

# PERFORMANCE & AUDIT SUB COMMITTEE



Date: 14 November 2023

Location: De Walden Suite, Dean Castle Country Park

Start time: 4pm

<b>AGENDA</b>			
<b>AGENDA ITEM</b>	<b>FOR NOTING</b>	<b>FOR DISCUSSION</b>	<b>FOR APPROVAL/ DECISION</b>
<b>1. Apologies for Absence</b>	✓		
<b>2. Declarations of Interest</b>	✓		
<b>3. Notes of Previous Meeting – 15 August 2023</b>			✓
<b>4. Performance Report July - September 2023</b>			✓
<b>5. AOCB</b>			
<b>6. Dates of Next Meetings:</b> <b>Trust Board:</b> 28 November 2023 <b>Performance &amp; Audit Sub-Committee:</b> 6 February 2024			

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## PERFORMANCE REPORT JULY TO SEPTEMBER 2023

Date: 14 November 2023

Agenda Item: 4

Report by: Anneke Freel, Chief Officer

### **I PURPOSE OF REPORT**

- 1.1 This report provides details of the Trust's performance for the 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.

## 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 30<sup>th</sup> September 2023 is a favourable position of £12k.

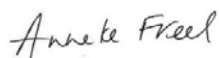
## 5 QUARTER HIGHLIGHTS

- 5.1 As part of our 10<sup>th</sup> 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 10<sup>th</sup> 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 1<sup>st</sup> 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;
- ii. Otherwise note the content of this report.



Signature:

Designation: Chief Officer

Date: 24 October 2023



# EAST AYRSHIRE LEISURE PERFORMS

## QUARTER 2

### JULY - SEPTEMBER

2023/24



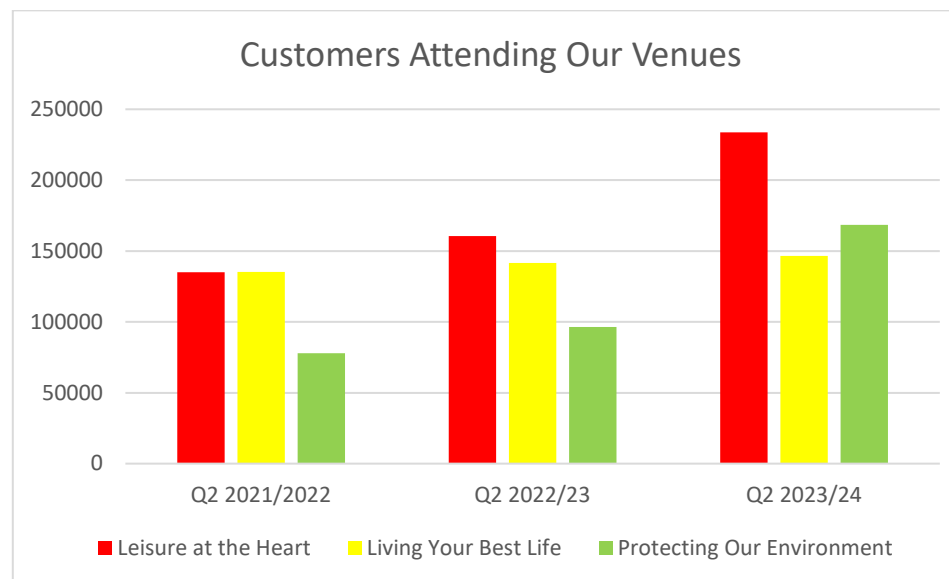
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## PERFORMANCE INDICATORS

### Attendance Figures

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



- \* 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 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

<b>Performance Indicator</b>	<b>Quarter 1 Performance</b>	<b>Quarter 2 Performance</b>	<b>Quarter 3 Performance</b>	<b>Quarter 4 Performance</b>	<b>2023/24 Performance</b>	<b>2030 Strategic Aspirations</b>
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 <sub>2</sub> e



## **KEY UPDATES**

### **Insurance Claims**

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

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

<p><b>Communication</b></p>	<ul style="list-style-type: none"> <li>• Duties of post being clearly defined</li> <li>• Ensure regular progress meetings are taking place so that any work load issues are addressed</li> </ul>	<ul style="list-style-type: none"> <li>• Service action required <ul style="list-style-type: none"> <li>- Introduction of key activities for all posts made available on Intranet</li> <li>- Progress meeting to be undertaken</li> </ul> </li> </ul>
<p><b>Trust Expectations</b></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"> <li>• Code of Conduct</li> <li>• Values and Behaviours</li> </ul> <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"> <li>• Service action required <ul style="list-style-type: none"> <li>- Code of Conduct</li> <li>- Values and Behaviours</li> </ul> </li> </ul>
<p><b>Management Structure</b></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"> <li>• Service action required <ul style="list-style-type: none"> <li>- Job Outlines &amp; Personal Specifications (JOPS)</li> </ul> </li> </ul>
<p><b>Performances Protocol</b></p>	<p>Ensure that there is a clear protocol which is known and understood by <b>ALL staff</b>, both managers and employees, with regard to;</p> <ul style="list-style-type: none"> <li>• The role and responsibility of the Stage Manager</li> <li>• The role and responsibility of security staff</li> <li>• Expectations of staff with regards to visiting artists</li> </ul> <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"> <li>• Service action required <ul style="list-style-type: none"> <li>- Relevant documentation in existence or specifically designed</li> </ul> </li> </ul>

## RISK REGISTER

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
1	There will be a reduction in funding received from East Ayrshire Council, resulting in a reduction in service provision and a requirement to generate more income from services.	Chief Officer	4	4	16  RISK APPETITE: CAUTIOUS (Compliance)	HIGH	<ul style="list-style-type: none"> <li>Financial Strategy</li> <li>Communication with East Ayrshire Council allowing forward planning to ensure that service provision meets the requirements of the main funding provider.</li> <li>PR; communications with staff and customers</li> </ul>
2	There is a risk of not being able to maintain high quality services because of a lack of funding, resulting in a failure to invest, loss of staff, a reduction in staff commitment and damage to East Ayrshire Leisure's reputation.	Executive Managers & Development Managers	4	3	12  RISK APPETITE: OPEN (Reputation)	MEDIUM	<ul style="list-style-type: none"> <li>Strategic Vision</li> <li>Corporate Delivery Plan 2022-24</li> <li>Financial Strategy</li> <li>Continual monitoring of current economic conditions (post pandemic &amp; cost of living)</li> <li>Positive Public Relations</li> <li>Equipment Replacement Programme</li> <li>Continued dialogue with Council</li> <li>Review of B.E.S.T. practise - ongoing training and development of staff</li> </ul>
3	There is a risk partners and external stakeholders do not see East Ayrshire Leisure as a partner of choice because of a lack of resources invested in partnership activity, resulting in a failure to deliver Delivery Plan targets and the loss of external funding.	Executive Managers & Development Managers	3	3	9  RISK APPETITE: OPEN (Reputation)	LOW	<ul style="list-style-type: none"> <li>Strategic Vision</li> <li>Positive Public Relations</li> <li>Service Level Agreements/Contracts</li> </ul>

4	There is a risk that buildings are not at the standard required or operating efficiently in terms of environmental sustainability due to a lack of capital investment or maintenance, resulting in a reduction in facilities, loss of income, the inability to market services, inability to respond to impacts of climate change or weather and the loss of services.	Executive Managers & Development Managers	3	4	12 RISK APPETITE: OPEN (Operation)	MEDIUM	<ul style="list-style-type: none"> <li>• Dedicated Property &amp; Estates Team</li> <li>• Regular communication with the Council</li> <li>• Business Continuity Plan</li> <li>• Regular Workplace inspections and reviews</li> <li>• Fire Risk Assessments</li> <li>• Established repairs reporting system</li> <li>• Proposed Asset Management Plan (EAC)</li> <li>• Capital Improvement Plan (EAC)</li> <li>• Environmental Management, Monitoring and reporting</li> <li>• Leisure Facility Strategy</li> </ul>
5	There is a risk that East Ayrshire Leisure does not take commercial opportunities because staff are not able to identify and take these opportunities, resulting in lost revenue streams, perceptions of poor service and the failure to be aligned with market demands.	Executive Managers & Development Managers	4	3	12 RISK APPETITE: OPEN (Financial)	MEDIUM	<ul style="list-style-type: none"> <li>• Dedicated Commercial Development Officer post</li> <li>• Attendance at Events</li> <li>• Recruitment and Selection procedure</li> <li>• Review of Best Practise</li> <li>• Training and development programme</li> </ul>
6	There is a risk that East Ayrshire Leisure does not have the right people with the right skills in the right 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"> <li>• Dedicated Training &amp; Engagement Officer</li> <li>• Training and Development Plan</li> <li>• Ongoing review of Training matrices</li> <li>• Induction Process</li> <li>• Review of B.E.S.T. Practise</li> <li>• Recruitment and selection incl recruit to train for key roles</li> <li>• Effective communication with staff</li> </ul>

	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"> <li>• Training &amp; Development Plan</li> <li>• Employee Information Awareness Sessions</li> <li>• Partnerships Working Groups</li> <li>• Service Level Agreement</li> <li>• Support from East Ayrshire Council</li> </ul>
8	There is a risk that East Ayrshire Leisure will not be able to operate services due to a failure in IT systems including the Box Office and Booking System. This would result in a loss of income, not being able to meet community demand and reputational damage.	Executive Managers & Development Managers	2	4	8 RISK APPETITE: OPEN (Operation)	LOW	<ul style="list-style-type: none"> <li>• Dedicated Systems Development Officer and IT Co-ordinator</li> <li>• Regular communication with Council's IT dept</li> <li>• Ongoing review of systems</li> </ul>



**CORPORATE DELIVERY PLAN**  
**RECORD OF PROGRESS**  
**QUARTER 2**  
**JULY - SEPTEMBER**  
**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	 Web design team has now been appointed and will work with local stakeholders on the new Future Museum website. Marketing Officer on working group.  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
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

<b>SHARING OUR VISION</b>					
<b>Strategic Objective 4: To introduce customer service related performance targets</b>					
<b>Output</b>		<b>Lead</b>	<b>Progress</b>	<b>Comments</b>	
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.	

<b>LEISURE AT THE HEART OF EVERY COMMUNITY</b>					
<b>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</b>					
<b>Output</b>		<b>Lead</b>	<b>Progress</b>	<b>Comments</b>	
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
<b>CREATING A SOLID FOUNDATION FOR GROWTH</b>				
<b>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</b>				
Outputs complete				
<b>CREATING A SOLID FOUNDATION FOR GROWTH</b>				
<b>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</b>				
Outputs complete				
<b>CREATING A SOLID FOUNDATION FOR GROWTH</b>				
<b>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</b>				
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
<b>CREATING A SOLID FOUNDATION FOR GROWTH</b>				
<b>Strategic Objective 4: To develop an effective performance management framework</b>				
<b>Outputs complete</b>				
<b>PROTECTING OUR ENVIRONMENT</b>				
<b>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</b>				
<b>Output</b>		<b>Lead</b>	<b>Progress</b>	<b>Comments</b>
83	Establish a carbon offset strategy through woodland creation	CK		Incorporated into Climate Change Strategy.



**PROTECTING OUR ENVIRONMENT**

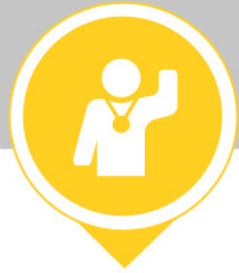
**Strategic Objective 2: To adopt the principles of Visit Scotland's Green Tourism Business Scheme to reduce the environment impact of our business**

<b>Output</b>	<b>Lead</b>	<b>Progress</b>	<b>Comments</b>
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**

<b>Output</b>	<b>Lead</b>	<b>Progress</b>	<b>Comments</b>
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**



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**Notes:**

All financial figures are cumulative to the current quarter and projected to the end of the financial year, i.e Qtr 2 shows the actual amounts for Qtr 2, combined with projections up to the end of March 2024.

The 1<sup>st</sup> paragraph is a brief statement which summarises the current financial position.

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

**FINANCIAL PERFORMANCE KEY**

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

The current projected outturn for East Ayrshire Leisure at 30<sup>th</sup> 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 21<sup>st</sup> February 2023 Board meeting.

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

## **OVERALL NET POSITION**

### **Notes:**

Tables A and B present financial information in different formats:

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

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

### **For all tables**

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

Column 3 refers to the Service Areas

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

Column 5 provides the Actuals to date (including commitments)

Column 6 provides Actual Expenditure as a % of Annual Budget

Column 7 provides anticipated projected position for end of financial year

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

Final column provides quick review of favourable/adverse position



**TABLE A – OVERALL NET POSITION**

Revised Actual Exp. to 30/09/22	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	<b>EXECUTIVE MANAGEMENT</b>	479,750	70,835	15%	386,840	(92,910)	
177,098	396,262	<b>SHARING OUR VISION</b>	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	<b>INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES</b>	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	<b>CREATING A SOLID FOUNDATION FOR GROWTH</b>	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	<b>LEISURE AT THE HEART OF EVERY COMMUNITY</b>	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	
<b>411,254</b>	<b>1,082,160</b>	<b>LIVING YOUR BEST LIFE</b>	<b>1,194,780</b>	<b>602,308</b>	<b>50%</b>	<b>1,212,670</b>	<b>17,890</b>	
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)	
<b>304,125</b>	<b>759,866</b>	<b>PROTECTING OUR ENVIRONMENT</b>	<b>669,130</b>	<b>337,725</b>	<b>50%</b>	<b>682,010</b>	<b>12,880</b>	
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	
<b>2,207,287</b>	<b>5,355,228</b>	<b>TOTAL</b>	<b>5,395,840</b>	<b>2,572,133</b>	<b>48%</b>	<b>5,384,060</b>	<b>(11,780)</b>	
<b>(2,311,899)</b>	<b>(5,531,855)</b>	<b>Management Fee</b>	<b>(5,295,520)</b>	<b>(2,644,392)</b>	<b>50%</b>	<b>(5,295,520)</b>	<b>0</b>	
<b>(104,612)</b>	<b>(176,627)</b>	<b>TOTAL</b>	<b>100,320</b>	<b>(72,259)</b>		<b>88,540</b>	<b>(11,780)</b>	
<b>(58,960)</b>	<b>(141,485)</b>	<b>Trs From Reserves</b>	<b>(100,320)</b>	<b>(100,320)</b>	<b>100%</b>	<b>(100,320)</b>	<b>0</b>	
<b>(163,572)</b>	<b>(318,112)</b>	<b>TOTAL (after transfer from reserves)</b>	<b>0</b>	<b>(172,579)</b>		<b>(11,780)</b>	<b>(11,780)</b>	
<b>(163,572)</b>	<b>(318,112)</b>	<b>TOTAL (after external funding)</b>	<b>0</b>	<b>(172,579)</b>	<b>0</b>	<b>(11,780)</b>	<b>(11,780)</b>	

**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	
<b>(3,195,359)</b>	<b>(7,889,543)</b>	<b>TOTAL INCOME</b>	<b>(7,566,190)</b>	<b>(3,728,012)</b>	<b>49%</b>	<b>(7,638,580)</b>	<b>(72,390)</b>	
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	
<b>3,090,746</b>	<b>7,712,916</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>7,666,510</b>	<b>3,655,753</b>	<b>48%</b>	<b>7,727,120</b>	<b>60,610</b>	
<b>(104,612)</b>	<b>(176,627)</b>	<b>NET POSITION</b>	<b>100,320</b>	<b>(72,259)</b>		<b>88,540</b>	<b>(11,780)</b>	
<b>(58,960)</b>	<b>(141,485)</b>	<b>Trs From Reserves</b>	<b>(100,320)</b>	<b>(100,320)</b>	<b>100%</b>	<b>(100,320)</b>	<b>0</b>	
<b>(163,572)</b>	<b>(318,112)</b>	<b>TOTAL (after transfer from reserves)</b>	<b>0</b>	<b>(172,579)</b>		<b>(11,780)</b>	<b>(11,780)</b>	

## **Notes**

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

## EXECUTIVE MANAGEMENT SERVICE ANALYSIS

Revised Actual Exp. to 30/09/22	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)	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>(4,831,750)</b>	<b>(2,589,537)</b>	<b>54%</b>	<b>(4,924,660)</b>	<b>(92,910)</b>
(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)	<b>TOTAL INCOME</b>	<b>(5,295,520)</b>	<b>(2,719,592)</b>	<b>51%</b>	<b>(5,388,000)</b>	<b>(92,480)</b>
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
<b>105,271</b>	<b>329,399</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>479,750</b>	<b>146,035</b>	<b>30%</b>	<b>479,320</b>	<b>(430)</b>
(2,242,645)	(5,289,224)	<b>NET POSITION</b>	<b>(4,815,770)</b>	<b>(2,573,557)</b>	<b>53%</b>	<b>(4,908,680)</b>	<b>(92,910)</b>
(10,000)	(39,900)	Trs From Reserves	(15,980)	(15,980)		(15,980)	0
(2,252,645)	(5,329,124)	<b>TOTAL (after transfer from reserves)</b>	<b>(4,831,750)</b>	<b>(2,589,537)</b>	<b>54%</b>	<b>(4,924,660)</b>	<b>(92,910)</b>

### 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)
<b>(8,730)</b>	<b>(8,730)</b>	<b>Trs From Reserves</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>168,368</b>	<b>387,532</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>424,360</b>	<b>189,564</b>	<b>45%</b>	<b>409,410</b>	<b>(14,950)</b>
(4,458)	(16,232)	Income From Charitable Activities	(1,500)	(83)	6%	(1,500)	0
<b>(4,458)</b>	<b>(16,232)</b>	<b>TOTAL INCOME</b>	<b>(1,500)</b>	<b>(83)</b>	<b>6%</b>	<b>(1,500)</b>	<b>0</b>
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
<b>181,556</b>	<b>412,494</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>425,860</b>	<b>189,647</b>	<b>45%</b>	<b>410,910</b>	<b>(14,950)</b>
<b>177,098</b>	<b>396,262</b>	<b>NET POSITION</b>	<b>424,360</b>	<b>189,564</b>	<b>45%</b>	<b>409,410</b>	<b>(14,950)</b>
<b>(8,730)</b>	<b>(8,730)</b>	<b>Trs From Reserves</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>168,368</b>	<b>387,532</b>	<b>TOTAL (after transfer from reserves)</b>	<b>424,360</b>	<b>189,564</b>	<b>45%</b>	<b>409,410</b>	<b>(14,950)</b>

**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
<b>0</b>	<b>0</b>	<b>Trs From Reserves</b>	<b>(15,750)</b>	<b>(15,750)</b>		<b>(15,750)</b>	<b>0</b>
<b>198,917</b>	<b>612,878</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>531,250</b>	<b>241,150</b>	<b>45%</b>	<b>531,250</b>	<b>0</b>
(16,440)	(86,138)	Income From Charitable Activities	(56,130)	(21,837)	39%	(41,130)	15,000
<b>(16,440)</b>	<b>(86,138)</b>	<b>TOTAL INCOME</b>	<b>(56,130)</b>	<b>(21,837)</b>	<b>39%</b>	<b>(41,130)</b>	<b>15,000</b>
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
<b>215,357</b>	<b>699,015</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>603,130</b>	<b>278,737</b>	<b>46%</b>	<b>588,130</b>	<b>(15,000)</b>
<b>198,917</b>	<b>612,878</b>	<b>NET POSITION</b>	<b>547,000</b>	<b>256,900</b>	<b>47%</b>	<b>547,000</b>	<b>0</b>
	0	Trs From Reserves	(15,750)	(15,750)		(15,750)	0
<b>198,917</b>	<b>612,878</b>	<b>TOTAL (after transfer from reserves)</b>	<b>531,250</b>	<b>241,150</b>	<b>45%</b>	<b>531,250</b>	<b>0</b>

**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)
<b>0</b>	<b>(13,560)</b>	<b>Trs From Reserves</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>75,548</b>	<b>121,275</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>191,490</b>	<b>95,159</b>	<b>50%</b>	<b>195,640</b>	<b>4,150</b>
(118,488)	(299,597)	Income From Charitable Activities	(340,040)	(199,723)	59%	(380,040)	(40,000)
<b>(118,488)</b>	<b>(299,597)</b>	<b>TOTAL INCOME</b>	<b>(340,040)</b>	<b>(199,723)</b>	<b>59%</b>	<b>(380,040)</b>	<b>(40,000)</b>
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
<b>194,037</b>	<b>434,432</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>531,530</b>	<b>294,883</b>	<b>55%</b>	<b>575,680</b>	<b>44,150</b>
<b>75,548</b>	<b>134,835</b>	<b>NET POSITION</b>	<b>191,490</b>	<b>95,159</b>	<b>50%</b>	<b>195,640</b>	<b>4,150</b>
	<b>(13,560)</b>	<b>Trs From Reserves</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>75,548</b>	<b>121,275</b>	<b>TOTAL (after transfer from reserves)</b>	<b>191,490</b>	<b>95,159</b>	<b>50%</b>	<b>195,640</b>	<b>4,150</b>

### 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
<b>(40,230)</b>	<b>(57,390)</b>	<b>Trs From Reserves</b>	<b>(11,470)</b>	<b>(11,470)</b>		<b>(11,470)</b>	<b>0</b>
<b>930,860</b>	<b>2,069,207</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>1,877,860</b>	<b>1,008,171</b>	<b>54%</b>	<b>1,939,020</b>	<b>61,160</b>
(408,941)	(1,050,915)	Income From Charitable Activities	(1,112,570)	(462,941)	42%	(1,051,190)	61,380
<b>(408,941)</b>	<b>(1,050,915)</b>	<b>TOTAL INCOME</b>	<b>(1,112,570)</b>	<b>(462,941)</b>	<b>42%</b>	<b>(1,051,190)</b>	<b>61,380</b>
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
<b>1,380,031</b>	<b>3,177,512</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>3,001,900</b>	<b>1,482,582</b>	<b>49%</b>	<b>3,001,680</b>	<b>(220)</b>
<b>971,090</b>	<b>2,126,597</b>	<b>NET POSITION</b>	<b>1,889,330</b>	<b>1,019,641</b>	<b>54%</b>	<b>1,950,490</b>	<b>61,160</b>
<b>(40,230)</b>	<b>(57,390)</b>	<b>Trs From Reserves</b>	<b>(11,470)</b>	<b>(11,470)</b>		<b>(11,470)</b>	
<b>930,860</b>	<b>2,069,207</b>	<b>TOTAL (after transfer from reserves)</b>	<b>1,877,860</b>	<b>1,008,171</b>	<b>54%</b>	<b>1,939,020</b>	<b>61,160</b>

## 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	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>1,158,270</b>	<b>565,798</b>	<b>49%</b>	<b>1,176,160</b>	<b>17,890</b>
(277,581)	(787,291)	Income From Charitable Activities	(703,910)	(296,937)	42%	(730,270)	(26,360)
<b>(277,581)</b>	<b>(787,291)</b>	<b>TOTAL INCOME</b>	<b>(703,910)</b>	<b>(296,937)</b>		<b>(730,270)</b>	<b>(26,360)</b>
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
<b>688,835</b>	<b>1,869,451</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>1,898,690</b>	<b>899,245</b>	<b>47%</b>	<b>1,942,940</b>	<b>44,250</b>
<b>411,254</b>	<b>1,082,160</b>	<b>NET POSITION</b>	<b>1,194,780</b>	<b>602,308</b>	<b>50%</b>	<b>1,212,670</b>	<b>17,890</b>
	(14,385)	Trs From Reserves	(36,510)	(36,510)		(36,510)	0
<b>411,254</b>	<b>1,067,775</b>	<b>TOTAL (after transfer from reserves)</b>	<b>1,158,270</b>	<b>565,798</b>	<b>49%</b>	<b>1,176,160</b>	<b>17,890</b>

## 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
<b>304,125</b>	<b>752,346</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>648,520</b>	<b>317,115</b>	<b>49%</b>	<b>661,400</b>	<b>12,880</b>
(21,535)	(30,748)	Income From Charitable Activities	(56,520)	(26,898)	48%	(46,450)	10,070
<b>(21,535)</b>	<b>(30,748)</b>	<b>TOTAL INCOME</b>	<b>(56,520)</b>	<b>(26,898)</b>		<b>(46,450)</b>	<b>10,070</b>
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
<b>325,660</b>	<b>790,614</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>725,650</b>	<b>364,623</b>	<b>50%</b>	<b>728,460</b>	<b>2,810</b>
<b>304,125</b>	<b>759,866</b>	<b>NET POSITION</b>	<b>669,130</b>	<b>337,725</b>	<b>50%</b>	<b>682,010</b>	<b>12,880</b>
	(7,520)	Trs From Reserves	(20,610)	(20,610)		(20,610)	0
<b>304,125</b>	<b>752,346</b>	<b>TOTAL (after transfer from reserves)</b>	<b>648,520</b>	<b>317,115</b>	<b>49%</b>	<b>661,400</b>	<b>12,880</b>

### 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 1<sup>st</sup> table is a summary report and the 2<sup>nd</sup> table provides analysis of the committed amounts from Reserves

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

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

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

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

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

## Summary

<b>UNRESTRICTED RESERVES</b>	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)	
<b>TOTAL UNRESTRICTED RESERVES</b>	<b>1,068,348</b>	<b>318,112</b>	<b>1,386,461</b>	<b>0</b>	<b>1,386,460</b>	<b>0</b>	<b>40,175</b>	<b>39,470</b>	<b>0</b>	<b>0</b>	<b>1,306,815</b>	

## 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
<b>TOTAL ALLOCATED RESERVES</b>	<b>288,435</b>	<b>105,800</b>	<b>394,235</b>	<b>106,720</b>	<b>500,955</b>	<b>60,850</b>	<b>34,470</b>	<b>0</b>	<b>0</b>	<b>405,635</b>		

## **GENERAL PROJECTS**

### **Notes:**

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

<b>Project</b>	<b>Partners</b>	<b>Balance b/f 01.04.23</b>	<b>Balance at 30.09.23</b>	<b>Expected Completion Date</b>
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 1<sup>st</sup> 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)

<b>Section</b>	<b>Name of Funding Provider and Project</b>	<b>Value of Funding/Support</b>	<b>Received in 2023/24</b>
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
<b>TOTAL</b>		<b>£105,894</b>	<b>£4,250</b>