

# TRUST BOARD MEETING



Date: 24 September 2024

Location: Morton Hall, Newmilns

Start time: 6.30pm or immediately after the conclusion of the AGM

<b>AGENDA</b>			
<b>AGENDA ITEM</b>	<b>FOR NOTING</b>	<b>FOR DISCUSSION</b>	<b>FOR APPROVAL/ DECISION</b>
<b>1. Appointment of Office Bearers and Trustees</b>			✓
<b>2. Apologies for Absence</b>	✓		
<b>3. Declarations of Interest</b>	✓		
<b>4. Minutes of previous meetings</b> 4.1 Board Meeting: 20 June 2024 4.2 P&ASC Meeting: 20 August 2024	✓		✓
<b>5. Living Your Best Life Corporate Delivery Plan Output – Programming. Presentation</b>	✓		
<b>6. Performance Report April – June 2024</b>		✓	
<b>7. Trading Subsidiary Update</b>			✓
<b>8. AOCB</b>			
<b>9. Dates of Next Meetings:</b> <b>Performance &amp; Audit Sub-Committee:</b> 19 November 2024 <b>Trust Board:</b> 3 December 2024			

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# REPORT TO BOARD OF TRUSTEES



## APPOINTMENT OF OFFICE BEARERS AND TRUSTEES

Date: 24 September 2024

Agenda Item: I

Report by: Anneke Freel, Chief Officer

### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek confirmation of reappointment of existing Trustees to the Board, to adopt the revised constitution and remit the nominations committee to appoint an Independent Chair of the Board of Trustees.

### 2. REVIEW OF CONSTITUTION

- 2.1 East Ayrshire Leisure is a Scottish Charitable Incorporated Organisation (SCIO), which is a legal form that is unique to Scottish Charities. The EALT is regulated by the Office of the Scottish Charity Regulator (OSCR) and is bound by the Charities and Investment (Scotland) Act 2005 and the Scottish Charitable Incorporated Organisations Regulations 2011. In line with OSCR best practice and the aspirations of the Trust to establish a wholly owned trading subsidiary, a review of the constitution has been carried out with the following recommendations:

- The Board of Trustees is chaired by an independently appointed Trustee, recommended to the Board by the Nominations Committee. The detail of this process is set out in clauses 39 and 42.
- The Board of Trustees has the power to establish a Board of Directors to oversee the operation of a wholly owned trading subsidiary as outlined in clause 99-101. The trading subsidiary will have distinct articles of association.

### 3. APPOINTMENT OF TRUSTEES TO BOARD

- 3.1 Under clause 30 of the constitution, a Trustee who has served for a period of 6 years shall not be eligible for re-appointment until a further period of one year has elapsed. The Board may, by way of a resolution passed by majority vote at a Board meeting, waive the provisions of clause 30 in relation to a particular Charity Trustee if they consider that exceptional considerations make that appropriate.

This applies to Councillors C Maitland and I Linton

Given the East Ayrshire Council Leisure and Cultural Review and the proposal to transfer additional services to East Ayrshire Leisure, it is deemed appropriate to enact clause 33 to ensure continuity during this period of change.

- 3.2 Barbara McIntyre has resigned from the Board of Trustees.
- 3.3 It is recommended to appoint Councillor C Maitland to the Chair of the Board until the Nominations Committee is in a position to recommend an Independent Chair and J Roberts to the Vice Chair Position, with Jim Roberts being appointed to Chair of Performance and Audit.
- 3.4 The East Ayrshire Leisure Board of Trustees from 24<sup>th</sup> September 2024 will be:

# REPORT TO BOARD OF TRUSTEES



- Councillor C Maitland (Chair)
  - J Roberts, Independent Trustee (Vice Chair and Chair of Performance and Audit)
  - Councillor L Mabon
  - Councillor G Boyd
  - Councillor J Adams
  - Councillor I Linton
  - M Swan, Independent Trustee
  - D Ross, Independent Trustee
  - R Hannah, Independent Trustee
  - A Wilson, Trade Union Representative Trustee
  - Vacant
- 
- Richard Grieveson, East Ayrshire Council, Ex Officio Trustee
  - Joseph McLachlan, East Ayrshire Council, Ex Officio Trustee

## 4. APPOINTMENT OF TRUSTEES TO PERFORMANCE AND AUDIT SUB-COMMITTEE

4.1 Changes in the membership of the Board of Trustees has also resulted in changes to the Performance and Audit Sub-Committee. A Wilson will remain as the trade union representative on P&ASC. The P&ASC will be made up of:

- J Roberts, Independent Trustee (Chair)
- Councillor L Mabon
- Councillor G Boyd
- A Wilson, Trade Union Representative Trustee

## 5. CONCLUSION

5.1 The Management Team would like to express their gratitude to the Board of Trustees for their ongoing support and commitment to East Ayrshire Leisure and look forward to working with them throughout 2024/25.

### Recommendation/s:

It is recommended that the Board of Trustees:

- Adopt the revised constitution;
- Remit the Nominations Committee to select an Independent Chair for recommendation to the Board;
- Elect Councillor Maitland and J Roberts to Chair and Vice Chair of East Ayrshire Leisure respectively; and
- Otherwise note the content of the paper

Signature:

A handwritten signature in cursive script that reads 'Annette Freeel'.

Designation: Chief Officer

Date: 12 September 2024

**CONSTITUTION**

**of**

**EAST AYRSHIRE LEISURE TRUST**

**SCO43987**

**(as adopted by trustee's written resolution dated 24<sup>th</sup> September 2024)**

**CONSTITUTION**  
**of**  
**EAST AYRSHIRE LEISURE TRUST**

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## **GENERAL**

### **Type of organisation**

- 1 The organisation (“the SCIO”) will, upon registration, be a Scottish Charitable Incorporated Organisation.

### **Scottish principal office**

- 2 The principal office of the SCIO will be in Scotland (and must remain in Scotland).

### **Name**

- 3 The name of the SCIO is “East Ayrshire Leisure Trust”.

### **Purposes**

- 4 The SCIO’s purposes are:
  - 4.1 To advance the arts, heritage and culture;
  - 4.2 To advance public participation in sport;
  - 4.3 To provide recreational facilities, and organise recreational activities with such facilities/activities being made available to members of the public at large with the object of improving their conditions of life;
  - 4.4 To advance education, both within a school setting and as part of a community learning and development programme;
  - 4.5 To advance health and community wellbeing;
  - 4.6 To advance community development (which may include the promotion of civic responsibility, volunteering, the voluntary sector and/or the effectiveness or efficiency of charities);
  - 4.7 To relieve those in need by reason of age, ill health, disability, financial hardship or other disadvantage; and
  - 4.8 To promote, establish, operate and/or support other similar schemes and projects which further charitable purposes;

through the provision of services (including those entrusted to it by East Ayrshire Council (hereinafter referred to as “The Council”)), which contribute to advancing well-being (primarily the wellbeing of residents of East Ayrshire) including (i) the operation, management and development of galleries, museums and other facilities which provide public access to collections of works of art, antiquities and objects of scientific interest; (ii) the development and delivery of arts and cultural activities and events, artistic programmes, and educational programmes and projects; (iii) the operation, management and development of libraries and provision of library and archive services; (iv) the operation, management and development of indoor and outdoor sports facilities (including arrangements to facilitate access to such facilities by those on lower incomes or having special needs and to encourage wider participation in healthy exercise); (v) the development and delivery of sports activities and events directed towards wider participation in sport; (vi) the

development and delivery of community learning and adult learning initiatives; (vii) country park and countryside services management and (viii) the delivery of services focused on social renewal and the needs of young people.

### **Powers**

- 5 The SCIO has power to do anything which is calculated to further its purposes or is conducive or incidental to doing so and is not prevented by any provision hereof whether express or implied from the creation, control and ownership of any formally constituted trading subsidiary.
- 6 For the avoidance of doubt, the whole income and property of the SCIO shall be applied solely towards the promotion of its purposes set out in Clause 4 above and it is hereby expressly declared that no portion thereof shall be paid or transferred directly or indirectly in any manner howsoever by way of profit to any Charity Trustee and no Charity Trustee shall be paid salary or fees, or receive any remuneration or any other benefit in money or money's worth from the SCIO for discharging his duties as such.
- 7 No part of the income or assets of the SCIO may be paid or transferred (directly or indirectly) to the Charity Trustees either in the course of the SCIO's existence or on dissolution.
- 8 It is further hereby expressly declared that any surplus income or profits of the SCIO derived from the provision of activities must be reapplied to the provision and furtherance of charitable services and activities

### **General structure**

- 9 The structure of the SCIO consists of the Charity Trustees who are also the SCIO'S only members and comprise the SCIO'S Board. The Board have important powers under the constitution, take decisions on changes to the constitution itself, hold regular meetings, and generally control the activities of the SCIO; for example, without prejudice to the generality of the foregoing, the Board is responsible for monitoring and controlling the financial position of the SCIO.

### **Liability of Charity Trustees (Members)**

- 10 The Charity Trustees have no liability to pay any sums to help to meet the debts (or other liabilities) of the SCIO if it is wound up; accordingly, if the SCIO is unable to meet its debts, the Charity Trustees will not be held responsible.
- 11 The Charity Trustees have certain legal duties under the Charities and Trustee Investment (Scotland) Act 2005; and clause 10 does not exclude (or limit) any personal liabilities they might incur if they are in breach of those duties or in breach of other legal obligations or duties that apply to them personally.

## **BOARD**

### **Qualifications for Charity Trusteeship**

- 12 Charity Trusteeship is open to:
  - 12.1 any person aged 16 or over; and/or

12.2 any individual who has been nominated for membership by an unincorporated organisation; and/or

12.3 any corporate body,

who subscribes to the purposes of the organisation and wishes to see them fulfilled.

### **Application for Charity Trusteeship**

13. Any person, nominated individual or body who/which wishes to become a Charity Trustee must sign a written application for Charity Trusteeship; and for a corporate body, that application must be signed by an appropriately authorised officer of that body who will remain as the representative of the corporate body until such time as the corporate body informs the Board otherwise.
14. The application will then be considered by the Nominations Committee, further to which the application may, at the Board's discretion, be referred to Full Board or the Nominations Committee in terms of Clause 91.
15. The Board however may, at its discretion, refuse to admit any person, nominated individual or corporate body, or veto the proposed authorised officer acting as a representative of a corporate body, to Charity Trusteeship.
16. The Board must notify each applicant promptly in writing (which includes by e-mail) of its decision on whether or not to admit the applicant to Charity Trusteeship.

### **Subscription to the SCIO**

17. No subscription will be payable.

### **Number of Charity Trustees**

18. The maximum number of Charity Trustees is 13
19. The minimum number of Charity Trustees is 5.

### **Composition of the Board**

20. Subject to any vacancies which may exist from time to time, the Board shall consist of:
  - 20.1 5 Charity Trustees who are elected members of the Council;
  - 20.2 2 Charity Trustees who shall be the Depute Chief Executive of East Ayrshire Council and the Chief Finance Officer of East Ayrshire Council ex officios, which Charity Trustees shall have no voting rights on any matter or issue being considered by the Board but shall be regarded as specialist Local Authority advisors to the Board specifically (but not exclusively) on all matters detailed within the purposes of the SCIO as detailed within paragraph 4 hereof; and
  - 20.3 6 Charity Trustees who are neither elected members nor officers of the Council (one of which may be an employee representative) ("independent Charity Trustees).



## **Eligibility**

- 21 A person will not be eligible for appointment to the Board if he/she is disqualified from being a Charity Trustee under the Charities and Trustee Investment (Scotland) Act 2005.

## **Annual General Meeting**

- 22 The Board must arrange for a meeting of the Charity Trustees (an annual general meeting or “AGM”) in each calendar year, reporting on the immediately preceding financial year of the organisation.
- 23 The gap between one AGM and the next must not be longer than 15 months.
- 24 Notwithstanding clause 22, an AGM does not need to be held during the calendar year in which the organisation is formed; but the first AGM must still be held within 15 months of the date on which the organisation is incorporated and entered on the Scottish Charity Register.

## **Retiral/re-appointment of independent Charity Trustees**

- 25 At the conclusion of the each AGM occurring on every consecutive second year, 3 out of the 6 Charity Trustees appointed under paragraph 20.3 (independent Charity Trustees) and shall retire from office, but (subject to clauses 26 and 27) may then be re-appointed (subject to clause 27) unless:-
- 25.1 he/she/it advises the Board prior to the conclusion of the AGM that he/she/it does not wish to be re-appointed as a Charity Trustee; or
- 25.2 an election process was held at the AGM and he/she/it was not among those elected/re-elected through that process; or
- 25.3 a resolution under clauses 33.6 or 33.7 was put to the AGM and carried.
- 26 The Charity Trustees to retire under clause 25 shall consist of those who have been longest in office since they were last appointed or re-appointed; as between Charity Trustees who were last appointed/re-appointed on the same date, the question of which of them is to retire shall be determined by lot.
- 27 Subject to clause 25, a Charity Trustee appointed by the nomination committee under paragraph 20.3 (independent Charity Trustees) who has served for a period of six years shall not be eligible for re-appointment until a further period of one year has elapsed.
- 28 The Board may, by way of a resolution passed by majority vote at a Board meeting, waive the provisions of clause 26 and 27 in relation to a particular Charity Trustee if they consider that exceptional considerations make that appropriate.
- 29 For the purposes of clause 28:
- 29.1 the period between the date on which an individual was appointed as a Charity Trustee and the annual general meeting which next follows shall be deemed to be a period of one year, unless it is of less than six months’ duration (in which case it shall be disregarded);

- 29.2 the period between one annual general meeting and the next shall be deemed to be a period of one year;
- 29.3 if an individual ceases to hold office as a Charity Trustee and is re-appointed as a Charity Trustee within a period of six months, he/she shall be deemed to have held office as a Charity Trustee continuously.

### **Retiral of other Charity Trustees**

- 30 A Charity Trustee appointed by the Council under paragraph 20.1 (elected member) who has held office for a period of six years shall retire from office at the AGM which next follows the end of that six-year period, and shall then not be eligible for re-appointment until a further period of one year has elapsed.
- 31 The provisions of clause 30 shall apply in relation to the interpretation of clause 32.
- 32 For the avoidance of doubt, Charity Trustees appointed by the Council under paragraph 20.1 (elected members) shall not require to retire from office at any AGM, except as provided for in clause 30.
- 33 The Board may, by way of a resolution passed by majority vote at a Board meeting, waive the provisions of clause 30 in relation to a particular Charity Trustee if they consider that exceptional considerations make that appropriate.

### **Termination of office**

- 34 A Charity Trustee will automatically cease to hold office if: -
- 34.1 he/she becomes disqualified from being a Charity Trustee under the Charities and Trustee Investment (Scotland) Act 2005;
- 34.2 he/she becomes incapable for medical reasons of carrying out his/her duties as a Charity Trustee - but only if that has continued (or is expected to continue) for a period of more than six months;
- 34.3 in the case of a Charity Trustee appointed under paragraph 18.1, he/she ceases to be an elected member of the Council;
- 34.4 he/she gives the SCIO a notice of resignation, signed by him/her;
- 34.5 he/she is absent (without good reason, in the opinion of the Board) from more than three consecutive meetings of the Board - but only if the Board resolves to remove him/her from office;
- 34.6 he/she is removed from office by resolution of the Board on the grounds that he/she is considered to have committed a material breach of the code of conduct for Charity Trustees (as referred to in clause 56);
- 34.7 he/she is removed from office by resolution of the Board on the grounds that he/she is considered to have been in serious or persistent breach of his/her duties under section 66(1) or (2) of the Charities and Trustee Investment (Scotland) Act 2005; or
- 35 A resolution under paragraph 33.6, or 38.7 shall be valid only if: -

- 35.1 the Charity Trustee who is the subject of the resolution is given reasonable prior written notice of the grounds upon which the resolution for his/her removal is to be proposed;
- 35.2 the Charity Trustee concerned is given the opportunity to address the meeting at which the resolution is proposed, prior to the resolution being put to the vote; and
- 35.3 at least two thirds (to the nearest round number) of the Charity Trustees then in office vote in favour of the resolution.

### **Register of Charity Trustees**

- 36 The Board must keep a register of Charity Trustees, setting out
  - 36.1 for each current Charity Trustee:
    - 36.1.1 his/her full name and address;
    - 36.1.2 the date on which he/she was appointed as a Charity Trustee;
    - 36.1.3 the category into which he/she falls (i.e. by identifying the paragraph of clause 18 under which he/she was appointed); and
    - 36.1.4 any office held by him/her in the SCIO;
  - 36.2 for each former Charity Trustee - for at least 6 years from the date on which he/she ceased to be a Charity Trustee:
    - 36.2.1 the name of the Charity Trustee;
    - 36.2.2 the category into which he/she fell (as interpreted for the purposes of paragraph 35.1.3);
    - 36.2.3 any office (under clauses 38 to 44) held by him/her in the SCIO; and
    - 36.2.4 the date on which he/she ceased to be a Charity Trustee.
- 37 The Board must ensure that the register of Charity Trustees is updated within 28 days of any change:
  - 37.1 which arises from a resolution of the Board of the SCIO; or
  - 37.2 which is notified to the SCIO.
- 38 If any person requests a copy of the register of Charity Trustees, the Board must ensure that a copy is supplied to him/her within 28 days, providing the request is reasonable; If the request is made by a person who is not a Charity Trustee of the SCIO, the Board may provide a copy which has the addresses blanked out - if the SCIO is satisfied that including that information is likely to jeopardise the safety or security of any person or premises.

### **Office-bearers**

- 39 Any person, nominated individual or body who/which wishes to become the Independent Chair of the Board of Trustees must sign a written application for Chair; and for a corporate body, that application must be signed by an appropriately authorised officer of that body who will remain as the representative of the corporate body until such time as the corporate body informs the Board otherwise.
- 40 The application will then be considered by the Nominations Committee, further to which the application may, at the Board's discretion, be referred to Full Board or the Nominations Committee in terms of Clause 91.
- 41 The Board however may, at its discretion, refuse to admit any person, nominated individual or corporate body, or veto the proposed authorised officer acting as a representative of a corporate body, to Independent Chair.
- 42 The Board must notify each applicant promptly in writing (which includes by e-mail) of its decision on whether or not to admit the applicant to Independent Chair
- 43 The Charity Trustees must elect (from amongst themselves) a vice chair.
- 44 For the avoidance of doubt (notwithstanding the provisions of clauses 44 and 45) there shall be no prohibition on the vice chair being Charity Trustees appointed under paragraph 20.3 (independent Charity Trustees).
- 45 In addition to the office-bearers required under clause 43, the Charity Trustees may elect (from among themselves) further office-bearers if they consider that appropriate.
- 46 All of the office-bearers will cease to hold office at the conclusion of each AGM, but may then be re-elected under clause 42 or 44 at the first Board meeting after the AGM.
- 47 A person elected to any office will automatically cease to hold that office: -
- 47.1 if he/she ceases to be a Charity Trustee; or
- 47.2 if he/she gives to the SCIO a notice of resignation from that office, signed by him/her.
- 47.3 if they have held the office for 6 years

### **Powers of Board**

- 48 Except where this constitution states otherwise, the SCIO (and its assets and operations) will be managed by the Board; and the Board may exercise all the powers of the SCIO.
- 49 A meeting of the Board at which a quorum is present may exercise all powers exercisable by the Board.
- 50 The members may, by way of a resolution passed by majority vote (either at a members' meeting or via a written resolution), direct the Board to take any particular step or direct the Board not to take any particular step; and the Board shall give effect to any such direction accordingly.

- 51 The members shall, in exercising their powers under clause 47, comply with the duties imposed on members of a SCIO by section 51 of the Charities and Trustee Investment (Scotland) Act 2005.

### **Charity trustees - general duties**

- 52 Each of the Charity Trustees has a duty, in exercising functions as a Charity Trustee, to act in the interests of the SCIO; and, in particular, must:-

52.1 seek, in good faith, to ensure that the SCIO acts in a manner which is in accordance with its purposes;

52.2 act with the care and diligence which it is reasonable to expect of a person who is managing the affairs of another person;

52.3 in circumstances giving rise to the possibility of a conflict of interest between the SCIO and any other party:

52.3.1 put the interests of the SCIO before that of the other party;

52.3.2 where any other duty prevents him/her from doing so, disclose the conflicting interest to the SCIO and refrain from participating in any deliberation or decision of the other Charity Trustees with regard to the matter in question;

52.4 ensure that the SCIO complies with any direction, requirement, notice or duty imposed under or by virtue of the Charities and Trustee Investment (Scotland) Act 2005.

- 53 In addition to the duties outlined in clause 51, all of the Charity Trustees must take such steps as are reasonably practicable for the purpose of ensuring: -

53.1 that any breach of any of those duties by a Charity Trustee is remedied by the Charity Trustee concerned and not repeated; and

53.2 that any trustee who has been in serious and persistent breach of those duties is removed as a trustee.

- 54 Provided he/she has declared his/her interest - and has not voted on the question of whether or not the SCIO should enter into the arrangement - a Charity Trustee will not be debarred from entering into an arrangement with the SCIO in which he/she has a personal interest; and (subject to clause 57 and to the provisions relating to remuneration for services contained in the Charities and Trustee Investment (Scotland) Act 2005) he/she may retain any personal benefit which arises from that arrangement.

- 55 No Charity Trustee may serve as an employee (full time or part time) of the SCIO; and no Charity Trustee may be given any remuneration by the SCIO for carrying out his/her duties as a Charity Trustee.

- 56 The Charity Trustees may be paid all travelling and other expenses reasonably incurred by them in connection with carrying out their duties; this may include expenses relating to their attendance at meetings.

### **Code of conduct for Charity Trustees**

- 57 Each of the Charity Trustees shall comply with the code of conduct (incorporating detailed rules on conflict of interest) prescribed by the Board from time to time.
- 58 The code of conduct referred to in clause 56 shall be supplemental to the provisions relating to the conduct of Charity Trustees contained in this constitution and the duties imposed on Charity Trustees under the Charities and Trustee Investment (Scotland) Act 2005; and all relevant provisions of this constitution shall be interpreted and applied in accordance with the provisions of the code of conduct in force from time to time.

## **DECISION-MAKING BY THE CHARITY TRUSTEES**

### **Notice of meetings**

- 59 Any Charity Trustee may request that a meeting of the Board be called subject to the submission of a written motion to that effect to the chair which motion must be subscribed by a minimum of three Charity Trustees appointed by virtue of clauses 20.1 or 20.3.
- 60 At least 14 days' notice must be given of the AGM, or of a Board meeting at which the business of the meeting includes consideration of any resolution.
- 61 At least 7 days' notice must be given of each Board meeting, unless (in the opinion of the chair) there is a degree of urgency which makes that inappropriate.
- 62 The notice calling an AGM or a Board meeting at which the business of the meeting includes consideration of any resolution, must specify in general terms what business is to be dealt with at the meeting.
- 63 Notwithstanding the provisions of clauses 58 to 61 inclusive, at every AGM the Board will be required to approve the formal schedule of meetings for the ensuing year.
- 64 Notice of the AGM and Board meetings must be given to all the Charity Trustees; but the accidental omission to give notice to one or more Charity Trustees will not invalidate the proceedings at the meeting.
- 65 Any notice which requires to be given to a Charity Trustee under this constitution must be:-
- 65.1 sent by post to the Charity Trustee, at the address last notified by him/her/it to the SCIO and on the register of Charity Trustees as described in clause 35; and/or
- 65.2 sent by e-mail to the Charity Trustee, at the e-mail address last notified by him/her/it to the SCIO. It is the responsibility of each Charity Trustee to keep their personal email details up to date.

### **Procedure at Board meetings**

- 66 No valid decisions can be taken at a Board meeting unless a quorum is present; the quorum for Board meetings shall (subject to clauses 66 and 67) be 5 Charity

Trustees (specifically excluding the Charity Trustees detailed in clause 20.2 hereof), present in person.

- 67 A quorum shall not be deemed to be constituted at any Board meeting unless there is at least two Charity Trustee falling under paragraph 20.1 (elected members) and at least three Charity Trustees falling under paragraph 20.3 (independent Charity Trustees) present at the meeting.
- 68 If at any time the number of Charity Trustees in office falls below the number required at the time to form a quorum, the remaining Charity Trustee(s) will have power to fill the vacancies - but will not be able to take any other valid decisions.
- 69 A Charity Trustee may participate in a Board meeting (or a meeting of a committee of Charity Trustees) by means of a conference telephone, video conferencing facility or similar communications equipment whereby all the Charity Trustees participating in the meeting can hear each other; a Charity Trustee participating in a meeting in this manner shall be deemed to be present in person at the meeting
- 70 The chair of the SCIO should (subject to clauses 70, 71 and 72) act as chairperson of each Board meeting.
- 71 If the chair of the SCIO is not present within 15 minutes after the time at which the meeting was due to start (or is not willing to act as chairperson), the vice chair should act as chairperson.
- 72 If the chair of the SCIO considers that he/she has a significant conflict of interest in relation to a particular item to be discussed at a Board meeting, he/she shall allow the vice chair to take over from him/her as chairperson of the meeting while that item is being dealt with.
- 73 If neither the chair nor the vice chair is present within 15 minutes after the time at which the meeting was due to start - or if neither of them is willing to act as chairperson - the Charity Trustees present at the meeting must elect (from among themselves) the person who will act as chairperson of that meeting.
- 74 Every Charity Trustee has one vote, which must be given personally.
- 75 All decisions at Board meetings will be made by majority vote.
- 76 If there are an equal number of votes for and against any resolution, the chairperson of the meeting will be entitled to a second (casting) vote.
- 77 The following resolutions will be valid only if passed by not less than two thirds of those voting on the resolution at an AGM or Board meeting (or if passed by way of a written resolution under clause 82):
- 76.1 a resolution amending the constitution;
- 76.2 a resolution approving the amalgamation of the SCIO with another SCIO (or approving the constitution of the new SCIO to be constituted as the successor pursuant to that amalgamation);
- 76.3 a resolution to the effect that all of the SCIO's property, rights and liabilities should be transferred to another SCIO (or agreeing to the transfer from another SCIO of all of its property, rights and liabilities); and

- 76.4 a resolution for the winding up or dissolution of the SCIO.
- 78 The Board may, at its discretion, allow any person to attend and speak at a Board meeting notwithstanding that he/she is not a Charity Trustee - but on the basis that he/she must not participate in decision-making.
- 79 A Charity Trustee must not vote at a Board meeting (or at a meeting of a sub-committee) on any resolution which relates to a matter in which he/she has a personal interest or duty which conflicts (or may conflict) with the interests of the SCIO; he/she must withdraw from the meeting while an item of that nature is being dealt with.
- 80 For the purposes of clause 82: -
- 80.1 an interest held by an individual who is “connected” with the Charity Trustee under section 68(2) of the Charities and Trustee Investment (Scotland) Act 2005 (husband/wife, partner, child, parent, brother/sister etc) shall be deemed to be held by that Charity Trustee;
- 80.2 a Charity Trustee will (subject to clause 80) be deemed to have a personal interest in relation to a particular matter if a body in relation to which he/she is an employee, director, member of the management committee, officer or elected representative has an interest in that matter.
- 81 A Charity Trustee appointed under paragraph 20.1 shall, notwithstanding the provisions of clause 78 and paragraph 79.2, be entitled to vote in relation to a particular matter notwithstanding that the Council has an interest in that matter; but on the basis that in exercising his/her voting rights in respect of any such matter, the Charity Trustee shall comply with the provisions of clauses 50 and 51 and in particular (but without limitation) must give priority to the interests of the SCIO.
- 82 For the avoidance of doubt, Charity Trustees shall not be entitled to vote at a Board meeting unless they are personally present, or are participating in the meeting in a manner permitted under clause 68; Charity Trustees are not entitled to appoint substitutes to vote in their place at Board meetings.

### **Written Resolutions by Charity Trustees**

- 83 A resolution agreed to in writing (or by e-mail) by all the Charity Trustees will be as valid as if it had been passed as an AGM or Board meeting; the date of the resolution will be taken to be the date of which the last Charity Trustee agreed to it.

### **Minutes**

- 84 The Board must ensure that proper minutes are kept in relation to all Board meetings and meetings of sub-committees.
- 85 The minutes to be kept under clause 83 must include the names of those present; and (insofar as possible) should be signed by the chairperson of the meeting.

### **ADMINISTRATION**

#### **Delegation by the Board**



- 86 The Board may delegate any of their powers to sub-committees; a sub-committee must include at least one Charity Trustee, but other members of a sub-committee need not be Charity Trustees.
- 87 The Board may also delegate to the chair of the SCIO (or the holder of any other post) such of their powers as they may consider appropriate.
- 88 When delegating powers under clause 85 or 86, the Board must set out appropriate conditions (which must include an obligation to report regularly to the Board).
- 89 Any delegation of powers under clause 85 or 86 may be revoked or altered by the Board at any time.
- 90 The rules of procedure for each sub-committee, and the provisions relating to membership of each sub-committee, shall be set by the Board.
- 91 The Board may also approve the terms of a formal scheme of delegation and administration in order to advance the purposes of the SCIO as detailed within clause 4 hereof.

### **Nominations Committee**

- 92 The Board shall establish a committee (referred to in this constitution as “the Nominations Committee”) to make recommendations to the Council in relation to the selection of appropriate individuals for appointment as Charity Trustees under paragraph 20.3 (independent Charity Trustees).
- 93 The members of the Nominations Committee shall comprise:
- 93.1 two Charity Trustees falling under paragraphs 20.1 and 20.3; and
  - 93.2 one further individual from the Executive Management Team. These officers will not have voting rights on the Nominations Committee
- 94 Subject to clause 92, the composition and proceedings of the Nominations Committee shall be governed by such standing orders as may be issued by the Board from time to time.
- 95 In carrying out its functions, the Nominations Committee shall give effect to the following principles:
- 95.1 the Nominations Committee should set an appropriate skills matrix to guide it in selecting and evaluating appropriate candidates, and should review and adjust that skills matrix from time to time;
  - 95.2 nominations for Charity Trustees falling within the remit of the Nominations Committee should be sought from a range of appropriate sources;
  - 95.3 all expressions of interest should be considered by the Nominations Committee; and
  - 95.4 the Nominations Committee should maintain a register of suitable candidates for future reference.

### **Performance and Audit Committee**

- 96 The Board shall establish a committee (referred to in this constitution as “the Performance and Audit Committee”) to make provide governance and scrutiny of finance and performance
- 97 The members of the Performance and Audit Committee shall comprise:
- 97.1 three Charity Trustees appointed in terms of paragraph 20.1 and 20.3; and
  - 97.2 one further individual from the Executive Management Team. This officer will not have voting rights on the Performance and Audit Committee
- 98 Subject to clause 96, the composition and proceedings of the Performance and Audit Committee shall be governed by such standing orders as may be issued by the Board from time to time.

### **Trading Subsidiary Board of Directors**

- 99 The Charity Trustees shall establish a Board of Directors to oversee the operation of a wholly owned trading subsidiary (referred to in this constitution as “trading subsidiary board of directors”) to provide governance and scrutiny of finance and performance of trading activities as per the articles of association registered under the Companies Act 2006
- 100 The members of the trading subsidiary board of directors shall comprise:
- 100.1 three Charity Trustees appointed in terms of paragraph 20.1 and 20.3; and
  - 100.2 4 Independent directors who are neither elected members, officers of the Council or Charity Trustees
- 101 Charity Trustees as outlined in clause 99.1 will be nominated by the Board of Trustees. Independent directors as outlined in clause 99.2, will be appointed as per clause 13-16

### **Operation of accounts**

- 102 Subject to clause 90, the signatures of two out of three signatories appointed by the Board will be required in relation to all operations (other than the lodging of funds) on the bank and building society accounts held by the SCIO.
- 103 Where the SCIO uses electronic facilities for the operation of any bank or building society account, the authorisations required for operations on that account must be consistent with the approach reflected in clause 101.

### **Accounting records and annual accounts**

- 104 The Board must ensure that proper accounting records are kept, in accordance with all applicable statutory requirements and in particular must ensure that the Following the Public Pound Code principles of openness, integrity and accountability apply to all financial intrusions of the SCIO.

- 105 The Board must prepare annual accounts, complying with all relevant statutory requirements; if an audit is required under any statutory provisions (or if the Board consider that an audit would be appropriate for some other reason), the Board should ensure that an audit of the accounts is carried out by a qualified auditor.

## **MISCELLANEOUS**

### **Winding-up**

- 106 If the SCIO is to be wound up or dissolved, the winding-up or dissolution process will be carried out in accordance with the procedures set out under the Charities and Trustee Investment (Scotland) Act 2005 and the Scottish Charitable Incorporated Organisation (Removal from Register and Dissolution) Regulations 2011.
- 107 Any surplus assets available to the SCIO immediately preceding its winding up or dissolution must be used for purposes which are the same as - or which closely resemble - the purposes of the SCIO, as set out in this constitution.

### **Alterations to the constitution**

- 108 This constitution may (subject to clause 105) be altered by resolution of the members passed at an AGM or Board meeting (subject to achieving the two thirds majority referred to in clause 76) or by way of a written resolution of the Board.
- 109 The Charities and Trustee Investment (Scotland) Act 2005 prohibits taking certain steps (eg change of name, an alteration to the purposes, amalgamation, winding-up) without the consent of the Office of the Scottish Charity Regulator (OSCR).

### **Interpretation**

- 110 References in this constitution to the Charities and Trustee Investment (Scotland) Act 2005 should be taken to include: -
- 110.1 any statutory provision which adds to, modifies or replaces that Act; and
  - 110.2 any statutory instrument issued in pursuance of that Act or in pursuance of any statutory provision falling under paragraph 103 above.
- 111 In this constitution: -
- 111.1 “charity” means a body which is either a “Scottish charity” within the meaning of section 13 of the Charities and Trustee Investment (Scotland) Act 2005 or a “charity” within the meaning of section 1 of the Charities Act 2006, providing (in either case) that its objects are limited to charitable purposes;
  - 111.2 “charitable purpose” means a charitable purpose under section 7 of the Charities and Trustee Investment (Scotland) Act 2005 which is also regarded as a charitable purpose in relation to the application of the Taxes Acts.
  - 111.3 “Council” means East Ayrshire Council incorporated in terms of the Local Government Etc. Scotland Act 1994 and having its principal offices at Council Headquarters, London Road, Kilmarnock, KA3 7BU.

# REPORT TO BOARD OF TRUSTEES



## PERFORMANCE REPORT APRIL – JUNE 2024

Date: 24 September 2024

Agenda Item: 6

Report by: Anneke Freel, Chief Officer

### **I PURPOSE OF REPORT**

- 1.1 This report provides details of the Trust's performance for the first quarter of 2024/25.
- 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 April to June 2024 was 470,884, which is a decrease of 14% compared to the same period in 2022/23. This is predominantly due to the closure of the Palace and Grand Hall for major refurbishment and is likely to follow this trend throughout 2024/25.
- 2.2 The Leisure at the Heart of Every Community Team has seen higher attendance figures in this period with an overall increase of nearly 11% compared to the same period in 2022.23. Libraries in particular have performed well as new activities and services for the community have been added to the provision.
- 2.3 St. Joseph's Leisure Centre has seen an increase of 74% due to the relocation of dance shows from the Grand Hall to the Leisure Centre. This relocation and introduction of a community programme has also seen an increase of 26% in Stewarton Area Centre and Cumnock Town Hall.
- 2.4 The risk register has been reviewed and a new risk has been identified associated with the cancellation of large scale strategic events.

### **3 CORPORATE DELIVERY PLAN RECORD OF PROGRESS**

- 3.1 This report is the start of a new corporate delivery plan for the 2024-26 period, which includes 46 strategic outputs across our 6 Strategic Themes. In quarter 1, we have started working on 34 (74%) of the 2 year priorities. Updates are included against each output within the record of progress report.

### **4 FINANCIAL PERFORMANCE**

- 4.1 The financial performance quarter 1 report provides detail of the Trust's financial performance for the period April to June 2024. The projected outturn for East Ayrshire Leisure at 30<sup>th</sup> June 2024 is a £10k surplus position.

# REPORT TO BOARD OF TRUSTEES



## Recommendation/s:

It is recommended that Trustees:

- i. Note the East Ayrshire Leisure Performs Report for the period April to June 2024

Signature: *Annete Freed*

Designation: Chief Officer

Date: 10 September 2024



# EAST AYRSHIRE LEISURE PERFORMS

## QUARTER I

APRIL - JUNE

2024/25



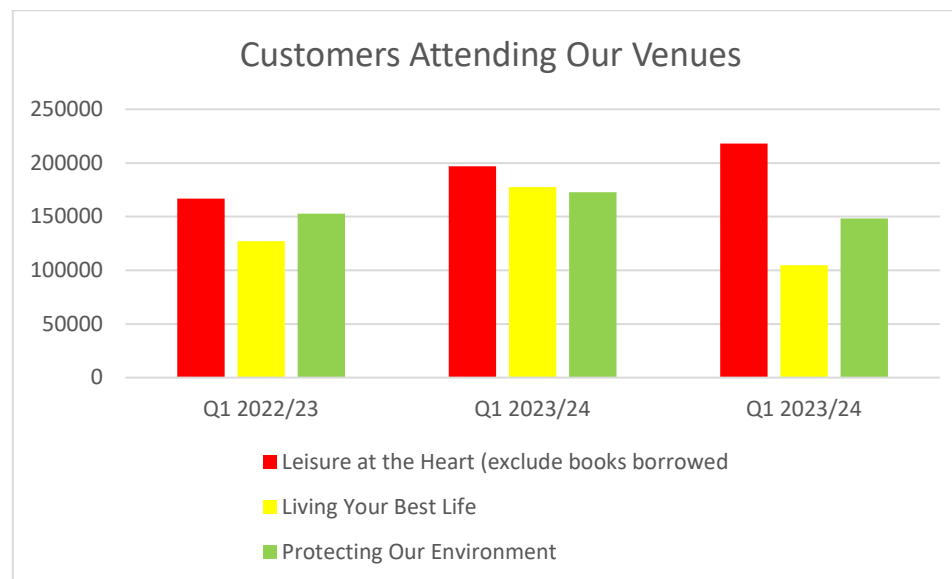
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## PERFORMANCE INDICATORS

### 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.



- Libraries have recorded an overall increase of 15.4% for quarter 1 2024/25. This is predominantly due to the introduction of the Access to Cash UK programme in Cumnock library and increase use of Auchinleck library by local schools. Overall the venues within **Leisure at the Heart** portfolio have seen an increase of 10.6% compared to the same period in 2023/24.
- The venues within the **Living Your Best Life** portfolio have seen an overall decrease of 41% compared to the same period in 2023/24. This is not surprising as the Palace and Grand Hall is now closed for refurbishment and had previously recorded nearly 30,000 visitors for the period. In 2023/24, the Dean Castle reopened after 4 years of redevelopment. There was an initial spike in visitors in April 2023. This is now a more settled figure for 2024. At the same time during this period, we launched our new look futuremuseum website. Whilst the transition for accessing the site by customers was seamless, there was a period of time where the data was not being accurately recorded on the new platform. This has resulted in a decrease in the performance figures for the period.
- **Protecting our Environment** is currently only recording figures for Dean Castle Country Park. The Country Park continues to be popular, although has recorded a decrease of 13.9% compared to the same period in 2023/24. This can be aligned to the spike in attendances at Dean Castle when it was opened in April 2023.



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  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	470,884				2.18 million	2.9 million
People engaging in our programmes						0.99 million
Our eastyrshireleisure.com online visitors	232,775				0.93 million	0.38 million
Online visitors to futuremuseums.com	9200				0.23 million	0.25 million
Number of programmes for 12-25 year olds	18				70	30
Number of programmes for 65+	15				29	15
Number of local and regional events and exhibitions	12				88	40
Number of children engaged in our education programme	5365				15446	20,000
Opportunities that we offer for volunteers and work placements	4				16	50
Our absence Levels	2.85				7.19	8 days / annum
Our staff turnover rates	2.2%				4.5%	7-10%
Number of community initiatives that we support	19				55	30
Number of partnership projects we engage in	40				138	40
Carbon Footprint	Not currently recorded				Not currently recorded	990tCO2e

## **KEY UPDATES**

### **Insurance Claims**

The following information provides an update on the number of live claims in progress during the period April - June 2024:-

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

### **Gifts & Hospitality**

No gifts and hospitality records were received during this period.

## **ORGANISATIONAL LEARNING**

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

<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>- Super nice, helpful, approachable and unbelievably adaptable, very impressed, outstanding, 5 stars all round; all phrases have been said about staff and venues this quarter.</li> <li>- Several comments received re. St Joseph's Leisure Centre: all the staff are amazing, your dedication and commitment to making everything work was brilliant, nothing is ever too much trouble.</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  (Ongoing issue)</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>• Number golf balls entering gardens and hitting cars at Annanhill Golf Course car park  (Ongoing issue)</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>
<b>Key Policies</b> Data Protection Code of Conduct	<ul style="list-style-type: none"> <li>• Review the Code of Conduct: section 13 - Use of Social Networking Media and consider explicitly mentioning Use of Social Media and taking photographs of colleagues or customers without permission.</li> </ul>	<ul style="list-style-type: none"> <li>• Code of Conduct discussed at Trust Induction.</li> </ul>

	<ul style="list-style-type: none"> <li>Review Data protection policy and consider explicit mention of the use of personal phones to capture and share photographs of customers and colleagues.</li> </ul>	
<b>Key Policies</b> Alcohol and Substance Use Policy	<ul style="list-style-type: none"> <li>Briefing for Executive Leads, Strategic Leads, Development Officers and Co-ordinators regarding the content and processes included in the Policy.</li> <li>All staff to be reminded of the content of the Policy</li> </ul>	<ul style="list-style-type: none"> <li>Briefing Sessions scheduled, Mandatory session for all Extended Management Team and Dev Co-ordinators</li> <li>Include within Staff Newsletter</li> </ul>
<b>Use of Personal Mobile Phones in the workplace</b>	<ul style="list-style-type: none"> <li>Consider the need for guidance on use of personal mobile phones in the workplace.</li> </ul>	<ul style="list-style-type: none"> <li>Include within Staff Newsletter</li> </ul>
<b>Staff Development Opportunities</b>	<ul style="list-style-type: none"> <li>Ensure all staff members are offered the same development opportunities</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>• Communication with East Ayrshire Council allowing forward planning to ensure that service provision meets the requirements of the main funding provider.</li> <li>• Introduction of Organisational Learning</li> <li>• Implementation of Growth Plan 2024-2030</li> <li>• PR; communications with staff and customers</li> <li>• Financial Strategy</li> <li>•</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 & Strategic Leads	4	3	12  RISK APPETITE: OPEN (Reputation)	MEDIUM	<ul style="list-style-type: none"> <li>• Business Planning</li> <li>• Positive Public Relations</li> <li>• Equipment Replacement Programme</li> <li>• Leisure Facility Strategy</li> <li>• Financial Strategy</li> <li>• Continued dialogue with Council</li> <li>• B.E.S.T. - ongoing training and development of staff</li> <li>• Introduction of Organisational Learning</li> <li>• Implementation of Growth Plan 2024-2030</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 & Strategic Leads	3	3	9  RISK APPETITE: OPEN (Reputation)	LOW	<ul style="list-style-type: none"> <li>• Service reviews</li> <li>• Positive Public Relations</li> <li>• Service Level Agreements/Contracts</li> <li>• Strategic Vision 2020-2030 with 2 yearly Corporate Delivery Plans</li> <li>• Leisure Facility Strategy</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 & Strategic Leads	3	4	12 RISK APPETITE: OPEN (Operation)	MEDIUM	<ul style="list-style-type: none"> <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 and Action Plan</li> <li>• Maintenance Liaison Group</li> <li>• Leisure Programme Board</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 & Strategic Leads	4	3	12 RISK APPETITE: OPEN (Financial)	MEDIUM	<ul style="list-style-type: none"> <li>• Attendance at Events</li> <li>• Recruitment and Selection procedure</li> <li>• B.E.S.T. reviews</li> <li>• Training and development programme</li> <li>• Growth Plan 2024-30</li> <li>• Financial Strategy</li> <li>• Establishment of a trading subsidiary</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 & Strategic Leads	3	2	6 RISK APPETITE: OPEN (Operation)	LOW	<ul style="list-style-type: none"> <li>• Training and development</li> <li>• Ongoing review of Training matrices</li> <li>• Induction Process</li> <li>• B.E.S.T. review and development programme</li> <li>• Recruitment and selection procedures</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 & Strategic Leads	1	4	4 RISK APPETITE: CAUTIOUS (Compliance)	LOW	<ul style="list-style-type: none"> <li>• Health &amp; Safety Strategy Group</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 & Strategic Leads	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>
9	There is a risk that East Ayrshire Leisure will not be able to proceed with planned events due to natural disasters, severe weather, threats or other unexpected incidents.	Executive Managers & Strategic Leads	3	4	12 RISK APPETITE: OPEN (Operation)	MEDIUM	<ul style="list-style-type: none"> <li>• Partnership working groups (SAG)</li> <li>• Support from EAC</li> <li>• Appropriate insurance cover in place</li> <li>• Contract agreements in place</li> <li>• PR; communications with staff and customers</li> </ul>





**CORPORATE DELIVERY PLAN**  
**RECORD OF PROGRESS**  
**QUARTER I**  
**APRIL - JUNE**  
**2024/25**







**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
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### SHARING OUR VISION

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

Output		Lead	Progress	Comments
1	Develop and implement a 2 year programme of Customer Exchange activities for members of the community	DR		
2	Develop a programme of customer consultation activities aligned to the priorities within the Leisure Facility Strategy	DR		The Cultural Kilmarnock stakeholder engagement sessions were scheduled to take place during Q1, but have been postponed and will now take place in Q2



### SHARING OUR VISION

**Strategic Objective: 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
3	Develop and implement a programme of signage and interpretation as outlined in the Leisure Facility Strategy 2022-30	DR		Timetable of work has been agreed and assigned for development on Teamwork New signage and interpretation has been installed at Annanhill Golf Course providing information about the new paths, local history and biodiversity.
4	Review all actions within the East Ayrshire Leisure Digital Transformation Action Plan 2021-24 and develop a revised action plan for the period 2024-26	DR		Outstanding items from 2022-24 have been pulled across into 2024-26 plan and are currently being collated into development actions. Further exploratory meetings with Strategic Leads to be arranged to ensure all service areas' needs and requirements are being addressed
5	Develop, implement and evaluate a Destination Campaign Action Plan for 2024-26	DR		



## SHARING OUR VISION

**Strategic Objective: 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
6	DR		EAC have been contacted re options for LearnPro as system has recently been upgraded. Meeting with Learn Pro representative to be arranged to discuss our bespoke requirements.
7	DR		<p>Work underway to carry out Staff Survey with IBP Research. Survey will be live August 24</p> <p>Working Group has been established to look at Staff Exchange Event 2024 – ‘Wellbeing Wednesday’ on 4<sup>th</sup> Sept which will encompass many areas of wellbeing and our charity partners SAMH will be in attendance providing guidance and support</p> <p>As part of our Organisational Growth Communication Plan, Information ‘Roadshows’ are being developed that will be provide staff, customers and stakeholders with an opportunity to offer feedback and views on current services, development proposals and raise any questions/concerns.</p> <p>Format of Coffee Chats to be revised moving forward</p>



### LEISURE AT THE HEART OF EVERY COMMUNITY

**Strategic Objective: 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
8	GR		The community campus project is not progressing. There will now be a refurbishment of the building including an upgrade to all leisure facilities. The project team have been asked to develop refurbishment proposals for discussion with partners and the community.
9	GR		Merlin Park development funding has been secured through EAC, including potential developer contributions towards an enhance car park.  The development of Scott Ellis playing fields has been incorporated into the proposals for the Ayrshire Regional Sport Park



### LEISURE AT THE HEART OF EVERY COMMUNITY

**Strategic Objective: 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
10	GR		
11	GR		


### LEISURE AT THE HEART OF EVERY COMMUNITY

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

Output	Lead	Progress	Comments	
12	Secure funding for the redevelopment of Darvel Town Hall	GR		
13	Implement improvement plan for Rose Reilly Sports Centre including installation of a studio for fully inclusive exercise, an outdoor pump track, new play area and outdoor fitness space	GR		Innerva has been appointed as the preferred supplier for the new wellbeing studio. A programme timeline is being finalised for the installation and launch of this facility. Part funding has been secured for the development of the pump track and the enhanced outdoor facilities. This will be progressed to tender in quarter 2.





### LIVING YOUR BEST LIFE




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

Output	Lead	Progress	Comments	
14	Establish a Youth Board in line with the East Ayrshire Leisure Programme Development Strategy 2022-2026	MC		Following initial meeting, focus has been on ambassadors. Positive discussions around Performing Arts (pathways, educational links), Visual Arts/Museums (young curators) and Sport (youth golf links). Scottish Club Sport (Jenna) – Young People’s panel model to replicate.

## LIVING YOUR BEST LIFE

**Strategic Objective: 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
15	Work with key stakeholders across Ayrshire to develop a regional wide Cultural Strategy	MC		Still in planning stage. Following initial meeting/discussions, tender was advertised for consultant but didn't attract enough interest.
16	Develop a funding strategy for the implementation of the Ayrshire Regional Sports Park	MC		Positive meetings/discussions with EAC, SportsScotland and NGB partners. A brief for a consultancy firm has been devised – with the purpose of developing Sports Park plans. Examples of companies to whom this may be of interest e.g. Alliance Leisure, Sports Labs etc. To be submitted to procurement and shortlisting to be carried out.
17	Develop a masterplan for Annanhill Golf Course, which includes the development of the clubhouse to enhance participation in female and youth golf	MC		<p>Positive progress with Youth Golf, with development of participation growing, and the AGC due to host the Ayrshire Junior Golf Open on 1<sup>st</sup> Aug. More inroads to be made with female participation and facilities. Development of clubhouse is not yet in progressed.</p> <p>Young Golf – Developing partnership with Golphin (using AAA). Public consultation required to understand why females aren't participating in golf at Annanhill – despite it being a popular pass-time in Ayrshire region. Possibly due to social aspect – lack of café/coffee &amp; cake culture to tie in with Golf. Use of floor space for other activities e.g. Yoga, Pilates, Baby Sensory etc. Youth season tickets is 18.5% of total ticket sales.</p>
18	Review the opportunities for 2024/26 within the East Ayrshire Leisure Programme Development Strategy 2022-2026 and develop and implement a 2 year programme of hallmark and regional events	MC		Developed Event Plan for 2024 – 25, and firming up regular/expected events. Require further analysis on financial sustainability of the events. Currently, large events planned for May (Fest), Aug/Sep (Tastes), October (Killiween), Nov- Dec (Big Top Panto), Dec (Town Centre), Dec (Starry Nights), Jan (Big Top Live). Running/Sports events continue to be successful

				<p>and grow, not yet developed effective model for 24 hour/large scale event – would like to consider Triathlon/Relay model to coincide with Infinity Loop. Calendar of Sports events. Monthly play/children’s activities around all venues e.g. inflatable, archery, zorbing, cricket etc.</p> <p>Mayfest was a success in terms of attracting some good publicity and a model to grow from. The Castle Courtyard and DCCP, hosted the EAC Awards on Friday 17<sup>th</sup> May, ‘Live @ ... The Dean’ on the Saturday, and Tastes of Ayrshire on Sunday 19<sup>th</sup> May.</p> <p>A proposed Whisky festival day has been rescheduled to Aug/Sep 2025 – based on feedback from whisky companies re the busy calendar and lead in time.</p>
19	Implement redevelopment project at Burns House Museum as part of the Mauchline CARS project	MC		External works have been developed through the Mauchline CARS project and have received outline planning consent. An expression of interest has been submitted to NHLF for internal improvements including interpretation and signage.
20	Develop an interpretation plan that provides enhance public access to the Dean Castle	MC		
21	Develop and implement Cultural Kilmarnock	MC		Grand Hall and Palace Theatre have been closed, and now emptied. Contractors to start in Autumn 2024. Cost analysis of project still ongoing.




## LIVING YOUR BEST LIFE

**Strategic Objective: 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
22	Implement a campaign to promote the new Futuremuseum.com platform and add community based collections to the website	MC		Positive progress with Futuremuseum site. Marketing/promo campaign is required. Unable to report due to technical difficulties with origins of site.
23	Develop a funding strategy for the creation of an 'open store' museum	MC		In planning stages.
24	Maintain accreditation for our museums by reviewing the Collection Procedural Manual in line with the Collection Development Strategy 2022-30 and Collection Agreement and submitting an application to Museum Galleries Scotland	MC		Reviewed accreditation requirements and working with other external partners to ensure these are achieved within required timescales.
25	Develop an action plan for the completion of the digitisation of the entire museum collection onto Axiell Collection Management System	MC		Ongoing process as part of Collection Care Management Action Plan.
26	Implement, monitor and evaluate the actions outlined in the East Ayrshire Leisure Sporting Pathways Action Plan 2023-26	MC		Built on uptake of Run Jump and Throw across sites. Improved ASN engagement and programmes. Working towards junior athletics pathway with partners. Aim to introduce regular and seasonal running/triathlon events across EAL estate. Continue to recruit and build on Golf programme/pathway. Improvements made to AGC has attracted larger regional events. Gymnastics continues to prove challenging due to lack of coaches and engagement with NGB. Investigating development of Junior Club pathway in Athletics. Within Gymnastics there is a plan to develop Gymnastics School/Club with activators and Lead Coaches, to help develop programme.




**INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES**

**Strategic Objective: 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
27   Develop, implement, monitor and evaluate a People Strategy	IP		





**INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES**

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

Output	Lead	Progress	Comments
28   Identify and implement opportunities for Foundation Apprenticeships	IP		
29   Identify and implement opportunities for Modern Apprenticeships	IP		Research has been carried out to determine where the Trust could provide MA opportunities and where these would sit within each of our strategic themes. Benchmarking with EAC and other local authorities on payscales has been carried out.
30   Identify and implement opportunities for Graduate Apprenticeships	IP		


## INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES

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

Output	Lead	Progress	Comments
31	Implement, Monitor and Evaluate Leisure Management Systems	IP	 Go Live Date 12 <sup>th</sup> June – rollout is ongoing with a key focus on online sign up/invoicing/APP launch
32	Implement, Monitor and Evaluate Leisure Ticketing Systems	IP	 Go Live Date 1 <sup>st</sup> May – monitoring and evaluation is on-going
33	Review and identify various payment methods available to the Trust which will enhance customer service	IP	 Work is underway and is being prioritised in line with the Leisure Facility Strategy
34	Explore opportunities to enhance the existing commitment reporting system	IP	





## CREATING A SOLID FOUNDATION FOR GROWTH

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

Output	Lead	Progress	Comments
35	Develop, implement, monitor and evaluate identified actions outlined within the East Ayrshire Leisure Growth Plan	LR	 Updated Growth Plan approved by Board, actions identified and Working Groups established


### CREATING A SOLID FOUNDATION FOR GROWTH

**Strategic Objective: 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
36	LR		
37	LR		Hospitality offer is being adapted to suit events in conjunction with Event Programme.
38	LR		
39	LR		Working Group has been established and Azets have been commissioned to carry out some advisory work around VAT/Tax implications




### PROTECTING OUR ENVIRONMENT

**Strategic Objective: 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
40	CK		Internal recycling bins being delivered, external bins being reviewed. Carbon Literacy training course approved and being rolled out.



## PROTECTING OUR ENVIRONMENT


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

Output	Lead	Progress	Comments
41	CK		WPI issued and working with EAC for confirmed costs and timescales for upgrading the outdoor toilets
42	CK		Including as part of the Urban Croft proposal
43	CK		Consultancy company appointed, customer survey complete and report being compiled

## PROTECTING OUR ENVIRONMENT

**Strategic Objective: To implement a Sustainable Transport Strategy which encourages active travel in all our operations and with our staff and customers**

Output	Lead	Progress	Comments
44	CK		Route Agreed
45	CK		Accessibility Audit underway and working with Ayrshire Roads Alliance in relation to bridges on the route

46	Develop a funding strategy to upgrade and install additional electrical supply to Annanhill Golf Course to allow the move from diesel to electric golf carts	CK		Meeting scheduled to consider electric Golf carts
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**FINANCIAL PERFORMANCE**  
**QUARTER I**  
**APRIL - JUNE**  
**2024/25**



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**Notes:**

All financial figures are cumulative to the current quarter and projected to the end of the financial year, i.e Qtr 3 shows the actual amounts for Qtr 3, combined with projections up to the end of March 2025.

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> June 2024 is a favourable variance of £10,000. 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 are closely monitored and managed within the Service during the year where possible - Detailed explanation of variances can be found within individual Service Analysis.

**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 2024/25 savings approved at 20<sup>th</sup> February 2024 Board meeting.

Service Division	Annual Budget 2024/25	Annual Budget 2024/25 Qtr 1	Annual Budget 2024/25 Qtr 2	Annual Budget 2024/25 Qtr 3	Annual Budget 2024/25 Qtr 4	Comments
<b>EXECUTIVE MANAGEMENT</b>		346,690				
<b>SHARING OUR VISION</b>		415,810				
<b>INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES</b>		615,660				
<b>CREATING A SOLID FOUNDATION FOR GROWTH</b>		198,780				
<b>LEISURE AT THE HEART OF EVERY COMMUNITY</b>		1,947,260				
<b>LIVING YOUR BEST LIFE</b>		994,760				
<b>PROTECTING ENVIRONMENT</b>		1,000,880				
<b>TOTAL</b>	5,638,300					
<b>SAVINGS TO BE ALLOCATED</b>	(181,000)					
<b>TOTAL</b>	5,457,300	5,519,840	0	0	0	
<b>Management Fee</b>	(5,457,300)	(5,502,030)				
<b>Reserves</b>	0	(17,810)				
<b>TOTAL</b>	0	0	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; 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**

Actual Out-turn to 31/03/24	Service Division	Annual Estimate 2024/25	Revised Actual Exp. to 30/06/24	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/25	Variance (Favourable) / Adverse	
<b>321,098</b>	<b>EXECUTIVE MANAGEMENT</b>	<b>346,690</b>	<b>(33,517)</b>	<b>-10%</b>	<b>304,580</b>	<b>(42,110)</b>	
<b>404,249</b>	<b>SHARING OUR VISION</b>	<b>415,810</b>	<b>102,128</b>	<b>25%</b>	<b>415,810</b>	<b>0</b>	
61,510	Vision Management Team	60,050	13,227	22%	60,050	0	
44,977	Visual Communications	44,650	10,117	23%	44,650	0	
192,788	Marketing & Tourism	199,390	51,638	26%	199,390	0	
35,509	Organisational Administration	35,570	8,228	23%	35,570	0	
69,466	Training & Engagement	76,150	18,919	25%	76,150	0	
<b>754,874</b>	<b>INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES</b>	<b>615,660</b>	<b>117,468</b>	<b>19%</b>	<b>637,410</b>	<b>21,750</b>	
65,532	People Management Team	67,930	15,154	22%	67,930	0	
45,027	Volunteer & Placement	47,650	10,113	21%	47,650	0	
199,043	Systems & Data	178,230	40,289	23%	178,230	0	
460,984	Corporate	360,280	56,457	16%	360,280	0	
(15,713)	Community Lettings Co Managed Centres	(38,430)	(4,546)	12%	(16,680)	21,750	
<b>210,137</b>	<b>CREATING A SOLID FOUNDATION FOR GROWTH</b>	<b>198,780</b>	<b>48,339</b>	<b>24%</b>	<b>198,780</b>	<b>0</b>	
59,298	Growth Management Team	59,070	13,081	22%	59,070	0	
42,846	Finance	67,830	11,457	17%	83,830	16,000	
78,982	Commercial (Hospitality & Retail)	27,230	23,801	87%	27,230	0	
29,012	Commercial (Business)	44,650	0	0%	28,650	(16,000)	
<b>2,092,364</b>	<b>LEISURE AT THE HEART OF EVERY COMMUNITY</b>	<b>1,947,260</b>	<b>553,462</b>	<b>28%</b>	<b>1,947,260</b>	<b>0</b>	
74,621	Community Management Team	97,350	16,741	17%	97,350	0	
342,438	Cultural Hubs	304,570	69,439	23%	304,570	0	
428,176	Lifestyle Hubs	403,910	122,935	30%	403,910	0	
991,496	Library Hubs	956,810	289,096	30%	956,810	0	
137,108	Sport Hubs	98,690	43,537	44%	98,690	0	
23,890	Sport Football	27,660	(7,071)	-26%	27,660	0	
94,633	Management Arrangements	58,270	18,784	32%	58,270	0	
<b>1,176,470</b>	<b>LIVING YOUR BEST LIFE</b>	<b>994,760</b>	<b>212,826</b>	<b>21%</b>	<b>994,760</b>	<b>0</b>	
49,024	Best Life Management Team	65,990	15,080	23%	65,990	0	

159,986	Sports	115,490	(38,080)	-33%	115,490	0	
511,206	Museums	480,220	123,743	26%	480,220	0	
320,569	Performing Arts	175,330	68,241	39%	175,330	0	
135,685	Visual Arts	157,730	43,842	28%	157,730	0	
<b>1,069,350</b>	<b>PROTECTING OUR ENVIRONMENT</b>	<b>1,000,880</b>	<b>236,787</b>	<b>24%</b>	<b>1,011,240</b>	<b>10,360</b>	
73,177	Environment Management Team	79,200	15,732	20%	79,200	0	
544,813	Sustainability	538,740	137,488	26%	538,740	0	
108,805	Estates	105,080	19,192	18%	105,080	0	
342,555	Countryside	277,860	64,375	23%	288,220	10,360	
<b>6,028,543</b>	<b>TOTAL</b>	<b>5,519,840</b>	<b>1,237,492</b>	<b>22%</b>	<b>5,509,840</b>	<b>(10,000)</b>	
<b>(5,827,870)</b>	<b>Management Fee</b>	<b>(5,502,030)</b>	<b>(1,364,331)</b>	<b>25%</b>	<b>(5,502,030)</b>	<b>0</b>	
<b>200,673</b>	<b>TOTAL</b>	<b>17,810</b>	<b>(126,839)</b>		<b>7,810</b>	<b>(10,000)</b>	
<b>(214,340)</b>	<b>Trs From Reserves</b>	<b>(17,810)</b>	<b>(17,810)</b>	<b>100%</b>	<b>(17,810)</b>	<b>0</b>	
<b>(13,667)</b>	<b>TOTAL (after transfer from reserves)</b>	<b>0</b>	<b>(144,649)</b>		<b>(10,000)</b>	<b>(10,000)</b>	

**TABLE B – OVERALL NET POSITION**

Actual Out-turn to 31/03/24	Service Division	Annual Estimate 2024/25	Revised Actual Exp. to 30/06/24	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/25	Variance (Favourable) / Adverse	
(2,464,202)	Income From Charitable Activities	(2,322,900)	(361,284)	16%	(2,378,205)	(55,305)	
(5,827,870)	Management Fee	(5,502,030)	(1,364,331)	25%	(5,502,030)	0	
<b>(8,292,072)</b>	<b>TOTAL INCOME</b>	<b>(7,824,930)</b>	<b>(1,725,615)</b>	<b>22%</b>	<b>(7,880,235)</b>	<b>(55,305)</b>	
5,914,990	Employee Costs	5,907,200	1,248,804	21%	5,830,490	(76,710)	
80,245	Transport Costs	43,380	11,543	27%	43,380	0	
907,532	Premises Costs	823,520	103,889	13%	838,020	14,500	
1,192,096	Supplies & Services	929,420	243,270	26%	1,036,935	107,515	
32,680	Financing Costs	0	0		0	0	
187,400	Support Costs	0	0		0	0	
177,801	Governance Costs	139,220	(8,729)	-6%	139,220	0	
<b>8,492,745</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>7,842,740</b>	<b>1,598,776</b>	<b>20%</b>	<b>7,888,045</b>	<b>45,305</b>	
<b>200,673</b>	<b>NET POSITION</b>	<b>17,810</b>	<b>(126,839)</b>		<b>7,810</b>	<b>(10,000)</b>	
<b>(214,340)</b>	<b>Trs From Reserves</b>	<b>(17,810)</b>	<b>(17,810)</b>	<b>100%</b>	<b>(17,810)</b>	<b>0</b>	
<b>(13,667)</b>	<b>TOTAL (after transfer from reserves)</b>	<b>0</b>	<b>(144,649)</b>		<b>(10,000)</b>	<b>(10,000)</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

Actual Out-turn to 31/03/24	EXECUTIVE MANAGEMENT	Annual Estimate 2024/25	Revised Actual Exp. to 30/06/24	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/25	Variance (Favourable) / Adverse
(5,827,870)	Executive Management	(5,155,340)	(1,397,848)	27%	(5,197,450)	(42,110)
<b>(29,230)</b>	<b>Trs From Reserves</b>	<b>(10,000)</b>	<b>(10,000)</b>		<b>(10,000)</b>	<b>0</b>
<b>(5,857,100)</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>(5,165,340)</b>	<b>(1,407,848)</b>	<b>27%</b>	<b>(5,207,450)</b>	<b>(42,110)</b>
(133,393)	Income From Charitable Activities	0	(3,727)		(10,000)	(10,000)
(5,827,870)	Management Fee	(5,502,030)	(1,364,331)	25%	(5,502,030)	0
0	External funding	0	0		0	0
<b>(5,961,263)</b>	<b>TOTAL INCOME</b>	<b>(5,502,030)</b>	<b>(1,368,058)</b>	<b>25%</b>	<b>(5,512,030)</b>	<b>(10,000)</b>
330,212	Employee Costs	485,970	73,570	15%	455,260	(30,710)
0	Transport Costs	0	0		0	0
8,405	Premises Costs	0	(34,990)		0	0
83,172	Supplies & Services	(159,060)	(68,370)	43%	(160,460)	(1,400)
0	Financing Costs	0	0		0	0
0	Support Costs	0	0		0	0
32,701	Governance Costs	19,780	0	0%	19,780	0
<b>454,490</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>346,690</b>	<b>(29,790)</b>	<b>-9%</b>	<b>314,580</b>	<b>(32,110)</b>
<b>(5,506,772)</b>	<b>NET POSITION</b>	<b>(5,155,340)</b>	<b>(1,397,848)</b>	<b>27%</b>	<b>(5,197,450)</b>	<b>(42,110)</b>
<b>(29,230)</b>	<b>Trs From Reserves</b>	<b>(10,000)</b>	<b>(10,000)</b>		<b>(10,000)</b>	<b>0</b>
<b>(5,536,002)</b>	<b>TOTAL (after transfer from reserves)</b>	<b>(5,165,340)</b>	<b>(1,407,848)</b>	<b>27%</b>	<b>(5,207,450)</b>	<b>(42,110)</b>



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**Comments**

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

Executive Management

Favourable variance relates to management action being taken to support all the Trust Services, including £10k projected income from External Events

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## SHARING OUR VISION ANALYSIS

Actual Out-turn to 31/03/24	SHARING OUR VISION	Annual Estimate 2024/25	Revised Actual Exp. to 30/06/24	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/25	Variance (Favourable) / Adverse
61,510	Vision Management Team	60,050	13,227	22%	60,050	0
44,977	Visual Communications	44,650	10,117	23%	44,650	0
192,788	Marketing & Tourism	199,390	51,638	26%	199,390	0
35,509	Organisational Administration	35,570	8,228	23%	35,570	0
69,466	Training & Engagement	76,150	18,919	25%	76,150	0
0	Trs From Reserves	0	0		0	0
404,249	<b>TOTAL OBJECTIVE ANALYSIS</b>	415,810	102,128	25%	415,810	0
(1,033)	Income From Charitable Activities	(1,500)	0	0%	(1,500)	0
(1,033)	<b>TOTAL INCOME</b>	(1,500)	0	0%	(1,500)	0
333,905	Employee Costs	338,160	78,459	23%	338,160	0
0	Transport Costs	0	0		0	0
0	Premises Costs	0	0		0	0
68,991	Supplies & Services	78,150	23,669	30%	78,150	0
0	Financing Costs	0	0		0	0
0	Support Costs	0	0		0	0
2,387	Governance Costs	1,000	0	0%	1,000	0
405,283	<b>TOTAL RESOURCES EXPENDED</b>	417,310	102,128	24%	417,310	0
404,249	<b>NET POSITION</b>	415,810	102,128	25%	415,810	0
0	Trs From Reserves	0	0		0	0
404,249	<b>TOTAL (after transfer from reserves)</b>	415,810	102,128	25%	415,810	0

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**Comments**

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

Sharing Our Vision

Currently a breakeven position is anticipated.

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## INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES ANALYSIS

Actual Out-turn to 31/03/24	INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES	Annual Estimate 2024/25	Revised Actual Exp. to 30/06/24	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/25	Variance (Favourable) / Adverse
65,532	People Management Team	67,930	15,154	22%	67,930	0
45,027	Volunteer & Placement	47,650	10,113	21%	47,650	0
199,043	Systems & Data	178,230	40,289	23%	178,230	0
460,984	Corporate	360,280	56,457		360,280	0
(15,713)	Active Community Hubs	(38,430)	(4,546)		(16,680)	21,750
<b>(14,460)</b>	<b>Trs From Reserves</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>740,414</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>615,660</b>	<b>117,468</b>	<b>19%</b>	<b>637,410</b>	<b>21,750</b>
(47,238)	Income From Charitable Activities	(56,130)	(7,125)	13%	(48,680)	7,450
<b>(47,238)</b>	<b>TOTAL INCOME</b>	<b>(56,130)</b>	<b>(7,125)</b>	<b>13%</b>	<b>(48,680)</b>	<b>7,450</b>
462,847	Employee Costs	500,260	113,540	23%	500,260	0
0	Transport Costs	0	0		0	0
14,800	Premises Costs	180	720	400%	14,680	14,500
103,021	Supplies & Services	140,100	22,148	16%	139,900	(200)
0	Financing Costs	0	0		0	0
187,400	Support Costs	0	0		0	0
34,045	Governance Costs	31,250	(11,815)	-38%	31,250	0
<b>802,112</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>671,790</b>	<b>124,592</b>	<b>19%</b>	<b>686,090</b>	<b>14,300</b>
<b>754,874</b>	<b>NET POSITION</b>	<b>615,660</b>	<b>117,468</b>	<b>19%</b>	<b>637,410</b>	<b>21,750</b>
<b>(14,460)</b>	<b>Trs From Reserves</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>740,414</b>	<b>TOTAL (after transfer from reserves)</b>	<b>615,660</b>	<b>117,468</b>	<b>19%</b>	<b>637,410</b>	<b>21,750</b>

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**Comments**

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**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 an adverse position is anticipated resulting from a historic adverse variance within Income (Active Community Hubs). Management are currently investigating a potential solution to this ongoing issue.

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## CREATING A SOLID FOUNDATION FOR GROWTH ANALYSIS

Actual Out-turn to 31/03/24	CREATING A SOLID FOUNDATION FOR GROWTH	Annual Estimate 2024/25	Revised Actual Exp. to 30/06/24	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/25	Variance (Favourable) / Adverse
59,298	Growth Management Team	59,070	13,081	22%	59,070	0
42,846	Finance	67,830	11,457	17%	83,830	16,000
78,982	Commercial (Hospitality & Retail)	27,230	23,801	87%	27,230	0
29,012	Commercial (Business)	44,650	0	0%	28,650	(16,000)
<b>0</b>	<b>Trs From Reserves</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>210,137</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>198,780</b>	<b>48,339</b>	<b>24%</b>	<b>198,780</b>	<b>0</b>
(405,314)	Income From Charitable Activities	(439,510)	(55,177)	13%	(439,510)	0
<b>(405,314)</b>	<b>TOTAL INCOME</b>	<b>(439,510)</b>	<b>(55,177)</b>	<b>13%</b>	<b>(439,510)</b>	<b>0</b>
363,059	Employee Costs	385,750	64,124	17%	339,750	(46,000)
0	Transport Costs	0	0		0	0
2,241	Premises Costs	0	80		0	0
235,530	Supplies & Services	239,570	36,226	15%	285,570	46,000
0	Financing Costs	0	0		0	0
0	Support Costs	0	0		0	0
14,621	Governance Costs	12,970	3,086	24%	12,970	0
<b>615,451</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>638,290</b>	<b>103,516</b>	<b>16%</b>	<b>638,290</b>	<b>0</b>
<b>210,137</b>	<b>NET POSITION</b>	<b>198,780</b>	<b>48,339</b>	<b>24%</b>	<b>198,780</b>	<b>0</b>
<b>0</b>	<b>Trs From Reserves</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>210,137</b>	<b>TOTAL (after transfer from reserves)</b>	<b>198,780</b>	<b>48,339</b>	<b>24%</b>	<b>198,780</b>	<b>0</b>

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**Comments**

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

Creating A Solid Foundation For Growth

Currently a breakeven position is anticipated - variances are related to a maternity leave currently being filled by agency personnel

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## LEISURE AT THE HEART OF EVERY COMMUNITY ANALYSIS

Actual Out-turn to 31/03/24	LEISURE AT THE HEART OF EVERY COMMUNITY	Annual Estimate 2024/25	Revised Actual Exp. to 30/06/24	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/25	Variance (Favourable) / Adverse
74,621	Community Management Team	97,350	16,741	17%	97,350	0
342,438	Cultural Hubs	304,570	69,439	23%	304,570	0
428,176	Lifestyle Hubs	403,910	122,935	30%	403,910	0
991,496	Library Hubs	956,810	289,096	30%	956,810	0
137,108	Sport Hubs	98,690	43,537	44%	98,690	0
23,890	Sport Football	27,660	(7,071)	-26%	27,660	0
94,633	Management Arrangements	58,270	18,784	32%	58,270	0
<b>(20,570)</b>	<b>Trs From Reserves</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>2,071,794</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>1,947,260</b>	<b>553,462</b>	<b>28%</b>	<b>1,947,260</b>	<b>0</b>
(1,096,681)	Income From Charitable Activities	(1,078,220)	(150,471)	14%	(1,078,220)	0
<b>(1,096,681)</b>	<b>TOTAL INCOME</b>	<b>(1,078,220)</b>	<b>(150,471)</b>	<b>14%</b>	<b>(1,078,220)</b>	<b>0</b>
2,421,731	Employee Costs	2,305,990	500,118	22%	2,305,990	0
29,876	Transport Costs	12,830	4,117	32%	12,830	0
485,518	Premises Costs	450,360	75,384	17%	450,360	0
231,110	Supplies & Services	245,490	124,314	51%	245,490	0
9,100	Financing Costs	0	0		0	0
0	Support Costs	0	0		0	0
11,710	Governance Costs	10,810	0	0%	10,810	0
<b>3,189,045</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>3,025,480</b>	<b>703,933</b>	<b>23%</b>	<b>3,025,480</b>	<b>0</b>
<b>2,092,364</b>	<b>NET POSITION</b>	<b>1,947,260</b>	<b>553,462</b>	<b>28%</b>	<b>1,947,260</b>	<b>0</b>
<b>(20,570)</b>	<b>Trs From Reserves</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>2,071,794</b>	<b>TOTAL (after transfer from reserves)</b>	<b>1,947,260</b>	<b>553,462</b>	<b>28%</b>	<b>1,947,260</b>	<b>0</b>



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## Comments

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**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

Currently showing a break even position

### Cultural Hubs

Currently showing a break even position, however further monitoring required on the impact of the Community programme will have on cultural hubs income and expenditure budgets. Long term sickness is also being managed

### Lifestyle Hubs

Currently showing a break even position, however further monitoring of sports hall income is required

### Library Hubs

Currently showing a break even position

### Sport Hubs

Currently showing a break even position, however further monitoring of sports hall income is required

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## LIVING YOUR BEST LIFE ANALYSIS

Actual Out-turn to 31/03/24	LIVING YOUR BEST LIFE	Annual Estimate 2024/25	Revised Actual Exp. to 30/06/24	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/25	Variance (Favourable) / Adverse
49,024	Best Life Management Team	65,990	15,080	23%	65,990	0
159,986	Sports	115,490	(38,120)	-33%	115,490	0
511,206	Museums	480,220	123,743	26%	480,220	0
320,569	Performing Arts	175,330	68,241	39%	175,330	0
135,685	Visual Arts	157,730	43,842	28%	157,730	0
<b>(105,650)</b>	<b>Trs From Reserves</b>	<b>(7,810)</b>	<b>(7,810)</b>		<b>(7,810)</b>	<b>0</b>
<b>1,070,820</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>986,950</b>	<b>204,976</b>	<b>21%</b>	<b>986,950</b>	<b>0</b>
(733,938)	Income From Charitable Activities	(691,020)	(132,772)	19%	(752,700)	(61,680)
<b>(733,938)</b>	<b>TOTAL INCOME</b>	<b>(691,020)</b>	<b>(132,772)</b>		<b>(752,700)</b>	<b>(61,680)</b>
1,104,211	Employee Costs	996,190	213,683	21%	996,190	0
11,636	Transport Costs	5,860	4,025	69%	5,860	0
302,159	Premises Costs	294,600	54,327	18%	294,600	0
420,505	Supplies & Services	342,620	73,523	21%	404,300	61,680
13,910	Financing Costs	0	0		0	0
0	Support Costs	0	0		0	0
57,987	Governance Costs	46,510	0	0%	46,510	0
<b>1,910,408</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>1,685,780</b>	<b>345,559</b>	<b>20%</b>	<b>1,747,460</b>	<b>61,680</b>
<b>1,176,470</b>	<b>NET POSITION</b>	<b>994,760</b>	<b>212,786</b>	<b>21%</b>	<b>994,760</b>	<b>0</b>
<b>(105,650)</b>	<b>Trs From Reserves</b>	<b>(7,810)</b>	<b>(7,810)</b>		<b>(7,810)</b>	<b>0</b>
<b>1,070,820</b>	<b>TOTAL (after transfer from reserves)</b>	<b>986,950</b>	<b>204,976</b>	<b>21%</b>	<b>986,950</b>	<b>0</b>

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## Comments

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**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

Currently showing a break even position

### Sports

2023-24 reported a deficit in Sports Coaching, track memberships and ticket sales; it is anticipated that there will be some growth over 2024/25. Management is currently monitoring and will provide an update at next quarter.

### Museums

### Performing Arts

Currently no shortfall is projected following the closure of Palace and Grand Hall Complex. An alternative programme has been developed for the Community Venues and management is currently monitoring this programme and will provide an update at next quarter.

Scott Kyle recruited as Development Officer (Performing Arts) July 2024 – End March 2025.

### Visual Arts

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## PROTECTING OUR ENVIRONMENT ANALYSIS

Actual Out-turn to 31/03/24	PROTECTING OUR ENVIRONMENT	Annual Estimate 2024/25	Revised Actual Exp. to 30/06/24	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/25	Variance (Favourable) / Adverse
73,177	Environment Management Team	79,200	15,732	20%	79,200	0
544,813	Sustainability	538,740	137,488	26%	538,740	0
108,805	Estates	105,080	19,192	18%	105,080	0
342,555	Countryside	277,860	64,375	23%	288,220	10,360
<b>(44,430)</b>	<b>Trs From Reserves</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>1,024,920</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>1,000,880</b>	<b>236,787</b>	<b>24%</b>	<b>1,011,240</b>	<b>10,360</b>
(46,606)	Income From Charitable Activities	(56,520)	(12,051)	21%	(47,595)	8,925
<b>(46,606)</b>	<b>TOTAL INCOME</b>	<b>(56,520)</b>	<b>(12,051)</b>		<b>(47,595)</b>	<b>8,925</b>
899,026	Employee Costs	894,880	205,310	23%	894,880	0
38,733	Transport Costs	24,690	3,400	14%	24,690	0
94,410	Premises Costs	78,380	8,368	11%	78,380	0
49,767	Supplies & Services	42,550	31,760	75%	43,985	1,435
9,670	Financing Costs	0	0		0	0
0	Support Costs	0	0		0	0
24,351	Governance Costs	16,900	0	0%	16,900	0
<b>1,115,956</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>1,057,400</b>	<b>248,838</b>	<b>24%</b>	<b>1,058,835</b>	<b>1,435</b>
<b>1,069,350</b>	<b>NET POSITION</b>	<b>1,000,880</b>	<b>236,787</b>	<b>24%</b>	<b>1,011,240</b>	<b>10,360</b>
<b>(44,430)</b>	<b>Trs From Reserves</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>1,024,920</b>	<b>TOTAL (after transfer from reserves)</b>	<b>1,000,880</b>	<b>236,787</b>	<b>24%</b>	<b>1,011,240</b>	<b>10,360</b>

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**Comments**

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

Countryside

Adverse variance predominately relates to Professional Services Income (£6k income shortfall) for a service which is no longer offered. Consideration being given to alternative income sources however, it is unlikely to be in this region. Management are currently investigating a potential solution to this ongoing issue.

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## **RESERVES AS AT 30<sup>th</sup> JUNE 2024**

### **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>	2023/24 b/f	2023/24 SURPLUS	BALANCE 31 March 2024	APPROVED ALLOCATIONS	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	NOTES
RETAINED RESERVES	270,000		270,000		270,000						270,000	
UNUSEABLE RESERVES	89,942	0	89,942	0	89,942					-	89,942	
UNALLOCATED RESERVES	209,405	13,667	223,072	16370	239,442						239,442	
ALLOCATED RESERVES	564,345	0	564,345	-16,370	547,975		17,810	0	0	0	530,165	see Allocated Table
MGTR FUNDS	85,047		85,047		85,047		(48,596)				133,643	£86k allocated Board 20.06.24 - Malky McCormick Collection
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>1,192,785</b>	<b>13,667</b>	<b>1,206,453</b>	<b>0</b>	<b>1,206,452</b>	<b>0</b>	<b>(30,786)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,237,238</b>	

## Allocated Reserves Analysis

ALLOCATED RESERVES	2023/24 b/f	2023/24 SURPLUS	BALANCE	APPROVED ALLOCATIONS	REVISED BALANCE	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
			31 March 2024										
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	
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	111,970		111,970		111,970					111,970	28 June 2022 Board	Ongoing	Allocation approved by Executive Management; £45.8k + £10.75k transferred to Unuseable Reserves
Wellbeing Initiatives - EA Gift Cards to staff	4,280		4,280		4,280					4,280	4 October 2022 Board	Ongoing	
10th Anniversary Events and Initiatives	19,590		19,590		19,590					19,590	21 February 2023 Board	Ongoing	
Uniforms	35,000		35,000		35,000					35,000	30 May 2023 Board	Ongoing	
Security Costs - Palace & Grand Hall	2,500		2,500		2,500					2,500	30 May 2023 Board	Ongoing	
Dean Castle - Visitor Safety Measures	5,000		5,000		5,000					5,000	30 May 2023 Board	Ongoing	
Collection Management Support (1 FTE Co-ordinator)	22,680		22,680		22,680	7,810				14,870	28 Sept 2023 Board	Ongoing	
Climate Strategy	30,000		30,000		30,000					30,000	28 Nov 2023 Board	Ongoing	
Urban Farm - Feasibility Study	30,000		30,000		30,000					30,000	28 Nov 2023 Board	Ongoing	



24-25 Savings Balance	181,000	181,000		181,000		181,000	20 Feb 2024 Board	Ongoing		
IT Equipment linked to new Systems		0	10,000	10,000		10,000	20 June 2024 Board	Ongoing		
Potential NDR Liability		0	7,300	7,300		7,300	20 June 2024 Board	Ongoing		
Regional Sports Park		0	30,000	30,000		30,000	20 June 2024 Board	Ongoing		
Growth Plan - Trading Subsidiary		0	20,000	20,000		20,000	20 June 2024 Board	Ongoing		
Event Management	25,500	25,500	-15,500	10,000	10,000	0	22 November 2022 Board	Complete	£10k still required, release balance as uncommitted	
23-24 Savings Balance	68,000	68,000	-68,000	0		0	21 February 2023 Board	Complete	redesignate as per note, release balance as uncommitted	
IT Equipment - Corporate Services	170	170	-170	0		0	1 June 2021 Board	Complete	Release balance as uncommitted	
		0		0		0				
<b>TOTAL ALLOCATED RESERVES</b>	<b>564,345</b>	<b>0</b>	<b>564,345</b>	<b>-16,370</b>	<b>547,975</b>	<b>17,810</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>530,165</b>

## **GENERAL PROJECTS**

### **Notes:**

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

Project	Partners	Balance b/f 01.04.24	Balance at 30.06.24	Expected Completion Date
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£3,707)	(£3,707)	Ongoing
Burns Birthday in Mauchline	Event Scotland	(£861)	(£861)	Mar 2025
Kilmarnock Green Infrastructure	Sustrans	(£14,955)	(£14,955)	June 2027
Digital Storyteller in Residence	Scottish Book Trust	(£2,372)	(£2,372)	Mar 2025
Irvine Valley Trails 2019 onwards	LCTT, Transport Scotland, EAC Renewable Energy Fund	(£1,665)	(£1,665)	Oct 2023
SHOUT	EAC	(£3,684)	(£3,684)	Ongoing
Morton Hall and Library	EAC	£21,744	£21,958	Mar 2025
Wifi Project	EAC	(£24,700)	(£24,700)	Mar 2025
Foster Carer Service - Memberships	EAC	(£4,000)	(£4,000)	Ongoing
Youth Memberships	EAC	(£8,162)	(£8,162)	Ongoing
Annick Valley Leisure Facilities	EAC	(£198,144)	(£198,144)	Ongoing
Stewarton Dev Cont	EAC	(£49,464)	(£49,464)	Ongoing
Patna Leisure Facilities	EAC	(£810)	(£810)	Ongoing
Going Green (Par for the Course)	REF	£155,439	£168,588	Mar 2024
FutureMuseum.co.uk Redevelopment	Museum Gallery Scotland	£386	£2,411	Mar 2024
Nature Therapy Breaks	Shared Care Scotland	(£12,952)	(£20,130)	Mar 2024
Mayfest event at DCCP	EALT	£0	£20,710	Mar 2024
Leisure Facility Strategy	EAC	(£0)	£1,307	Mar 2025
Cultural Hub Events	Creative Scotland	(£32,236)	(£32,236)	Ongoing
Parental Employability - Work Experience	EAC	(£1,323)	(£1,138)	Mar 2024
Fanzones	0	£0	£21,140	July 2024
Big Top	0	£0	£38,655	Mar 2026

## **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 2024-25.

**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 2024-25.

**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. Claim have been submitted to the Low Carbon Travel and Transport Fund and the Renewable Energy Fund to claim the Trails capital grant.

**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.

**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.

**Stewarton Dev Contr** – With reference to the cabinet report of 31st May 2023, £49,464 has been allocated from developer contribution funds towards leisure projects in Stewarton.

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

**Going Green (Par for the Course)** – A contractor has been appointed and work is underway on a circular path network around the course which will measure approximately 1 mile in length. The path will be finished with Toptrec, a 100% recycled material produced from selected arisings from highway and maintenance works. A section of the path will be made of recycled plastic boardwalk and new ponds will have been created along with a ditch and bund at the 10<sup>th</sup> to create a wildlife corridor.

**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.

**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.

**Leisure Facility Strategy** – Following the publication of the Leisure Facility Strategy 2020-2030, East Ayrshire Council allocated £500k for their capital programme to implement the priorities for the period 2020-2025. A cross service leisure facility action plan has been produced to identify and implement the priorities for this funding.

**Cultural Hub Events** – Funding has enabled the transportation costs for pupil/student visits to the East Ayrshire Leisure Temporary Exhibition Programme based at our galleries at the Dick Institute and Baird Institute. This has taken place over the past 2 years – Quentin Blake (39 Primary & Secondary School visits), Cornelia Parker (6 Secondary School visits), Martin Creed (Ayrshire College project and one Secondary School visit), Georgia O'Keefe (10 Secondary Schools).

Funding also supported:

- Artist fees to assist with engagement and set-up of exhibitions and engagement activities.
- Art club sessions and engagement.
- Visual Art and exhibition engagement activity.
- Materials and resources.

**Parental Employability – Work Experience** – Funding was secured from EAC to deliver a work experience project with Parental Employability. The scheme is aiming to give parents who are interested in working in the outdoors some practical experience and training.

**Fanzones** – Dedicated Family Fanzone was set up at Ayrshire Athletics Arena for the three Scotland games in Euros 2024. These events included children’s activities, live bands, local artists to create a unique and enjoyable family friendly experience for Ayrshire

**Big Top** - The Big Top venue will provide an exciting and accessible performance space that allows a family friendly environment and can accommodate 652 seats. It will be in situ throughout December and January and allow us to maintain our audience numbers in readiness for the newly refurbished Palace Theatre & Grand Hall’s reopening in 2026

## **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)

**NO APPROVED APPLICATIONS IN QUARTER I****EXTERNAL FUNDING DECLINED APPLICATIONS**

<b>Section</b>	<b>Name of Funding Provider and Project</b>	<b>Value of Funding/Support</b>	<b>Comments</b>
Protecting Our Environment	Nature Restoration Fund - Stane Havens	£54,000	Liked the idea but, prioritising other projects
<b>TOTAL</b>		<b>£54,000</b>	



# REPORT TO BOARD OF TRUSTEES

## TRADING SUBSIDIARY UPDATE

Date: 24 September 2024

Agenda Item: 7

Report by: Anneke Freel, Chief Officer

### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to update the Board of Trustees on the work that is being carried out to establish a wholly owned trading subsidiary and to seek approval to create 2 new Strategic Lead posts.

### 2. BACKGROUND

- 2.1 East Ayrshire Leisure was established in 2013 to operate and manage a range of cultural, countryside and sports facilities and services on behalf of East Ayrshire Council. The Trust is a Scottish Charitable Incorporated Organisation (Charity No: SCO43987) and has been trading as a Charity since the 1<sup>st</sup> July 2013. As a charitable trust the Vision is “Always with a focus on continuous improvement, we will deliver inclusive, sustainable and accessible services to enable our communities and visitors to live their best life”.
- 2.2 At the time of inception, it was not deemed necessary to create a separate trading subsidiary aligned to the charity as the focus was on primary trading activities linked to the objectives of the charity and any non-primary trading activities were deemed to be *De Minimis* trading.
- 2.3 However, as a charity the Trust’s ambition is to be less reliant on public sector funding and to have greater flexibility to generate income through non-primary trading activities. To enable growth in this area, the EALT Board of Trustees has agreed to consider the establishment of a trading subsidiary to explore all potential commercial and non-charitable trading activities, which subsequently donates its taxable profits to the charity under Gift Aid.
- 2.4 Once established, the trading subsidiary will focus on the following income streams in the first 3-5 years, but will continually seek other opportunities for further growth.
  - Food and Beverage including street food opportunities that provide pop up provision at events and semi-permanent venues within parks; cafes and restaurants at key sites including the Palace Theatre and Grand Hall, the Galleon, Dean Castle Country Park and London Road; Community cafes within community venues and day care centre; coffee shops akin to the provision at the Dick Institute; vending and permanent and temporary bars
  - Trading, both face to face and online which includes locally branded merchandise; retail through the introduction of gift shops in museums; golf pro shop; temporary gift shops aligned to specific exhibitions; kids play facilities; party packages and a range of experience days such as ‘Behind the Scenes at Dean Castle’, ‘A Night in the Museum’ and ‘Keeper for the Day’
  - Skills Training including machine and tool training, first aid and aquatics training
  - Equipment Hire providing specialist equipment hire for community, local and regional events such as marquees, bouncy castles, stages, technical equipment and other activity equipment such as Zorbs and Laser Tag

# REPORT TO BOARD OF TRUSTEES



- Event Management providing an in-house team of event management and production staff to create high profile events throughout the year and to support communities where needed.
- Special Projects including feasibility studies, surveys and other professional services
- Residential holidays within the Treehouse Centre and through the development of the Assloss Estate project

## 3. SPECIALIST ADVICE

- 3.1 As part of this exercise, the management team have commissioned Azets to provide specialist services, particularly related to VAT, tax and non-domestic rates. This work is to provide detailed advice to ensure that the establishment of the trading subsidiary does not compromise the current exemptions and benefits that are afforded to the charity.
- 3.2 In partnership with Azets, the management team has been developing potential models to demonstrate the relationship between the charity and the subsidiary. Azets will provide the advice on the impacts on VAT and tax of each of these models.
- 3.3 Parallel to this work, East Ayrshire Council's Economic Development team has approved a grant of £6,600 and provided us with the services of a range of consultants to support the development of the business. The management team is currently working with a business planning consultant who will work with us on the development of the subsidiary business plan. The business plan will be submitted to Board for approval in December 2024.

## 4. REVIEW OF STRUCTURES

- 4.1 It is recognised that the 2 largest areas of growth in the first instance is around hospitality and events. With this in mind, the proposal is to create two new Strategic Lead posts that will focus on these key areas. If approved, the Strategic Lead: Hospitality will be recruited by February 2025 to begin remodelling the hospitality service and the Strategic Lead: Events will be recruited by April 2025. These will be permanent posts and will be funded through the deletion of the Strategic Lead: Best Life and the Development Officer: Commercial, with revenue budgets meeting the balance. Both of these posts for deletion are vacant.
- 4.2 If the proposals for the transfer of EAC services and the Galleon are approved later this year for an implementation date of 1<sup>st</sup> April 2025, a full management structure review will be carried out to ensure that managers transferring from other organisations are fully integrated into East Ayrshire Leisure structures.

## 5. NEXT STEPS

- 5.1 The following actions will be undertaken before the final proposal for the trading subsidiary is brought to the Board for approval in December 2025:
- Finalise the VAT, Tax and NDR advisory commission
  - Develop a final draft Trading Business Plan
  - Prepare Articles of Association for the Trading Subsidiary

# REPORT TO BOARD OF TRUSTEES



## Recommendation/s:

It is recommended that the Board of Trustees:

- i. Note the update on the development of a trading subsidiary;
- ii. Approve the appointment of a Strategic Lead for Events and a Strategic Lead for Hospitality; and
- iii. Otherwise note the content of the paper

Signature: *Annete Freeel*

Designation: Chief Officer

Date: 12 September 2024