recommendation is for East Ayrshire Leisure to take the bold decision to set our NET ZERO target to 2030! This coincides with East Ayrshire Council's target. East Ayrshire Leisure and East Ayrshire Council work closely through established working groups to both measure and reduce our emissions. East Ayrshire Council has been estimating East Ayrshire's carbon emissions since 2005 and introduced a more accurate means of measuring actual carbon emissions since 2012/13. As East Ayrshire Leisure's venues are part of the East Ayrshire Council Estate, East Ayrshire Leisure's carbon emissions have been included in the Council's total emissions within their annual reports. As The Trust's figures have been amalgamated with the Council's since 2013, it is currently not possible for us to clearly split East Ayrshire Leisure's figures from the wider Council estate. Therefore we can't currently generate an accurate baseline figure for The Trust that can be used to both apply carbon reduction actions and to measure their efficiency.

3 CLIMATE STRATEGY 2024-2030

- 3.1 East Ayrshire Leisure has a huge part to play in achieving the goal of a net zero East Ayrshire. The 6 key themes outlined within our strategy and corresponding delivery plan have been carefully chosen to deliver a realistic positive effect on reducing our carbon emissions as far as possible by 2030; we plan to be extremely transparent with our methodology for application of carbon reduction measures to avoid the label of "greenwashing" and to ensure the accuracy of our data and emission reporting.
- 3.2 The easiest way to reduce emissions is to eliminate those that are being produced due to wasteful behaviour. To achieve our goal we need to ensure that all our staff members are on board with our vision; we aim to ensure staff buy in through carbon literacy training, campaigns and energy reduction protocols for our sites. We will work collaboratively with East Ayrshire Council to adopt new working practices, work in partnership on core projects and ensure that we commit to our joint property pledge to improve our facilities and increase building efficiency across the East Ayrshire portfolio.

REPORT TO BOARD OF TRUSTEES



3.3 The draft Climate Strategy sets out this vision and the associated action plan outlines what we will do in the next 6 years to achieve our ambition. In order to implement that strategy effectively, we need to invest in equipment and training. The recommendation is that £30k as a one off investment is made from reserves. This will:

- Provide all our venues with new internal recycling bins to support recycling across the whole trust and drastically reduce the amount of waste that we send to landfill.
- Run a pilot study at Darvel Town Hall which would measure the effectiveness of fitting new aerator taps in reducing water consumption within the venue. We have conservatively predicted that this will be cost effective method in reducing water consumption by 160 cubic meters a year (that's 160000 litres of water).
- Pay for a Carbon Literacy Training Course Certification which will allow us to hold in house carbon literacy training courses for staff. This will increase climate awareness across the trust and will increase staff participation in energy saving methods and carbon reduction initiatives. In doing so we will also be granted certification of a Carbon Literate Organisation and progressively achieve a nationally recognised award ranging from bronze to platinum. This will aid in highlighting East Ayrshire Leisure efforts in tackling climate change.

Recommendation/s:

It is recommended that Trustees:

- i. Approve our Climate Strategy 2024-2030, and corresponding Climate Action Plan 2024-2028;
- ii. Approve the allocation of £30k from unallocated reserves; and
- iii. Otherwise note the content of this report.

Signature:

A handwritten signature in black ink, appearing to read 'H. C.', written over a light blue horizontal line.

Designation: Sustainable Development Officer

Date: 9 November 2023



net zero climate strategy

2024-2030





contents

- What is Net Zero?.....p4
- Why is it important?p5
- Target dates for Net Zerop6
- What do we do need to do to reach net zero?.....p8
- Where we are now?.....p10
- The 6 themesp11
 - Utilities (Energy & Water)p12
 - Transportp13
 - Waste p16
 - Natural environmentp18
 - Sustainable procurementp20
 - Wider picture.....p22
- Delivering our plan.....p24



What is net zero?

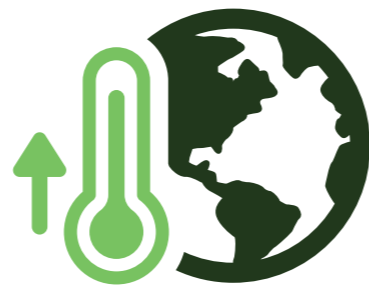
The majority of the modern life commodities that we have become accustomed to have a negative downside. Things like petrol or diesel cars, production of the products we buy, the electricity we use in our houses and the rubbish that we throw in our bins release harmful gasses into our atmosphere; these are called Green House Gas (GHG) emissions. There are 4 main types of gases that make up GHG; these being Carbon Dioxide (CO₂), Methane, Nitrous Oxide and F gases. To make it slightly easier to measure and compare emission levels the unit in which they are reported is standardised as tonnes (t) of carbon dioxide (CO₂) equivalent (e) or tCO₂e for short.

When an organisation refers to reaching Net Zero this means that they aim to reduce all of their associated Green House Gas (GHG) emissions as far as possible. However, even with the best Net Zero management plan in the world, due to current technological restraints, it is unlikely that an organisation will be able to reduce their emissions to absolute zero with reductive measure alone. Therefore, after all possible measures have been taken to reduce emissions as far as possible, any residual emissions will then be required to be "offset" through sequestration projects, also known as carbon capture projects.

tCO₂e - tonnes (t) of carbon dioxide (CO₂) equivalent (e)

Why is it important?

"We're in a climate change emergency. Rising temperatures, caused by carbon dioxide and other greenhouse gases, are creating more extreme weather events like floods, droughts, storms, and rising sea levels. These threaten our ecosystems, health, lives, homes, facilities and ultimately our ability to do the things we love, like taking part in sport, recreation, and physical activity." (*Becoming More Environmentally Sustainable Guide, 2022*)



At the moment average temperatures all over the world are rising



It will only take a 1.5 degree Celsius rise in average surface temperature to push us into a dangerous cycle of catastrophic weather events across the planet



Unless we all change our behaviour, the human race will continue to have a bad effect on the health of the planet



Only by changing our habits can we reduce our carbon footprint and stop the rise in average temperatures

Scotland's Targets for Net Zero

The Scottish Government has set a target of 100% reduction in carbon emissions by 2045, with a number of key targets along the way.

The Scottish government have created legislation through the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019, this sets emissions reduction targets for the whole of Scotland to be NET ZERO by 2045 at the latest.

2020
56%
reduction

2030
75%
reduction

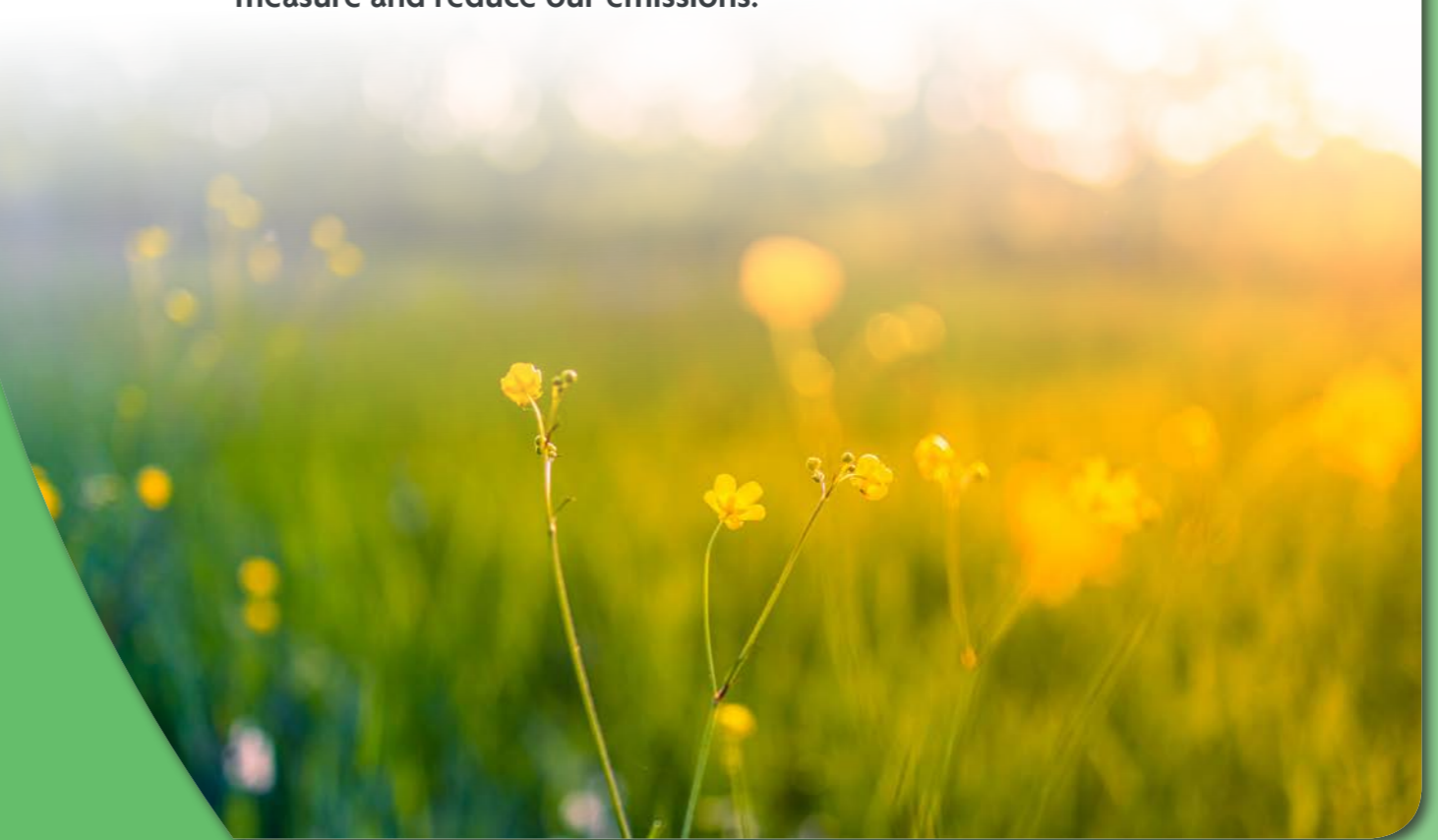
2040
90%
reduction

2045
100%
reduction



East Ayrshire Leisure's target for Net Zero

East Ayrshire Leisure has taken the bold decision to set our NET ZERO target to **2030!** This coincides with East Ayrshire Council's target. East Ayrshire Leisure and East Ayrshire Council work closely through established working groups to both measure and reduce our emissions.



What we need to do to achieve Net Zero



Our Pledge

- Do everything within our power and influence to rapidly reduce our greenhouse gas emissions.
- Collaborate and network with Leisure Trusts around Scotland and the UK to collectively share best working practices for reducing carbon emissions and work together to improve sustainability in Leisure as a whole.
- Work in close partnership with East Ayrshire Council to ensure that we commit to our joint property pledge to maintain and improve our facilities and increase building efficiency across the East Ayrshire Leisure portfolio.
- Commit to providing the resources to improve staff awareness of the importance of sustainable practices and the role they play within East Ayrshire Leisure in helping to reduce our organisational carbon footprint.
- Be proactive in challenging the status quo, making bold decisions and take swift action to make our organisation as sustainable, accessible and secure for both our employees and customers.

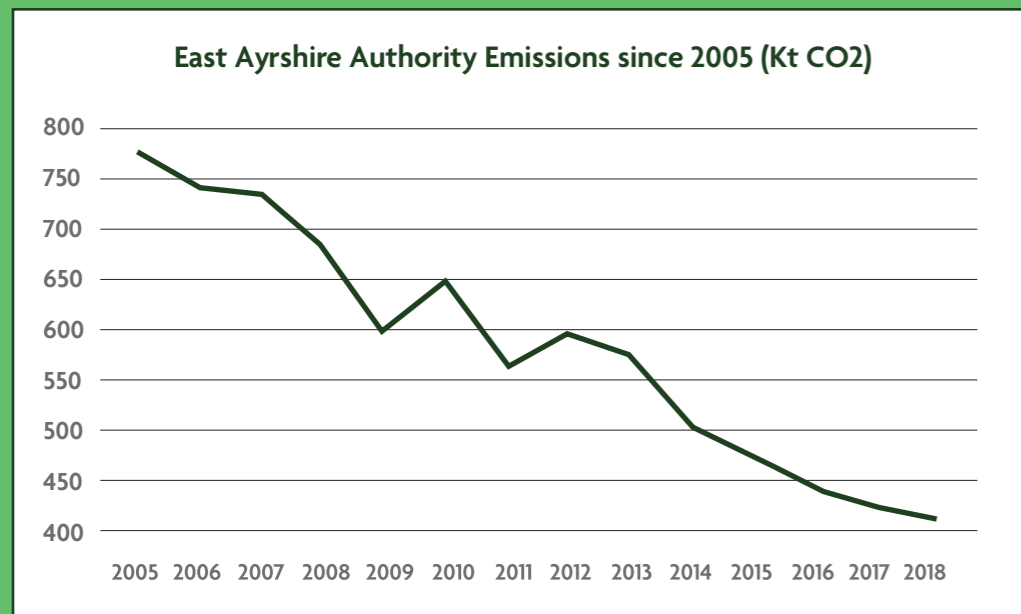
Where are we now?

East Ayrshire Council has been estimating East Ayrshire's carbon emissions since 2005 and introduced a more accurate means of measuring actual carbon emissions since 2012/13. As East Ayrshire Leisure's venues are part of the East Ayrshire Council Estate, East Ayrshire Leisure's carbon emissions have been included in the Council's total emissions within their annual reports.

Total Emissions for the East Ayrshire Area

The Council's reports have shown that there has been a steady decrease in East Ayrshire's carbon emissions through reductive measures.

These have fallen from 770k tonnes of CO₂ in 2005 to 469k tonnes by 2018 - a steady and significant reduction of 39%.



Calculating our emissions

As The Trust's figures have been amalgamated with The Council since 2013, unfortunately, it is currently not possible for us to clearly split East Ayrshire Leisure's figures from the wider Council estate and generate an accurate baseline figure for The Trust.

Through the current means of emissions calculating, only Utilities and Grey Mileage are able to be split from The Council's total figures. Therefore, a new means of gathering emissions data must be created for East Ayrshire Leisure to be able to calculate our own emissions total.

In line with East Ayrshire Council releasing their "Clean Green East Ayrshire Climate Strategy" we decided that it was important that East Ayrshire Leisure created a supporting, but Trust specific Climate Strategy.

This Strategy outlines all the measures that we, as a charitable trust, can carry out to lower our carbon emissions to enable us to contribute to the common goal of making East Ayrshire Leisure and East Ayrshire Council Net Zero by 2030.

In addition The Trust has created a Climate Action Plan 2024-2028 which will support our Climate Strategy and outline a clear plan for our initial stage of calculating and reducing our carbon emissions.

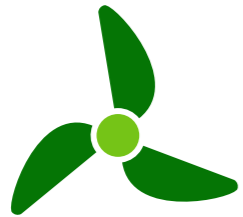
The Trust's commitment to the environment is clear and outlined in our climate specific actions that are integrated into the East Ayrshire Leisure Strategic Vision 2020-2030. The Strategic Vision is the overall document which underpins our strategic framework and includes our Leisure Facility Strategy, Collection Development Strategy, Financial Strategy, People Strategy, Communication Strategy, Programme Development Strategy, and Growth Strategy.



The 6 themes

Although we cannot currently split our emissions cleanly from East Ayrshire Council's figures, the data sets gathered by The Council are still extremely useful. As East Ayrshire Leisure follows similar processes to The Council, it is evident that we share key areas where we require to focus our efforts to reduce our emissions. From these we have chosen to work in collaboration and adopt The Council's four key themes of:

UTILITIES (ENERGY & WATER)



TRANSPORT



WASTE



NATURAL ENVIRONMENT



However, due to the nature of the Trust we also have decided to include an additional 2 themes:

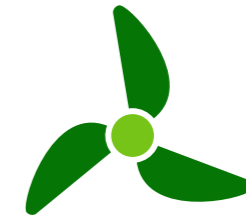
SUSTAINABLE PROCUREMENT



WIDER PICTURE



Utilities



Our Objective

To invest in carbon literacy projects to increase staff awareness across the board. We can then utilise this knowledge to increase staff participation in adopting energy saving practices. This combined with investment in energy saving appliances, tools and fixtures will reduce consumption of energy and promote energy efficiency across the board

Background

Energy in our buildings

East Ayrshire Council has identified that 46% of East Ayrshire Councils' total carbon footprint comes from energy emissions from the council estate. East Ayrshire Leisure's venues are included.

What the Trust Can Do

We plan to cut those emissions in several ways. We will:

- * Continue with our smarter working practices and where possible encourage those who can work from home to do so.
- * Improve Energy and Water Monitoring to recognise incidents of higher use and usage spikes to allow immediate flagging and remedial action; as well as providing a means of monitoring the effectiveness of our carbon reduction measures.
- * Create and carry out sustainability audits at all sites to identify areas for improvement.
- * Create and roll out an onsite training programme and a dedicated section within the staff newsletter to raise staff awareness and encourage staff to buy into energy reduction measures.
- * Enrol in the Carbon Literacy Project and achieve Carbon Literacy Accreditation to increase staff knowledge and to encourage positive choices, both at work and at home to reduce energy use and decrease their own carbon footprint.
- * Invest in energy and water saving appliances and fixtures across all sites



Transport



Our Objective

To decarbonise East Ayrshire Leisure's fleet, minimise grey fleet mileage and transition to sustainable alternatives for our plant and equipment.

Background

Fleet Vehicles

The Scottish Government stipulates that all our new fleet cars and vans should be zero emission from 2025 and all new HGVs reaching the same target by 2030.

We are currently liaising closely with East Ayrshire Council's Transport department and aim to tie in with their Transformation Strategy to transition our current fleet vehicles to fully electric by 2030 where possible

As an interim to the switch to electric vehicles, in July 2022 we transitioned our current diesel fleet to Hydrotreated Vegetable Oil (HVO). HVO is a biofuel made by hydrogenation of vegetable oil with vastly reduced carbon emissions.

Plant Vehicles & Equipment

The Trust currently has a varied inventory of plant, vehicles and grounds maintenance equipment. At the moment the majority of these are still reliant

on fossil fuels for use. Therefore, they have an associated carbon emission. Where mechanically possible we have transitioned over as much of our equipment to HVO, including our 2 tractors, in an effort to reduce our emissions. We have also started the process of procuring electric alternatives for our equipment and currently have a small line of these in operation within the Estates Development team.

Reducing Grey Fleet Mileage

Grey fleet mileage is classed as "employee-owned vehicles, payed for with their own money and reimbursed on a pence per mile basis". Not to be confused with "commuting" to a workplace or base, grey fleet mileage is only considered as such if and when an employee is travelling from their base of work to another location i.e. travelling to another East Ayrshire Leisure Venue for a meeting or even travelling from a base to a conference in Glasgow etc.

Due to the geographic locational spread of our sites across East Ayrshire, there currently is a reliance on staff using their own vehicles to travel between sites for various managerial and operational purposes.

What the Trust Can Do

We plan to make the following changes:

- * Commit to moving all of our plant and handheld equipment to more sustainable alternatives.
- * This will coincide with our objectives of our sustainable procurement policy and equipment renewal plan; in which we have committed to **no new fossil fuelled hand held equipment being purchased from August 2024 onwards and furthermore no sole fossil fuelled plant equipment from 2025 onwards.**
- * Introduce carefully constructed adapted working practices to re-wild certain areas of our estates and as a result reduce plant machinery use as much as possible.
- * Continue with the ability to use electronic methods for meetings where appropriate. Any meeting held via this format immediately eliminates the associated travel emissions from meeting face to face.
- * Liaise with East Ayrshire Council to introduce a new Electric Vehicle Car Share initiative. This will allow staff to book out an electric vehicle to travel between sites when required, greatly reducing the associated emissions and improving the accuracy of the Grey Fleet Mileage calculation.



Waste



Our Objective

To manage waste sustainably by reducing, reusing, recycling and recovering waste to improve resource efficiency whilst working towards a circular economy.

Background

The Scottish Government aim to make Scotland a zero waste society with a circular economy, means minimising the population's demand on primary resources and maximising reuse, recycling and recovery of resources instead of treating them as waste.

By 2025 Scotland will:

- reduce total waste arising in Scotland by 15% against 2011 levels
- reduce food waste by 33% against 2013 levels
- recycle 70% of remaining waste
- send no more than 5% of remaining waste to landfill

Legislation

Both the Scottish and UK Governments plan to implement new legislation which will push all councils, businesses and manufacturers towards greater recycling rates. These are:

Scottish Government

- Deposit Return Scheme
- Biodegradable Waste Ban

UK Government

- Plastic Packaging Tax
- Packaging Producer Responsibility Regulations

These measures should all help to embed a recycling and minimal waste culture all the way down the line from producer to consumer and disposer.

By the 1st of January 2025, the Scottish Government will impose a complete ban on all biodegradable waste entering landfill. The quickest route to accommodating this change will be switching our biodegradable waste to "energy from waste" plants.

Reducing Waste Volume

Food Waste

Food waste is a dangerous contributor to Green House Gases. When food waste ends up in landfill it generates methane which is 25 times more potent than its carbon dioxide counterpart. Therefore it is extremely important that food waste is reduced as far as possible.

In May 2023 East Ayrshire Leisure launched its joint partnership with East Ayrshire Council's Food Larder and Food Bank Scheme, to donate and supply local hostels and food banks with stock from our 2 cafés, which are nearing the end of shelf life.

In doing this The Trust has significantly reduced its food waste and associated emissions; equally as important, it is providing those that need it most with a meal.

Waste Analysis

By carrying out waste composition analysis we will be able to identify the main contributors to waste within our venues and East Ayrshire Leisure as a whole. This will allow us to specifically tackle the main areas for improvement i.e. this could be paper towels in a leisure venue, we would then aim to either eliminate this by introducing a re-usable alternative, look into options for circular alternatives or replace with a better quality product that improves efficiency and reduces waste.



Circular Economy

Circular economy embraces the ethos of stretching the lifespan of a product as long as possible to avoid the traditional linear use and dispose of economy.

What the Trust Can Do

We plan to make the following changes:

- * As an immediate step in improving our waste management we will commit to ensuring that all venues are **fully supporting recycling by 2025**.
- * Develop and implement new recycling procedures; liaising with The Council's waste management team to establish best practice. Furthermore we will run a campaign for increasing staff and customer awareness in an effort to increase compliance with the new procedures.
- * Enhance current in-house recycling methods for recycling ecological waste i.e. composting, lumber and leaf mulch.
- * Invest in products that have been designed with circular economy in mind and have incorporated modular design techniques. These products are designed to last longer and to be more easily disassembled and repaired.
- * Implement planned preventive maintenance procedures to avoid equipment going into disrepair and identify where possible where repair is required prior to uneconomical damage taking place. We will aim to reuse materials where possible, such as wood within the Dean Castle Country Park, to repurpose and extend the original product lifecycle. We will also aim to sell or donate any products or items that we no longer have use for.
- * Recycling – once the above options for repair or reuse are exhausted we will ensure that the item is recycled appropriately.
- * Remanufacturing – we will explore options for repurposing or enabling other, subsequent uses of products at the end of their 'first life' to extend their lifespan.

“As an immediate step in improving our waste management we will commit to ensuring that all venues are fully supporting recycling by 2025.”



Natural environment

Our Objective

To protect and enhance biodiversity and our natural environment; to maintain areas of natural beauty within East Ayrshire improving local flora and fauna contributing to a more sustainable and nature positive culture. We will communicate, inform and empower staff and the public to take action and understand the importance of the Climate Change Emergency with actions set out in the Scottish Biodiversity Strategy 2022 to 2045. We will celebrate and share our vision with the public in our Local Biodiversity action plan, outdoor events, nature positive community action plans and nature therapy programmes.

We will liaise with our partners East Ayrshire Woodlands, Forest Land and Scotland and Scottish Woodlands to enhance our tree planting programmes as a means for capturing carbon; this will form East Ayrshire Leisure's Carbon Offset strategy.

Background

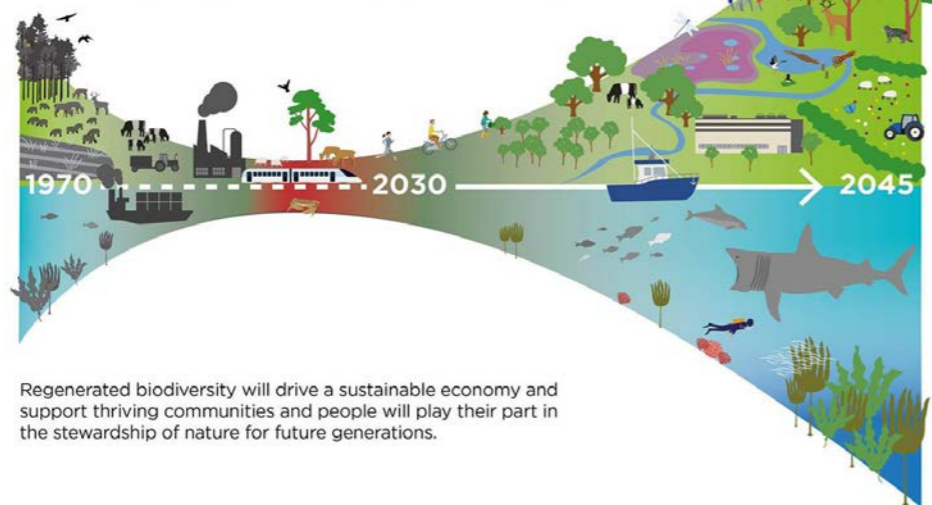
Nature Positive Scotland by 2030

Nature Positive means reversing the downward curve of biodiversity loss so that levels of biodiversity are once again increasing, **bending the curve** of biodiversity loss. The Scottish Government signed the Leaders' Pledge for Nature at the UNFCCC's 26th Conference of Parties (COP26), held in Glasgow. The route to achieving this is outlined in Scottish Biodiversity Strategy to 2045.

Scottish Biodiversity Strategy – proposed vision

By 2045, Scotland will have restored and regenerated biodiversity across our land, freshwater and seas.

Our natural environment, our habitats, ecosystems and species, will be diverse, thriving, resilient and adapting to climate change.



Regenerated biodiversity will drive a sustainable economy and support thriving communities and people will play their part in the stewardship of nature for future generations.

Infographic: Scottish Biodiversity Strategy – proposed vision (Nature Scot 2022)

“Working together we can achieve nature positive by 2030.”



Green Infrastructure Strategy

Green infrastructure is defined as “the use of ecosystems, green spaces and water in strategic land use planning to deliver environmental and quality of life benefits. It includes parks, open spaces, playing fields, woodlands, wetlands, road verges, allotments and private gardens. Green infrastructure can contribute to climate change mitigation and adaptation, natural disaster risk mitigation, protection against flooding and erosion as well as biodiversity conservation.”

Considering green spaces or connections as infrastructure arises because simple things like trees, greenspaces and watercourses can provide valuable services in an ecological way. Green infrastructure gives us shelter, access and travel, sustainable urban drainage, pollution mitigation and food production – as part of a wider ecosystem. Moreover this approach has the added benefit of enhancing habitats and creating attractive places.

To form the strategy the Protecting our Environment Team within East Ayrshire Leisure have carried out a sequence of green space audits within our communities, creating maps and consulting with the communities to establish a plan for action. These plans will then be presented to East Ayrshire Council and will be issued to communities for further consultation. A new Core path plan and Local path plan will be created through the East Ayrshire Recreation Plan. This plan will give clear information on routes within the local communities and will have a clear benefit for health promoting active travel and tourism.

Ultimately this will lead to the creation of green infrastructure within our communities and provide the benefits listed above to our area.

Local Biodiversity Action Plan & Self Led Nature Positive Community Action Plan

It is clear we have a national biodiversity crisis with species population sizes decreasing rapidly in the last decade but with the correct application and partnership working we can turn this around. The East Ayrshire Biodiversity Duty report 2020 shows the range of potential working relationships and interest in our local environment and biodiversity. The working groups set up by East Ayrshire Council will add to the importance of the Climate crisis and allow for action to be taken quickly. The Scottish Biodiversity Strategy 2023 along with new planning frameworks will focus and drive our projects and decision making to help achieve a more Nature positive East Ayrshire by 2030.

Working together we can achieve nature positive by 2030.

What the Trust Can Do

We plan to do the following:

- * Continue with our school education programmes and community training; appointing community and school nature champions to act as ambassadors for their communities and lead “self-led” projects.
- * Finalise our Recreation Plan
- * Support the Council in the development of the East Ayrshire Green Infrastructure Strategy
- * Support the Council in the development of a Local Biodiversity Action Plan.

Sustainable procurement £

“ Our milk is sourced from a sustainable sourced local farm called “Mossgiel” who have a fully electric fleet (and are organic, have no plastic packaging and recirculate their glass bottles). ”



Our Objective

To commit to creating a strict process for scoring and awarding tenders to suppliers on merit of their efforts to reduce and control carbon emissions associated with their goods and or services. We will commit adequate resources to research sustainable consumables and create a means to measure and reduce their associated carbon emissions and environmental impact as far as possible. We will use our status and purchasing power to influence suppliers and encourage the adoption of carbon reduction measures across the supply chain.

Background

How does Procurement contribute to East Ayrshire Leisure’s Carbon Emissions?

Procurement of goods and services contribute massively towards all organisational carbon emissions. The associated emissions are classed as “indirect” or also known as “scope 3” emissions. In essence these are linked to all emissions associated with a product and the supply chain where we are purchasing the goods or services from. This includes the raw materials used, the manufacturing process, waste, means of distribution, packaging and type of product.

We need to ensure that we take cautious efforts in procuring sustainable products from manufacturers and suppliers who have dedicated climate action plans. These plans must outline that they have made efforts to reduce their own carbon emissions through sustainable manufacturing, packaging, transport and waste etc.

To do this effectively we will establish clear protocols for procuring products and liaise closely with the Council and our authorised suppliers to calculate our associated emissions.

What the Trust Can Do

We will meet with manufacturers and suppliers to discuss their current climate action plans. We will discuss:

- * **Raw Material** type and source i.e. what type of material they use for toilet roll manufacturing be it pulpwood, bamboo, sugar cane or recycled products and where they source these from, is it from a reputable sustainable source?
- * **Manufacturing Processes** will be discussed, the related emissions and what they are doing to reduce these i.e. renewable energy source or efficient modern machinery and technology.
- * **Waste** product from manufacturing will also be discussed i.e. are they able to reuse or recycle and how they dispose of any waste that cannot be recirculated. Do they also have recirculation plans in place i.e. “Tork” have a paper towel recirculation service available in which they will work with the customer’s organisation to collect used paper towel waste to be recycled into creating new rolls of paper towel.
- * **Packaging** - what is the packaging made from, is it recyclable, when dealing with cleaning liquids is the product concentrated within the packaging and or is packaging reduced as much as possible?
- * **Transportation and Distribution** - What means is the product being transported by and the associated emissions? Have alternative types of transportation been taken into account i.e. Our milk is currently sourced from a sustainable sourced local farm called “Mossgiel” who have a fully electric fleet (and are organic, have no plastic packaging and recirculate their glass bottles). Both emissions from the manufacturer and supplier/ distributor will be taken into account.

* **Carbon Offset Strategy** - Even with the most efficient carbon action plans in place manufacturing and distribution companies may still not be meeting net zero due to current technological limitations, therefore, what is being done to offset their emissions will also be discussed i.e. outweighing their remaining carbon emission through the planting of trees or peatland restoration. The efficiency of many offsetting methods are still up for debate as they can be hard to certify and quantify; whatever method they have chosen would need to be verifiable (such as “Forestry and Land Scotland have done through verification Woodland Carbon Code and Peatland Code standards.)

* **More Sustainable Alternatives** - Alternative types of products would also be considered if they were more environmentally friendly and more carbon efficient to create.

* **Co2e Calculation And Procuring Influence** - Full and accurate calculation of Source 3 emissions can be difficult as it relies on the input from the manufacturers and distributors; if they have not calculated their CO2e emissions prior to discussion then calculating our total associated emissions accurately is almost impossible. Hopefully, following the above discussions our manufactures will already have carbon action plans in place and will have their

carbon measurements available. If not then as a Local Authority we can then utilise our consumer power to influence our manufactures and distributors to add clauses to our procuring contracts to include the requirement of a Climate Action Plan or Strategy to be in place and accurate carbon figures available for their products; not only will this influential power improve our carbon emissions but it will also have secondary improvements to our manufacturers and distributors as they will reduce their emissions as a result to compete for procurement contracts.



Wider picture- local influence



“ Through our actions and education pathways we aim to increase the local awareness and importance of reducing our carbon footprint ”

Our Objective

Through our actions and education pathways we aim to increase the local awareness and importance of reducing our carbon footprint; which in turn will hopefully encourage individuals to take personal actions to reduce their own carbon footprints. We will incentivise employees to embrace active travel and link this with our path networks to create a route network linking our venues to safe active travel routes.

What the Trust Can Do

Reducing Staff Commuting Emissions

* East Ayrshire Leisure promotes flexible working arrangements for our staff. In 2022 we introduced new contractual work-style arrangements which allocated a proportion of our staff on a “flexible” working contract. This contract allows staff to work 50-79% of their time in an office and the remaining time at home.

* By encouraging staff on a flexible contract to work at least one day from home a week will reduce their commuting emissions by 1/5th. On average this equates to 193kgCO₂. If all flexible working staff were to adopt this it would equate to a rough saving of 8.5 tCO₂e annually and an average monetary saving of £81 per year per person.

Encouraging Active Travel

* In an effort to encourage staff to uptake active travel East Ayrshire Leisure offers an active travel benefit scheme. This allows employees to purchase bicycles at a reduced cost through salary sacrifice arrangements. A campaign will be put in place to highlight the benefits of cycling to work both for reducing individual and business carbon footprint and also highlighting the benefits to health and wellbeing in an aim to increase uptake.

Linking the Active Travel Campaign to Our Path Networks

* We will aim to link the active travel campaign to our current path networks to create easily accessible cycle and walking route plans and provide each site with the main cycle and walking routes to and between our venues.

Incentivising uptake

* To encourage uptake further we will provide incentives for those that embrace the change to active travel through individual and group cycle and walk to work mileage leader boards to record the total miles covered through active travel. These figures will be linked to an emissions calculator which will automatically provide staff with a rough figure of how much carbon they have reduced through participation. An award scheme will be put in place to commemorate and acknowledge individual and site efforts.



Delivering our plan

Appendix - Protecting Our Environment - Climate Action Plan 2024-2028



AREA OF FOCUS & ACTION REQUIRED		KEY PARTNERS	PRIORITY	COMMENTS/PROGRESS
THEME 1: UTILITIES				
1	Improve Energy and Water Monitoring to recognise higher usage/spikes to allow immediate flagging and remedial action	East Ayrshire Leisure: Protecting our Environment Team East Ayrshire Council: Energy Team	2023-2026	
2	Create and carry out sustainability audits at all sites	East Ayrshire Leisure: Sustainable Development Officer	2023-2026	
3	Create onsite training programme and monthly e-letter/toolbox talk.	East Ayrshire Leisure: Sustainable Development Officer, Sharing Our Vision Team	2024-2026	
4	Enrol in the Carbon Literacy Project and achieve Carbon Literacy Accreditation	East Ayrshire Leisure: Sustainable Development Officer, Carbon Literacy Project	2024-2026	
5	Invest in energy and water saving appliances and fixtures	East Ayrshire Leisure East Ayrshire Council	2024-2026	

AREA OF FOCUS & ACTION REQUIRED		KEY PARTNERS	PRIORITY	COMMENTS/PROGRESS
THEME 2: TRANSPORT				
1	Reduction in Business Miles	East Ayrshire Leisure: Protecting our Environment Team, Supporting Growth Team	2024-2026	
2	Transition all applicable diesel engine vehicles to hydrotreated vegetable oil (HVO).	East Ayrshire Leisure: Estates Development Officer, Protecting Our Environment Strategic Lead, East Ayrshire Council: Transport Team	2024-2026	
3	Adapt working practices to reduce plant machinery use	East Ayrshire Leisure: Estates Development Officer, Countryside Development Officer	2023-2024	
4	Transition all applicable trust vehicles to Electric Alternatives	East Ayrshire Leisure: Sustainable Development Officer, Carbon Literacy Project	2024-2028	
5	Transition all applicable hand tools to electric	East Ayrshire Leisure: Sustainable Development Officer, Estates Development Officer East Ayrshire Council: Procurement team	2024-2026	
6	Reduce grey mileage emissions through signing up to an electric carpool.	East Ayrshire Leisure: Sustainable Development Office, Protecting Our Environment Strategic Lead East Ayrshire Council: Transport Team	2024-2026	

THEME 3: WASTE				
1	Establish connections with East Ayrshire Council waste management team and organise quarterly meetings	East Ayrshire Leisure: Sustainable Development Officer East Ayrshire Council: Waste Management	2023-2024	
2	Introduce/improve waste recycling procedures across all venues	East Ayrshire Leisure: Sustainable Development Officer East Ayrshire Council: Waste Management	2023-2025	
3	Reduce Waste volume/weight	East Ayrshire Leisure: Sustainable Development Officer, Hospitality Development Officer East Ayrshire Council: Food Services Manager Waste Management	2024-2026	
4	Support the roll out of the Deposit Return Scheme	East Ayrshire Leisure: Sustainable Development Officer Hospitality Development Officer East Ayrshire Council: Food Services Manager Waste Management	2024-2026	

AREA OF FOCUS & ACTION REQUIRED		KEY PARTNERS	PRIORITY	COMMENTS/PROGRESS
THEME 4: NATURAL ENVIRONMENT				
1	Establish Carbon Offset Strategy	East Ayrshire Leisure: Protecting Our Environment Team, Scottish Woodland, East Ayrshire Council	2024-2026	
2	Local Biodiversity Action Plan	East Ayrshire Leisure: Countryside Development Officer, Protecting Our Environment Team East Ayrshire Council, Local Groups and Partners	2024-2026	
3	Green Infrastructure strategy	East Ayrshire Leisure: Chief Executive, Countryside Development Officer, Protecting Our Environment Team, East Ayrshire Council, Local Groups and Partners	2023-2024	
4	Pollinator strategy	East Ayrshire Leisure: Countryside Development Officer, Protecting Our Environment Team, East Ayrshire Council, Local Groups and Partners	2024-2026	
5	Greening policy	East Ayrshire Leisure: Countryside Development Officer, Protecting Our Environment Team, East Ayrshire Council	2024-2026	
6	Self-led Nature Positive community action plan	East Ayrshire Leisure: Countryside Development Officer, Protecting Our Environment Team, East Ayrshire Council	2024-2026	
7	Nature Therapy	East Ayrshire Leisure: Countryside Development Officer, Protecting Our Environment Team, East Ayrshire Council	2024-2026	
8	Annanhill Golf Course - Course redesign	East Ayrshire Leisure: Protecting Our Environment Team, East Ayrshire Council	2023-2025	

AREA OF FOCUS & ACTION REQUIRED		KEY PARTNERS	PRIORITY	COMMENTS/PROGRESS
THEME 5: SUSTAINABLE PROCUREMENT				
1	Calculate carbon emissions associated with procurement and use of products (Scope 3) to be included in our annual reports.	East Ayrshire Leisure: Sustainable Development Officer East Ayrshire Council: Procurement Team	2024-2026	
2	Secure new, more sustainable products	East Ayrshire Leisure: Sustainable Development Officer East Ayrshire Council: Procurement Team	2024-2026	
3	Special projects and event emissions strategy	East Ayrshire Leisure: Protecting Our Environment Team	2024-2028	

THEME 6: THE WIDER PICTURE				
1	Offer guidance, support and initiatives to reduce staffs personal transport related carbon emissions	East Ayrshire Leisure: Protecting Our Environment Team, Scottish Woodland East Ayrshire Council	2024-2026	
2	Active travel strategy	East Ayrshire Leisure: Countryside Development Officer, Protecting Our Environment Team East Ayrshire Council, Local Groups and Partners	2024-2026	





REPORT TO BOARD OF TRUSTEES

PERFORMANCE REPORT JULY TO SEPTEMBER 2023

Date: 28 November 2023

Agenda Item: 5

Report by: Anneke Freel, Chief Officer

I PURPOSE OF REPORT

- 1.1 This report provides details of the Trust's performance for the second quarter of 2023/24.
- 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 to September 2023 was 548,704, which is an increase of 38% compared to the same period in 2022/23.
- 2.2 The Lifestyle and Sports Hubs have performed particularly well in this period with St Joseph's Leisure Centre, William McIlvanney Sports Centre and Doon Valley Leisure Centre recording increases of 50%, 36% and 36% retrospectively.
- 2.3 With a focus on programming and engagement, libraries and cultural hubs are also doing very well. Book borrowing continues to grow with 36,212 physical and 4,566 e-books borrowed between July and September 23.
- 2.4 The Dick Institute and Burns House Museum are following the national trend for increased visitors to museums with the Dick Institute recording a 15% and the Burns House Museum recording an increase of 36% for the period. The Baird Institute has recorded a slight decrease in visitor numbers due to unplanned closures.
- 2.5 We continue to monitor the performance aspirations set out in our Strategic Vision with many projections already being exceeded, including programmes for young people and the number of community initiatives that we support. In this period we organised 17 distinct programmes for young people including engagement workshops aligned to our exhibition, Rookie Lifeguard, Teenfit and outdoor learning workshops.
- 2.6 The risk register has been reviewed with no amendments from quarter 3.

3 CORPORATE DELIVERY PLAN RECORD OF PROGRESS

- 3.1 During quarter 2, we completed a further 7 outputs with only 1 output not yet started. This output is about implementation of the hospitality deposit return scheme. This is a national initiative, which has been postponed by the Scottish Government. We will not be able to deliver this output until the scheme is relaunched.

REPORT TO BOARD OF TRUSTEES



4 FINANCIAL PERFORMANCE

- 4.1 The financial performance quarter 2 report provides detail of the Trust's financial performance for the period July - September 2023. The projected outturn for East Ayrshire Leisure at 30th September 2023 is a favourable position of £12k.

5 QUARTER HIGHLIGHTS

- 5.1 As part of our 10th anniversary celebrations, we have implemented our 'long service awards' in line with 10, 20, 30 and 40 years of service. This year, we have 43 employees who have been with us 10 years, 24 for 20 years, 25 for 30 years and 3 employees have been with us for an incredible 40 years+. All employees received a hamper full of sweet treats from local company Threepwood Fayre and for those with 20, 30 and 40 years, they also received an East Ayrshire Gift Card, which they can spend in a range of local shops and businesses.
- 5.2 As this is a new initiative that required investment, it was agreed that the initial costs would be funded from reserves (Board 21 Feb 2023 approved an allocation of £30k to support 10th Anniversary Events and Initiatives). It is anticipated that initial long service awards will incur total costs of approximately £12,000.
- 5.3 Moving forward, long service will be calculated annually on the 1st of July and will be funded from revenue budgets.

Recommendation/s:

It is recommended that Trustees:

- i. Consider and approve the East Ayrshire Leisure Performs Report for the period July to September 2023; and
- ii. Otherwise note the content of this report.

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

Signature:

Designation: Chief Officer

Date: 10 November 2023



EAST AYRSHIRE LEISURE PERFORMS

QUARTER 2

JULY - SEPTEMBER

2023/24



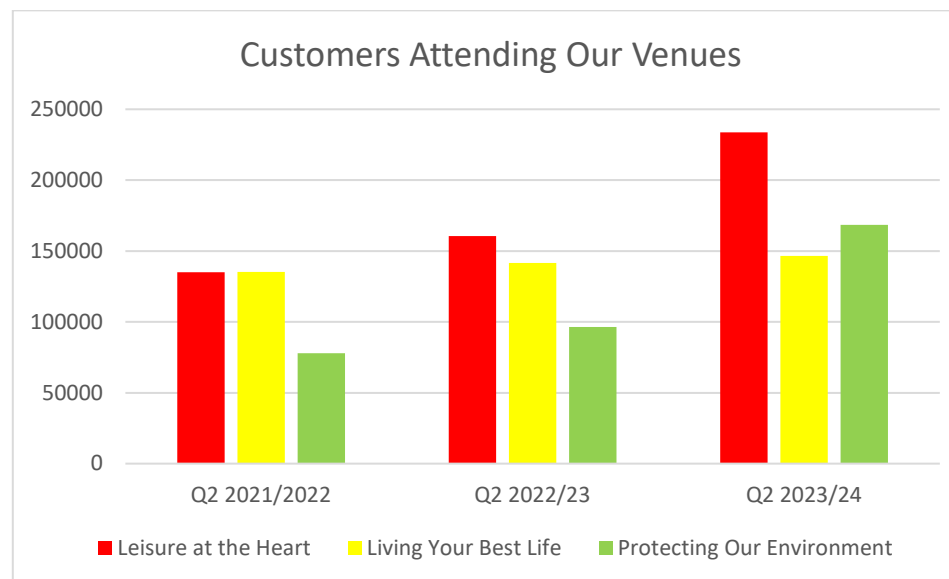
Contents

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.



- * During Q2, our static libraries have shown an average increase of 4% compared to the same period in 2022/23. Darvel Library in particular has done well with an increase of 17%. Cumnock, Galston and Stewarton Libraries all continue to do well. The borrowing of electronic books, magazines and newspapers continues on the upward trend with an increase of 11% on last year's figures for quarter 2. There is also a significant demand for facilities, services and programmes within our lifestyle hubs and sports centres. Barony Sports Village continues to perform exceptionally well with a further increase of nearly 78% compared to the same period in 2022/23. The outdoor pitches at Barony Sports Village in particular are close to capacity. Other sport and lifestyle hubs are generally recorded an increase of over 30% for the period.
- * Many of the venues within the **Living Your Best Life** portfolio are performing very well compared to the same period in 2022/23. The Dick Institute and the Burns House Museum have recorded an increase compared to the previous year. However, the Baird Institute has recorded a decrease of nearly 7%. This is predominantly related to unplanned closures. The Palace Theatre and Grand Hall also recorded a decrease in attendance figures. This was expected as we have started to wind down our programmes and bookings in preparation for closure in early 2024.
- * **Protecting our Environment** is currently only recording figures for Dean Castle Country Park. It has been a very busy summer at the Country Park with an increase of 43% compared to last year. The Castle now being open clearly has had a positive impact on the visitors to the Country Park. However, the events programme and the management of the site are contributing to re-establishing the site as one of Ayrshire's most popular visitor attractions.

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

Performance Indicator	Quarter 1 Performance	Quarter 2 Performance	Quarter 3 Performance	Quarter 4 Performance	2023/24 Performance	2030 Strategic Aspirations
People attending our Venues	501,560	548,704				2.9 million
People engaging in our programmes	Will be recorded after the introduction of the new booking systems					0.99 million
Our eastyrshireleisure.com online visitors	102,128	149,006				0.38 million
Online visitors to futuremuseums.com	56,448	55,112				0.25 million
Number of programmes for 12-25 year olds	19	17				30
Number of programmes for 65+	6	7				15
Number of local and regional events and exhibitions	26	25				40
Number of children engaged in our education programme	3794	1610				20,000
Opportunities that we offer for volunteers and work placements	4	6				50
Our absence Levels	2.20 days	1.89 days				8 days / annum
Our staff turnover rates	3.1%	1.5%				7-10%
Number of community initiatives that we support	14	17				30
Number of partnership projects we engage in	32	51				40
Carbon Footprint						990tCO ₂ e

KEY UPDATES

Insurance Claims

The following information provides an update on the number of live claims in progress during the period July - September 2023:-

Public Liability	1 x ongoing
Employers' Liability	2 x ongoing
Motor Claim	n/a

Gifts & Hospitality

1 gifts and hospitality record was 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"> Service and Staff praised for levels of customer care: <ul style="list-style-type: none"> - Well organised, encouraging, helpful and kind; all phrases have been said about staff and events this quarter. - Staff clearly going above and beyond during coaching/swimming sessions and how well the River Ayr Way Challenge was managed also mentioned. 	<ul style="list-style-type: none"> Service action required <ul style="list-style-type: none"> - Staff newsletter and Intranet - staff to be notified.
Health & Safety	<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 H&S Standard - Violence & Aggression Risk Assessment - Staff awareness – do's & dont's - Conflict Handling Training - Scenario Based Exercise
	<ul style="list-style-type: none"> Ongoing issue with Synthetics Grass Pitches – unauthorised access, condition of goals. 	<ul style="list-style-type: none"> Service action required <ul style="list-style-type: none"> - Discussions to take place with Campus Manager and partners
	<ul style="list-style-type: none"> H&S incidents 	<ul style="list-style-type: none"> Ensure incidents are all reported on SHE System
	<ul style="list-style-type: none"> Complaint re. lack of Welfare Facilities 	<ul style="list-style-type: none"> Service action required <ul style="list-style-type: none"> - Welfare facilities to be reviewed
	<ul style="list-style-type: none"> Number golf balls entering gardens and hitting cars at Annanhill Golf Course car park 	<ul style="list-style-type: none"> Service action required <ul style="list-style-type: none"> - Additional signage to be put in place - Plans are in place to alter holes to direct golf balls away from boundaries

<p>Communication</p>	<ul style="list-style-type: none"> • Duties of post being clearly defined • Ensure regular progress meetings are taking place so that any work load issues are addressed 	<ul style="list-style-type: none"> • Service action required <ul style="list-style-type: none"> - Introduction of key activities for all posts made available on Intranet - Progress meeting to be undertaken
<p>Trust Expectations</p>	<p>Extended Management Team to convey, to all staff, through regular team meetings, progress meetings the importance of reading, understanding and implementing the following:</p> <ul style="list-style-type: none"> • Code of Conduct • Values and Behaviours <p>Focus on the importance of teamwork, respect for all colleagues, developing, good working relationships and accountability and responsibility (all contained within our Values)</p>	<ul style="list-style-type: none"> • Service action required <ul style="list-style-type: none"> - Code of Conduct - Values and Behaviours
<p>Management Structure</p>	<p>Ensure that the roles and responsibilities of the Extended Management Team are known and understood.</p> <p>Clarification around the roles and responsibilities of each team is required to be reviewed and communicated e.g. Front of House, Bar Steward, and Technical Team.</p>	<ul style="list-style-type: none"> • Service action required <ul style="list-style-type: none"> - Job Outlines & Personal Specifications (JOPS)
<p>Performances Protocol</p>	<p>Ensure that there is a clear protocol which is known and understood by ALL staff, both managers and employees, with regard to;</p> <ul style="list-style-type: none"> • The role and responsibility of the Stage Manager • The role and responsibility of security staff • Expectations of staff with regards to visiting artists <p>All of the above to be considered in relation to performances particularly at the Grand Hall and the Palace Theatre and any other relevant venues.</p>	<ul style="list-style-type: none"> • Service action required <ul style="list-style-type: none"> - Relevant documentation in existence or specifically designed

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

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 post • 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 places because of the failure to adapt/train existing staff, not recruiting the right people and not motivating its workforce. This would	Executive Managers & Development Managers	3	2	6 RISK APPETITE: OPEN (Operation)	LOW	<ul style="list-style-type: none"> • Dedicated Training & Engagement Officer • Training and Development Plan • Ongoing review of Training matrices • Induction Process • Review of B.E.S.T. Practise • Recruitment and selection incl recruit to train for key roles • Effective communication with staff

	result in poor services, lack of customer engagement, failure to cross-sell and a loss of income.							
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 2
JULY - SEPTEMBER
2023/24





KEY:

Chief Officer	AF	Strategic Lead: Leisure at the Heart of Every Community	GR	Strategic Lead: Sharing Our Vision	DR
Executive Lead: People, Policy and Performance	JB	Strategic Lead: Living Your Best Life	MC	Strategic Lead: Creating a Solid Foundation for Growth	LR
Executive Lead: Place, Projects and Programmes	PM	Strategic Lead: Protecting our Environment	CK	Strategic Lead: Investing in our People and Embracing our Values	IP

 - No Progress  - Some Progress  - Complete




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
3	Embed new feedback mechanisms following programme of audit recommendations	DR		Updated protocol and mechanisms will be in place by March 24
5	Produce and adopt a customer retention Strategy	LR		Complete – Included within Fitness Development Action Plan

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	DR		In progress and will be complete by March 24.
7	Redesign and development of Future Museum to promote collections and services of South West Scotland	MC		<p>Web design team has now been appointed and will work with local stakeholders on the new Future Museum website. Marketing Officer on working group.</p> <p>Weekly meetings with developers take place and are now at proofing stage. Will be complete in December with a launch campaign scheduled for Spring 24</p>
9	Film and digital content created to promote all venues, service areas and opportunities	DR		In progress, with filming taking place during Oct 23.

10	Film and digital content created to tie in with hospitality/commercial lets, 'Community Spaces for hire'	DR		In progress, with filming taking place during Oct 23
11	Create programme of tourism engagement and promotion whilst maintaining or improving accreditation ratings	DR		We have worked closely and regularly with EAC Tourism Officer this year on creating a programme of food events at DCCP and joint promotional campaigns surrounding the reopening of the Castle. 2024-26 Delivery Plan will include all tourism venues under our Destination Campaign.



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	CK		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. Date amended to November 23 to go out for consultation.
13	Develop regional wide Cultural Strategy	AF		A tender brief has been developed and will be issued for tender in quarter 3 with the aim of engaging a consultant in early 2024


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.	DR		Customer Service Standards have been written and will be incorporated into Inductions and Leadership & Management Course.
17	Ensure service delivery meets standards required to secure quality marks.	PM		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	
19	Develop and implement rolling 5 year management plans for Annanhill Golf Course and the River Ayr Way	CK		<p>Working with Procurement for course improvement work and the introduction of path network at Annanhill Golf Course. Draft 5 year management plan will be updated to reflect these changes.</p> <p>Initial work plan is in place for the River Ayr Way and the team are working to complete all actions identified as priorities for year 1. Completion date for full 5 year management plan December 2023.</p>

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	GR		Plans have been developed and will move to building warrant and tender. This output will be carried forward to the 2024-26 Corporate Delivery Plan
24 Develop Business and Redevelopment Plan for Darvel Town Hall	GR		Wylie Shanks were commissioned to develop architectural drawings and proposals for the modernisation of Darvel Town Hall. These plans are complete. The next stage is to widen discussions with community stakeholders and develop the business case and funding strategy. This output will be carried forward to the 2024-26 Corporate Delivery Plan
25 Install community cinema facilities at Stewarton Area Centre to expand the programme	GR		Cinema equipment is being installed and a programme is being developed for 2024
26 Implement restoration and development plans for Galston Town Hall	GR		Opening of Galston Town Hall will be carried forward to the 2024-26 Corporate Delivery Plan

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

Outputs complete


LIVING YOUR BEST LIFE

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

Outputs complete


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
37 Produce a Business Case for building 500-1000 seater Stadium to attract national athletics programmes	MC		<p>Initial discussions have taken place with SportScotland and Scottish Athletics Federation. It is also proposed to work with all sporting stakeholder groups to develop the concept of a Regional Sports Park around Ayrshire Athletics Arena and the Scott Ellis.</p> <p>Initial discussions have taken place with EAC who have allocated time for an architect to create concept designs for discussion with potential funders and partners.</p> <p>Review meeting arranged with EAC Architect to fine tune design concepts.</p>


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
44 Upgrade facilities at Annanhill Golf Course for expansion of female and youth golf	MC		<p>A new golf management system is currently being sourced. The development of a business case for new clubhouse facilities will be included in the 2024-26 Corporate Delivery plan.</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
48 Produce a programme of engagement activities for employees and Trustee Ambassadors	DR		Strategic Leads have been working with Trustee Ambassadors to meet the teams and invited to events where appropriate, in line with our Events Protocol.



INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES

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

Output	Lead	Progress	Comments
51 Support the pathway to higher and further education and employment by establishing a programme of work experience at key venues	IP		Work Experience opportunities are currently being explored across the Trust. Placement opportunities will be co-ordinated centrally and discussed with EAC. Working closely with EAC a process has been developed and shared across the trust. Work Experience opportunities have been identified and are currently being implemented within the Environment and Best Life Teams.
52 Identify and implement opportunities for internships or modern apprenticeships across Trust services	IP		Research into Foundation/Modern/Graduate Apprenticeships is underway. Conversations with key members of staff are taking place to determine the suitability for service areas and opportunities for individuals. Although research continues this output will be carried forward to the 24-26 Corporate Delivery Plan.




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.	DR		A number of events and activities have taken place including Door Open Day at Dean Castle, Palace Theatre and Dick Institute and staff development days are continuing to be programmed.
56	Design an annual Training and Development programme to suit the needs of the service	DR		Training and Development Plan is updated quarterly and available on our staff intranet. Bulletin reminders of upcoming courses are regularly circulated to staff.

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	DR		The Development Officer Training & Engagement Officer will continue to liaise with new Trustees following their induction re individual training requirements.
63	Create and Implement a Youth Board	DR		Administration will be complete by March 24 with plans in place to implement Youth Programming Board as part of Cultural Kilmarnock Engagement Programme.
64	Create and Implement a programme of Trustee Coffee Chats to engage with communities and customers	DR		These are in planning stage as part of Executive Management Team's 'Coffee Chats on Tour' programme.

65	Develop a programme of Trustee Ambassador site visits to engage with staff who act as community/customer spokespersons	DR		As above, this will form part of the venue visit programme
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				
Outputs complete				
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				
Outputs complete				
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	LR		Retail has been reinstated within the Visitor Centre and appropriate items are being sourced to support the opening of the Dean Castle. This output will be carried forward to 2024-26 Corporate Delivery Plan
73	Develop a range of Membership Packages	LR		Direct Debit Membership for our Athletics Run, Jump and Throw programme has been launched with 80 members signing up. This output will be carried forward to 2024-26 Corporate Delivery Plan

75	Carry out the feasibility of developing the Dower House as a conference centre and event space	AF		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	LR		Commercial Development Officer has been appointed and was in post in March 23. This output will be considered as part of our 2024-26 Corporate Delivery Plan.
77	Produce Advertising Plan	DR		In progress and will be complete by March 24
CREATING A SOLID FOUNDATION FOR GROWTH				
Strategic Objective 4: To develop an effective performance management framework				
Outputs 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
83	Establish a carbon offset strategy through woodland creation	CK		Incorporated into Climate Change Strategy.



PROTECTING OUR ENVIRONMENT

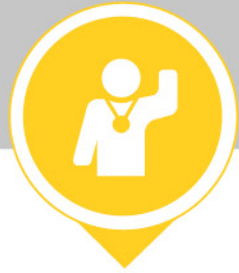
Strategic Objective 2: To adopt the principles of Visit Scotland's Green Tourism Business Scheme to reduce the environment impact of our business

Output	Lead	Progress	Comments
86	Develop an action plan to adopt the principles of the Green Business Scheme	CK	 Elements incorporated into Climate Change Strategy.
87	Introduce waste recycling across Trust venues	CK	 Food waste recycling in place for Visitor Centre at Dean Park. Two venues fully transferred to recycling. Incorporated into Climate Change Strategy, this will be carried forward to a future Corporate Delivery Plan.
88	Introduce a hospitality deposit return scheme to address new guidelines	LR	 Scheme has been delayed until March 2024 – Hospitality DO and Sustainability DO are working together to ensure the Trust meets all the requirements of the scheme. Delayed Nationally

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	CK	 Incorporated into Climate Change Strategy, this will be carried forward to a future Corporate Delivery Plan.
90	Carry out a programme of staff and customer awareness sessions	CK	 Incorporated into Climate Change Strategy, this will be carried forward to a future Corporate Delivery Plan.



FINANCIAL PERFORMANCE
QUARTER 2
JULY - SEPTEMBER
2023/24



CONTENTS

SUMMARY STATEMENT	4
ANNUAL BUDGET	5
OVERALL NET POSITION	6
EXECUTIVE MANAGEMENT SERVICE ANALYSIS	11
SHARING OUR VISION ANALYSIS	13
INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES ANALYSIS	15
CREATING A SOLID FOUNDATION FOR GROWTH ANALYSIS	17
LEISURE AT THE HEART OF EVERY COMMUNITY ANALYSIS	19
LIVING YOUR BEST LIFE ANALYSIS	21
PROTECTING OUR ENVIRONMENT ANALYSIS	23
RESERVES AS AT 30 SEPTEMBER 2023	25
GENERAL PROJECTS	29
EXTERNAL FUNDING	34



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 2024.

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 30th September 2023 is a small favourable variance of £11,780. 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 2023/24 savings approved at 21st February 2023 Board meeting.

Service Division	Annual Budget 2023/24	Annual Budget 2023/24 Qtr 1	Annual Budget 2023/24 Qtr 2	Annual Budget 2023/24 Qtr 3	Annual Budget 2023/24 Qtr 4	Comments
EXECUTIVE MANAGEMENT		493,080	479,750			
SHARING OUR VISION		419,690	424,360			
INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES		536,630	547,000			
CREATING A SOLID FOUNDATION FOR GROWTH		191,990	190,990			
LEISURE AT THE HEART OF EVERY COMMUNITY		1,859,040	1,890,010			
LIVING YOUR BEST LIFE		1,177,310	1,194,600			
PROTECTING ENVIRONMENT		655,730	669,130			
TOTAL	5,210,550					
SAVINGS TO BE ALLOCATED	(198,000)					
TOTAL	5,012,550	5,333,470	5,395,840			
Management Fee	(5,012,550)	(5,272,610)	(5,295,520)			
Reserves	0	(60,860)	(100,320)			
TOTAL	0	0	0			

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 30/09/22	Actual Out-turn to 31/03/23	Service Division	Annual Estimate 2023/24	Revised Actual Exp. to 30/9/23	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/24	Variance (Favourable) / Adverse	
69,254	242,631	EXECUTIVE MANAGEMENT	479,750	70,835	15%	386,840	(92,910)	
177,098	396,262	SHARING OUR VISION	424,360	189,564	45%	409,410	(14,950)	
0	0	Vision Management Team	70,660	29,220	41%	67,160	(3,500)	
0	968	Visual Communications	41,910	21,143	50%	41,910	0	
174,492	387,224	Marketing & Tourism	192,950	88,252	46%	193,000	50	
0	0	Organisational Administration	39,640	16,616	42%	36,140	(3,500)	
2,606	8,069	Training & Engagement	79,200	34,333	43%	71,200	(8,000)	
198,917	612,878	INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES	547,000	256,900	47%	547,000	0	
0	0	People Management Team	62,210	30,933	50%	62,210	0	
0	0	Volunteer & Placement	44,910	21,510	48%	44,910	0	
22,323	17,177	Systems & Data	242,500	115,333	48%	242,500	0	
183,053	616,484	Corporate	235,030	96,062	41%	220,030	(15,000)	
(6,459)	(20,783)	Community Lettings Co Managed Centres	(37,650)	(6,938)	18%	(22,650)	15,000	
75,548	134,835	CREATING A SOLID FOUNDATION FOR GROWTH	191,490	95,159	50%	195,640	4,150	
	0	Growth Management Team	68,010	28,252	42%	68,010	0	
57,567	118,156	Finance	64,710	22,885	35%	51,710	(13,000)	
17,981	16,678	Commercial (Hospitality & Retail)	16,860	24,157	143%	42,010	25,150	
0	0	Commercial (Business)	41,910	19,865	47%	33,910	(8,000)	
971,090	2,126,597	LEISURE AT THE HEART OF EVERY COMMUNITY	1,889,330	1,019,641	54%	1,950,490	61,160	
111,955	249,008	Community Management Team	97,340	33,596	35%	76,240	(21,100)	
69,416	227,967	Cultural Hubs	265,270	130,717	49%	277,780	12,510	
163,062	382,309	Lifestyle Hubs	394,220	170,075	43%	362,060	(32,160)	
490,397	1,009,685	Library Hubs	948,660	534,785	56%	977,740	29,080	
80,554	103,790	Sport Hubs	77,630	103,441	133%	150,460	72,830	
6,899	20,125	Sport Football	27,090	5,813	21%	27,090	0	

48,807	133,713	Management Arrangements	79,120	41,214	52%	79,120	0	
411,254	1,082,160	LIVING YOUR BEST LIFE	1,194,780	602,308	50%	1,212,670	17,890	
2,463	10,218	Best Life Management Team	62,210	16,144	26%	57,120	(5,090)	
34,568	231,337	Sports	236,590	98,028	41%	274,310	37,720	
127,052	296,173	Museums	487,390	220,443	45%	485,520	(1,870)	
122,488	287,102	Performing Arts	250,840	212,015	85%	260,310	9,470	
124,683	257,329	Visual Arts	157,750	55,678	35%	135,410	(22,340)	
304,125	759,866	PROTECTING OUR ENVIRONMENT	669,130	337,725	50%	682,010	12,880	
50,036	127,490	Environment Management Team	71,340	32,571	46%	68,650	(2,690)	
27,099	63,420	Sustainability	76,910	36,248	47%	73,020	(3,890)	
19,705	42,732	Estates	86,570	40,895	47%	83,980	(2,590)	
207,284	526,223	Countryside	434,310	228,011	52%	456,360	22,050	
2,207,287	5,355,228	TOTAL	5,395,840	2,572,133	48%	5,384,060	(11,780)	
(2,311,899)	(5,531,855)	Management Fee	(5,295,520)	(2,644,392)	50%	(5,295,520)	0	
(104,612)	(176,627)	TOTAL	100,320	(72,259)		88,540	(11,780)	
(58,960)	(141,485)	Trs From Reserves	(100,320)	(100,320)	100%	(100,320)	0	
(163,572)	(318,112)	TOTAL (after transfer from reserves)	0	(172,579)		(11,780)	(11,780)	
(163,572)	(318,112)	TOTAL (after external funding)	0	(172,579)	0	(11,780)	(11,780)	

TABLE B – OVERALL NET POSITION

Revised Actual Exp. to 30/09/22	Actual Out-turn to 31/03/23	Service Division	Annual Estimate 2023/24	Revised Actual Exp. to 30/9/23	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/24	Variance (Favourable / Adverse)	
(883,460)	(2,357,688)	Income From Charitable Activities	(2,270,670)	(1,083,620)	48%	(2,343,060)	(72,390)	
(2,311,899)	(5,531,855)	Management Fee	(5,295,520)	(2,644,392)	50%	(5,295,520)	0	
(3,195,359)	(7,889,543)	TOTAL INCOME	(7,566,190)	(3,728,012)	49%	(7,638,580)	(72,390)	
2,339,017	5,328,720	Employee Costs	5,693,050	2,716,134	48%	5,692,340	(710)	
23,836	67,483	Transport Costs	43,580	52,207	120%	58,780	15,200	
286,744	846,879	Premises Costs	802,840	259,269	32%	799,180	(3,660)	
411,080	1,087,386	Supplies & Services	987,820	577,669	58%	1,032,800	44,980	
0	30,530	Financing Costs	0	0		0	0	
0	187,400	Support Costs	0	0		0	0	
30,069	164,518	Governance Costs	139,220	50,474	36%	144,020	4,800	
3,090,746	7,712,916	TOTAL RESOURCES EXPENDED	7,666,510	3,655,753	48%	7,727,120	60,610	
(104,612)	(176,627)	NET POSITION	100,320	(72,259)		88,540	(11,780)	
(58,960)	(141,485)	Trs From Reserves	(100,320)	(100,320)	100%	(100,320)	0	
(163,572)	(318,112)	TOTAL (after transfer from reserves)	0	(172,579)		(11,780)	(11,780)	

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 30/09/22	Actual Out-turn to 31/03/23	EXECUTIVE MANAGEMENT	Annual Estimate 2023/24	Revised Actual Exp. to 30/9/23	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/24	Variance (Favourable) / Adverse
(2,242,645)	(5,289,224)	Executive Management	(4,815,770)	(2,573,557)	(3)	(4,908,680)	(92,910)
(10,000)	(39,900)	Trs From Reserves	(15,980)	(15,980)		(15,980)	0
(2,252,645)	(5,329,124)	TOTAL OBJECTIVE ANALYSIS	(4,831,750)	(2,589,537)	54%	(4,924,660)	(92,910)
(2,347,916)	(86,768)	Income From Charitable Activities	0	(75,200)		(92,480)	(92,480)
	(5,531,855)	Management Fee	(5,295,520)	(2,644,392)	50%	(5,295,520)	0
		External funding	0	0		0	0
(2,347,916)	(5,618,623)	TOTAL INCOME	(5,295,520)	(2,719,592)	51%	(5,388,000)	(92,480)
107,992	285,131	Employee Costs	525,390	149,110	28%	525,390	0
	0	Transport Costs	0	0		0	0
(11,730)	(5,883)	Premises Costs	0	(27,239)		0	0
11,373	50,151	Supplies & Services	(46,400)	16,392	-35%	(46,830)	(430)
	0	Financing Costs	0	0		0	0
	0	Support Costs	0	0		0	0
(2,363)	0	Governance Costs	760	7,773	1023%	760	0
105,271	329,399	TOTAL RESOURCES EXPENDED	479,750	146,035	30%	479,320	(430)
(2,242,645)	(5,289,224)	NET POSITION	(4,815,770)	(2,573,557)	53%	(4,908,680)	(92,910)
(10,000)	(39,900)	Trs From Reserves	(15,980)	(15,980)		(15,980)	0
(2,252,645)	(5,329,124)	TOTAL (after transfer from reserves)	(4,831,750)	(2,589,537)	54%	(4,924,660)	(92,910)

Comments

Executive Management encompasses Trust Board, Chief Officer, Executive Leads and Trust-wide activities, events and funding.

Executive Management

Favourable variance relates to income from Trust major events and from EAC relating to provision of Active Club membership. This membership is for young people aged 10-14 and covers activities across the Trust.

SHARING OUR VISION ANALYSIS

Revised Actual Exp. to 30/09/22	Actual Out-turn to 31/03/23	SHARING OUR VISION	Annual Estimate 2023/24	Revised Actual Exp. to 30/9/23	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/24	Variance (Favourable) / Adverse
	0	Vision Management Team	70,660	29,220	41%	67,160	(3,500)
	968	Visual Communications	41,910	21,143	50%	41,910	0
174,492	387,224	Marketing & Tourism	192,950	88,252	46%	193,000	50
	0	Organisational Administration	39,640	16,616	42%	36,140	(3,500)
2,606	8,069	Training & Engagement	79,200	34,333	43%	71,200	(8,000)
(8,730)	(8,730)	Trs From Reserves	0	0		0	0
168,368	387,532	TOTAL OBJECTIVE ANALYSIS	424,360	189,564	45%	409,410	(14,950)
(4,458)	(16,232)	Income From Charitable Activities	(1,500)	(83)	6%	(1,500)	0
(4,458)	(16,232)	TOTAL INCOME	(1,500)	(83)	6%	(1,500)	0
145,165	311,483	Employee Costs	342,900	157,986	46%	327,100	(15,800)
	220	Transport Costs	0	0		0	0
	0	Premises Costs	0	0		0	0
35,599	98,353	Supplies & Services	80,240	30,899	39%	80,290	50
	0	Financing Costs	0	0		0	0
	0	Support Costs	0	0		0	0
792	2,437	Governance Costs	2,720	763	28%	3,520	800
181,556	412,494	TOTAL RESOURCES EXPENDED	425,860	189,647	45%	410,910	(14,950)
177,098	396,262	NET POSITION	424,360	189,564	45%	409,410	(14,950)
(8,730)	(8,730)	Trs From Reserves	0	0		0	0
168,368	387,532	TOTAL (after transfer from reserves)	424,360	189,564	45%	409,410	(14,950)

Comments

Sharing Our Vision is responsible for Visual Communications; Marketing and Tourism; Organisational Administration; and Training and Engagement.

Sharing Our Vision

Currently a favourable position is anticipated resulting from £7k variance in staffing and £8k variance on Training.

INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES ANALYSIS

Revised Actual Exp. to 30/09/22	Actual Out-turn to 31/03/23	INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES	Annual Estimate 2023/24	Revised Actual Exp. to 30/9/23	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/24	Variance (Favourable) / Adverse
	0	People Management Team	62,210	30,933	50%	62,210	0
	0	Volunteer & Placement	44,910	21,510	48%	44,910	0
22,323	17,177	Systems & Data	242,500	115,333	48%	242,500	0
183,053	616,484	Corporate	235,030	96,062		220,030	(15,000)
(6,459)	(20,783)	Community Lettings Co Managed Centres	(37,650)	(6,938)		(22,650)	15,000
0	0	Trs From Reserves	(15,750)	(15,750)		(15,750)	0
198,917	612,878	TOTAL OBJECTIVE ANALYSIS	531,250	241,150	45%	531,250	0
(16,440)	(86,138)	Income From Charitable Activities	(56,130)	(21,837)	39%	(41,130)	15,000
(16,440)	(86,138)	TOTAL INCOME	(56,130)	(21,837)	39%	(41,130)	15,000
173,749	390,358	Employee Costs	461,080	204,338	44%	451,080	(10,000)
	0	Transport Costs	0	0		0	0
329	6,444	Premises Costs	1,460	5,237	359%	1,460	0
39,990	81,669	Supplies & Services	109,340	56,498	52%	104,340	(5,000)
	0	Financing Costs	0	0		0	0
	187,400	Support Costs	0	0		0	0
1,289	33,145	Governance Costs	31,250	12,665	41%	31,250	0
215,357	699,015	TOTAL RESOURCES EXPENDED	603,130	278,737	46%	588,130	(15,000)
198,917	612,878	NET POSITION	547,000	256,900	47%	547,000	0
	0	Trs From Reserves	(15,750)	(15,750)		(15,750)	0
198,917	612,878	TOTAL (after transfer from reserves)	531,250	241,150	45%	531,250	0

Comments

Investing in Our People and Embracing Our Values is responsible for Volunteer and Placement; Systems and Data; Corporate; and Community Lettings.

Investing in Our People and Embracing Our Values

Currently a breakeven position is anticipated although there are variances within Income (Community Lettings), Employee Costs and Supplies and Services.

CREATING A SOLID FOUNDATION FOR GROWTH ANALYSIS

Revised Actual Exp. to 30/09/22	Actual Out-turn to 31/03/23	CREATING A SOLID FOUNDATION FOR GROWTH	Annual Estimate 2023/24	Revised Actual Exp. to 30/9/23	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/24	Variance (Favourable) / Adverse
	0	Growth Management Team	68,010	28,252	42%	68,010	0
57,567	118,156	Finance	64,710	22,885	35%	51,710	(13,000)
17,981	16,678	Commercial (Hospitality & Retail)	16,860	24,157	143%	42,010	25,150
	0	Commercial (Business)	41,910	19,865	47%	33,910	(8,000)
0	(13,560)	Trs From Reserves	0	0		0	0
75,548	121,275	TOTAL OBJECTIVE ANALYSIS	191,490	95,159	50%	195,640	4,150
(118,488)	(299,597)	Income From Charitable Activities	(340,040)	(199,723)	59%	(380,040)	(40,000)
(118,488)	(299,597)	TOTAL INCOME	(340,040)	(199,723)	59%	(380,040)	(40,000)
111626.9	256,018	Employee Costs	373,930	178,790	48%	363,930	(10,000)
	0	Transport Costs	0	0		0	0
16,684	20,728	Premises Costs	0	653		0	0
60,060	143,170	Supplies & Services	144,630	108,700	75%	194,780	50,150
	0	Financing Costs	0	0		0	0
	0	Support Costs	0	0		0	0
5666.11	14,516	Governance Costs	12,970	6,740	52%	16,970	4,000
194,037	434,432	TOTAL RESOURCES EXPENDED	531,530	294,883	55%	575,680	44,150
75,548	134,835	NET POSITION	191,490	95,159	50%	195,640	4,150
	(13,560)	Trs From Reserves	0	0		0	0
75,548	121,275	TOTAL (after transfer from reserves)	191,490	95,159	50%	195,640	4,150

Comments

Creating A Solid Foundation For Growth is responsible for Financial Reporting, Commercial and Hospitality Services.

Creating A Solid Foundation For Growth

Currently a small adverse position is anticipated.

Hospitality is currently projecting an adverse position due to significant investment within Treehouse Café and review of income generation from future bookings. Management will continue to monitor and review.

LEISURE AT THE HEART OF EVERY COMMUNITY ANALYSIS

Revised Actual Exp. to 30/09/22	Actual Out-turn to 31/03/23	LEISURE AT THE HEART OF EVERY COMMUNITY	Annual Estimate 2023/24	Revised Actual Exp. to 30/9/23	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/24	Variance (Favourable) / Adverse
111,955	249,008	Community Management Team	97,340	33,596	35%	76,240	(21,100)
69,416	227,967	Cultural Hubs	265,270	130,717	49%	277,780	12,510
163,062	382,309	Lifestyle Hubs	394,220	170,075	43%	362,060	(32,160)
490,397	1,009,685	Library Hubs	948,660	534,785	56%	977,740	29,080
80,554	103,790	Sport Hubs	77,630	103,441	133%	150,460	72,830
6,899	20,125	Sport Football	27,090	5,813	21%	27,090	0
48,807	133,713	Management Arrangements	79,120	41,214	52%	79,120	0
(40,230)	(57,390)	Trs From Reserves	(11,470)	(11,470)		(11,470)	0
930,860	2,069,207	TOTAL OBJECTIVE ANALYSIS	1,877,860	1,008,171	54%	1,939,020	61,160
(408,941)	(1,050,915)	Income From Charitable Activities	(1,112,570)	(462,941)	42%	(1,051,190)	61,380
(408,941)	(1,050,915)	TOTAL INCOME	(1,112,570)	(462,941)	42%	(1,051,190)	61,380
1,033,153	2,340,332	Employee Costs	2,262,120	1,141,684	50%	2,277,070	14,950
10,116	23,084	Transport Costs	12,830	11,621	91%	21,020	8,190
156,098	459,878	Premises Costs	439,940	169,342	38%	438,710	(1,230)
162,767	299,398	Supplies & Services	256,330	154,802	60%	234,200	(22,130)
	9,100	Financing Costs	0	0		0	0
	0	Support Costs	0	0		0	0
17,897	45,720	Governance Costs	30,680	5,134	17%	30,680	0
1,380,031	3,177,512	TOTAL RESOURCES EXPENDED	3,001,900	1,482,582	49%	3,001,680	(220)
971,090	2,126,597	NET POSITION	1,889,330	1,019,641	54%	1,950,490	61,160
(40,230)	(57,390)	Trs From Reserves	(11,470)	(11,470)		(11,470)	
930,860	2,069,207	TOTAL (after transfer from reserves)	1,877,860	1,008,171	54%	1,939,020	61,160

Comments

Leisure at the Heart of the Community has responsibility for the operations of our community based facilities, which are split into 4 categories; Lifestyle Hubs, Sports Hubs & Pavilions, Library Hubs and Cultural hubs. The team also has responsibility for developing the regular programming within these venues e.g. Aquatics, Fitness and Readership programmes and to work with local partners adopting a place based approach to maximum the use of our venues and ensure we meet the needs of the local communities.

Community Management Team

Favourable variance relates to management action to offset adverse variances in other parts of the service.

Cultural Hubs

Adverse variance relates to additional staffing costs relating to 2 sick leave cover and an associated ill health retirement.

Lifestyle Hubs

Favourable variance relates to an increase in fitness and learn to swim memberships.

Library Hubs

Adverse variance relates mainly to additional staffing costs relating to implementation of organisational review and relocation of staff following transfer of Whattriggs, Drongan and Patna Libraries to Education Services. These costs are non-recurring.

Sport Hubs

Adverse variance relates to indoor facility hire income not achieving the associated targets.

LIVING YOUR BEST LIFE ANALYSIS

Revised Actual Exp. to 30/09/22	Actual Out-turn to 31/03/23	LIVING YOUR BEST LIFE	Annual Estimate 2023/24	Revised Actual Exp. to 30/9/23	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/24	Variance (Favourable) / Adverse
2,463	10,218	Best Life Management Team	62,210	16,144	26%	57,120	(5,090)
34,568	231,337	Sports	236,590	98,028	41%	274,310	37,720
127,052	296,173	Museums	487,390	220,443	45%	485,520	(1,870)
122,488	287,102	Performing Arts	250,840	212,015	85%	260,310	9,470
124,683	257,329	Visual Arts	157,750	55,678	35%	135,410	(22,340)
0	(14,385)	Trs From Reserves	(36,510)	(36,510)		(36,510)	0
411,254	1,067,775	TOTAL OBJECTIVE ANALYSIS	1,158,270	565,798	49%	1,176,160	17,890
(277,581)	(787,291)	Income From Charitable Activities	(703,910)	(296,937)	42%	(730,270)	(26,360)
(277,581)	(787,291)	TOTAL INCOME	(703,910)	(296,937)		(730,270)	(26,360)
496,949	1,112,767	Employee Costs	1,151,800	583,325	51%	1,174,110	22,310
4,552	13,214	Transport Costs	6,060	22,956	379%	6,110	50
98,388	298,965	Premises Costs	301,760	91,854	30%	299,700	(2,060)
83,661	369,076	Supplies & Services	395,130	185,008	47%	419,080	23,950
	13,910	Financing Costs	0	0		0	0
	0	Support Costs	0	0		0	0
5,285	61,519	Governance Costs	43,940	16,103	37%	43,940	0
688,835	1,869,451	TOTAL RESOURCES EXPENDED	1,898,690	899,245	47%	1,942,940	44,250
411,254	1,082,160	NET POSITION	1,194,780	602,308	50%	1,212,670	17,890
	(14,385)	Trs From Reserves	(36,510)	(36,510)		(36,510)	0
411,254	1,067,775	TOTAL (after transfer from reserves)	1,158,270	565,798	49%	1,176,160	17,890

Comments

Living Your Best Life is responsible for Sports; Museums, Performing Arts and Visual Arts. Remit includes the following venues – Dean Castle, Dick Institute, Grand Hall & Palace Complex, Ayrshire Athletics Arena, Annanhill Golf Course, Baird Institute, Burns House Museum & Library.

Best Life Management Team

Favourable variance relates to delay in filling a vacancy.

Sports

Adverse variance relates predominantly to income shortfalls against Equipment Hire Income of golf boards and Golf Season Membership income.

Museums

Favourable variance relates to management action to monitor expenditure to offset against some of the adverse movements across the service.

Performing Arts

Adverse variance relates predominantly to temporary staffing of a Front of House team to support the upcoming panto and other events

Visual Arts

Favourable variance relates predominantly to delays in filling a vacancy.

PROTECTING OUR ENVIRONMENT ANALYSIS

Revised Actual Exp. to 30/09/22	Actual Out-turn to 31/03/23	PROTECTING OUR ENVIRONMENT	Annual Estimate 2023/24	Revised Actual Exp. to 30/9/23	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/24	Variance (Favourable) / Adverse
50,036	127,490	Environment Management Team	71,340	32,571	46%	68,650	(2,690)
27,099	63,420	Sustainability	76,910	36,248	47%	73,020	(3,890)
19,705	42,732	Estates	86,570	40,895	47%	83,980	(2,590)
207,284	526,223	Countryside	434,310	228,011	52%	456,360	22,050
0	(7,520)	Trs From Reserves	(20,610)	(20,610)		(20,610)	0
304,125	752,346	TOTAL OBJECTIVE ANALYSIS	648,520	317,115	49%	661,400	12,880
(21,535)	(30,748)	Income From Charitable Activities	(56,520)	(26,898)	48%	(46,450)	10,070
(21,535)	(30,748)	TOTAL INCOME	(56,520)	(26,898)		(46,450)	10,070
270,383	632,630	Employee Costs	575,830	300,902	52%	573,660	(2,170)
9,167	30,965	Transport Costs	24,690	17,631	71%	31,650	6,960
26,975	66,748	Premises Costs	59,680	19,423	33%	59,310	(370)
17,631	45,571	Supplies & Services	48,550	25,371	52%	46,940	(1,610)
	7,520	Financing Costs	0	0		0	0
	0	Support Costs	0	0		0	0
1,504	7,181	Governance Costs	16,900	1,297	8%	16,900	0
325,660	790,614	TOTAL RESOURCES EXPENDED	725,650	364,623	50%	728,460	2,810
304,125	759,866	NET POSITION	669,130	337,725	50%	682,010	12,880
	(7,520)	Trs From Reserves	(20,610)	(20,610)		(20,610)	0
304,125	752,346	TOTAL (after transfer from reserves)	648,520	317,115	49%	661,400	12,880

Comments

Protecting Our Environment is responsible for Sustainability; Estates and Countryside.

Countryside

Adverse variance of £12.8k predominately relates to Professional Services Income for a service which is no longer offered. Consideration being given to alternative income sources however, it is unlikely to be in this region.

RESERVES AS AT 30 SEPTEMBER 2023

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	2022/23 b/f	2022/23 SURPLUS	BALANCE 31 March 2023	APPROVED ALLOCATIONS	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	NOTES
RETAINED RESERVES	270,000		270,000		270,000						270,000	
UNUSEABLE RESERVES	100,792	11,080	111,872	10,750	122,622					-	122,622	
UNALLOCATED RESERVES	365,703	201,232	566,935	-117,470	449,465						449,465	
ALLOCATED RESERVES	288,435	105,800	394,235	106,720	500,955		60,850	34,470	0	0	405,635	see Allocated Table
MGTR FUNDS	69,372		69,372		69,372		(20,675)	5,000			85,047	£5k allocated Board 21.02.23 - Open Exhibition
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	1,068,348	318,112	1,386,461	0	1,386,460	0	40,175	39,470	0	0	1,306,815	

Allocated Reserves Analysis

ALLOCATED RESERVES	2022/23 b/f	2022/23 SURPLUS	BALANCE 31 March 2023	APPROVED ALLOCATIONS	REVISED BALANCE	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
IT Equipment - Corporate Services	5,000		5,000		5,000					5,000	1 June 2021 Board	Ongoing	
Box Office/Booking System	13,775		13,775		13,775					13,775	1 June 2021 Board, 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)	940		940		940					940	28 June 2022 Board	Complete	Release as uncommitted
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	
Valuations	4,000		4,000		4,000					4,000	28 June 2022 Board	Ongoing	
Equipment Replacement Programme	147,740		147,740	-10,750	136,990	11,090	9,630			116,270	28 June 2022 Board	Ongoing	Allocation approved by Executive Management; £45.8k transferred to Unuseable Reserves
Wellbeing Initiatives - EA Gift Cards to staff	16,800		16,800		16,800					16,800	4 October 2022 Board	Ongoing	
Event Management	31,800		31,800		31,800	6,300				25,500	22 November 2022 Board	Ongoing	

Facility Management Support (1 FTE)	27,500		27,500		27,500	6,410	6,930			14,160	21 February 2023 Board	Ongoing
10th Anniversary Events and Initiatives	30,000		30,000		30,000	9,680				20,320	21 February 2023 Board	Ongoing
23-24 Savings Balance			0	68,000	68,000					68,000	21 February 2023 Board	Ongoing
Uniforms		35,000	35,000		35,000					35,000	30 May 2023 Board	Ongoing
DCCP Equipment & Works		5,800	5,800		5,800	1,800	4,000			0	30 May 2023 Board	Ongoing
Security Costs - Palace & Grand Hall		60,000	60,000		60,000	17,450	10,560			31,990	30 May 2023 Board	Ongoing
Dean Castle - Visitor Safety Measures		5,000	5,000		5,000					5,000	30 May 2023 Board	Ongoing
Severance			0	9,980	9,980	8,120	1,860			0	30 May 2023 Board	Ongoing
Collection Management Support (1 FTE Co-ordinator)			0	38,000	38,000					38,000	28 Sept 2023 Board	Ongoing
Severance			0	1,490	1,490		1,490			0	28 Sept 2023 Board	Ongoing
TOTAL ALLOCATED RESERVES	288,435	105,800	394,235	106,720	500,955	60,850	34,470	0	0	405,635		

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 01.04.23	Balance at 30.09.23	Expected Completion Date
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£3,819)	(£3,807)	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	£163,987	£416,068	Oct 2023
East Ayrshire Cycling Tour	Event Scotland/Visit Scotland	(£6,800)	(£300)	Dec 2023
SHOUT	EAC	(£3,684)	(£3,684)	Ongoing
Morton Hall and Library	EAC	£18,719	£18,719	Ongoing
Dean Castle Restoration and Event	HLF/REF	£41,980	(£13,899)	Ongoing
Wifi Project	EAC	(£19,700)	(£19,700)	Ongoing
Foster Carer Service - Memberships	EAC	(£4,000)	(£4,000)	Ongoing
Youth Memberships	EAC	(£2,162)	(£2,162)	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	£2,509	£2,509	Nov 2023
Fruit and Nut Tree Woodland	EAC	£16,171	£0	Complete
Creative Scotland Recovery Fund	Creative Scotland	(£89,117)	(£80,201)	Ongoing
Cost of Living Crisis	EAC	£8,279	£8,523	Ongoing
On the Road to Digital Success	SLIC	(£17,128)	£5,203	Dec 2023
Nature Therapy Breaks	Shared Care Scotland	£0	(£28,344)	Mar 2024
Mayfest event at DCCP	EALT	£0	£9,423	May 2024

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 which was funded by Event Scotland has now come to an end. There is a surplus balance which Event Scotland have said we can use towards future support of cultural programme for Scotland's Winter Festival planning. The team are drafting a proposal to utilise the balance and it is anticipated funds will be utilised by end of 2023-24.

Kilmarnock Green Infrastructure – RIBA stages 3 and 4 for routes 1 and 2 are scheduled to be complete by Spring 2024. It is anticipated that route 2 will begin construction towards the end of the summer 2024. The project has now been transferred to Ayrshire Roads Alliance to manage.

Digital Storyteller in Residence - The project which was funded by the Scottish Book Trust has now come to an end. There is a surplus balance which Scottish Book Trust have said we can use towards further Digital Storytelling activities. The team are drafting a proposal which will support the digital infrastructure in conjunction with Library Mobile Services. It is anticipated funds will be utilised by end of 2023-24.

Irvine Valley Trails – Work has now been completed improving access to this path network, upgrading bridges, gates, steps and fencing as well as installing new signage. We are in the process of submitting claim forms to the Low Carbon Travel and Transport Fund and Transport Scotland. Thereafter, we will submit the required information to the Renewable Energy Fund to claim the Trails capital grant.

East Ayrshire Cycling Tour – £8k was awarded to towards this project aimed at promoting cycling to everyone from all ages across East Ayrshire. The funding was secured from a larger fund which coincides with the UCI World Championships which are being held in Glasgow and is the first multi-disciplinary cycling championships to take place in the world. The funding is being used to have a roadshow of cycling activities at venues across East Ayrshire in July 2023. The activities at the event will include Dr Bike, E-bike trials, cycling competitions for children, a pump track to try, guest speakers, all ability bikes, balance bikes, guided cycles and other fun activities which families can participate in to allow all ages to engage with cycling based activities. The facilities which will be used to host these events are Barony Sports Village, Dean Castle Country Park and Doon Valley Sports Centre. The project is now complete, awaiting final invoices to be submitted.

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 and Event – The Dean Castle was reopened on the 1st April 2023. The end of project completion report has been submitted and commended by NHLF. The final claim will be submitted as soon as the retention period is up and the final invoice is paid.

The East Ayrshire Renewable Energy Fund approved £47,500 towards the Cumnock Tryst event. £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. The event will take place in November 2023.

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.

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.

Fruit and Nut Tree Woodland – This project was delivered via funding from the Scottish Government Naturalisation Funding, where an area of unimproved grassland was transformed to a community woodland focusing on the principle of 'food for free'. The woodland was developed and planted by East Ayrshire Woodland's trainees. The project also included the establishment of a native hedgerow along the boundary of the site, this was 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.

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.

On the Road to Digital Success – Funding of £38,000 was awarded towards this project which aims to reach communities and individuals across East Ayrshire with digital access and support. Due to the unique fabric of East Ayrshire’s urban rural landscape we recognise that access to our facilities can be difficult for some residents who live in more remote parts of the authority. A mobile service reduces the inequalities experienced by residents who don’t live near a static venue, or who do not have access to transport to travel to a facility. Covid-19 accelerated the necessity to be digitally enabled, but there are still members of the community for whom digital access is a luxury and not within reach. The project aims to bridge the digital divide and provide a safe place to work and study; or to relax and have fun in a space to unwind and take time-out from the pressures of daily life. One of the benefits to having a mobile service is that we can take our entire library offer into communities and to specific groups to enable us to deliver our services to people who are “hard to reach”. This type of service helps us to break down barriers as we are quite literally taking the service to them. Staff who will deliver this project will be equipped to support learning on the bus as well as provide a friendly and approachable service. We have existing connections with partners across East Ayrshire; this project would give us scope to build on these and create new connections opening up our library service to a new audience.

Nature Therapy Breaks – Funding of £34,200 was awarded to provide short breaks for unpaid carers and those they care for in the Treehouse Residential Centre within Dean Castle Country Park. Working with East Ayrshire Council Children and Disabilities Team, there were almost 100 notes of interest for the breaks. We hosted 35 adults and 55 children and young people staying across a four week period over the summer holiday period. The staff thoroughly enjoyed working with the families to ensure opportunities were suggested to suit all requirements. When asked what difference the break had made for the young people, their responses were overwhelmingly positive and in most instances attendees noted benefits to their mental health and wellbeing.

After the short breaks had concluded, around 70 children, young people, parents and carers returned to the Dean Park Castle Courtyard for a feedback event. This allowed for the children and carers to meet up with people they had met on their stay and the turnout was amazing with 75% of the attendees coming along.

Dean Castle Mayfest – A weekend of events were designed and programmed at the end of May 2023 to restart our live programme at the Dean Castle. Funding for Mayfest was secured through the Heritage Lottery Fund (Castle Restoration) , The Community Renewal Fund and other town centre partners. All events were well attended with the Sunday seeing approx. 10K visitors.

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 2023/24
Protecting Your Environment	Going Green (Par for the Course) - EAC Nature Restoration Fund	£100,000	£0
Leisure at the Heart of the Community	Book Week Scoland - Scottish Book Trust	£750	£750
Leisure at the Heart of the Community	SLIC - Big Scottish Book Club	£144	£0
Living Your Best Life	Tate and National Galleries of Scotland - Artists Room Exhibition	£5,000	£3,500
TOTAL		£105,894	£4,250